

## Ordinary Meeting

**Meeting Date:** Monday, 14 November, 2022

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

## Attachments (Under Separate Cover)

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Delivery Program Operational Plan

# Quarterly Performance Report 2022-23 (July - September)



CL22.583 - 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.

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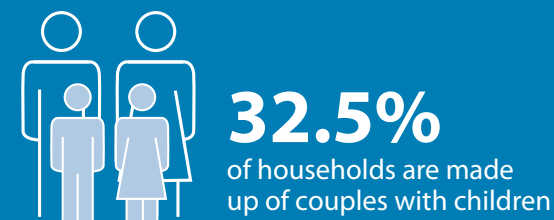
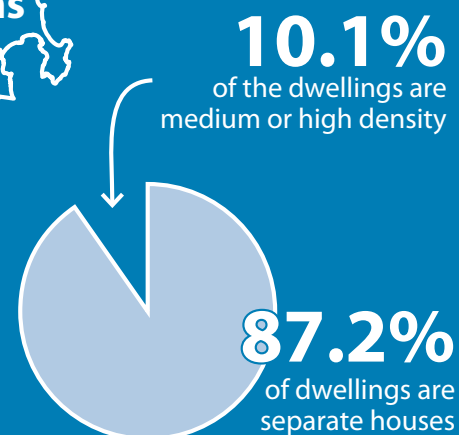
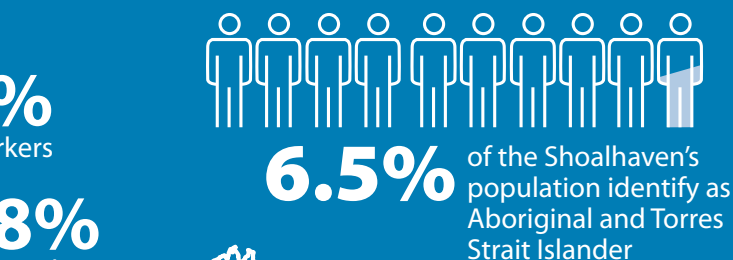
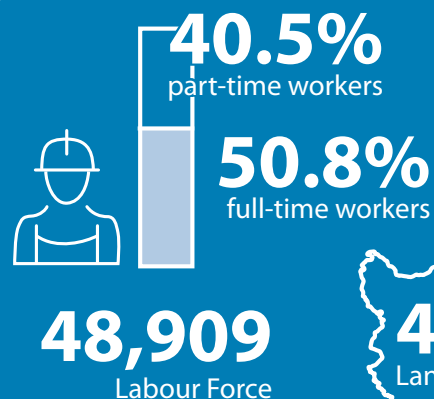
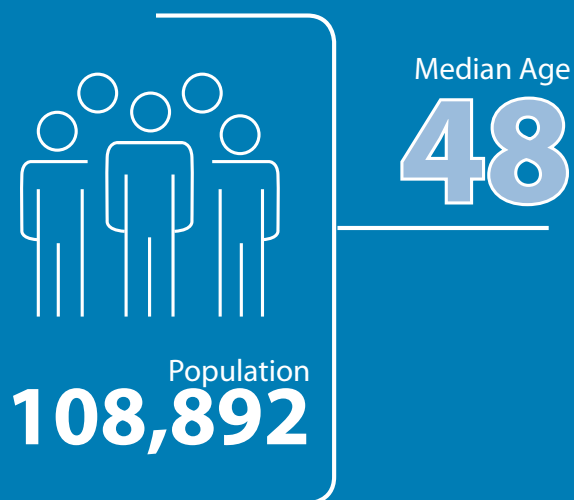


# Community vision statement

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



Serena Copley  
0417 864 708  
Serena.Copley  
@shoalhaven.nsw.gov.au



Tonia Gray  
0417 913 899  
Tonia.Gray  
@shoalhaven.nsw.gov.au



Matthew Norris  
0417 868 250  
Matthew.Norris  
@shoalhaven.nsw.gov.au



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

## Ward 2



Evan Christen  
0417 861 625  
Evan.Christen  
@shoalhaven.nsw.gov.au



Paul Ell - *Deputy Mayor*  
0417 981 536  
Paul.Ell  
@shoalhaven.nsw.gov.au



John Kotlash  
0417 943 393  
John.Kotlash  
@shoalhaven.nsw.gov.au



Greg Watson  
0412 210 979  
watsong  
@shoalhaven.nsw.gov.au

## Ward 3



Liza Butler  
0417 829 596  
Liza.Butler  
@shoalhaven.nsw.gov.au



Moo D'Ath  
0417 819 847  
Moo.D'Ath  
@shoalhaven.nsw.gov.au



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

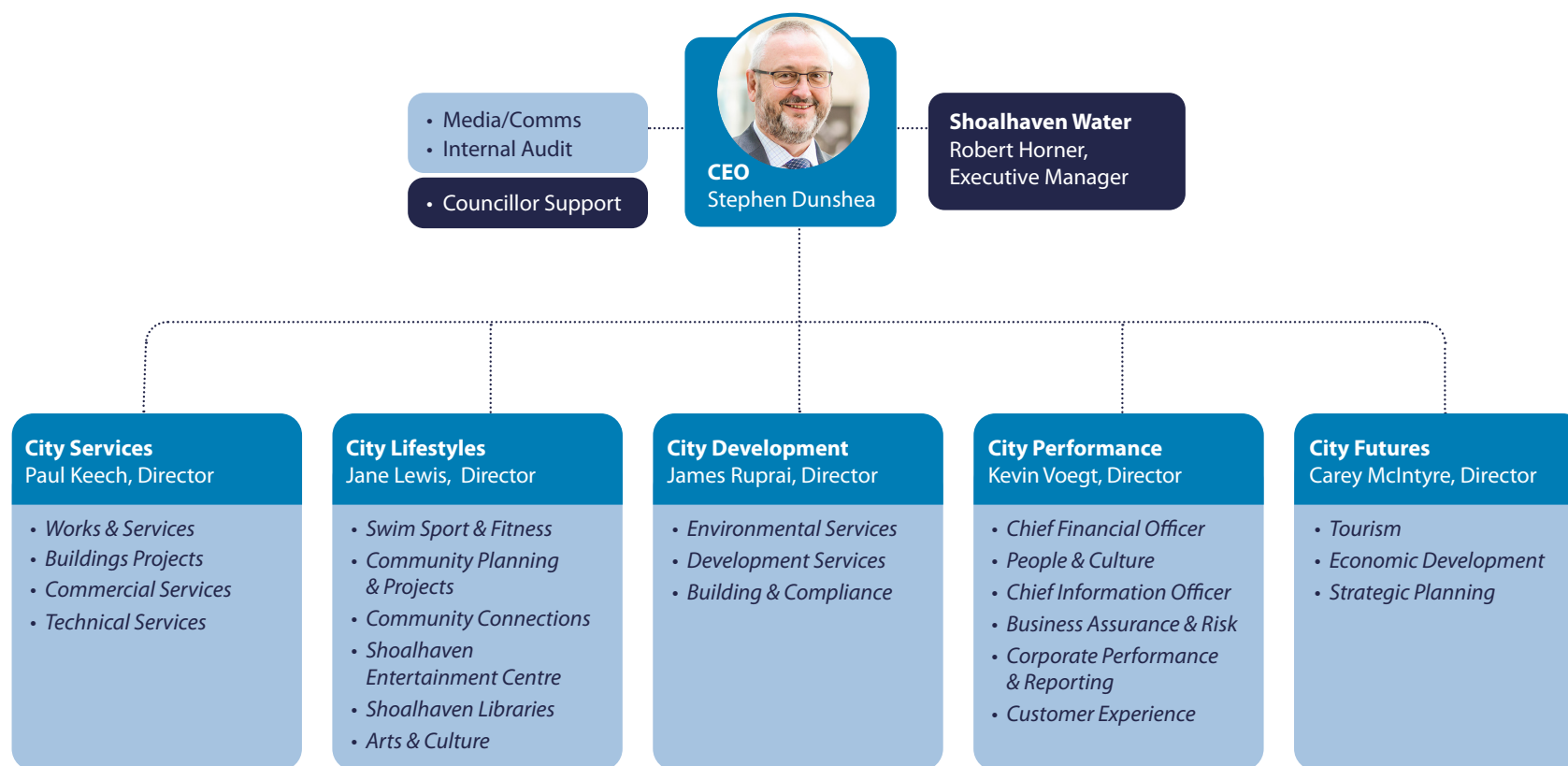


Patricia White  
0447 416 329  
Patricia.White  
@shoalhaven.nsw.gov.au



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

# Executive and organisational structure







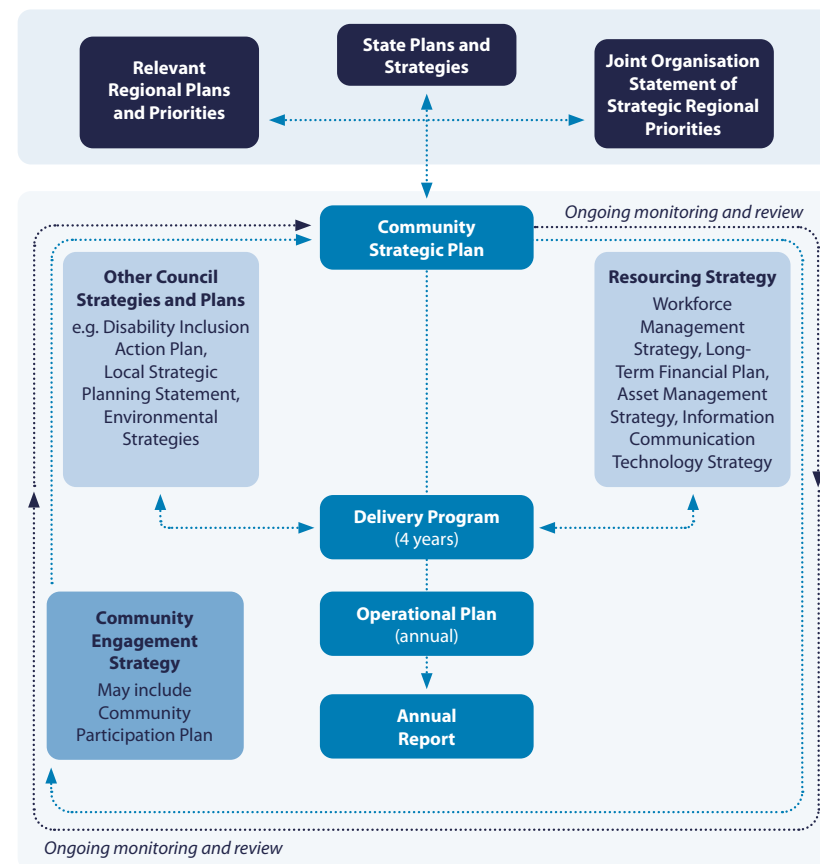
# Shoalhaven's integrated plan structure

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 July to September in delivering the 2022-23 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 156 deliverables across the four key themes and eleven priority areas to 30 September 2022.

Overall progress shows:

 **5** Completed
  **140** On Track
  **5** On Hold
  **6** Needs Attention



## 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

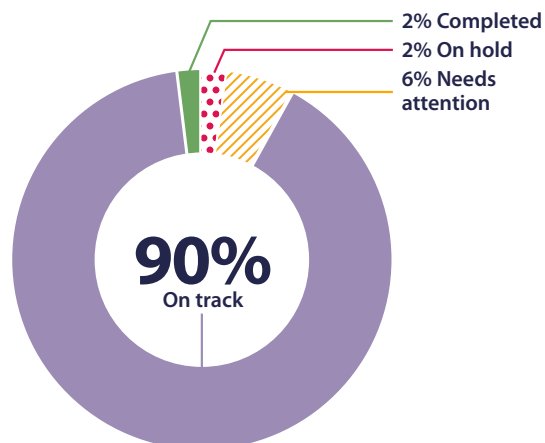
- 4.1 Deliver reliable, high quality services
- 4.2 Provide transparent leadership through effective government and administration
- 4.3 Inform and engage with the community about the decisions that affect their lives





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

## Progress snapshot



## Highlights

- Despite sodden soil conditions, Council's Environmental Health Officers have completed 370 of 373 planned on-site sewage management system inspections
- New Compliance Policy includes a risk-based compliance and regulatory framework has a completed and presented to Council
- Accessibility audit for the Nowra Administration Building identifying improvements is now complete along with an upgrade to Level 3 accessible amenities are complete. An assessment of accessible parking is also in progress
- Local emergency management team have drafted landslip and heatwave consequence management guides for review
- Major preparation works completed at Rugby Park in time to host the 2022 NSW Koori Rugby League Knockout Carnival
- The Gallery hosted the Shoalhaven Art Society Open Art Competition which attracted a large number of entries focused on local talent, with wide audiences from across the Shoalhaven
- The 2022 Entertainment Centre Seasons have been embraced by the community - scoring highly via the 'Culture Counts' social impact survey. Singers Lior and Domini's score was the highest ranked at 94% for captivation and 92% for local impact
- Over 12 community events to build capacity were coordinated and supported during the quarter including: Thrive Together, Disability Expo, NAIDOC Awards, and Emergency Preparedness for older Adults

## Our performance for the last 3 months

A 'good' to 'excellent' safety rating for  
**84%** of 80  
food business



Proactive Ranger patrols

**793**



Virtual visits to libraries

**197,367**


Shoalhaven Regional  
Gallery attracts


**6,635**  
guests




<div><div>Action Key</div><div><div><div>✓</div>Completed</div><div><div>🔄</div>On Track</div><div><div>⚠</div>Needs Attention</div><div><div>🛑</div>On Hold</div></div><div><div>KPI Status</div><div><div>🔴</div>Critical</div><div><div>🟡</div>Needs Attention</div><div><div>🟢</div>On Track</div></div></div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q1 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 Office						
	LEMO role active and supported by a Deputy LEMO.	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed	20%	20%	🟢	Manager - Technical Services	Landslip and heatwave consequence management guides drafted and submitted for review/approval.
🔄	1.1.01.02 Develop and implement initiatives to encourage help-seeking and to build community understanding of recovery and available supports						
	<p>The Social Recovery team have been active in supporting communities affected by 2019/20 Bushfires, COVID and the recent floods and landslips by:</p> <ul style="list-style-type: none"><li>• Outreach calls to community touch on help seeking with referrals as required</li><li>• Participation at key events (as outlined) to engage with community to build awareness of preparedness and recovery</li><li>• Build awareness of recovery assistance available within Council by engagement with the Shoalhaven City Council Natural Disasters Roads Project Office and the Communications Team – ongoing</li><li>• Build awareness of recovery assistance available within Council by active participation in Local Emergency Management Committee and Emergency Operations Centre</li></ul>	Number of publications produced - includes leaflets, newsletters and website updates	Count	14	🟢	Manager - Community Connections	<ul style="list-style-type: none"><li>• 3 x Recovery Newsletters and new campaign monitor template developed for Flood Recovery</li><li>• 1 x Flood Recovery DL Flyer – SCC Outreach details for social recovery – broadly distributed</li><li>• Recovery Outreach Contact details updated on SCC Roads Pages</li><li>• 6 x updates Get Involved – Bushfire Recovery</li><li>• 4 x updates Get Involved – Flood Recovery</li></ul>





Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of face to face programs and projects completed - including Recovery Hub, Recovery programs and Get Ready initiatives	Count	42		Manager - Community Connections	<ul style="list-style-type: none"> <li>• 27 x Ulladulla Recovery HUB drop in days</li> <li>• 4 x Support Local Land Services Rural Community BBQS (Pyree Hall, Kangaroo Valley, Berry &amp; Milton)</li> <li>• 1 x LLS info session Landslides Nowra – Recovery HWB support</li> <li>• 2 x Cuppa &amp; Chat,</li> <li>• 1 x Children's Day – Kangaroo Valley</li> <li>• 1 x Thrive Together Event – Recovery Info</li> <li>• 1 x Disability Expo – Emergency Information</li> <li>• 1 x Emergency Expo Event</li> <li>• 1 x Community Gathering – Conjola – Health &amp; Wellbeing support</li> <li>• 1 x Emergency Preparedness Older Adults – Sussex Inlet</li> <li>• 1 x Event – Willinga Park - 300 attendees Recovery Support</li> <li>• 1 x Cultural Burning Workshop – Nerriga Sassafras Health &amp; Wellbeing Support</li> </ul>


Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of phone calls made and taken resulting in assistance being provided to affected residents	Count	1,206		Manager - Community Connections	Q1 July to September stats: Calls in - 765 Calls out - 441 Note: follow up and action on calls in and calls out can be considerable depending on the complex nature of the issues raised in the conversations.
➤ 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						
Consultation commenced with Kangaroo Valley as a pilot for this program.	Number of community profiles developed which identify hazards, critical infrastructure and vulnerable facilities/groups	Q4	Due June 2023	N/A	Manager - Technical Services	Consultation commenced with Kangaroo Valley as a pilot for this program.
➤ 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 10 August 2022, for the Rural Fire Service (RFS) Strategic Planning Committee and Shoalhaven RFS District Liaison Committee. Detailed project updates were provided, including current financial status. Future priority project for new builds and extensions discussed. Monthly project meetings were conducted at a departmental level between Building Services Project staff and RFS District staff.	Number of RFS Strategic Planning Committee meetings held	Q4	Due June 2023	N/A	Manager - Building Services	





	Action Comment	Reporting Measure	Target / Timeframe	Q1 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						
	Participation in workshops and community meetings ongoing.	Number of community engagement sessions undertaken to enhance the understanding of and preparation for disasters	Count	3	●	Manager - Technical Services	Attended Disability Expo, DoE Careers Expo and Recovery Team community pop-up session.
➤	1.1.01.06 Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines						
	In progress - Works undertake by Chewyings Lawn and Horticulture on 11 APZ during Q1.	Percentage of Asset Protection Zones inspected	25%	25%	●	Manager - Works & Services	Inspections well under way.
		Percentage of Asset Protection Zones maintained	25%	25%	●	Manager - Works & Services	APZ's have been maintained in accordance with service agreement.
➤	1.1.01.07 Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan						
	Annual audit scheduled to be undertaken in Q2.	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2023	25%	25%	●	Manager - Works & Services	All assessments underway.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
!	1.1.01.08 Investigate the opportunities for bushfire resilient buildings, such as FORTIS House, to be constructed within the LGA						
	There is interest from the FORTIS House Team to provide funds to build an exhibition home to showcase the resilience of the FORTIS House project. What is needed, is an allotment of land to erect this building. Once the allotment of land is located, a development application for the exhibition home will be needed. There will also need to be funds for staffing the facility. A project plan will need to be developed for this project and this is expected to be completed by 30/06/2023.	Opportunities for demonstration bushfire resilient buildings investigated and reported to Council by June 2023	25%	25%		Manager - Certification & Compliance	A report will be prepared for Council seeking their endorsement to scope and prepare financial costing for the construction of a FORTIS House exhibition village within the Shoalhaven. If supported by the Council, a project plan will be developed to scope opportunities for constructing the exhibition village. This will need to establish stakeholders providing financial support for the project, the location of suggested sites and the projected costings. At the end of the exhibition period, the dwellings may be sold off separately and shifted off-site. Alternatively, they may be repurposed for another use such as accommodation for the homeless.


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>1.1.02.01 Engage the community to ensure representative views are considered and adopted in the development and planning of Community facilities</b>						
	Communication and engagement plans are in progress for a number of projects including: Bay and Basin Leisure Centre redevelopment, Crookhaven oval and amenities building, the review of the Community Infrastructure Strategic Plan (CISP), the Kangaroo Valley Showground Masterplan and Milton Showground Masterplan. Community Planning and Projects also works closely with a variety of committees and associations including Berry Forum, the Nowra Show Society, Sports Board, CCB's, sporting associations and clubs etc. meeting to provide updates on projects and seek their input.	Develop a prioritisation of masterplans and deliver a minimum of 3 annually for Council parks, reserves and sportsgrounds	Q4	Due June 2023	N/A	Manager - Community Planning & Projects	
		Finalise and adopt the Access Areas for Dogs Policy and progressively implement the funded actions	25%	30%		Manager - Community Planning & Projects	The Access Areas for Dogs policy has been reviewed in draft, incorporating community consultation, legislation, and internal feedback. The draft Policy will be reported to Council in October 2022 to seek resolution to progress to public exhibition. At the completion of the policy review, environmental assessments will continue on the current and proposed dog access areas.




Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
1.1.02.02 Work with community partners to deliver programs that build community strength and capacity						
<p>Severe weather impacted some events which had to be cancelled or re-scheduled including the NAIDOC Family Funday. The team have been busy delivering activities to support social connection and wellbeing, following a reluctance for the community last quarter to engage with social events there has been an increase in attendance of events this year. This may be due to the events being aimed at supporting vulnerable community members and providing opportunities to engage with support services. We have seen a drop in community applying for grants due to the significant increase of grants available, Council grants are small in comparison and with the increase in cost of delivering activities, community are focussing on larger grants. Council continues to work closely with community through new and established partnerships to coordinate and deliver initiatives, programs and events including NAIDOC, Homelessness strategies and response events. Thrive Together Fair and Disability Expo received excellent feedback and have seen an increase in attendance from both community and service providers.</p> <p>There has been a focus on building capacity of community through grants clinics, disability forum, thrive together working group and engaging with interagencies and community sector organisations; moving away from delivery and towards building skills and agency in the community. Community Capacity Building Team Planning Workshops were held to identify strategies for how we can strengthen this approach and work with our community to build their capacity.</p>	Number of community events coordinated and supported	Count	12		Manager - Community Connections	Thrive Together, Disability Expo, Aboriginal Year 12 Graduation Celebration, NAIDOC Awards, NAIDOC Morning Tea, NAIDOC Family Funday (Cancelled), Emergency Preparedness for older Adults. Planning for: Community Workshop for Homelessness, Seniors Festival, Youth Week, Spring Into Sanctuary Point, The Point- Skate Park, 16 Days of Activism - Working with more than 50 community partners.


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.02.03 Work with the NSW Government to finalise the Crown Lands plans of management						
	Draft generic Plans of Management, and site specific Plans of Management (PoM) are currently with the Minister to seek approval to proceed to public exhibition. Crown lands have not started reviewing the PoMs. Draft PoMs for showgrounds have been reported to Council and referred to Property for Native Title comment and will be forwarded to the Minister once Native Title comment is received.	Crown Lands plans of management finalised by June 2023	25%	25%		Manager - Community Planning & Projects	Crown Lands plans of management are on track to be finalised subject to Ministerial approval of public exhibition and review by Crown Lands.
	1.1.03.01 Conduct and respond to biennial WHS inspections at public halls and management committee facilities across precincts						
	Shoalhaven SSF Safety Implementation Officer and Facility Officers working through scheduled WHS inspections of public halls and management committee facilities. Program on track with all facilities to be inspected.	Percentage of scheduled SSF facility WHS inspections completed and actioned	25%	25%		Manager - Shoalhaven Swim Sport Fitness	Shoalhaven Swim Sport Fitness Facility Officers and Safety Implementation Officer are working through Work Health & Safety inspections of public halls and Management Committee facilities. The program is on track with all Work Health & Safety inspections scheduled.


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.03.02 Collaborate across City Lifestyles departments to provide a range of programs to activate Destination Parks and showgrounds						
	Shoalhaven Swim Sport Fitness collaborated with Shoalhaven Regional Gallery and Shoalhaven Libraries to develop and promote a free spring school holiday program for families across destination parks and outdoor spaces featuring pilates and bootcamp sessions, water-themed storytimes, craft activities, drawing and art print-making sessions. Due to heavy rain, all outdoor activities were postponed and the bootcamp sessions were relocated to Ulladulla Leisure Centre.	Number of programs implemented at each destination park - Northern Precinct	1	1		Manager - Shoalhaven Swim Sport Fitness	Topdressing, over-sowing and aeration works were completed at Bomaderry Sporting Complex for the NSW Aboriginal Rugby League Knockout. Soft fall top-ups for all northern playgrounds completed. Mulching of garden beds and weed spot spraying at Destination Parks completed. New garden beds are being constructed at Boongaree, and tree risk management works and tree pruning within learn to ride area completed. Garden bed restorations at Marriott Park have been completed with new plants to be planted. Contractor will repair the road from the main entrance to the end car park. Broadleaf weed spraying for all northern area recreation areas has commenced.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of programs implemented at each destination park - Central Precinct	1	4		Manager - Shoalhaven Swim Sport Fitness	Major preparation works at Rugby Park for NRL Aboriginal Knock Out Cup. 70m3 soft fall top-up in all Central playgrounds. Planting in White Sands Park & regular servicing of all Central Destination Parks. Mulching of landscape areas. White Sands Park and Voyager Park had scheduled programs running in conjunction with Community Connections to activate the Precinct.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of programs implemented at each destination park - Southern Precinct	1	1		Manager - Shoalhaven Swim Sport Fitness	<p>Work to improve the amenity of the Southern Destination Parks and Sports Fields includes the construction of new garden beds, plantings and new bin enclosures at Mollymook Foreshore and Ulladulla Harbour.</p> <p>The Sportsfields summer improvement program has commenced with soil testing completed for all fields with spraying, aeration, top dressing and fertilisation programmed at Ulladulla Sports Park, Lighthouse Oval, Bill Andriske Oval, Yulunga Reserve and Milton Showground. This program complements the works completed in 2021/22 to raise the standard of these high profile Precincts. Spray program in Quarter 2 is confirmed for Mollymook Foreshore, Ulladulla Harbour and Milton Village Pool.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.03.03 Liaise with Management Committees within precincts to meet their financial reporting requirements						
	All Management Committees are meeting obligations. Committees have been offered workshops to review financial reporting requirements and template procedures. Reporting requirements for 2022/23 FYI completed.	North: Percentage of Management Committees within precincts that meet their Committee Meetings reporting requirements	90%	90%	●	Manager - Shoalhaven Swim Sport Fitness	Northern precinct management committees are up to date and meeting the financial and reporting requirements.
		Central: Percentage of Management Committees within precincts that meet their Committee Meetings reporting requirements	90%	95%	●	Manager - Shoalhaven Swim Sport Fitness	Central precinct management committees are up to date and meeting the financial and reporting requirements.
		South: Percentage of Management Committees within precincts that meet their Committee Meetings reporting requirements	90%	100%	●	Manager - Shoalhaven Swim Sport Fitness	Southern precinct management committees are up to date and meeting the financial and reporting requirements.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.03.04 Conduct accessibility audits of public and community buildings						
	An accessibility audit is complete for the Administration Building identifying improvements to be initiated. Upgrade to Level 3 accessible amenities are complete, planning for level 2 amenity upgrade is in progress. An assessment of accessible parking is also in progress. Public Amenity AMP has commenced and a report will be completed by December 2022, auditing of our public amenities for accessibility will be recommended including budget & resource requirements. Community Buildings AMP to be completed by end of 22/23 financial year.	Number of accessibility audits of public & community buildings undertaken	Q4	Due June 2023	N/A	Manager - Buildings Operations	
>	1.1.03.05 Continue to deliver priorities from the Disability Inclusion Action Plan						
	Following the adoption of the DIAP in 21/22 the team have worked hard to deliver on priorities from the plan including: <ul style="list-style-type: none"> <li>Supporting the Inclusion and Access Advisory Committee</li> <li>Launch of the 'I Feel Included When' campaign</li> <li>Partnership with the Disability Forum to deliver the Disability Expo which is crucial in reducing the stigma around people living with a disability and promoting accessibility and support services</li> <li>Staff and Councillor disability awareness training</li> </ul>	Number of activities to improve community awareness and understanding of disability	Count	2		Manager - Community Connections	<ul style="list-style-type: none"> <li>Disability Expo</li> <li>Launch of 'I Feel Included When' campaign</li> </ul>

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Increased awareness of Council's inclusion initiatives and existing services	Count	4		Manager - Community Connections	<ul style="list-style-type: none"> <li>Disability Expo</li> <li>'I Feel Included When' campaign</li> <li>'People with a disability' web page</li> <li>Launch of the Disability Inclusion Action Plan</li> </ul>
	Number of training sessions to improve skills and understanding of inclusion by Council staff and Councillors	Count	0	N/A	Manager - Community Connections	<ul style="list-style-type: none"> <li>13 online modules were provided to Councillors to complete the training</li> <li>Organisational Development are currently identifying front line staff to participate in the training</li> <li>Flagstaff have provided 200 online training modules at no cost to Council</li> </ul>







	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	<b>1.1.04.01 Engage with Community Service providers seeking opportunities to improve affordable transport options across the Shoalhaven to provide advice and advocacy</b>						
	Council staff continue to work with the Nowra Youthie to fund their bus which allows young people in Nowra and the Shoalhaven to engage in youth projects and activities which support wellbeing, skills development and social connection with their community.  The Community Capacity Building Team are keen to identify more opportunities to utilise this bus for the broader Shoalhaven community.	Number of affordable transport projects and programs supported	1	2	●	Manager - Community Connections	Councils Community Capacity Building team support:  Nowra Youth Centre Bus to provide safe transport for people accessing the youth service and the Shoalhaven Mobile PreSchool program.
➤	<b>1.1.04.02 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</b>						
	Input and feedback provided on relevant Transport for NSW projects occurring in Shoalhaven. Council staff also participated in meetings related to the Illawarra-Shoalhaven Regional Plan and its related projects. Dialogue also commenced with the new Greater Cities Commission.	Number of meetings with government agencies that actively contribute to transport strategy development	Q4	Due June 2023	N/A	Manager - Strategic Planning	
		Number of submissions advocating for regional priorities that are made to government transport strategy work or plans	Count	3	●	Manager - Strategic Planning	Submissions/feedback provided on: <ul style="list-style-type: none"> <li>• Sixteen Cities Program (public transport)</li> <li>• Princes Highway upgrade projects</li> <li>• Moss Vale Road Upgrade Project</li> </ul>





	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.1.05.01 Undertake projects in the Strategic Planning Works Program regarding the built environment including continued implementation of the Affordable Housing Strategy, review of the Ulladulla Settlement Strategy and review of the Shoalhaven's economy						
	Proposed Strategic Planning Works Program for 2022/2023 reported to Council in July - Council workshop to be held in November 2022. Work progressing and on going in regard to projects arising from the Affordable Housing Strategy. Draft settlement options for the Milton-Ulladulla area adopted by Council to enable initial community engagement.	Annual Council report on Strategic Planning Works Program by June 2023	Q4	Due June 2023	N/A	Manager - Strategic Planning	
>	1.1.06.01 Perform the duties required to ensure the satisfactory operation of on-site sewage management systems						
	Program continued to uphold public safety and the protection of the environment. The adoption of On-Site Sewage Management charges onto annual rates notices has allowed Environmental Health Officers to undertake inspections in more efficient manner and timely manner, meeting customer expectations.	Percentage of planned on-site sewage management systems inspections completed	100%	99%		Manager - Environmental Services	Despite ambient weather conditions creating sodden soil conditions, Council's EHO's have completed 370 of 373 expected inspections. This is an excellent result considering staff turnover and inspecting officers undertaking higher duties.
		Percentage of failed on-site sewage management system whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	Follow-up regulatory action has commenced for 46 non-compliant systems.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
!	1.1.06.02 Undertake environmental health regulatory inspections to ensure compliance with legislative standards						
	Despite weather constraints, almost 100% of OSSMs have been completed, Food Shops have fallen behind due to staff on sick leave and higher duties required from the Food team. Skin Penetration is on target to be completed by end of October.	Percentage of planned environmental health inspections completed	100%	78%		Manager - Environmental Services	OSSM inspections expected are 375 - actual = 373 Food Shops expected are 210 - actual = 80 Skin Penetration expected 33 - actual = 30 Despite weather constraints, almost 100% of OSSMs have been completed, Food Shops have fallen behind due to staff on sick leave and higher duties required from the Food team, Skin Penetration is on target to be completed by end of October.
		Percentage of failed environmental health inspections whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	Food Premises = 6 Improvement Notices Skin Penetration = 0 On-site sewage management systems = 46 Notices

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.06.03 Undertake swimming pool inspections in accordance with the adopted program						
	Compliance completed 89 swimming pool inspections during the quarter resulting the issue of 30 certificates of non-compliance and 40 certificates of compliance.	Percentage of planned swimming pool inspections completed	95%	95%	●	Manager - Certification & Compliance	A total of 79 swimming pool inspections were completed during the quarter
➤	1.1.06.04 Ranger Services undertake proactive patrols in order to meet the needs of the community and council						
	Rangers completed a total of 793 patrols during the period (beach patrols, Council Showgrounds, camping hot spots, boat ramps and inland reserves, proactive parking patrols and school zone patrols. Ranger Services have actioned a total of 881 incidents in the period. Of these, 387 related to animal management complaints and 494 related to illegal dumping, parking, abandoned vehicles, camping, tree vandalism, and a range of unauthorised activities on public land.	Number of proactive ranger patrols	750	793	●	Manager - Certification & Compliance	Rangers completed a total of 793 proactive patrols for the period. These include 419 beach patrols, 188 patrols other patrols (Council Showgrounds, camping hot spots, boat ramps and inland reserves), 145 proactive parking patrols and 41 school zone patrols.
ⓘ	1.1.06.05 Undertake retail food regulatory inspections to ensure compliance with legislative standards						
	Food shop inspections have been undertaken in accordance with available resourcing.	Percentage of businesses achieving 'good' or 'excellent' food safety star rating	80%	80%	●	Manager - Environmental Services	67 of the food premises inspected achieved an 'excellent' or 'good' star rating.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of failed food hygiene inspections whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	From the 80 food premises inspections undertaken from 1 July to 30 September 2022, regulatory action was required for 6 premises. This action has commenced and Improvement Notices have been issued to the food premises and Council Officers are working with the proprietors to ensure compliance with the relevant standards.
 1.1.06.06 Deliver initiatives that contribute towards improved Community Safety						
<p>In the last quarter the team have delivered the Thrive Together event and the Disability Expo to connect community to service providers that can assist them including for legal services.</p> <p>The team have delivered a Crime Prevention Through Environmental Design (CPTED) assessment at Boongaree Park in collaboration with NSW Police and the community.</p> <p>The quarterly Safety Liaison meetings continue with representation from NSW Police, NSW Health, Business Chamber and Southern Cross Housing and Council staff. These meetings ensure collaboration and information sharing across key agencies.</p> <p>The team also coordinate fortnightly agency meetings with Homelessness Service Provider to coordinate efforts and find solutions for people sleeping rough.</p>	Number of Crime Prevention through Environmental Design (CPTED) safety assessments completed	Count	1		Manager - Community Connections	05/08/22 held session with South Coast Police at Boongaree Park in Berry along with community and Council representatives who shared observations of crime risk on site. This informed completion by police of a CPTED assessment for the site.



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of projects undertaken to enhance community pride and safety	Count	12		Manager - Community Connections	<p>Throughout the year the team partner, plan and deliver on projects which contribute to our communities sense of pride and safety.</p> <ul style="list-style-type: none"> <li>• Thrive Together</li> <li>• Disability Expo</li> <li>• The Point - Sanctuary Point Skate Park Project</li> <li>• NAIDOC awards, morning tea &amp; family funday</li> <li>• Primary homelessness response meetings</li> <li>• 16 days of activism</li> <li>• Emergency preparedness for older adults</li> <li>• Aboriginal Year 12 Graduation celebration</li> <li>• Youth Week</li> <li>• Seniors Festival</li> <li>• Several community projects funded through the Community Grants Program</li> </ul>



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.06.07 Develop a risk-based compliance and regulatory framework						
	The new Compliance Policy was completed and presented to Council. This includes a risk-based compliance and regulatory framework. This item has been completed and will be reviewed and updated as the needs arise.	Risk-based compliance and regulatory framework developed and endorsed by Council by June 2023	25%	100%		Manager - Certification & Compliance	The Compliance Policy has recently been presented to Council. This included a risk based compliance and regulatory framework.
	1.2.01.01 Undertake strategic investigations to support Arts & Culture in the Shoalhaven						
	There are a number of strategic initiatives in progress that seek to support Arts and Culture in the Shoalhaven. These include the establishment of the Shoalhaven Arts Foundation which is out for quotation; the development of the Regional Gallery strategic plan which is progressing; and the development of a strategic plan for the City Art Collection.	Secure necessary funding to finalise Shoalhaven Arts Foundation constitution and establishment costs by June 2023	25%	30%		Manager - Arts & Culture	Funding has been received through the Operational budget and the Request for Quote has been sent to four (4) different suppliers.


Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Undertake planning and investigations for strategic plans and projects that support development of Arts and Culture	25%	25%		Manager - Arts & Culture	Gallery strategic planning with industry consultant is arranged and will start from the 17th October. The Collection strategic planning group have met and started the process of refining a vision for the collection and how to achieve this. A New Way of Doing Business in the Arts Draft paper has been submitted to the Director for consideration. Arts Foundation development and Fundraising software solution continues to progress.
	Deliver a Children's Festival in conjunction with Shoalhaven Entertainment Centre and Shoalhaven Regional Gallery by June 2023	25%	25%		Manager - Arts & Culture	Investigations into Children's Festival for 2023 have begun.





	Action Comment	Reporting Measure	Target / Timeframe	Q1 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						
	<p>This quarter Shoalhaven Regional Gallery delivered a diverse program of arts and cultural activities. Four exhibitions were on display, showcasing the work of respected artists from across NSW. The Shoalhaven Art Society Open Art Competition attracted a large number of entries, with a particular focus on local talent, attracting wide audiences from across the Shoalhaven.</p> <p>A wide array of public programs were on offer both at the Gallery and offsite, including artist talks and artist led workshops alongside term based classes for adults and children. A major community project saw Gallery educators visiting schools, local festivals and the Stockland shopping centre; engaging the local community to decorate tiles which will feature in the major Summer Exhibition 'Plant your Feet' curated by Glenn Barkley</p>	Number of people paying to attend public programs	125	240	●	Manager - Arts & Culture	<p>The Gallery has delivered a diverse range of programs designed to engage people in exhibitions and develop new skills. Core programs include adult learning, Art after School for children, and School Holidays, along with workshops, talks, and tours. All our workshops delivered by exhibiting artists have sold out and received excellent feedback from participants. Our workshops for adults have also sold out and been successfully delivered by our two Gallery educators who are also practicing artists local to the Shoalhaven. We also deliver artist talks as part of our exhibition program that are free to attend and have attracted over 55 people in attendance.</p>




Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of visitors to Shoalhaven Regional Gallery	8,000	6,635		Manager - Arts & Culture	A steady number of visitors from July to September, positive feedback gained through visitor book and surveys.  There were several off-site public programs held at local high schools, Stockland Nowra, UOW Shoalhaven campus, Burradise Festival - the number of visitors to these events are not accounted for in the visitor numbers to the Gallery.
	Percentage of visitors 'likely or very likely' to recommend the gallery	50%	100%		Manager - Arts & Culture	100% of surveyed visitors are very likely to recommend the Gallery




	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.01.03 Curate and deliver inclusive annual seasons of performing arts, events and public programs reflective of our diverse community						
	The 2023 Morning Matinee Season, the 2023 Season, and the 2023 Education Season will be launched in early December 2022. The programs include some of Australia's best-known and highly respected performers and companies. The 2022 Seasons have been embraced by the community - scoring highly via the Culture Counts Social Impact Survey. Sydney Symphony Orchestra and the play THEM both scored 92 % for captivation. Singers Lior and Domini's score was the highest ranked at 94% for captivation and 92% for local impact.	Rebuild post-COVID attendance at ticketed performances at the Shoalhaven Entertainment Centre	Q4	Due June 2023	N/A	Manager - Shoalhaven Entertainment Centre	
		Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	85%	87%		Manager - Shoalhaven Entertainment Centre	The aggregate result for the 2022 Season, the 2022 Education and Families Season, and the 2022 Morning Matinees Season the Culture Counts Social Impact surveys reveal the result is 86.6 per cent. This result relates to nine performances presented during this time and the children's festival The Arty Farty Party.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.2.01.04 Deliver Live and Local Shoalhaven to engage with the sector and increase live music performance opportunities						
	Live and Local has continued to provide increased performance opportunities for Shoalhaven based musicians and singers, including the children's festival Arty Farty Party held at the Entertainment Centre in July. We have also been able to connect Live and Local musicians with other opportunities for paid work.	Program two Live and Local microfestivals featuring Shoalhaven musicians	Count	2		Manager - Shoalhaven Entertainment Centre	Live and Local Microfestivals were held at the SEC as part of the Reconnection free family fun day on 5 June, and as part of the Arty Farty Party children's festival on 1 July. Four acts were programmed for both events which included solos, duos, trios and four-piece bands and were well received by families. Two more microfestivals are being planned for December 2022 which will complete this component of the grant funded project. Via the NSW Government's Reconnecting Regional NSW allocation Council has secured additional funding to increase the programming, production values and marketing of a Live & Local Microfestival for Nowra.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Live Music Action Plan prepared for Council adoption by September 2022	50%	20%		Manager - Shoalhaven Entertainment Centre	This project has been reprioritised as a result of the busy SEC Program in Q1 & Q2. We now aim to have the Live Music Action Plan prepared by the end of Q3.

1.2.01.05 Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven						
Shoalhaven Regional Gallery's public, educational, and outreach programs continue to develop and attract new audiences. The public program has sold out every workshop delivered to complement exhibitions. The educational program continues to attract the interest of local Schools. The outreach program has expanded to include new partnerships with University of Wollongong and Stockland, both of whom remunerate the Gallery for their services. Shoalhaven Regional Gallery played an important role in developing and delivering Arty Farty Party in collaboration with colleagues at Shoalhaven Entertainment Centre. The diverse and eclectic program strengthened the Galleries profile.	Number of Pop Up Art workshops delivered to outlying areas	Count	11		Manager - Arts & Culture	The Gallery has delivered a range of pop-up art workshops as part of their outreach program to ensure that arts and cultural services are accessible across the Shoalhaven. Destinations include Bawley Point, University of Wollongong Shoalhaven Campus Learning Labs, Stockland Shopping Centre, Shoalhaven Entertainment Centre as part of Arty Farty Party, and Thrive Together Fair. Overall, the number of participating children and adults exceeds 1000, with over 60 participating each day at Stockland and over 500 at Arty Farty Party.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of Students participating in curriculum based programs	Count	55		Manager - Arts & Culture	The Gallery has delivered 4 educational programs to local Early Years, Primary, and Secondary Schools. Each visit to the Gallery includes a learning session in the Gallery and a hands-on art workshop. Each School has commented positively on their experience in a post-program survey. In addition to delivering programs, 2023 program marketing collateral has been developed and designed, ready to deliver to Schools.
 1.2.01.06 Undertake investigations to articulate a vision for a new Shoalhaven Regional Gallery						
This project is in planning phase with a project plan being developed by the Arts and Culture Manager in consultation with the Manager - Community Planning and Projects. The intent is to bring in an external consultant to lead a visioning session with a range of internal and external stakeholders which will be used to inform the next stages of the project.	Form a small working group to articulate the high level vision and site options for a new Shoalhaven Regional Gallery by June 2023	25%	25%		Manager - Arts & Culture	Project planning is underway in consultation with Community Planning and Projects. The plan is to seek a suitable consultant to lead a visioning process with workshop with stakeholders from across the organisation and key stakeholders. This will occur once the project plan is developed.





	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.01.07 Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery						
	<p>The Gallery continues to work towards diversification and strengthening revenue streams. The standard revenue streams of public programs, shop / art sales and meeting room bookings continue to perform well with Public Programs currently well above budget.</p> <p>The Tap Donation system continues to bring in a steady amount of revenue for our exhibitions reserve with \$558 achieved in the period.</p> <p>The Arts and Culture Manager is working with the Chief Information Officer to identify potential fundraising solutions and hopes to progress that project to purchase within the next reporting period.</p>	Number of grant applications prepared and submitted	Q4	Due June 2023	N/A	Manager - Arts & Culture	
		Implement a software based solution to support increased fundraising and philanthropic donations by June 2023	25%	25%		Manager - Arts & Culture	Investigations by IT into the preferred solution continue to raise the issue of offshore data hosting. An alternate solution within the preferred price bracket has been identified and following a demonstration, a report will be presented to ICT with the two solutions to determine which one is progressed.
	1.2.01.08 Work with local artists to create a mural on a Shoalhaven Water reservoir						
	Initial investigation to identify suitable sites has been completed. Work will now move to the planning for the delivery of the project.	One Shoalhaven Water reservoir mural completed by June 2023	Q4	Due June 2023	N/A	Manager - Water Business Services	





	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	1.2.02.01 Progress design and construction of a new Library at Sanctuary Point						
	The Sanctuary Point Library project continues to progress well and construction documents are currently being finalised ready to go out to tender.	Commence construction for new Sanctuary Point Library by January 2023	25%	25%	●	Manager - Library Services	The Sanctuary Point Library Project Control Group continues to meet regularly. Documents for construction are scheduled to be completed in August and construction to start early next year.
		Complete operational plan and budget for new Sanctuary Point Library	25%	25%	●	Manager - Library Services	Operational plan and budget for new Sanctuary Point Library has begun.
		Complete the public art project with local community for the new Sanctuary Point Library	25%	25%	●	Manager - Library Services	Artists for sunshades and lighting have been selected and Commissioning Agreement for all artists is in progress.
>	1.2.02.02 Investigate library service delivery options for the Sussex Inlet community						
	Investigations into a Sussex Inlet Library continue and Council's Strategic Property Unit are working with the City Lifestyles Directorate to progress this project.	Complete investigation into the library service delivery options for the Sussex Inlet community	25%	25%	●	Manager - Library Services	Investigations are ongoing into a library for Sussex Inlet and further reports on the matter will be provided to Council as investigations continue and a suitable site identified.










	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.2.02.03 Implement the Strategic Business & Marketing Plan to support the future growth and development of the Shoalhaven Entertainment Centre						
	Additional work has been undertaken to ensure the rigour of benchmarking, financial forecasts and growth models. The Strategic Business and Marketing Plan will now be completed by the end of December 2022.	Percentage increase of food and beverage income stream at Encore Cafe and Dining	Q4	Due June 2023	N/A	Manager - Shoalhaven Entertainment Centre	
		Increase the number of Season Memberships to build audience engagement	Q4	Due June 2023	N/A	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						
	Proposed Shoalhaven Heritage Strategy 2022-2025 reported to Council in September 2022. Deferred for further consideration. Range of other heritage related matters progressing, including possible Cultural Heritage Mapping project. Six Local Heritage Grant offers issued for 22/23	Number of Heritage Assistance grants issued	Q4	Due June 2023	N/A	Manager - Strategic Planning	




	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.2.03.02 Provide support for volunteer led museums across the Shoalhaven						
	<p>The Museum Advisor program continues to be maintained across the Shoalhaven, with a new Museum Advisor to be appointed in November.</p> <p>The Digital Buzz project will continue with further support to those museums involved, enhancing knowledge and understanding of digitisation processes and allowing them to move to phase 2 and eventually carry on independently.</p> <p>The Museum and Gallery Breakfast network has resumed meetings and will meet 4 times per year with the next meeting scheduled for November.</p>	Identify funding options and support needed to conserve the Jack Nicholson Collection and enhance the museum experience at Lake Tabourie Museum	25%	25%	●	Manager - Arts & Culture	<p>International Conservation Services have agreed to undertake the work required to conserve and replace the jars for all the wet specimens at the Museum.</p> <p>Currently working with the volunteers to understand the number of wet specimens to ensure an accurate quote is received, and to identify when the work can take place.</p>
➤	1.2.03.03 Celebrate the contribution of Aboriginal and multicultural communities in the Shoalhaven						
	<p>The Community Capacity Builder, Aboriginal Cadet with the support of the team has worked hard to continue to deliver a number of events which celebrate the contribution of Aboriginal community in the Shoalhaven. This has included:</p> <ul style="list-style-type: none"> <li>• NAIDOC Regional Awards</li> <li>• NAIDOC Morning Tea</li> <li>• NAIDOC Family Funday (Cancelled)</li> <li>• Aboriginal Year 12 Graduation Celebration</li> </ul>	Number of programs and initiatives delivered with and for Aboriginal Communities	Count	2	●	Manager - Community Connections	<ul style="list-style-type: none"> <li>• NAIDOC Awards</li> <li>• NAIDOC Family Funday (Cancelled)</li> </ul>



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of programs and initiatives delivered with and for our Multicultural community	Count	1		Manager - Community Connections	Supporting the Multicultural Communities Council of the Illawarra (MCCI) in their development of a business case to develop the concept of a collaborative multicultural services hub.
	Number of programs and initiatives delivered to the Shoalhaven Community that raise the profile of Aboriginal and Multicultural communities	Count	4		Manager - Community Connections	<ul style="list-style-type: none"> <li>• NAIDOC Awards</li> <li>• NAIDOC Family Funday (Cancelled)</li> <li>• NAIDOC morning tea</li> <li>• Support of the Year 12 Aboriginal Student graduation</li> </ul>
 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						
Shoalhaven Libraries continues to provide opportunities and resources to patrons. The digital library remains open 24/7 and all branches are now open providing access to physical resources and services.	Number of Library events delivered	125	174		Manager - Library Services	Shoalhaven Libraries programs and events are returning to pre COVID levels with more events being held and attendees taking part.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number Library Visits	105,000	69,828		Manager - Library Services	COVID continues to impact visitation at all libraries, with many services continuing to be offered digitally, however physical visitations are increasing.
	Number of Virtual Visits at Council's Libraries	93,500	197,367		Manager - Library Services	The number of customers using Shoalhaven Libraries' Digital resources and services continues to grow.
 1.3.01.02 Develop new Shoalhaven Libraries Strategic Plan 2022-2025						
The Shoalhaven Libraries Strategic Plan 2022-2025 is being finalised.	Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2022-2025	3	3		Manager - Library Services	The draft Strategic Plan is being finalised and actions are being identified.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>1.3.02.01 Deliver improved playing surfaces in precincts and Destination Parks in the Shoalhaven</b>						
	<p>Delivery of improved playing surfaces to Shoalhaven's sporting precincts and Destination Parks is on track within acceptable time frame. Budget to fund turf related maintenance programs including soil testing, fertilizing, aeration, topdressing, broad leaf herbicide and other programs.</p> <p>Current Actions: Fertilizing and aeration programmed for delivery by end of October 2022 weather permitting. Contractor confirmed.</p> <p>Completed Programs:</p> <ul style="list-style-type: none"> <li>• Soil Testing</li> <li>• Broadleaf Herbicide</li> </ul>	Undertake annual sportsfield improvement program	25%	25%		Manager - Shoalhaven Swim Sport Fitness	<p>Completed Programs include soil testing and application of broadleaf herbicide.</p> <p>Current Actions: Fertilizing and aeration programmed for delivery by end of October 2022 weather permitting. Contractor confirmed.</p>
	<b>1.3.02.02 Staged Implementation of Asset Management Plans across Shoalhaven Swim Sport Fitness including destination parks, sporting precincts and showgrounds</b>						
	<p>Asset Management Plans have been received for two Showgrounds - Nowra and Kangaroo Valley Showground.</p> <p>Inspections have also been undertaken for Berry and Milton Showgrounds. The draft plans are expected November 2022.</p> <p>Staff are currently developing a brief for the development and delivery of Asset Management plans for Destination Parks.</p>	Complete Asset management plans for showgrounds by June 2023	25%	25%		Manager - Shoalhaven Swim Sport Fitness	<p>Asset Management Plans have been received for two (2) showgrounds – Nowra and Kangaroo Valley. Inspections have also been undertaken for Berry and Milton Showgrounds. The two remaining draft asset management plans are expected to be delivered November 2022.</p>

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.03 Review and update the Community Infrastructure Strategic Plan together with other directorates, to form the strategic planning for future development						
	The review of the Community Infrastructure Strategic Plan (CISP) will be led by the Strategic Asset Advisor, as part of the Community Planning and Projects team. Recruitment for this position will occur over Oct/Nov 2022.	Playspace strategy to be incorporated in Community Infrastructure Strategic Plan by June 2023	25%	24%		Manager - Community Planning & Projects	The Playspace strategy will be incorporated into the Community Infrastructure Strategic Plan (CISP) as part of the review. Early workshops and research into CISP best practice is underway.
		Community Infrastructure Strategic Plan updated by June 2024	25%	24%		Manager - Community Planning & Projects	The Community Infrastructure Strategic Plan (CISP) will be reviewed by the Strategic Asset Advisor, as part of the Community Planning and Projects team. Recruitment for this position will occur Oct/Nov 2022. Early workshops and research into CISP best practice has begun.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.04 Continue to implement outcomes from the Community Infrastructure Strategic Plan						
	<p>Council continues to implement outcomes identified in the Community infrastructure Strategic Plan. Recent projects include:</p> <ul style="list-style-type: none"> <li>• Boongaree Stage 1, 4, and 6</li> <li>• Showground Master Plans</li> <li>• Ulladulla Sports Park Master Plan</li> </ul> <p>A significant amount of resourcing is also put towards delivering outcomes that arise from Notice of Motions and community requests. Often these projects are not pursued as they do not align with or are not documented in strategic documents.</p>	Commence construction of fields and car park (Stages 5 & 7) at Boongaree by February 2023	Q3	Due Feb 2023	N/A	Manager - Community Planning & Projects	Stages 5 and 7 of Boongaree are currently in the process of finalising detailed design, prior to commencement of construction.
		Commence construction of Bob Proudfoot Pavilion by April 2023	25%	25%		Manager - Community Planning & Projects	Detailed design of the Bob Proudfoot Pavilion is currently being finalised, prior to commencement of construction.
		Commence construction of Skate Park at Bay & Basin by October 2022	25%	25%		Manager - Community Planning & Projects	Detailed design of the Bay and Basin Skate Park has been completed, including a safety in design review. A recent quantity survey has been received, which now predicts the budget for construction will be exceeded. Staff are currently discussing options for this project with the lack of funding, as a staged delivery is not possible.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Complete Bay and Basin Leisure Centre design by December 2022	Q2	25%		Manager - Community Planning & Projects	The preferred design option for the Bay and Basin Leisure Centre has been determined. A Councillor Briefing occurred in September 2022 and work is now occurring to complete concept design. Community consultation on the design is anticipated for late October 2022.
	Finalise design of showground upgrades (BLERF) by June 2023	25%	25%		Manager - Community Planning & Projects	The Funding deed for BLERF has been signed and the project scope is currently being determined to fit the parameters of the grant. The grant has been extended until Feb 2024. A project manager has been appointed from the PM panel. Appointed PM will manage the project across design and construction phases. The project has commenced with internal consultation and establishing an agreed scope of work. External stakeholder engagement commenced in September.



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Complete construction of pump track and skate park at Boongaree by June 2023	25%	25%		Manager - Community Planning & Projects	Construction of stages 2 and 3 of the skate park and pump track commenced on 6 June 2022. Demolition of the existing skate park is complete. Contractors are currently on site and construction of the skate park is underway. Completion is on track within the 2022/23 financial year.
➤ 1.3.02.05 Support Parkcare Group Volunteers to improve local parks and reserves						
2 established groups had their updated action plans adopted by council, 3 established groups are currently in the planning/consultation stage, 1 new group is currently in the planning/consultation stage. Current Parkcare figures: 47 groups, 410 Volunteers, 1748.50 hours for July/Aug/Sept/2022 The Parkcare Connect newsletter continues to be sent out seasonally.	Maintain Annual Parkcare volunteer hours	Q4	Due June 2023	N/A	Manager - Works & Services	
➤ 1.3.02.06 Develop new Shoalhaven Swim Sport Fitness Business Plan						
Consultants have provided submissions for SSSF business Plan. Preferred consultant has been engaged and provided with purchase order to proceed with development of the plan.	Swim Sport Fitness Business Plan developed by June 2023	25%	25%		Manager - Shoalhaven Swim Sport Fitness	Preferred consultant has been engaged and staff workshops will be undertaken over November and December with a draft being presented for review February 2023.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 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, health and fitness programs						
	Extensive range of services and programs provided for Aquatics and Health & Fitness throughout the first quarter. This includes Learn to Swim and Squad Programs, group fitness and aqua aerobics classes, personal training sessions, team gym, Pilates in the Park sessions and other school age programs.  Programs and services include 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. Health Moves programs. Outdoor classes are planned over holiday periods in Destination Parks, weather-dependent.	Maintain the number of attendances at Council's aquatic and leisure centres	175,000	195,842	●	Manager - Shoalhaven Swim Sport Fitness	Patronage across Shoalhaven Swim Sport Fitness Aquatic Facilities is now returning to pre pandemic numbers for Health & Fitness, Learn to Swim programs along with general aquatic, casual swimming.
➤	1.3.03.02 Swim Sport Fitness customer satisfaction survey developed for programs and facilities						
	A survey has been developed in consultation with Culture Counts for Boongaree Nature Play Park. The survey provides users an opportunity to provide feedback about their experience visiting Boongaree Nature Play Park. The Survey is programmed to commence November 2022.	Swim Sport Fitness customer survey results finalised to inform current and future programming by June 2023	25%	25%	●	Manager - Shoalhaven Swim Sport Fitness	A survey for Aquatic & Leisure facilities is also being drafted which will be launched early 2023.

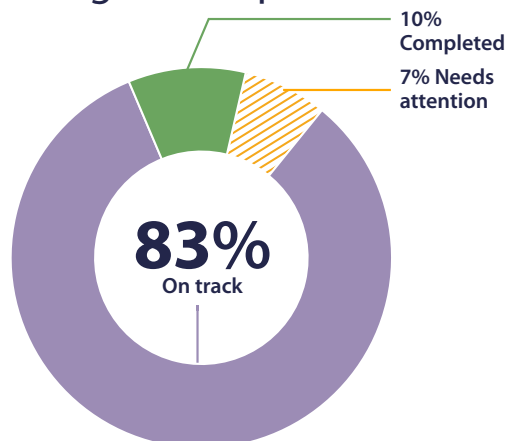
	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.04.01 Support local networks and encourage knowledge sharing to improve equitable access to information and opportunities						
	Communications sent to Community Consultative Bodies with consultation opportunities, development application information, notification of amendments and community event information for distribution with community networks.	Number of supported community-led programs and activations which connect people	Count	6	●	Manager - Community Connections	The Community Voices initiative was undergoing handover and review of purpose and delivery, however the team leveraged off existing programs in community including a Bushfire recovery event at Willinga Park, gatherings at Hoylake Park Reserve as well as attending a number of CCB and community meetings.
		Increased ability for community groups to represent and advocate for their communities	Count	1	●	Manager - Community Connections	Meeting with Bay & Basin Community Led Strategic Plan Advisory Group held to establish communication pathways and allow streamlined approach to community advocacy for the Bay and Basin Area by bringing up to 5 separate community groups together to work on the same goal.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.04.02 Provide advice and support teams across Council to use the Wellbeing Plan and evaluation framework when considering future actions						
	To improve understanding of Wellbeing Plan, engaged with Council teams, presenting to Leadership Team and seeking teams' involvement. Supported 18 Council teams to develop actions for Action Plan. Provided Evaluation Essentials training to support improved evaluative practice. 2 Design Sessions gathered teams' input to ensure Evaluation Framework is practical and useful for their work. The Evaluation Framework will support teams to explain wellbeing outcomes of projects, collect evidence around impact, reflect on project learning and adjust delivery. "Community Needs Assessments in Bushfire Affected Communities" project delivered community survey to gather information on social needs, barriers and strengths for communities across the Shoalhaven.	Wellbeing Plan presented to Council teams by end of June 2023	Q4	Due June 2023	N/A	Manager - Community Connections	Worked to improve understanding of the Wellbeing Plan across teams whilst Plan was developed: <ul style="list-style-type: none"> <li>• Updated Leadership Team and sought teams' involvement in developing Evaluation Framework and Action Plan</li> <li>• 2 Design Sessions gathered teams' input to ensure Evaluation Framework is practical and useful for their work</li> <li>• Addressed internal concerns with comprehensive written response</li> <li>• Met with 18 teams to support development of actions for Action Plan</li> </ul>
		Number of future actions scoped through the Wellbeing Plan evaluation framework	Q4	Due June 2023	N/A	Manager - Community Connections	As Evaluation Framework was still in development in this quarter, this could not be completed. Finalisation of Evaluation Framework is expected to allow reporting on this KPI to commence in the next quarter.



# Sustainable, liveable environment

## Progress snapshot



## Highlights

- 80 natural areas reserves have been worked on by volunteers, staff and/or contractors - actions include weed control, revegetation, and signage installation with the objective to improve biodiversity
- Four Bushcare Group Action Plans have been fully drafted ready for Council adoption
- Flood mitigation and walking track asset databases have been reviewed and updated
- Works in progress from the local road repair program currently include Worrigea Road, Main Road Cambewarra and Meroo Road Bomaderry
- Cameras have been deployed on Council's garbage collection trucks to analyse road defects
- Updated Shoalhaven adaptation plan endorsed at the 26 July Council meeting
- Tenderer appointed for supply of retail electricity for Council's large sites and street lighting for the next 8 years who has committed to build 2 new solar farms in the region. Council's large sites will be supplied with 50% renewable power from 2025, with the option to purchase more green certificates
- 98% of Shoalhaven Water DA referrals completed within 21 days – well above target of 80%
- Alternative power supplies to critical Shoalhaven Water infrastructure is 95% complete

## Our performance for the last 3 months



**52** Environmental  
assessments on  
Development Applications

**398**  
Invasive Weed  
Inspections



**89%**  
Subdivision Works  
Certificates completed  
within 28 days



**45%** of  
Development  
Applications  
processed  
within 40 days





Supply of retail electricity for Council's large sites and street lighting



Council's garbage collection trucks now analyse road defects



Natural areas reserves work undertaken





<div> <div> <div>Action Key</div> <div> <div>✓ Completed</div> <div>➤ On Track</div> <div>⚠ Needs Attention</div> <div>⏸ On Hold</div> </div> </div> <div> <div>KPI Status</div> <div> <div>● Critical</div> <div>● Needs Attention</div> <div>● On Track</div> </div> </div> </div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.01.01 Complete the Local Road Repair Program as listed in the 2022-23 adopted capital works program						
	Works in progress currently include Worrigee Road, Main Road Cambewarra and Meroo Road Bomaderry. Program approximately 30% expended.	Percentage of planned road rehabilitation projects completed	15%	15%	●	Manager - Works & Services	The wet weather in the first quarter has impeded delivery of some projects, however the quarters target was met with the following projects being delivered: Main Road - Cambewarra, Entrance Road - Lake Conjola, Braidwood Road and Croobyar Road - Milton.
➤	2.1.01.02 Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired						
	Road risk management procedure is in progress - Cameras are now deployed on on garbage trucks to analyse road defects, Arterial Roads inspections undertaken monthly continuing.	Percentage of reportable defects addressed within timeframes in the procedure	80%	62%	●	Manager - Works & Services	Due to the severe weather event in July it has been a struggle to achieve the target due to the substantial amount of potholing encountered and the constant wet weather.
➤	2.1.01.03 Operate the Natural Disaster Project Office to coordinate the recovery of key road infrastructure						
	Project office is established.	Delivery of projects as per funding agreement milestones	Q4	Due June 2023	N/A	Manager - Works & Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.02.01 Undertake Flood Studies and develop Flood Risk Management Studies and Plans						
	The Lower Shoalhaven River and St Georges Basin Flood Studies are close to being completed. Council is awaiting the outcome of a request for DPE grant funding to complete the Floodplain Risk Management Study & Plan (FRMS&P) Review for these two catchments. Technical project briefs are currently being prepared for the Clyde River and Willing Lake Flood Study and FRMS&P following Council obtaining grant funding from the Federal Government. Council is also awaiting the outcome of a request for DPE grant funding to complete a revised Broughton Creek Flood Study.	Lower Shoalhaven River and St Georges Basin Flood Risk Management Study and Plan adopted by Council by June 2023	Q4	Due June 2023	N/A	Manager - Environmental Services	
➤	2.1.02.02 Complete the Stormwater Drainage Program as listed in the 2022-23 adopted capital works program						
	Works in progress with 30% completion to date.	Percentage of planned stormwater drainage projects completed	10%	15%	●	Manager - Works & Services	Progressing well and Projects completed in Q1 include Worrigeer / Isa Road intersection, Judith Drive North Nowra GPT (design only) and pipe inspection program.
✓	2.1.02.03 Review the flood mitigation asset database and ensure it is up to date						
	Asset database for Flood Mitigation Asset is up to date.	Length of flood mitigation assets inspected	Q4	Due June 2023	N/A	Manager - Works & Services	






Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of reported flood mitigation asset defects repaired	100%	65%	<span style="color: red;">●</span>	Manager - Works & Services	Resources were directed to potholing in Q1. As the weather improves in Q3 additional inspections will be scheduled to catchup.
<b>➤ 2.1.03.01 Complete the annual maintenance program for the renewal of pathways and cycleways</b>						
These funds have been combined with Capital budget projects ie Murramarang Road cycleway.	Percentage of planned maintenance program for pathways and cycleways completed	10%	15%	<span style="color: green;">●</span>	Manager - Works & Services	Works on track.
<b>✓ 2.1.03.02 Review the Walking Track asset database and ensure it is up to date</b>						
Walking Track asset data is up to date	Percentage of reported walking track asset defects repaired	100%	70%	<span style="color: red;">●</span>	Manager - Works & Services	Resources were directed to potholing in Q1. As the weather improves in Q3 additional inspections and repairs will be scheduled to catchup.
<b>➤ 2.1.04.01 Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years</b>						
Yalwal Road currently under design process with the view to run through to next financial year.	Percentage of works greater than \$250,000 staged in separate financial years	Q4	Due June 2023	N/A	Manager - Works & Services	






	Action Comment	Reporting Measure	Target / Timeframe	Q1 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 identified for design are progressing.	Percentage by value of projects in the Operational Plan that are construction ready for 1 July 2023	Q4	Due June 2023	N/A	Manager - Technical Services	41 Million worth of infrastructure construction projects have been identified for the 23/24 financial year in the 10 year plan section of the 22/23 DPOP. <ul style="list-style-type: none"> <li>• 30% - Designs not started</li> <li>• 34% Designs underway</li> <li>• 36% Construction ready</li> </ul>
>	2.1.05.01 Develop an action plan to reduce backlog of data entry and capture relevant condition data in consultation with Asset Custodians for transport and stormwater assets						
	Significant progress in the quarter refining the structure of Council's asset register to support the more efficient capture of asset information. This action supports the implementation of the ADAC data transfer mechanism, which will be the tool ultimately used to process the backlog of data entry into the system.	Action plan to reduce backlog of data entry and capture relevant condition data prepared in consultation with Asset Custodians for Transport Assets by June 2023	10%	10%	●	Manager - Technical Services	System configuration reviewed for Transport. Gap analysis between data fields and ADAC completed. Existing assets migrated into new structure.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Action plan to reduce backlog of data entry and capture relevant condition data prepared in consultation with Asset Custodians for Stormwater Assets by June 2023	10%	10%	●	Manager - Technical Services	Comparison of data fields between ADAC and Council's stormwater schema complete. System review pending, however field changes identified as minimal between current design and future state.
➤ 2.1.05.02 Support the organisation to review and update Asset Management Plans						
Developed reporting fields that expose key financial parameters into the Asset Register. This will assist asset custodians in producing timely and accurate reporting of assets to support the formulation of asset management plans.	Developed and endorsed corporate template for Asset Management Plans by June 2023	10%	10%	●	Manager - Technical Services	Review of current NAMS and IPWEA commenced
➤ 2.1.06.01 Maximise water reuse to reduce demand on drinking water supplies						
REMS 2.0 (bulk storage dam) design project well advanced and awaiting funding announcement in late October before proceeding to delivery phase. Asset redundancy and risk management projects ongoing and are expected to progress into late 2022 and early 2023.	Implement recommendation from Shoalhaven Water Yield Assessment	Q4	Due June 2023	N/A	Manager - Water Asset Planning & Development	







Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Develop REMS 2.0 project to construction phase	25%	50%		Manager - Water Asset Planning & Development	Project Design now complete. Biodiversity Assessment - Preliminary Documentation exhibition now complete and referral pending final approval by the Commonwealth Department of Climate Change, Energy, the Environment and Water. Project now awaiting funding opportunities to proceed to Procurement and Construction (Delivery) Phase.
	Review and assess redundancy in water supply schemes	25%	25%		Manager - Water Asset Planning & Development	Asset performance and review ongoing as part of asset management strategies. Asset risk mitigation to be completed to ensure assets risks are managed in accordance with Corporate risk appetite.








	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.06.02 Identify and mitigate risk to critical water supply and wastewater assets						
	Risk identification has been completed. Mitigation measures now in development with Operations staff.	Develop asset risk assessment, mitigation contingencies for critical water & wastewater assets	0	10		Manager - Water Asset Planning & Development	Asset Risk mitigation to be undertaken and a draft submitted to the Shoalhaven Water Asset Management Steering Committee.
	2.1.06.03 Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas						
	Infrastructure designs for the Mundamia URA and the West Culburra URA have commenced in line with developers' delivery time frames. Funding applications have been submitted as part of the Accelerated Infrastructure Fund to support both projects.	Deliver Sewer & Water infrastructure concept design to support West Culburra Urban Release Areas	25%	25%		Manager - Water Asset Planning & Development	Sewerage treatment plant assessment report is currently in progress. This report will provide necessary details to inform the infrastructure design.
		Deliver Sewer & Water infrastructure concept design to support Mundamia Urban Release Areas	25%	25%		Manager - Water Asset Planning & Development	Concept designs completed. Environmental engagement underway as each project moves into detailed design.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>2.1.06.04 Installation of Alternative Power Supplies to Critical Infrastructure</b>						
	The alternative power supplies to Haviland Street, Pointer Road, Pointer Balance Tank, Conjola Reservoir, Bendalong Motorised Valve and Sussex Inlet Water Reservoir are nearing completion. Works should be completed by late October.	Implementation of works program for critical infrastructure alternative power supply	25%	95%		Manager - Water Operations & Maintenance	The alternative power supplies to Haviland Street, Pointer Road, Pointer Balance Tank, Conjola Reservoir, Bendalong Motorised Valve and Sussex Inlet Water Reservoir are nearing completion. Works should be completed by late October.
	<b>2.1.06.05 Construct Sewer &amp; Water infrastructure to support Moss Vale Road Urban Release Areas</b>						
	Sewerage component of work is well under way with majority of work now in construction phase. Water supply work is now also in construction phase with Cambewarra reservoir contract awarded and Illaroo Rd pumping station and pipelines currently in tender phase with award expected in November 2022.	Percentage of annual capital works completed that support Moss Vale Road Urban Release Areas	Q4	Due June 2023	N/A	Manager - Water Asset Planning & Development	
	<b>2.1.06.06 Investigate asset resilience and security of water supply opportunities</b>						
	Option Development near completion for water trunk main from Bewong to Milton. Investigations and Concept Design to commence March 2023. Detailed design for REMS Stage 2 Bulk Storage completed. At this stage both projects are reliant on grant funding to proceed into construction phase.	Develop Northern to Southern Water Supply Project to Construction Phase	25%	25%		Manager - Water Asset Planning & Development	Concept Options Report completed. Concept design and further investigations to commence March 2023.


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	2.1.06.07 Complete design for the water pipeline connection of Jervis Bay Territory to Shoalhaven systems						
	Preferred option determined. Hydraulic modelling and basis of design now completed. Detailed design is well advanced with completion expected in early 2023.	Design for water pipeline connection of Jervis Bay Territory to Shoalhaven systems completed by June 2023	25%	35%	●	Manager - Water Asset Planning & Development	Preferred option identified. Water supply modelling and basis of design completed. Detailed design phase progressing with completion expected in early 2023.
>	2.1.07.01 Implement Building Fire Compliance Action Plan						
	Implementation of the Compliance Action Plan is achieved by using a software program to create datasheets to manage and program Asset Fire Safety Schedules and Preventative Maintenance to meet required results. Works are in progress to Centralise maintenance schedules, compliance documentation files and all invoiced costings in the OneCouncil Asset Register. Improvement of business processes and workflows will standardise our approach and ensure consistency. Investigations are currently underway to combine various preventative maintenance services into one contractor/service provider to improve resource efficiencies.	Number of Building Fire Audits Complete	Q4	Due June 2023	N/A	Manager - Building Services	
		Maintain existing Fire Safety Statements for Council buildings	Q4	Due June 2023	N/A	Manager - Building Services	
>	2.1.07.02 Improve Shoalhaven Water's levels of service for Development & Regulatory Function						
	Additional resources and process reviews in the regulatory and development areas have resulted in significant backlog reduction.	Percentage of Development Application and subdivision referrals completed within 21 days	80%	98%	●	Manager - Water Asset Planning & Development	Performance maintained at a high level due to fully resourced team and process improvements.


Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of all approved Tradewaste discharge locations inspected	90%	100%		Manager - Water Asset Planning & Development	Additional resources have provided significant improvement in clearing backlog of Trade Waste inspections.
 2.1.07.03 Implement initiatives to reduce the number of dry weather sewage overflow events						
The availability of the IOT device has delayed the project. The devices are on order and are due in late October, after which installation can commence.	Number of monitoring sensors installed and monitored using "Internet of Things" technology	50	0		Manager - Water Asset Planning & Development	The availability of the IOT device has delayed the project. The devices are on order and are due for delivery in late October.
 2.1.07.04 Ensure serviceability of public amenity buildings to meet community expectations						
The new cleaning contract has been initiated with Storm International. The delivery is being transitioned to ensure Council maintains a good cleaning standard, Storm are currently cleaning 71 of the 96 public amenities allocated to Building Services as custodian. The remaining amenities are planned to be transitioned early in the 2023 calendar year. This process is occurring with minimal complaints from the public.	Complete public amenity refurbishment or renewals as funded	25%	100%		Manager - Building Services	As no capital budget has been provided for this type of work this year. This KPI will be marked as completed and placed on hold for FY 22/23.
 2.2.01.01 Prepare and maintain strategies and plans to support appropriate population growth or development, and environmental conservation in Shoalhaven, including progressing the detailed planning controls for the Moss Vale Road North Urban Release Area.						
Range of projects continuing and progressing in this regard including the detailed adoption of the detailed planning controls for the Moss Vale Road Urban Release area, continued dialogue with the NSW Government regarding the Callala Bay Urban Release Area Planning Proposal and adoption for community engagement of potential future growth scenarios for the Milton-Ulladulla area.	Annual Council report on Strategic Planning Works Program by June 2023	Q4	Due June 2023	N/A	Manager - Strategic Planning	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	<b>2.2.02.01 Assess and determine development applications within legislative timeframes and community expectations</b>						
	Council continues to improve processing times through recruitment processes, continual review of the DA assessment process, processing of older applications from the system and working with the Department of Planning and Environment to ensure agency referrals are received in a timely fashion.	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	45%		Manager - Development Services	The KPI for this quarter is below the target, however staff are continuing to meet customer demands and have focused on determining older applications. This is in addition to the large number of applications that have been lodged over the last 12-18 months resulting in the highest number of applications for the last 7-10 years. There has also been a number of assessment staff vacancies within Development Services. (33%) This last quarter Council determined 11 x applications which had been with Council for >300 days and which had been delayed for various reasons including complex and multi-agency referral inputs. This has had a significant impact on the overall average of DAs that have been determined within the 40-day timeframe.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.2.02.02 Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations						
	There have been improvements to the assessment of subdivision works certificate this quarter, with the target exceeded. Subdivision Certificates continue to be resolved efficiently within the target time frame.	Percentage of Subdivision Certificates resolved within 14 days	75%	100%		Manager - Development Services	Target exceeded this quarter.
		Percentage of Subdivision Works certificates completed in 28 days	65%	89%		Manager - Development Services	Results are on target for this quarter with only one application not being assessed within the required timeframe. Results should continue to be on target given the team is fully staffed and resourced.









	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.2.03.01 Provide development compliance services to the community						
	Council has received 68 new complaints and actioned a total of 87 complaints within the period. At the end of the reporting period, there were 1017 outstanding complaint investigations on the system. Each Compliance officer is currently carrying approximately 150 complaint investigations. All complaints older than 2 years with no further issue will continued to be reviewed and finalised wherever possible.	Number of development non-compliance matters received	Count	68	N/A	Manager - Certification & Compliance	A total of 68 development non-compliance matters were received during the period. Of these, 28 related to unauthorised development (development without consent – building), 14 stormwater runoff/ disposal, 7 for not in accordance with development consent, 1 Fire Safety, 11 swimming pool fencing inspections, 3 land Use without consent (development without consent – Land Use), 2 asbestos and 2 developments without consent – earthworks.


Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of development non-compliance actions completed	Count	87		Manager - Certification & Compliance	A total of 87 development non-compliance matters were completed during the period. Of these, 28 related to unauthorised development (development without consent – building), 16 stormwater runoff/disposal, 15 for not in accordance with development consent, 10 manhole adjustments, 5 swimming pool fencing inspections, 4 land Use without consent (development without consent – Land Use), 3 asbestos, 2 defected building works inspections, 2 developments without consent – earthworks, 1 sediment erosion control and 1 home industry/hobby.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.2.04.01 Provide strategic feedback to Government and others on policies and strategies impacting on strategic land use in Shoalhaven						
	During the reporting period Council staff participated in meetings of the Illawarra-Shoalhaven Regional Plan Coordinating Committee, Illawarra-Shoalhaven Affordable Housing Round Table and Illawarra-Shoalhaven Greater Cities Partnership.	Number of submissions regarding strategic land use made to Federal and State Government	Q4	Due June 2023	N/A	Manager - Strategic Planning	
✓	2.3.01.01 Develop an approved Shoalhaven Adaptation Plan						
	The updated Shoalhaven Adaptation Plan (2022) was endorsed at the 26 July Council meeting and with a review date and new climate change risk assessment to be completed in 2025. Actions were grouped by short or medium term with some actions ongoing.	Number of actions delivered from the approved Shoalhaven Adaptation Plan	Count	4	●	Manager - Technical Services	The first bi-annual progress update for the Shoalhaven Adaptation Plan will be scheduled for EMT in late January in line with the review cycle outlined in the Plan. 4 actions (R10, R22, R14, R19) have been achieved, however will remain ongoing (15% of actions).

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	<b>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 Sustainable Energy Policy targets</b>						
	<p>A number of initiatives from the Sustainable Energy Strategy 2020-2025 were completed in the past quarter including:</p> <ul style="list-style-type: none"> <li>A tender was completed for the supply of retail electricity under a Power Purchase Agreement (PPA) for Council's Large Sites &amp; Street Lighting for the next 8 years. The successful tenderer Flow Power has committed to build 2 new solar farms in the region to supply electricity and green certificates for Council's Large Sites. The PPA will be 50% renewable from 2025, be able to buy more green certificates to work towards 100% renewables for all Council assets</li> <li>An 80 kW solar PV installed at 4 Shoalhaven Water sites: Ulladulla Depot shed, and Conjola, St Georges Basin and Bendalong WW Treatment Plants</li> <li>Work continuing with Endeavour Energy on installing 100% LED streetlights within the next 18 months</li> </ul>	Number of Sustainable Energy Strategy initiatives implemented	Q4	Due June 2023	N/A	Manager - Technical Services	
		Value of projects funded through the Revolving Energy Fund	Q4	Due June 2023	N/A	Manager - Technical Services	
		Value of projects funded through the Revolving Energy Fund	Q4	Due June 2023	N/A	Manager - Technical Services	
➤	<b>2.3.02.01 Develop an approved Sustainability Policy and Action Plan</b>						
	Draft Sustainability and Climate Policy endorsed for public exhibition on 26 September 2022 and will be exhibited until 2 November. Following approval of final Policy, the Sustainability and Climate Action Plan will be finalised.	Number of initiatives implemented from the approved Sustainability Action Plan	Q4	Due June 2023	N/A	Manager - Technical Services	Action Plan to be prepared following the public exhibition and finalisation of the Sustainability and Climate Policy.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.03.01 Undertake works within natural area reserves to improve biodiversity						
	80 reserves have been worked on by volunteers, staff and/or contractors under operational and grant projects. Actions include weed control, revegetation, and signage installation with the objective to improve the biodiversity of these reserves and contiguous areas under the control and management of Council.	Number of natural area reserves with works completed towards maintaining or improving biodiversity	Count	80		Manager - Environmental Services	This includes work by Bushcare volunteers, staff and contractors under operational and grant projects.
	2.3.03.02 Support organisational environmental due diligence						
	Assessments being conducted for Council projects have included 12 Review of Environmental Factors (REF) that have begun for dog off-leash areas as part of the Dog Policy review. Eight (8) REFs are being prepared for Shoalhaven Water (for Asset Protection Zones around sewage pumping stations) and are nearing completion but were due by end of September so are a top priority.	Number of environmental assessments completed	Count	52		Manager - Environmental Services	There have been 52 DA referrals completed in the quarter. In addition to this, 3 assessments for pre-lodgement advice has been provided for various proposals including for Ulladulla LALC Cultural Centre.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.03.03 Undertake water quality monitoring program of the Shoalhaven's estuaries, lakes, rivers and beaches						
	<p>From July to September 2022 the following catchments were sampled:  Lake Conjola, Conjola bores. Clyde River, MER Conjola and Southern Bushfire sites, Burrill Lake and MER Conjola and Southern Bushfire sites + Carbon.  A total of 59 water samples were taken and 27 non-reticulated drinking water samples were taken at 9 council buildings</p>	Percentage of planned water quality monitoring program completed	25%	25%		Manager - Environmental Services	<p>During the July -September first quarter the following water sampling was undertaken - Lake Conjola, Conjola bores, Clyde River, MER Conjola &amp; Southern Bushfire Sites, Burrill Lake and MER Conjola and Southern Sites + Carbon.  The MER sampling is being undertaken as part of the Bushfire Recovery Grant in response to the 2019 bushfires.</p>

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of irregular water quality results whereby follow-up has occurred	100%	30%		Manager - Environmental Services	<p>Less than 30% of follow up is conducted on water quality results that are irregular. Increased work load and budget cuts to the water sampling program, with increased frequency of natural disasters requiring specialised water sampling programs to ensure public and environmental health is not impacted adversely have impacted on the ability to achieve this KPI.</p> <p>100% reports of point source water pollution to Council are investigated and sampling undertaken.</p> <p>Council staff are currently reviewing the water quality monitoring program and aligning it to the NSW Department of Planning and Environment's NSW Water Quality Objectives.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.03.04 Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual						
	Seven CMPs as part of four projects are ongoing with four different technical consultants. Works are progressing along different schedules based on the associated scope of works and are being managed accordingly.	Shoalhaven Open Coast & Jervis Bay Coastal Management Programs completed by June 2023	Q4	Due June 2023	N/A	Manager - Environmental Services	
		Lower Shoalhaven River Coastal Management Program completed by June 2024	Q4	Due June 2023	N/A	Manager - Environmental Services	
		Lake Conjola Coastal Management Program completed by June 2023	90%	40%	●	Manager - Environmental Services	Lake Conjola CMP is nearing completion of Stage 2, before commencing Stage 3.
✓	2.3.03.05 Implement high priority actions (0 -2 years) in the certified Coastal Zone Management Plan						
	All actions from the 0–2 year schedule have now been completed, in-progress or are ongoing in nature.	Number of priority actions from the Coastal Zone Management Plan implemented	Q4	Due June 2023	N/A	Manager - Environmental Services	
➤	2.3.03.06 Prepare new, or review existing Bushcare Group Action Plans in consultation with community						
	Four Bushcare Group Action Plans (BGAP) have been fully drafted at end September, ready for adoption. There are four other plans in various stages of development or review.	Number of Bushcare Group Action Plans reviewed	Q4	Due June 2023	N/A	Manager - Environmental Services	

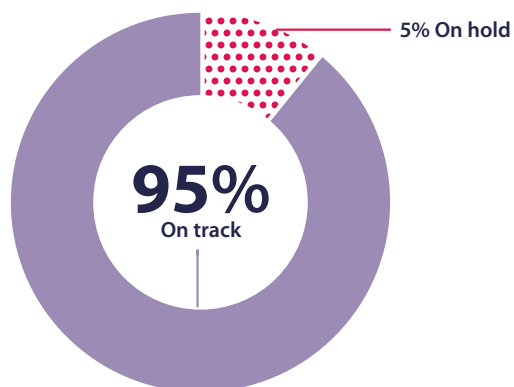
	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.03.07 Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan						
	There have been 398 inspections for new incursions and prohibited weeds on private and public land. 200 inspections have resulted in letters advising of other weeds observed and advising owners of their control requirements. However, no observations requiring regulatory action have been made.	Number of priority weed inspections	Q4	Due June 2023	N/A	Manager - Environmental Services	
		Percentage of failed priority weed inspections whereby regulatory action has commenced	100%	100%	●	Manager - Environmental Services	200 of the 398 inspections resulted in letters advising owners of their control requirements, no observations required regulatory action.
➤	2.3.03.08 Progress the South Mollmook Coastal Protection Works						
	Concept design works are nearing completion. Consultation has occurred with the community in relation to the concept designs. The next stage is progressing into the detailed design phase for the coastal protection works.	Development of a South Mollmook Coastal Protection Works funding and partnership agreement by June 2023	Q4	Due June 2023	N/A	Manager - Environmental Services	
➤	2.3.04.01 Develop Sustainable Living Guide and Sustainable Living program for community members						
	Draft Sustainable Living Guide developed, Sustainable Living Program in planning with initial sustainability events and resources being promoted to the community.	Development of the Sustainable Living Guide and Sustainable Living Program by June 2023	10%	50%	●	Manager - Technical Services	Sustainable Living Guide developed and Sustainable Living Program in planning, on track for delivery by June 2023.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.05.01 Maximise recycling opportunities at Council's waste facilities						
	Recycling opportunities maximised through the creation of partnerships and advertising high quality materials for on-sale.	Increase the number of material types recycled year on year	Q4	Due June 2023	N/A	Manager - Waste Services	



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

## Progress snapshot



## Highlights

- The total estimated spend due to tourism for the year end June 2022 is \$1.09 billion which is back to where pre-COVID spend figures were and is largely attributed to an increase in length of stay which is now 3.9 days and attributed to adult couples
- Awarded Discover Jervis Bay a \$5,000 precinct marketing grant to assist their attendance at the Australia Marketplace Japan and Korea
- 11 events were supported during the quarter including through the Kangaroo Valley Recovery Program, with a total return on investment a very strong \$7.5M
- Following the floods which cut off Kangaroo Valley, a Recovery Grants Program has resulted in various new community events to be added to the Kangaroo Valley Events Calendar
- 'Business after hours' networking event held in Ulladulla on 21 September with around 70 attendees in partnership with the South Coast Centre of Excellence, Milton Ulladulla, and Shoalhaven Business Chambers
- Visitor Services team took a high volume of box office inquiries and bookings as the Shoalhaven Entertainment Centre shows continue in full swing

## Our performance for the last 3 months



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

**5,046**  
Calls to the Visitor Centre

**6** blocks  
of employment  
land available



**4.3 stars**  
Shoalhaven Visitor  
Centre Rating



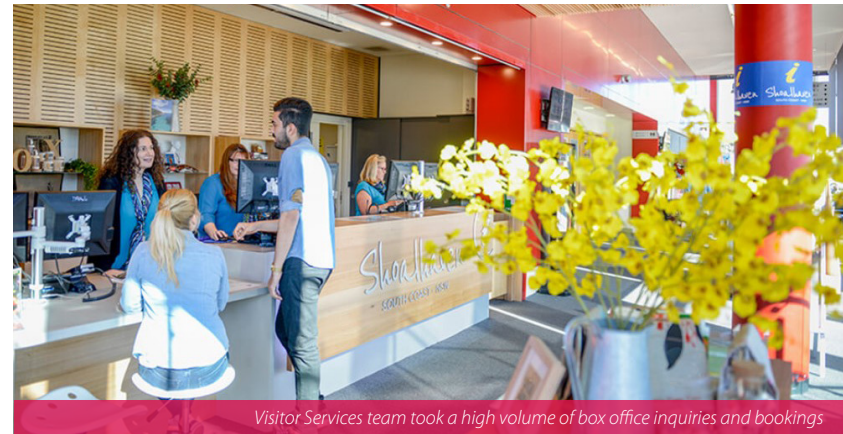














Kangaroo Valley Recovery Program



'Business after hours' networking event





Visitor Services team took a high volume of box office inquiries and bookings

Action Key	 Completed	 On Track	 Needs Attention	 On Hold	KPI Status	 Critical	 Needs Attention	 On Track
	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment	
	3.1.01.01 Actively participate in networking opportunities that enhance strategic outcomes with both industry and government							
	Networking Opportunities have been taken where possible. These have been focused on developing relationships with stakeholders in the city.	Number of networking and industry opportunities attended or facilitated	75	76		Manager - Economic Development	Across the team there have been numerous networking opportunities attended throughout the quarter.	
	3.1.01.02 Review and update Council's Employment Land Strategy							
	The employment land strategy will be reviewed on appointment of vacant positions within the City Futures Directorate.	Council's Employment Land Strategy updated by June 2023	Q4	Due June 2023	N/A	Manager - Economic Development		


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.01.03 Maintain stocks of employment land in line with Council's employment land strategy						
	Maintaining employment land stock continues as a priority, which will be progressed on appointment of vacant positions within the City Futures Directorate.	Number of blocks of employment land available	6	6	●	Manager - Economic Development	<p>Woollamia Industrial Estate Stage 5 - 2 allotments remaining to be sold out of 8. - Stage 5A is in the process of being subdivided.</p> <p>Flinders Industrial Estate Stage 10 - in the process of being subdivided.</p> <p>Flinders Industrial Estate Stage 11 - in the process of being subdivided into 4 allotments.</p> <p>Albatross Aviation Technology Park Stage 5 - currently 1 allotment remaining to be sold.</p> <p>Albatross Aviation Technology Park Stage 6 - in the process of being subdivided.</p>






	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.01.04 Review and update Council's Economic Development Strategy						
	Due to the staff changes in the Economic Development team, there has been no review and update of the Economic Development Strategy. The team will be working both internally and with SEGA to review and develop the strategy for Council.	Council's Economic Development Strategy updated by June 2023	25%	20%		Manager - Economic Development	The current published Economic Development Strategy runs from 2017 – 2026. In 2022 Council released an advocacy document, which will be used to assist the development of future strategy documents. During 2022, we have created SEGA, through which the ongoing strategy for Economic Development will be discussed and developed for the Shoalhaven. The team have started the process to review and update the strategy.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	3.1.02.01 Provide strategic advice on the development of infrastructure projects that meet the objectives of regional strategy and qualify for grant funding						
	Council has collaborated extensively to align strategic plans for the region. The Shoalhaven 2032 Community Strategic Plan is aligned with national priorities, regional infrastructure plans, state economic development strategies and the Premier's Priorities. Most importantly Council has engaged with local community to produce a list of advocacy projects for the Shoalhaven region. These plans are available on the Council website and identify key road projects, infrastructure improvements, urban planning, resilience strategies and facility upgrades. These projects qualify for grant funding and are now engaging proactively with state and federal funding bodies to attract investment to the region.	Increase in grant funds secured	Q4	Due June 2023	N/A	Manager - Economic Development	
		Number of grant applications submitted	Q4	Due June 2023	N/A	Manager - Economic Development	
>	3.1.02.02 Provide strategic advice to businesses for the purpose of seeking grant funding and provide support letters as appropriate						
	The Tourism and Economic Development team continue to engage with state and federal funding providers to identify grant opportunities for Shoalhaven business and community groups. Ongoing Information is provided via council newsletters, industry groups, chambers of commerce and letters of support.	Number of grant support letters for businesses provided	Q4	Due June 2023	N/A	Manager - Economic Development	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.02.03 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						
	The Tourism and Economic Development staff continue to develop and maintain industry and government relationships. This quarter saw the recruitment of a Grants Officer into the team to further coordinate grant funding opportunities. The team has played an active role in growing relationships, participating in Steering Committees, attending meetings with chambers of commerce, sitting on advisory boards, and contributing to Industry Group discussions. Staff have also attended meetings with Destination NSW and delivered tourism campaigns for the region.	Number of active contributions (in person or written) to regional, state or federal strategy development. e.g. Regional Economic Development Strategy	Q4	Due June 2023	N/A	Manager - Economic Development	




	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	<b>3.1.02.04 Meet regularly with key industry segments with an objective to understand challenges and opportunities for government to assist business and advocate for cross government investment in game changing opportunities</b>						
	<p>The Australian and NSW governments have partnered in an innovative approach to rebuilding disaster affected public infrastructure, making them more resilient. This \$512.5 million fund will be delivered in two complementary Betterment Programs:</p> <ul style="list-style-type: none"> <li>• \$200 million Infrastructure Betterment Fund</li> <li>• \$312 million via the Regional Roads Recovery Package</li> </ul> <p>Under existing Disaster Recovery Funding Arrangements, infrastructure can only be built back to current standards and potentially without any future resilience improvements</p> <p>These betterment programs are a game changer and promote rebuilding infrastructure that reduces vulnerability to future disasters, lowering the risk of economic impact due to a natural disaster. Council is proactively engaging with stakeholders to take advantage of this opportunity.</p>	Number of meetings / opportunities identified for collaboration	Count	60		Manager - Economic Development	Numerous meetings held with stakeholders to progress Council's economic development priorities.
➤	<b>3.1.02.05 Build new strategic infrastructure in line with grant obligations and strategic community and Council expectations</b>						
	We have continued with infrastructure development in the maritime precincts, showgrounds, multiple area of industrial land and several tourism projects across multiple precincts. Except for the industrial land developments, most projects are running to schedule. The risks to the delivery of these projects are weather related. There were no new infrastructure projects started during this period.	Develop a berthing facility within Ulladulla Harbour by June 2023	Q4	Due June 2023	N/A	Manager - Economic Development	

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Investment attraction strategy developed by June 2023	Q4	Due June 2023	N/A	Manager - Economic Development	
<div>  <b>3.1.03.01 Promote the Shoalhaven as a diverse region with a focus on off-season visitation</b> </div>						
<p>This Winter quarter a considerable push for off-season promotion was activated, with the Wine and Whales campaign that was created in house, as well as two partnered FeelNSW campaigns in market, one food and wine and one collaborative South Coast campaign. The total estimated spend for year end June 2022 is \$1.09billion which is back to where pre-COVID spend figures were and is largely attributed to an increase in length of stay which is now 3.9 days and attributed to adult couples.</p>	Number of marketing campaigns delivered	1	3		Manager - Tourism	This Winter quarter a considerable push for off-season promotion was activated, with the Wine and Whales campaign that was created in-house, as well as two partnered FeelNSW campaigns in market, one food and wine, and one collaborative South Coast campaign.
	Increase the year-on-year total economic impact of expenditure in the Shoalhaven	Q4	Due June 2023	N/A	Manager - Tourism	
	Increase in total subscribers to the direct marketing consumer database	3%	3%		Manager - Tourism	The visitor email newsletter list is at 8,977 subscribers and 10,992 contacts. There are 138 new subscribers this quarter, and an increase of 10.9% from the previous year. The average open rate is 30%.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 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						
	The Event Support Program went live again in mid July. In this funding round 15 applications were submitted, 12 of the 15 submitted will be supported. Confidence following COVID-19 started returning throughout May and June, however the ongoing rain from La Nina now presents added challenges for events. Large events such as Fairgrounds have postponed due to the risk of being washed, possible impacts of weather on ticket sales and customer experience. Despite ongoing challenges, ROI for the period was \$7,545,870, which is a strong outcome despite ongoing challenges. Organisers continue to do their best to adapt.	Maintain or increase number of supported events	8	11	●	Manager - Tourism	1 events were supported this quarter through both the Tourism Event Support Program and Kangaroo Valley Recovery Grants Program. This is a significant increase from the same quarter the year prior as COVID-19 meant no events could occur.
		Increase total return on investment for supported events	3%	See comment	●	Manager - Tourism	Over this period 11 events were supported (across the Kangaroo Valley Recovery Program and Event Support Program) with a total ROI of \$7,545,870. Given no events occurred in the same period the year prior due to COVID-19, this was a strong outcome.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.03 Annual review and delivery of a strategic plan for visitors' services including growing ambassadors, delivery of operational visitors centres and mobile tourism services						
	The decision was made to step away from online accommodation bookings. Due to the competitive online environment, bookings are at an all-time low, platform costs no longer sustainable. Operators are encouraging the move to direct bookings. Moving forwards the income from accommodation bookings will be replaced by online sales of merchandise. A high volume of Box Office inquiries and bookings were taken by staff as the Entertainment Centre shows continue in full swing. A new live chat system was implemented by council, Visitor Services switched over to the new system within a limited timeframe.	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	4	4		Manager - Tourism	The Visitor Information Centres at Nowra and Ulladulla achieved an average 4.3 rating for their Google reviews. With the most recent review at each centre being 5 star. The reviews particularly highlight the knowledge and friendliness of the staff.
		Grow the number of tourism ambassador volunteers	Count	0		Manager - Tourism	Due to the implementation of the new request management system through OneCouncil, the active recruitment of volunteers was put on hold for this quarter. The new system will ensure a more consistent approach for volunteers throughout council. The Visitor Services management team are currently undertaking training and reviewing the processes in place for onboarding and recruiting new Tourism Ambassadors.



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Maintain Customer Service enquiry numbers at Visitor Centres	10,000	5,046		Manager - Tourism	Whilst the number of Inquiries reported are lower than our target for this quarter, it has been identified that not all Inquiries are being accurately captured. The current reporting methods will be investigated further to ensure that the full scope of activity is captured and reported with more precision. Telephone, counter and live chat Inquiries remained consistent throughout this period.
 3.1.03.04 Deliver financial assistance for precinct marketing to support regional promotion						
Held a networking event in Ulladulla on 21 September with around 70 attendees in partnership with the South Coast Centre of Excellence, Milton Ulladulla, and Shoalhaven Business Chambers. Five emails were sent including regular Tourism Talk emails and a special July Flood edition and invitation to networking night. This quarter there was one application for Precinct Marketing Grants from Discover Jervis Bay to assist them in attending the Australia Marketplace Japan and Korea. Last financial year \$36,855 of grants were delivered against the \$20,000 target. The visitor email newsletter list is at 8,977 subscribers and 10,992 contacts. There are 138 new subscribers this quarter, and an increase of 10.9% from the previous year. The average open rate is 30%.	Number of precinct marketing grants awarded	Count	1		Manager - Tourism	This quarter there was one application of \$5,000 for Precinct Marketing Grants from Discover Jervis Bay to assist them in attending the Australia Marketplace Japan and Korea. Last financial year \$36,855 of grants were delivered against the \$20,000 target.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	<b>3.1.03.05 Deliver one-on-one mentoring to support aboriginal tourism operators in developing tourism businesses</b>						
	Seven Aboriginal Experiences are listed on shoalhaven.com via ATDW. However, there are 15 products to be listed in the next Visitor Guide Directory who are operating in region. More support to get these businesses market ready is occurring in November with NATOC which will include some one-on-one workshop activity to develop their marketing ready products.	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	Count	7	●	Manager - Tourism	Seven Aboriginal Experiences are listed on shoalhaven.com via ATDW with 15 products to be listed in the next Visitor Guide Directory.
➤	<b>3.2.01.01 Update the "Nowra Key Roads" document</b>						
	This action is due to commence in 2023.	Visual information material prepared to enhance community understanding of the "Nowra Key Roads" document	10%	10%	●	Manager - Technical Services	Preliminary discussions on the work required have commenced.
➤	<b>3.2.01.02 Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives</b>						
	<p>A number of ISJO facilitated projects have continued, including:</p> <ul style="list-style-type: none"> <li>• A regional workshop on 23 September to explore commercially viable circular economy opportunities for the Illawarra Shoalhaven region</li> <li>• Low Emissions Fleet Transition</li> <li>• Development of an organisational baseline for litter prevention capacity within Councils</li> <li>• ISJO Smart Cities Specialist position engaged</li> </ul>	Number of partnership initiatives for mutual benefit of ISJO stakeholders	1	1	●	Manager - Corporate Performance & Reporting	New initiative in partnership with Business Illawarra to deliver a major study on key worker housing affordability.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	<b>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 the Nowra CBD revitalisation</b>						
	Range of projects being worked on and progressed related to CBD's and town centers. Matters reported to the Nowra CBD Revitalisation Strategy Committee and discussed with the Nowra Riverfront Advisory Committee.	Annual Council report on Strategic Planning Works Program by June 2023	Q4	Due June 2023	N/A	Manager - Strategic Planning	
➤	<b>3.2.02.02 Investigate opportunities for strategic development of key projects in our City</b>						
	The Economic Development department regularly engages with local business, both with direct dialogue and at multiple events across the region. We also attend appropriate committees and meeting of industry groups. These interactions typically generate ideas and opportunities for development. Opportunities are collated and will be tabled at both internal and at SEGA meetings. This is to clarify relevance prior to detailed investigation and subsequent action.	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 2023	N/A	Manager - Economic Development	
		Define the parameters of the project to create a heart of Huskisson at 59 Owen Street Carpark Development	Q4	Due June 2023	N/A	Manager - Economic Development	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 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						
	The Events Team continue to support organisers with advice across all facets of events. Most notably the team has provided considerable support to the organisers of 2022 Aboriginal Knockout Event which occurred over the long weekend. Further to this, with the objective of supporting the businesses and community of Kangaroo Valley following the floods, a Recovery Grants Program opened in June. As a result of the program various new community events have been added to the Kangaroo Valley Events Calendar. To date, roughly half of the events supported through the Kangaroo Valley Grants Program have gone ahead. Council has only received positive feedback thus far.	Number of approved events on Council owned or managed land	30	14	●	Manager - Tourism	14 events were approved on Council owned and managed land from July through to September. Rain has created ongoing challenges for event owners, in particular local community events. Over this period 8 events were cancelled due to rain.

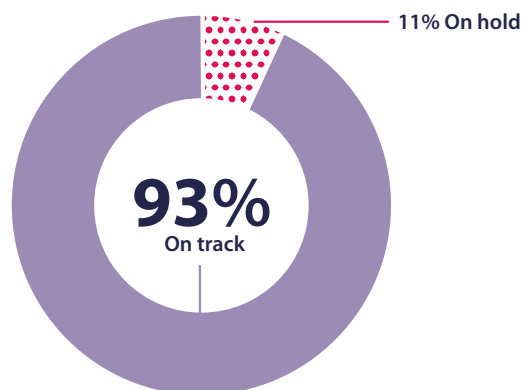






# Effective, responsible & authentic **leadership**

## Progress snapshot



## Highlights

- Implemented improvements in records management including the upgrade of content manager V10 and a refresh of online training material
- Risk management framework and risk management policy was presented to Council on 20 September 2022
- New customer request management system launched with a large number of requests now available online for the public to lodge 24 hours 7 days a week
- Held two citizenship ceremonies with an average of 51 guests at each
- Launched Council's new organisational development program – FOCUS – a holistic and structured change management approach to improving culture, leadership, performance and process improvement
- Work Health and Safety team promoted "R U OK? Day" with site visits across Council's workplaces to deliver healthy fruit snacks and mental health support material

## Our performance for the last 3 months



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



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

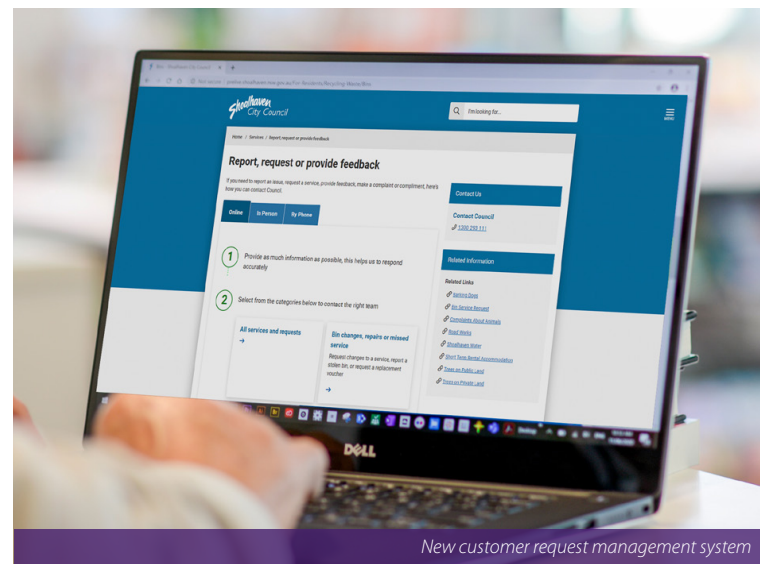


**69%**  
of customer enquiries  
resolved at first contact  
(70% target)



**156**  
people attending  
a Civic event











<div> <div> <div>Action Key</div> <div> <div>✓ Completed</div> <div>🔄 On Track</div> <div>⚠ Needs Attention</div> <div>🛑 On Hold</div> </div> </div> <div> <div>KPI Status</div> <div> <div>🔴 Critical</div> <div>🟡 Needs Attention</div> <div>🟢 On Track</div> </div> </div> </div>							
	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
🔄	4.1.01.01 Provide an excellent customer experience through resolving customer enquiries at first contact						
	<p>Customer Experience is on track.</p> <p>From July - September 2022 we have worked with Project Q to implement our new Request Management system in OneCouncil (replacing Merit). Customer Experience also extended the Bookable system to provide hirers of our facilities with a better customer experience (replacing Zipporah). We worked with Building Services and SSF to implement keyless entry in 7 of our halls and 3 tennis courts around the Shoalhaven.</p> <p>All Customer Experience staff completed the armed robbery training. We are now cross-training with staff to ensure more staff can handle Water and 603 enquiries.</p>	Calls to Contact Centre answered within 30 seconds	30	45	🔴	Manager - Customer Experience	The average speed of answer was 45 seconds in the Contact Centre from July - September 2022. 62% of calls were answered within 30 seconds.
		Average wait time at the Customer Service Counter	5	3	🟢	Manager - Customer Experience	Average wait time at Nowra Front Counter was 2min 48sec from July - September 2022.
		Percentage of customer enquiries resolved at first contact	70%	69%	🟡	Manager - Customer Experience	Percentage of customer enquiries resolved at first contact from July to September 22 is 69%. We are currently developing scripts for Environmental, Compliance and additional Waste Services scope. Once implemented, this additional work being completed by the Contact Centre will improve our first contact resolution.



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of customer contacts that abandoned before being answered by the Contact Centre	7%	5%	●	Manager - Customer Experience	An average of 5% of calls were abandoned in the Contact Centre from July - September 2022.
<div> 4.1.01.02 Ensure Council's website provides accurate and actionable customer service information and utilise the digital platform to improve service delivery </div>						
A large number of Customer requests are now available online for the public to lodge 24/7, improving the customer experience. The prescribed online form also allows for council to collect more accurate information to process and action the request more efficiently.	Number of customer service digital initiatives implemented	Count	1	●	Chief Information Officer	A large number of Customer requests are now available online for the public to lodge 24/7. The increase in requests lodged via the website directly into the system and a decline in the email requests that are manually entered by Records, has improved processing times for the requests.
<div> 4.1.01.03 Provide graphics and cartography support to the organisation and issue Zoning (10.7) and dwelling entitlement certificates to the community </div>						
Range of detailed mapping (LEP etc.) updates undertaken during the period. 1,147 certificates (10.7 and dwelling entitlement) issued during the period.	Number of 10.7 dwelling entitlement certificates issued within the target timeframes	Count	1,147	●	Manager - Strategic Planning	10.7 Certificates = 1136 Dwelling entitlement certificates = 11 Total certificates = 1147

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.02.01 Coordinate the delivery of a high quality Family Day Care service						
	SFDC continues to operate without any compliance issues. All annual home safety audits have been completed on schedule with no outstanding actions. The SFDC team continues to monitor educator practices and provides ongoing support, information and assistance for quality education and care. Ongoing policy and procedure reviews form part of the continuous improvement cycle for the service.	Maintain and increase the number of Family Day Care Educators	Q4	Due June 2023	N/A	Manager - Community Connections	
		Percentage of scheduled Family Day Care inspections undertaken	100%	100%	●	Manager - Community Connections	All annual home safety inspections have been completed in the month the were due. There have been no regulatory compliance issues from these inspections. There are no outstanding actions from these inspections.
➤	4.1.03.01 Prepare a Bereavement Services Business Plan with similar outlooks to the Community Strategic Plan and Delivery Program						
	Business Plan complete. Management summary being prepared for presentation to Council	Bereavement Services Business Plan considered by Council before 31 December 2022	50%	0%	●	Manager - Commercial Services	Management summary being prepared


	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.04.01 Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter						
	Council has continued to work in partnership with rehoming providers and external agencies to minimise returns of adopted animals.	Percentage of adopted animal return rate less than 3.5%	4%	9%		Manager - Certification & Compliance	Factors relating to the high return rate are changes to the rehoming practices, pounds and shelters must first try other options to try to rehome an animal that may not be perfect and not a dog that we would have rehomed previously.
➤	4.1.05.01 Provide excellent customer service for waste and recycling collection services						
	Ongoing collection provided efficiently with very few complaints received.	Number of justified complaints annually (per 10,000 bin pick-ups)	92	22		Manager - Waste Services	Well below target - less is better.
		Number of compliments per month	3	6		Manager - Waste Services	Six compliments were received from the community for the Waste Services team during the last quarter. These included compliments for the assistance provided at our Council depots, for the learning centre initiative, for enthusiastic collection staff and for the free greenwaste drop-off initiative.






	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.06.01 Provide potable water supply in accordance with Australian Drinking Water Guidelines						
	Council continues to provide water in accordance with the Australian Drinking Water Guidelines.	Number of E-Coli incidents encountered through testing program	0	0		Manager - Water Operations & Maintenance	There have been no E-Coli incidents.
➤	4.1.06.02 Ensure water is affordable for our customers						
	Shoalhaven Water has submitted the required data for the National Performance Reporting, results will be published in March 2023.	Maintain ranking in the top 10% of the most affordable water price in utility category	10%		N/A	Manager - Water Operations & Maintenance	Data has been submitted for the water National Performance Reporting with result due to be published in March 2023.
➤	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>April - June Q4 2021-22 Delivery Program Operational Plan Performance report completed and reported to 26 September Ordinary Meeting</li> <li>Community Strategic Plan 2032 updated with additional changes and endorsed by Council at the 12 September Ordinary Meeting</li> <li>Annual report commenced development ready for final design</li> </ul>	Undertake the Community Satisfaction Survey by October 2022	Q2	Due Dec 2022	N/A	Manager - Corporate Performance & Reporting	
		Produce the Annual Report by November 2022	Q2	Due Dec 2022	N/A	Manager - Corporate Performance & Reporting	
		Develop new Delivery Program Operational Plan by June 2023	Q4	Due June 2023	N/A	Manager - Corporate Performance & Reporting	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.01.02 Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits						
	Internal audit activities and ARIC meetings are on track as planned.	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	1	1	●	Internal Auditor	The planned Audit, Risk and Improvement Committee meeting has been delivered for the last quarter.
➤	4.2.01.03 Process application requests for access to public information						
	The majority of GIPA applications are being processed within the relevant timeframes. Casual staff are assisting with research, scanning and other tasks to improve processing times.	Percentage of formal GIPA requests met within statutory requirements	Q4	Due June 2023	N/A	Manager - Business Assurance & Risk	
➤	4.2.01.04 Review and update Council's Business Continuity Planning Documents						
	Currently reviewing BCP plans against the relevant Australian Standard for managing disruption-related risk.	Staff provided training on revised Business Continuity Plans	25%	0%	●	Manager - Business Assurance & Risk	Training to be undertaken following the review and update of the BCP.
⏸	4.2.01.05 Formalisation of Legislative Compliance Framework						
	Awaiting additional input prior to proceeding further (budgetary constraints / resourcing constraints / planning delays / community issues / design unresolved)	Legislative Compliance Register and policy developed and implemented	50%	0%	●	Manager - Business Assurance & Risk	Awaiting additional input prior to proceeding further.




	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.02.01 Ensure currency of Council's Risk Management Framework						
	Enterprise Risk Management framework is up to date. The Risk Management Framework and Risk Management Policy was presented to the new council on the 20 September 2022.	Risk Register reported to Executive Management Team and Audit Committee	1	1		Manager - Business Assurance & Risk	ARIC and EMT updated on 2 August 2022, that the risk register is up to date and currently going through the review process.
➤	4.2.02.02 Manage Workers Compensation Self -Insurers Licence						
	The external self insurance audit is scheduled for late November 2022. Monthly claims data submissions to SIRA are being completed within the required deadlines.	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licensees	Q4	Due June 2023	N/A	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 Workforce Plan 2022 - 2026 was endorsed and is available on Council's website.	Number of Equal Opportunity Plan initiatives implemented	Count	1		Manager - People & Culture	The Equal Employment Opportunity Management Plan 2022-2025 was approved in August 2022.




Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Leadership Development Program implemented by June 2023	25%	25%		Manager - People & Culture	Council has identified the necessary tools through the newly created Organisational Development program (the 'FOCUS Program') to diagnose organisational culture and the changes necessary to ensure alignment with goals and capabilities. FOCUS takes a holistic and structured change management approach to improving culture, leadership, performance, and process improvement – within a Behavioural Capability Framework. Launched in September 2022, FOCUS is a 3 year change program designed to respond to stakeholder needs, is iterative in nature and will flex as determined by ongoing organisational learnings.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 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 initiatives implemented are as follows:</p> <ul style="list-style-type: none"> <li>• All WHS committee members trained in safety committee functions</li> <li>• The depot site safety program has continued with additional housekeeping days held. Further upgrades are required to ensure safety and functionality are maintained</li> <li>• R U OK? Day promoted with site visits, fruit and mental health support material</li> <li>• There were 7 Safety Pats on the Back awarded, 6 investigations and 4 inspections. The 3 audits conducted all received 80% and above</li> </ul>	Number of Strategic WHS Plan initiatives implemented	2	2		Manager - People & Culture	Plan is on track. WHS committee training of 110 members along with the revised WHS committee constitution, trial of the lone worker safety monitoring service commenced, R U OK? Day site visits, 6 investigations, 3 audits and 4 inspections.
	4.2.03.03 Ensure Safety Performance improvement compared to previous 3 year period						
	Action yet to commence.	Reduction in Lost time Injury Frequency Rate	Q4	Due June 2023	N/A	Manager - People & Culture	
	4.2.03.04 Provide effective, proactive and strategic support to the organisation for Human Resources						
	The Human Resources Business Partner model continues to operate with the support of the HR Lead and Manager People & Culture.	Number of workplace change initiatives implemented	Count	2		Manager - People & Culture	The Fleet and Mechanical (City Services) workplace change was presented to the Consultative Committee in July 2022. The Waste Services (City Services) workplace change was presented to the Consultative Committee in August 2022.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.03.05 Continue to improve operating efficiencies in Payroll Unit						
	Continuing to improve operating efficiencies in Payroll through ongoing training and upskilling all staff	Number of timesheet employees transitioned to electronic time and attendance system	Q4	Due June 2023	N/A	Manager - People & Culture	
➤	4.2.04.01 Implement an effective business partnership structure in supporting corporate information systems						
	The Business System Partner roles have been finalised and recruitment for the permanent positions will begin shortly.	Corporate Information systems business partnership structure implemented by June 2023	25%	25%	●	Chief Information Officer	Systems Business Partner roles have been created and the restructure is underway. Permanent employees within the current structure have been consulted and had the opportunity to provide feedback. The finalised Job Descriptions have been fulfilled temporarily for the next 12 months with 2 placements.
➤	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						
	GIS Unit provides spatial services to all Council's departments with GIS layers maintenance, online map development, mapping systems integration, road naming and property addressing services.	Percentage of Addressing and Road Naming applications processed within 7 days	100%	98%	●	Chief Information Officer	90 out of 92 property addressing applications processed within 7 days. No road naming application received in this period.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of registered plans processed within 2 days of Land Registry Services notification	100%	98%		Chief Information Officer	82 out of 85 registered plan lots mapped in GIS and recorded in TechOne within 2 days.
 4.2.04.03 Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security						
System Administrator has recently been appointed to a permanent role in Business Systems Team. This person's primary focus is to ensure legislative compliance, effective operation and security are met.	Council software licences renewed in a timely manner and compliance maintained	100%	100%		Chief Information Officer	All software is currently in use under the relevant software and support licensing agreements.



	Action Comment	Reporting Measure	Target / Timeframe	Q1 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 a challenging environment. Last quarter saw a major upgrade of the record keeping system as well as the introduction of a new request management system. Opportunities for integration are being pursued to ensure enterprise information creation & access is timely, accurate and stored appropriately.	Percentage of strategic Information Management Service Review recommendations implemented	20%	20%		Chief Information Officer	Have achieved a number of improvements in the latest quarter including the upgrade of Content Manager V10 and online training material on SCOLAR has been refreshed. The implementation and change in process to lodge requests through OneCouncil Request Management has started to create efficiencies and responsiveness around customer experience. A Helpdesk solution has also been recently rolled out to Records staff which will be adopted shortly. Further investment and resourcing is required to pursue other initiatives.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.04.05 Provide efficient and secure Information Technology Support Services and Systems						
	Council's IT Service Management solution has been upgraded to assist in improving efficiency and streamlining activities. Ongoing improvements are being implemented to reach Essential 8 security maturity level 1.	Percentage of service desk requests completed within service level agreements	80%	90%	●	Chief Information Officer	Approximately 2 months data as we changed systems during this time and KPI difficult to manage over two systems.
		Critical systems Up Time	99.9%	99.9%	●	Chief Information Officer	No significant outages occurred with critical systems this quarter.
➤	4.2.05.01 Collaborate with the NSW Government to achieve positive rating legislative reforms through membership of the LG Rating Reference Group and the NSW Revenue Professionals South Coast Region						
	The OLG have held no meetings of the LG Rating Reference Group in this quarter. The NSW Revenue Professionals South Coast Region held a meeting on 12 August 2022. Further, in relation to rating reform, IPART issued its Review of Rate Peg Methodology Issues Paper in September 2022. Council will be making a submission in response to the issues raised. Submissions close 4 November 2022.	Number of ratings reform meetings attended and submissions provided	Q4	Due June 2023	N/A	Chief Financial Officer	There have been no meetings in this quarter.
➤	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	0.11	●	Chief Financial Officer	The investment returns for September 2022 excluding growth fund were a stable 1.90% p.a., outperforming the benchmark AusBond Bank Bill Index (1.79% p.a.) by 11bp p.a.




	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.05.03 Comply with the engagement timetable for the 2022/23 financial statements						
	Whilst this action relates to 2022-23, the statements currently being prepared are for 2021-22. Generally on track with the 2021-22 audit engagement timetable with any variations discussed and agreed with the Audit Office. A one month extension was applied for. A one month extension was applied for and was granted by OLG through to 30 November 2022.	Annual audited statement adopted without qualified comments by October 2022	Q2	Due Dec 2022	N/A	Chief Financial Officer	On track for unqualified audit opinion 30 November 2022 (Extension granted).
➤	4.2.05.04 Develop realistic budget development timetable and meet deadlines						
	Realistic timetable will be developed in the next quarter	Budget developed and endorsed by June 2023	Q4	Due June 2023	N/A	Chief Financial Officer	The budget preparation process is not due to start until October 2022.
➤	4.2.05.05 Streamline reconciliation processes and financial reporting						
	Financial Accounting team are continuing to streamline the EOM reconciliation process. During the current financial year end (2021-22) reporting process improvements have been made to documentation, task assignment and working paper audit evidence with a view to further refinement during next year end (2022-23).	Annual Financial Statement prepared prior to commencement of audit	Q4	Due June 2023	N/A	Chief Financial Officer	2021-22 Financial Statements and audit requests on track for completion by 30 November 2022 (Extension granted).





	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	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						
	Reports are continually being developed and distributed to budget managers to assist them to manage their budget.	Number of finance system reporting initiatives implemented	Count	6	●	Chief Financial Officer	Reporting is continually being improved in consultation with the business, the first quarter has seen the follow major improvements: <ul style="list-style-type: none"> <li>• Costing restrictions have been applied</li> <li>• Additional fields added to the purchase order to enable invoices to be paid quicker</li> <li>• Continual updates and upgrades to the capital dashboard</li> <li>• Creation of the orders after invoicing report</li> </ul>
➤	4.2.06.01 Research and develop a Council Service Review Program						
	Research into best practice Council service review programs has commenced and draft principles currently under development.	Council Service Review Program endorsed and commenced implementation by June 2023	25%	25%	●	Manager - Corporate Performance & Reporting	Research component and internal consultation is underway.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.07.01 Analyse fleet replacement schedule, ensure appropriate budget planning and order completion						
	Forms and Spec's progressing, Global supply issues increasing.	Deliver plant and vehicles in accordance with the approved Replacement Program	15%	5%		Manager - Commercial Services	Current Supply Chain issues increasing delivery times, forecast to get worse.
➤	4.2.08.01 Actively monitor and maximise tenancy rates to ensure councils property are let						
	Reports are provided to the CEO/Council for all lease/licence renewals/new agreements and exercise of options. Reports refer to rental options and opportunities to increase rental consistent with market conditions and to minimise financial impacts to Council, costs incurred and subsidised rental over the term are detailed. Recommendations to Council's 'Occupation of Council Land Policy POL19/40' have been provided to ensure the rental of community and commercial properties provide greater commercial outcomes.	Vacancy rate (across all categories) of Council tenanted buildings	5%	0%		Manager - Building Services	Vacant Properties – NIL Properties currently vacant not suitable for leasing: • 16 Berry Street, Nowra Properties approved subject to DA for change of use prior to occupation: • 177 Illaroo Road, North Nowra • 100 St Vincent, Ulladulla

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
II	4.2.08.02 Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams						
	It is intended to pursue a new Property Strategy that takes a different strategic approach and direction to the previous 2016/2017 Property Strategy. Early work commenced however has been placed on hold awaiting the appointment of a new Strategic Property Manager.	Final strategic properties approach endorsed by Council by June 2023	25%	10%	●	Strategic Property Officer	Preliminary work commenced in reviewing the 2016/2017 Property Strategy however, this work has been placed on hold as a new strategy has been determined that takes a different approach and direction that would be preferable rather than a review. This requires internal dialogue and then discussion with the new Council. This project is also being impacted by competing priorities and staffing changes/vacancies.
II	4.2.09.01 Implement the Holiday Haven Business Plan to achieve investment and growth targets						
	The Business plan is awaiting approval by Management.	Deliver accommodation and facility investment per adopted Holiday Haven capital plan	Q4	Due June 2023	N/A	Manager - Commercial Services	
		Deliver occupancy growth targets per Holiday Haven marketing strategy	Q4	Due June 2023	N/A	Manager - Commercial Services	



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Deliver membership growth targets per Holiday Haven marketing strategy	Q4	Due June 2023	N/A	Manager - Commercial Services	
	Deliver operating profit growth targets per adopted Holiday Haven business plan and operating budget	Q4	Due June 2023	N/A	Manager - Commercial Services	
 4.2.10.01 Implement the Contracts Register						
Sourcing and Contracts module being configured with Tech One with the test environment planned for October - November. After testing has been completed the register will roll out to staff via a soft launch. The Contract Register will draw data from Sourcing to generate a contract and require approval by Procurement. Completion of the GIPA Notification form and process requires attention.	Contracts register implemented by June 2023	25%	25%		Chief Financial Officer	Sourcing and Contract module being configured. hope to start user testing and acceptance October - November. Once completed will roll out to staff. This data will populate the contract register.
 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 Partner relationships working well across all areas of Council. Procurement Team involved in all Tender evaluation meetings. Procurement Team providing training and support to all staff on all aspects of procurement, purchase orders, and tendering requirements.	Improvement in positive feedback from stakeholders on Procurement business partner model	Q4	Due June 2023	N/A	Chief Financial Officer	

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.10.03 Continue to improve finance business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements						
	Regular meetings are held between the business partners and the budget managers. At each meeting the content being reviewed and discussed is being improved all the time, now including grants spent in advance.	Improvement in positive feedback from stakeholders on Finance business partner model	Q4	Due June 2023	N/A	Chief Financial Officer	
➤	4.3.01.01 Provide engagement opportunities for the community both online and face to face						
	Council continues to provide opportunities for the community to engage with Council consultations, projects and information.	Number of people attending a Civic event	Count	156	●	Manager - Media & Communications	Citizenship Ceremonies were well attended with an average of 51 guests attending each ceremony.

Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of Get Involved surveys completed and reach of engagement	Count	1,168		Manager - Media & Communications	Council's community engagement platform, Get Involved published 28 consultations/ projects during the July to September 2022 quarter. During this period 16,600 people visited the site and 1,168 engaged in a Council project by providing feedback/ completing surveys. Three new Get Involved pages were created* *This is not indicative of engagement. Some existing Get Involved projects have multiple community engagement phases throughout the life of the project.
	Number of click-throughs from Council's e-newsletter	Count	2,789		Manager - Media & Communications	Total of 2789 click-throughs from Council's 'In Your Neighbourhood' newsletter. Average of 279 click-throughs each edition. 10 editions published this quarter. Average 8% click-throughs for each edition. 67 new subscribers.

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.3.01.02 Explain to our local community the impacts of strategic planning as required by legislation and ensure appropriate consultation is undertaken and information is available						
	Engagement and consultation undertaken during the period regarding relevant Planning Proposals/LEP Amendments, DCP Amendments and Contribution Planning Projects.	Number of formal exhibitions or consultations	Count	2	●	Manager - Strategic Planning	Planning Proposals = 2
⏸	4.3.02.01 Continuous improvement of Council's website, social media and media content						
	Adjustments have been made to enhance the quality and accessibility of information through our website and media platforms. Strategies to maintain the flow of critical information, such as road remediation continues to be developed with teams across Council.	Number of Council website pages reviewed and updated	Count	266	●	Manager - Media & Communications	266 Council website pages were reviewed and updated.
		Number of Get Involved website project pages created	Count	3	●	Manager - Media & Communications	Three new Get Involved pages were created. This is not indicative of the amount of community engagement surveys undertaken as many projects have multiple community consultation components throughout the life of the project.



Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Media coverage generated from media releases	Count	21		Manager - Media & Communications	21 media releases issued with good coverage from local radio and newspapers. Coverage is collected through Meltwater Media Monitoring Services.
	Quality and reach of top social media posts	Count	See comment		Manager - Media & Communications	Top Facebook posts resulting in: Neutral sentiment: Access closed to Shoalhaven Heads – update 9am 5 July 2022 4 July 2022: Comments - 313; Shares - 103 Positive sentiment: Get your property Bushfire Ready! 2 September 2022: Comments - 210; Shares - 140 Negative sentiment: Slow down, look out for our road work warriors this Friday and Saturday 15 July 2022: Comments - 153; Shares - 34

	Action Comment	Reporting Measure	Target / Timeframe	Q1 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.3.03.01 Build Council's reputation through communication and engagement activities						
	Work continues to develop processes to improve the flow of information to communities both during and after an emergency event. While communicating about road upgrades has been a priority for the team, the promotion of more than 150 events and activities has been managed through the team during this quarter.	Number of planned communications and engagement activities including Civic Event planning	Count	285	●	Manager - Media & Communications	285 communications and community engagement tasks were marked as complete for the quarter, including 4 civic events.
		Number of timely media enquiries provided	Count	47	●	Manager - Media & Communications	A total of 47 media enquiries were responded to in the quarter.
		Improvement in sentiment of media coverage	10	0	●	Manager - Media & Communications	There has been no improvement in media coverage sentiment. We receive lots of negative media coverage, mostly about the poor state of roads in the LGA.







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)     





# Quarterly Budget Review

30 September 2022



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## Quarterly Review Headlines

### General Fund

Council adopted a balanced budget, September QR adjustments have a nil effect on unrestricted cash.

General Fund is forecasting an end of year operating result deficit excluding capital grants and contributions of \$12.5M.

Operating Revenue (excluding capital grants and contributions) has increased by \$3.9M (favourable); and September QR budget adjustments have increased Operating Expenses by \$20.3M (unfavourable) this quarter.

Capital Revenue has increased by \$5.7M due to expectation or receipt of grant in this quarter. Capital Expenditure budget has increased by \$50.9M, with the majority being the reallocation from reserves, previously returned during the June 2022 Quarterly Review.

### Water Fund

Water Fund is forecasting a deficit before capital grants and contributions of \$512K, an improvement from the current adopted budget deficit of \$517K.

Operating Revenue has increased by \$246K (favourable); and Operating Expenses have increased by \$241K (unfavourable) this quarter.

Capital Revenue forecast has increased by \$900K, Capital Expenditure forecast has increased by \$84K.

### Sewer Fund

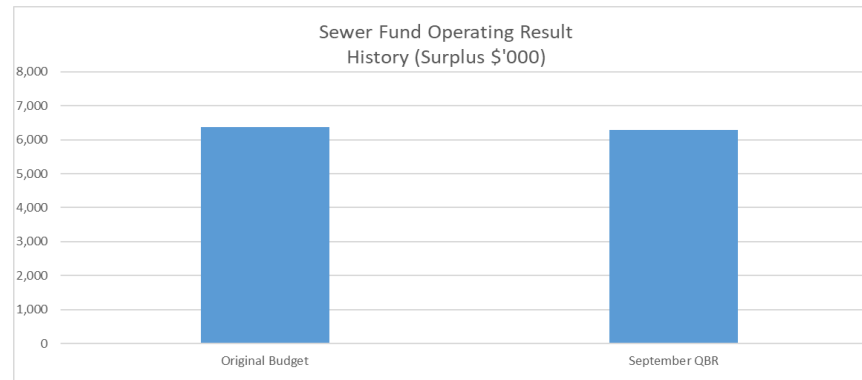
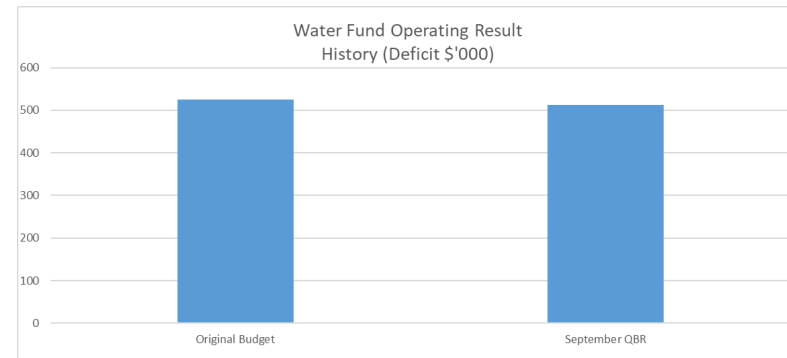
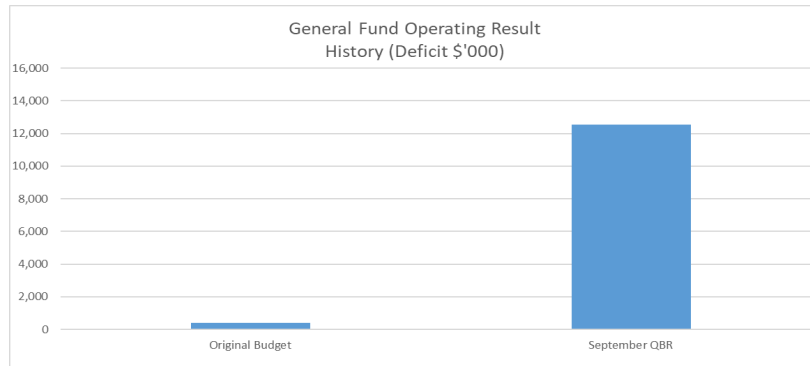
Sewer Fund is forecasting a surplus before capital grants and contributions of \$6.3M, a decrease from the current adopted budget surplus of \$6.4M.

Operating Revenue has increased by \$156K (favourable); and Operating Expenses have increased by \$193K (unfavourable) this quarter.

Capital Revenue forecast remains unchanged; Capital Expenditure forecast remains unchanged.



The following charts show the forecast movement of net operating results excluding capital grants and contributions from the original budget over the first 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)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	113,692	113,229	463	114,726	114,726	0	114,726	99%
User Charges and Fees	13,960	13,454	505	63,399	63,339	500	63,839	22%
Interest and Investment Revenue	473	840	(367)	1,809	3,382	0	3,382	14%
Other Revenues	1,064	993	72	4,051	4,096	251	4,347	26%
Internal Revenue	16,475	16,728	(253)	62,346	62,626	524	63,150	26%
Grants and Contributions provided for Operating Purposes	4,789	4,352	436	20,427	28,608	2,606	31,214	17%
Grants and Contributions provided for Capital Purposes	15,779	14,350	1,428	38,072	81,077	5,755	86,832	19%
<b>Total Income</b>	<b>166,232</b>	<b>163,946</b>	<b>2,286</b>	<b>304,831</b>	<b>357,855</b>	<b>9,635</b>	<b>367,490</b>	<b>46%</b>
Employee Benefits and On-Costs	20,163	19,292	(871)	78,099	79,410	2,621	82,031	25%
Borrowing Costs	103	100	(2)	2,790	2,790	0	2,790	4%
Materials and Services	24,863	21,544	(3,319)	72,766	76,756	11,210	87,965	32%
Depreciation and Amortisation	13,411	12,008	(1,403)	48,031	48,031	5,612	53,643	28%
Other Expenses	3,199	3,222	23	15,695	16,008	81	16,089	20%
Internal Expenses	14,239	13,441	(798)	49,800	49,884	797	50,682	29%
<b>Total Expenses</b>	<b>75,978</b>	<b>69,607</b>	<b>(6,371)</b>	<b>267,181</b>	<b>272,879</b>	<b>20,321</b>	<b>293,200</b>	<b>28%</b>
<b>Net Operating Results</b>	<b>90,254</b>	<b>94,339</b>	<b>(4,085)</b>	<b>37,650</b>	<b>84,976</b>	<b>(10,686)</b>	<b>74,290</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>74,475</b>	<b>79,989</b>	<b>(5,513)</b>	<b>(423)</b>	<b>3,899</b>	<b>(16,441)</b>	<b>(12,542)</b>	

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
<b>Other Cash Adjustments</b>								
Capital Expenditure	(26,983)	(36,085)	9,102	(178,560)	(198,230)	(50,974)	(249,204)	14%
New Borrowings	0	0	0	69,021	62,049	0	62,049	0%
Loan Principal Repayments	(683)	(609)	(74)	(13,832)	(13,832)	0	(13,832)	5%
Disposal of Assets	1,115	45	1,070	7,653	7,653	1,112	8,765	15%
Depreciation Adjustment	13,411	12,008	1,403	48,031	48,031	5,612	53,643	28%
Debtor / Credit Movement	(78,531)	(86,045)	7,514	0	0	0	0	0
<b>Net Cash Movement</b>	<b>(1,417)</b>	<b>(16,348)</b>	<b>14,930</b>	<b>(30,036)</b>	<b>(9,352)</b>	<b>(54,936)</b>	<b>(64,288)</b>	
<b>Reserve Movements</b>								
Transfers from Reserves	49,072	56,749	(7,677)	259,912	278,643	62,704	341,347	18%
Transfers to Reserves	(52,057)	(81,480)	29,423	(181,844)	(273,915)	(7,768)	(281,683)	19%
<b>Net Transfers from Reserves</b>	<b>(2,985)</b>	<b>(24,731)</b>	<b>21,745</b>	<b>78,068</b>	<b>4,728</b>	<b>54,936</b>	<b>59,664</b>	
General Fund carried forward from previous year			0		4,625		4,625	0%
<b>General Fund Net Cash Movement</b>	<b>(4,403)</b>	<b>(41,078)</b>	<b>36,675</b>	<b>48,032</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	

The net operating result before capital revenue is \$5.5M lower (unfavourable) than the year-to-date adopted budget of \$80M at the September Quarterly Review.

## Current Operating Revenue Position and Budget Adjustments

A table below summarises the key movements by revenue category:

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	113,692	113,229	463	114,726	114,726	0	114,726	99%
User Charges and Fees	13,960	13,454	505	63,399	63,339	500	63,839	22%
Interest and Investment Revenue	473	840	(367)	1,809	3,382	0	3,382	14%
Other Revenues	1,064	993	72	4,051	4,096	251	4,347	26%
Internal Revenue	16,475	16,728	(253)	62,346	62,626	524	63,150	26%
Grants and Contributions provided for Operating Purposes	4,789	4,352	436	20,427	28,608	2,606	31,214	17%
<b>Total Operating Income</b>	<b>150,453</b>	<b>149,596</b>	<b>857</b>	<b>266,759</b>	<b>276,777</b>	<b>3,880</b>	<b>280,658</b>	<b>54%</b>

As at 30 September 2022, General Fund operating revenue (excluding capital revenue) has achieved 54% of the adopted budget, excluding rates and annual charges 23%.

Comments on major year to date variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	463	+478K surplus in domestic waste annual charge -14.9K in ordinary rates (full year budget is phased in Q1, additional income during the year will offset this variance)
User Charges and Fees	505	+261K development application fees ahead of YTD budget +158K tourist parks +110K entertainment centre +103K swim and fitness +74K plumbing and drainage certification -190K waste management

Interest and Investment Revenue	(367)	-404K unfavourable movement in long-term growth fund (including a loss of \$1.57M carried over from last FY) and investment fair valuations +32.3K surplus in interest on overdue rates (with current interest rate back to 6%)
Other Revenues	72	+\$214K additional income received for use of Council land (rental, easements and licencing) +\$34K additional income for provision of information services to other Councils -\$132K income less than budget due to timing of receiving fine income -\$50K income less than budget due to lower than budget income for domestic waste services (free tipping for storm damaged waste)
Internal Revenue	(253)	+61K increase revenue from Shoalhaven Entertainment Centre, swim sport & fitness & community planning projects -138K reduction in revenue from commercial fleet & mechanical services -125K overall reduction in revenue across waste administration, depot operations & plant operations -50K reduction in revenue from Shoalhaven water operations & maintenance
Grants and Contributions provided for Operating Purposes	436	+1M for Natural Disaster (July 2022 floods) grant awarded +249K grant awarded to Shoalhaven Entertainment Centre -376K Natural Disaster Project Officer grant not yet received -240K Community Recovery Officer grant not yet received -144K Aus Industry SME Export Hub grant not yet received -51K Community Needs Assessment grant not yet received

The September Quarterly Budget Review recommends an increase in operating revenue of \$3.9M.

Proposed budget adjustments are summarised in the table below:

Category	Amount (\$'000)	
User Charges and Fees	500	+271K increase in drainage assessments and plumbing inspections to fund additional staff costs +160K increase in development applications income to fund additional consulting costs +50K increase in Shoalhaven Water communication sites +13K SEC Covid funding
Other Revenues	251	+102K recognise income for IT services provided to other Councils +65K recognise income from use of Council land (rental, easements and licencing) +33K recognise recovery of legal costs in development services +23K Tourism Marketing grant adjustment (reclassified income to other revenues) +17K additional statutory income received +8K recognise recovery of costs for plaques and memorials
Internal Revenue	524	+325K adjustment in calculations for internal workers compensation & public liability allocation +59K renewable energy refund repayments +32K recognition of line marking income received +12K additional budget added for position Smart Illawarra Shoalhaven Project Officer (S11951) -102K reallocation of income to job cost for weed biosecurity
Grants and Contributions provided for Operating Purposes	2,606	+1M for Natural Disaster (July 2022 Floods) grant awarded +780K Coastal Management grant returned from reserve +407K grants awarded for floodplain management and environmental management +317K reclassification of Coastal Management grants (moved from capital to operational) +270K grants awarded to Shoalhaven Entertainment Centre +58K grant awarded to Shoalhaven Regional Gallery +43K FenceCycle (EPA) grant awarded



## Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	20,163	19,292	(871)	78,099	79,410	2,621	82,031	25%
Borrowing Costs	103	100	(2)	2,790	2,790	0	2,790	4%
Materials and Contracts	24,863	21,544	(3,319)	72,766	76,756	11,210	87,965	32%
Depreciation and Amortisation	13,411	12,008	(1,403)	48,031	48,031	5,612	53,643	28%
Other Expenses	3,199	3,222	23	15,695	16,008	81	16,089	20%
Internal Expenses	14,239	13,441	(798)	49,800	49,884	797	50,682	29%
<b>Total Expenses</b>	<b>75,978</b>	<b>69,607</b>	<b>(6,371)</b>	<b>267,181</b>	<b>272,879</b>	<b>20,321</b>	<b>293,200</b>	<b>28%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	
Employee Benefits and On-Costs	(871)	+232K spend lower than budget in community connections - grant spending less than budget +199K spend lower than budget in Shoalhaven Water operations & maintenance - jobcosting allocations being reviewed +194K spend lower than budget in building services - public amenities cleaning supervision budget to be rephased -720K spend higher than budget in works and services - higher than budget spend on natural disasters and weather event damage (funded from natural disaster payments) and increased spend funded from capital works. -296K spend higher than budget in Shoalhaven swim sport fitness - higher spend in fitness offset by higher income, precincts impacted by weather and higher spend on Aboriginal Cup -201K spend higher than budget in waste services allowances funded from Reserve -155K spend higher than budget in technical services - costs to be allocated to capital works program
Materials and Services	(3,319)	-2.9M overspend in works and services due to natural disaster events and road maintenance -231K overspend in fleet and mechanical due to aging fleet and increase fuel and parts costs -142K overspend across Holiday Haven Tourist Parks -110K Organisational Leadership Development Program -40K Covid Contributions Discount Subsidy
Depreciation and Amortisation	(1,403)	Additional depreciation due to revaluations in the previous year

Other Expenses	23	+164K underspend in commercial services - savings in government charges +66K underspend in swim, sport and fitness - management committee subsidies to be paid in next quarter +29K underspend in community connections - reallocate costs for community consultative bodies +18K underspend in business assurance and risk - unallocated donations -157K overspend in building services (fire contributions)
Internal Expenses	(798)	+75K internal insurance premiums +22K internal garbage charge -358K internal waste management charges -258K internal building maintenance -143K internal rates charges -128K internal geotechnical Services

The September Quarterly Budget Review recommends an increase in operating expenditure of \$20.3M. Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	2,621	+1.272M in works and services - allocate salary budget from natural disaster funding and resurfacing program (transferred from capital) +624K in commercial services - realign allowances in original budget and actuals (from waste reserve) +292K in business assurance & risk - funding for new positions and expected insurance and employee costs +283K in environmental services - shortfall funding in original budget and funding from reserve for project delivery +217K in certification and compliance services - additional budget offset by higher income +108K in information services - allocate budget for new position
Materials and Services	11,210	+7.2M works and services natural disaster events and road maintenance +1.9M environmental services, including beach scraping, coastal erosion and coastal management plans +734K Bushfire Affected Coastal Waterways grant +566K Social and Young People Recovery initiatives +250K SEC Let's Celebrate/Create/Laugh program +200K Arts Foundation, Multi Arts Facility and Community Engagement +190K increase to development planners +110K Organisational Leadership Development Program +50K Freedom of Entry

Depreciation and Amortisation	5,612	Adjustment to match the expected annual depreciation charge
Other Expenses	81	+97K in strategic planning - rescinded MIN22.501 and disperse funds +10K in economic development - increase funding for Business Person Award (Shoalhaven Business Chamber) -26K in community connections - reallocated to materials and services
Internal Expenses	797	+402K internal fleet and plant charges +210K internal public liability insurance +175K internal other expenses +6k internal signwriting +2K internal waste management charge

### Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	14,598	13,263	1,335	33,723	76,727	5,755	82,482	19%
Capital Contributions	1,181	1,087	93	4,350	4,350	0	4,350	27%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>15,779</b>	<b>14,350</b>	<b>1,428</b>	<b>38,072</b>	<b>81,077</b>	<b>5,755</b>	<b>86,832</b>	<b>19%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	1,335	+\$1.57M grant income received for Boongaree, less BLERF income not yet claimed +\$350K grant received by tourist parks for accessible cabins +\$240K grant received by waste services for West Nowra leachate treatment +\$192K reallocation of grant received for sustainable tourism -\$683K timing of grant income for roads -\$186K timing of grant income for Albatross Aviation Technology Park -\$113K timing of grant income for Recovery to Resilience project -\$34K timing of grant income for Moss Vale Road URA

Capital Contributions	93	+\$93K recognise developer contributions received in the quarter
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Proposed budget adjustments to capital revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Capital Grants	5,755	+\$3.32M recognise multi sport grant income received for Boongaree and Ulladulla Skate Park +\$2.44M recognise receipt of grant income for Boongaree (ECF and ECP) +\$2.1M recognise grant income expected for Stronger Country Communities +\$884K bring forward Sustainable Tourism grant from 2023/24 +\$530K recognise grant received for Fixing Country Bridges +\$400k recognise grant income for Sanctuary Point Amenities (Bob Proudfood Pavilion) -\$2.95M BLERF grant income rephased to next financial year -\$1.0M reduction of grant income for economic development

## Capital Expenditures Position and Budget Adjustments

Capital expenditures by Directorate are summarised in the table below:

Directorate	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	September Actuals	Favourable / (Unfavourable) Variance	Actual % of QR Proposed Budget
City Performance	500	241	450	691	189	502	27%
City Services	106,980	119,978	40,670	160,649	22,027	138,621	14%
City Development	3,136	4,041	(2,040)	2,001	238	1,763	12%
City Lifestyle	36,162	41,747	6,837	48,584	4,035	44,549	8%
City Futures	31,781	32,468	5,056	37,524	494	37,029	1%
<b>General Fund Total</b>	<b>178,560</b>	<b>198,474</b>	<b>50,974</b>	<b>249,448</b>	<b>26,983</b>	<b>222,465</b>	<b>11%</b>

### Comments

Capital Expenditure as at 30 September 2022 is 11% of the proposed budget (excluding commitments). Including commitments, capital expenditures are at 39%.

The September Quarterly Budget Review recommends a budget net increase of \$50.9M. This comprises increases of \$17.3M for roads and transport, \$10.7M for waste and recycling, \$3.6M for fire protection and emergency services, \$8.4M for open space, sport and recreation and \$6.9M for economic development.

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

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

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
Bridges	Concrete and Timber	FCB - Yarramunmun Ck Culvert - Yalwal Rd, Buangla	121,309	273,778	431,201	704,979	583,670	Allocation of returned unspent 2022 funds from reserve
		FCB2 - Boondabah Bridge-Brooman, The River Rd	0	0	530,000	530,000	530,000	Recognition of approved grant funding - Fixing Country Bridges Round 2A
		FCB2 - Bridge Creek Bridge-Mogood, The River Rd	0	0	960,000	960,000	960,000	Recognition of approved grant funding - Fixing Country Bridges Round 2A
		FCB - Chisolms Ck Cuvert - Bundewallah Bridge, Bundewallah	66,850	433,797	130,000	563,797	496,947	MIN22.274C - allocate funding shortfall from Local Road Repair Program
Cemeteries	Bereavement Services Capital Expenditure	BER - SMGLC - Cemetery / Crematorium equip upgrade - FY22	0	27,605	114,228	141,833	141,833	Unspent monies reallocated to fund major burial plant purchase
Coastal and Estuary Management	Coastal Programme	Beach Access Upgrades	5,820	200,000	(200,000)	0	(5,820)	Budget deferred to fund overspends in last financial year
		Coastal Erosion Works	0	568,000	(360,000)	208,000	208,000	Return unused funds to Coastal reserve
	Estuary Programme	Lake Conjola CMP	0	275,000	(275,000)	0	0	Adjustments from capital to operating due to the nature of work
Community Services	Community Services - Capital	Recovery and Resilience Grant - capital components	257,215	431,120	505,441	936,561	679,347	Allocation of returned unspent 2022 funds from reserve
Community, Residential and Commercial Buildings	Public Buildings	Installation of Lions Club Shed - Proposed 21 Norfolk Ave	0	270,000	(270,000)	0	0	Budget deferred to fund overspends in last financial year
		Nowra Admin Building - Fire Compliance, BCA NCC	2,200	300,000	558,824	858,824	856,624	Budget moved from Nowra Admin Building Compliance (fire)

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Nowra Showground buildings	5,310	444,160	116,225	560,385	555,075	General Fund/Special Rates Variation removed from Carried Forward replaced in Q1
		Sanctuary Point Library - Design & Invest	70,414	3,070,521	258,682	3,329,203	3,258,789	Budget moved from Frogs Holla Reserve Drainage, due to Frogs Holla now being grant funded
		SEC - Compliance Works	220	292,500	373,743	666,243	666,023	Budget moved from SEC Upgrade & Cladding
	Showground Buildings	Berry Showground Resilience BLERF-0111	0	1,200,965	(863,224)	337,741	337,741	Carried forward to 2023-24 due to delivery reschedule
		Fire Service Upgrade - Milton Showground	0	200,000	(200,000)	0	0	Transfer to SSF - Milton Showground - Internal Roads Upgrade
		K'Valley Showground Resilience BLERF-0111	0	930,290	(660,218)	270,073	270,073	Carried forward to 2023-24 due to delivery reschedule
		Milton Showground Resilience BLERF-0111	0	763,628	(535,221)	228,407	228,407	Carried forward to 2023-24 due to delivery reschedule
		Nowra Showground Resilience BLERF-0111	0	1,140,484	(817,863)	322,621	322,621	Carried forward to 2023-24 due to delivery reschedule



Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Showground Amenities - SCC BLERF Contribution	0	3,700,000	(2,800,000)	900,000	900,000	Carried forward to 2023-24 due to delivery reschedule
		SSF - Milton Showground - Internal Roads Upgrade	221,433	1,052,297	250,000	1,302,297	1,080,864	Budget moved from Fire Service Upgrade - Milton Showground
	Sportsfield Buildings	Sanctuary Point - Francis Ryan Reserve - New Amenities	4,175	1,040,000	398,000	1,438,000	1,433,825	Recognise grant received
Corporate Buildings	Administrative Building Management - Capital	Nowra Admin Building- Upgrade Accessible Amenities	95,181	2,383	206,816	209,199	114,018	Budget moved from Installation of Lions Club Shed - Proposed 21 Norfolk Ave
Economic Development	Economic Development Area Projects	EDO - Huskisson Mangrove Boardwalk	5,300	2,000,000	439,928	2,439,928	2,434,628	Allocation of returned unspent 2022 funds from reserve
		EDO - Ulladulla Boardwalk and Ulladulla Harbourside	22,271	4,902,747	1,048,514	5,951,261	5,928,990	Allocation of returned unspent 2022 funds from reserve plus \$1M from EDO - Ulladulla Harbourside project (finance projects merged)
		EDO - Ulladulla Harbourside	0	1,000,000	(1,000,000)	0	0	Budget moved to EDO - Ulladulla Boardwalk and Ulladulla Harbourside (finance projects merged)
		Ulladulla Maritime - Berthing Facility	82,151	861,568	1,837,891	2,699,459	2,617,308	Allocation of returned unspent 2022 funds from reserve
	Industrial Land Development	AATP Fire Reticulation	62,918	0	644,823	644,823	581,905	Allocation of returned unspent 2022 funds from reserve
		AATP Fire Water Storage	91,516	0	1,680,730	1,680,730	1,589,214	Allocation of returned unspent 2022 funds from reserve

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Flinders Roadworks - Stage 10	940,194	0	2,227,789	2,227,789	1,287,595	Allocation of returned unspent 2022 funds from reserve
Entertainment Centre	SEC Capital	SEC Upgrade & Cladding	284,656	0	508,738	508,738	224,082	Allocation of returned unspent 2022 funds from reserve
Fire Protection and Emergency Services	Rural Fire Service Buildings	BLD Lake Conjola RFS Upgrade Existing Station	1,650	0	701,663	701,663	700,013	Allocation of returned unspent 2022 funds from reserve
		BLD Manyana Bendalong new RFS station	40,855	0	1,741,718	1,741,718	1,700,863	Allocation of returned unspent 2022 funds from reserve
		Shoalhaven Fire Control Centre - roads and parking LCLI	10,070	0	1,164,455	1,164,455	1,154,385	Allocation of returned unspent 2022 funds from reserve
Information Technology	IT Capital Projects	ICT - Corporate Desktop and Laptop	(11,912)	0	300,508	300,508	312,420	Adjustments from operating to capital due to the nature of work
Landfill and Transfer Station Operations	Waste Capital Expenditure	Biolektra Resource Recovery Facility RRF	2,992	7,700,000	586,799	8,286,799	8,283,807	Allocation of returned unspent 2022 funds from reserve
		Materials Recovery Facility	4,096,388	11,860,000	7,962,432	19,822,432	15,726,044	Allocation of returned unspent 2022 funds from reserve
		West Nowra Depot - Water Reticulation	0	0	100,000	100,000	100,000	New project funded from Waste Reserve
		West Nowra Leachate Treatment Project	0	0	240,000	240,000	240,000	Grant funding received
	Waste Management - Capital Expenditure	Waste Hardstands and Roads	3,805	518,067	249,950	768,017	764,212	Allocation of returned unspent 2022 funds from reserve
		Waste Landfill Cell Construction - West Nowra	170,550	0	1,169,679	1,169,679	999,129	Allocation of returned unspent 2022 funds from reserve

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Weighbridge Upgrade Ulladulla	0	0	145,495	145,495	145,495	Allocation of returned unspent 2022 funds from reserve
		West Nowra Landfill Closure Rehabilitation	0	155,751	112,916	268,667	268,667	Allocation of returned unspent 2022 funds from reserve
Mechanical Services	Mechanical Services Equipment	Mechanical Workshop Capital	0	10,151	400,187	410,338	410,338	Allocation of returned unspent 2022 funds from reserve
Parks, Reserves, Sport and Recreation Areas	Active Recreation	Active Recreation Minor Improvement	3,559	453,400	(453,400)	0	(3,559)	Allocation of Stronger Country Communities grant
		Bill Andriske Oval Drainage	0	0	170,266	170,266	170,266	Allocation of Stronger Country Communities grant
		Crookhaven Park Floodlights	0	0	360,000	360,000	360,000	Allocation of Stronger Country Communities grant
		Kangaroo Valley Showground Floodlights	0	0	360,000	360,000	360,000	Allocation of Stronger Country Communities grant
		Lighthouse Oval Floodlights	0	0	100,000	100,000	100,000	Allocation of Stronger Country Communities grant
		Park Road Netball Court Redev - Sth Nowra	8,015	2,292,967	2,800,000	5,092,967	5,084,952	Loan brought forward due to delivery reschedule

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Southern SCARP - Artie Smith	106,827	1,030,330	4,000,000	5,030,330	4,923,504	Adding existing loan drawn in 2020/21
		Sports grounds upgrades	0	500,000	(456,144)	43,856	43,856	Allocation of Stronger Country Communities grant
		SSF - Sports Capital Works Partnership Program	45,240	168,000	107,869	275,869	230,629	General Fund / Special Rates Variation removed from Carried Forward, replaced in Q1, Contribution received
		Ulladulla Skate Park	8,229	3,435,942	(106,042)	3,329,900	3,321,671	Correct budget from reserves
	Passive Recreation	Bawley Point Reserve - Playground Replacement	5,985	0	170,000	170,000	164,015	Transfer from Play Equip / Softfall Replace
		Bay and Basin Leisure Centre Redevel - Design & Invest	86,865	715,000	440,548	1,155,548	1,068,683	Allocation of returned unspent 2022 funds from reserve
		Boongaree - Stage 2 to 7	1,127,186	3,537,093	3,623,794	7,160,887	6,033,700	Allocation of multi-sport grant
		Dolphin Reserve, Currarong - Playground replacement	5,179	0	180,000	180,000	174,821	Transfer from Playground Replacement
		Joe Hyam Reserve - Playground replacement	3,480	0	320,000	320,000	316,520	Transfer from Playground Replacement

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Nowra Showground Pavilion Painting	0	294,275	(150,000)	144,275	144,275	Correct budget from reserves
		Play Equip / Softfall Replace	0	205,000	(170,000)	35,000	35,000	Allocation of Stronger Country Communities grant
		Playground Replacement	0	500,000	(500,000)	0	0	Transfer to various playground projects
		Ray Brooks Reserve Boardwalk	68,135	78,634	553,792	632,426	564,291	Allocation of returned unspent 2022 funds from reserve
		Titania Park Exercise Circuit	10,736	291,333	(121,333)	170,000	159,264	\$170K needed to finish project this year, balance returned to Special Rates Variation Fund
Rural Roads	Rural Roads	Braidwood Road - Safer Roads Project	0	0	559,370	559,370	559,370	Allocation of returned unspent 2022 funds from reserve
		Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv Rural Renewal	13,338	500,000	191,188	691,188	677,850	Allocation of returned unspent 2022 funds from reserve
		Culburra - Culburra Rd (R2R) - CH 0.760 to 1.13km	14,548	(314)	502,970	502,656	488,109	Allocation of returned unspent 2022 funds from reserve
		Currarong Rd - Rd to Recovery Various Rural Renewal	0	963,474	(963,474)	0	0	Transferred roads to recovery funding to Murramarang Rd
		Lake Conjola Ent Rd - LRRP Various Sites Urban Upgrade	687,297	668,128	1,049,828	1,717,956	1,030,659	Allocation of returned unspent 2022 funds from reserve
		Matron Porter Dr - LRRP CH4.090 CH4.515 Urban Upgrade/New	3,264	256,391	135,000	391,391	388,127	Transfer from Tallwood Ave

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Murramarang Rd Bawley Pt CH0.320-1.360	750	33,628	1,466,372	1,500,000	1,499,250	Transfer from various projects
		Reconstruct Wheelbarrow Rd CH4.9 - Natural Disaster	2,550	0	776,050	776,050	773,500	Allocation of returned unspent 2022 funds from reserve
		Special Local Roads Improvement Program	1,083,995	0	3,917,756	3,917,756	2,833,761	Allocation of returned unspent 2022 funds from reserve + Recognition of additional income from rate payers
		Tourist Rd - LRRP Various Locations Rural Renewal	0	500,000	(500,000)	0	0	Transfer to Local Road Repair Program for reallocation to other projects
		Upper Kangaroo River Rd - Natural Disaster Mar22 - Landslips	244,858	0	244,858	244,858	0	Allocation from \$5M Natural Disasters Allocation
		Upper Kangaroo River Rd, Kangaroo Valley - Safer Roads Proj	0	0	685,000	685,000	685,000	Allocation of returned unspent 2022 funds from reserve
		Wattamolla Rd - Natural Disaster Mar22 - Landslips	226,394	0	226,394	226,394	0	Allocation from \$5M Natural Disasters Allocation
		Woodhill Mounth Rd - Natural Disaster Mar22 - Landslips	227,827	0	227,827	227,827	0	Allocation from \$5M Natural Disasters Allocation
		Worrigee - Worrigee Rd - Fixing Local Roads Program	4,150	79,445	1,477,273	1,556,718	1,552,568	Allocation of returned unspent 2022 funds from reserve \$954,402 + transfers SRV Resurfacing
Stormwater	Drainage	Moss Vale Road South URA Drainage	0	3,861,200	443,582	4,304,782	4,304,782	Allocation of returned unspent 2022 funds from reserve
		South - Pipe Inspection / Renewal / Refurbishment	0	108,000	(108,000)	0	0	Allocation to/from various projects
Strategic Roads and Bridges	Regional, Sub-Arterial and Industrial	Croobyar Rd, Milton - Road Rehab & Widening	55,734	164,064	557,219	721,283	665,549	Allocation of returned unspent 2022 funds from reserve
		Far North Collector Road D & C	3,632,603	21,700,000	743,243	22,443,243	18,810,640	Allocation of returned unspent 2022 funds from reserve

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Moss Vale Road South URA land acquisitions	2,896	128,654	841,559	970,213	967,317	Allocation of returned unspent 2022 funds from reserve
Tourism and Events	Tourism Projects	Hyams Beach (Sus Tour Infr Grant)	341,399	0	340,000	340,000	(1,399)	Allocation from project management design
		Project Management / Design (Sus Tour Infr Grant)	62,527	846,240	540,598	1,386,838	1,324,311	Brought grant forward from 2023/24 + allocation to various sustainable tourism projects
Tourist Parks	Holiday Haven Amenities	Holiday Haven Amenities	0	819,189	(730,000)	89,189	89,189	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Bendalong Capital Works	HH - BP - Amenities / Laundry - Ref - FY22/23	0	0	280,000	280,000	280,000	Allocation of 22/23 Holiday Haven capital budget
		HH - BP -Boom Gates - New - FY23	275	0	100,000	100,000	99,725	Allocation of 22/23 Holiday Haven capital budget
		HH - BP -Cabins - Ref - FY23	28,615	0	130,000	130,000	101,385	Allocation of 22/23 Holiday Haven capital budget
		HH - BP -Manager Res/Office - New - FY23	5,592	0	500,000	500,000	494,408	Allocation of 22/23 Holiday Haven capital budget
		HH - BP -Other Recreation - New - FY23	0	0	150,000	150,000	150,000	Allocation of 22/23 Holiday Haven capital budget
		HH - BP -Pool/ Splash - New - FY23	19,150	0	150,000	150,000	130,850	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Cabin Development	HH – BP – 2 Bed Accessible Cabin (grant funded)	640	333,665	307,500	641,165	640,525	Allocation of 22/23 Holiday Haven capital budget plus grant received
		HH - LC - Accessible Cabin 1 of 2 (grant) - New - FY22	640	0	307,500	307,500	306,860	Allocation of 22/23 Holiday Haven capital budget plus grant received



Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		HH - SH - New Cabin - 2 Bdrm Accessible	0	0	307,500	307,500	307,500	Allocation of 22/23 Holiday Haven capital budget plus grant received
		HH - SL - New Cabin 2 Bedroom Accessible	1,827	0	307,500	307,500	305,673	Allocation of 22/23 Holiday Haven capital budget plus grant received
		Holiday Haven Cabins	0	2,086,690	(420,058)	1,666,632	1,666,632	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Currarong Capital Works	HH - CG -Ensuite Sites - New - FY23	0	0	120,000	120,000	120,000	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Ensuite Development	Holiday Haven Ensuities	0	541,535	(420,000)	121,535	121,535	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Huskisson Beach Capital Works	HH - HB -Cabins - Ref - FY23	54,277	0	230,000	230,000	175,723	Allocation of 22/23 Holiday Haven capital budget
		HH - HB -Redevelopment - Upg - FY23	0	0	100,000	100,000	100,000	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Lake Conjola Capital Works	HH - LC -Ensuities - New - FY23	0	0	120,000	120,000	120,000	Allocation of 22/23 Holiday Haven capital budget
		HH - LC -Playground(s) - New - FY23	0	0	150,000	150,000	150,000	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Lake Tabourie Capital Works	HH - LT - Cabins - Ref - FY23	0	0	140,000	140,000	140,000	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Other Buildings	Holiday Haven Other Build	0	881,193	(386,697)	494,496	494,496	Allocation of 22/23 budget across Holiday Haven capital program

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
	Holiday Haven Other Infrastructure	Holiday Haven Other Infrastructure	0	1,506,884	(1,339,135)	167,749	167,749	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Recreation	HH - BP - Recreation FY22	212,615	0	160,000	160,000	(52,615)	Allocation of 22/23 Holiday Haven capital budget
		Holiday Haven Recreation	0	1,343,437	(1,080,000)	263,437	263,437	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Roadworks	HH - LT - Roadworks - New - FY23	0	0	100,000	100,000	100,000	Allocation of 22/23 Holiday Haven capital budget
		Holiday Haven Roadworks	0	144,000	(144,000)	0	0	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Shoalhaven Heads Capital Works	HH - SH - Cabins - Ref - FY23	4,740	0	130,000	130,000	125,260	Allocation of 22/23 Holiday Haven capital budget
		HH - SH -Ensuites x2 - New - FY23	0	0	120,000	120,000	120,000	Allocation of 22/23 Holiday Haven capital budget
	Holiday Haven Siteworks	Holiday Haven Siteworks	0	727,662	(495,000)	232,662	232,662	Allocation of 22/23 budget across Holiday Haven capital program
	Holiday Haven Ulladulla Capital Works	HH - UD -Cabins - Ref - FY23	60,729	0	128,000	128,000	67,271	Allocation of 22/23 Holiday Haven capital budget
Urban Roads	Pathways	Murramarang Rd - Pedestrian Bawley Pt SUP Urban Upgrade/New	0	1,800,000	(1,800,000)	0	0	Removed unsuccessful grant
		Nowra CBD Renewal	0	1,325,024	368,383	1,693,408	1,693,408	Allocation of returned unspent 2022 funds from reserve, plus recognition of additional income received for Haigh Ave Mural, and transfer of \$80k to operating program for Nowra CBD Place Manager
		Placemaking for Vincentia Village BBRF	145,988	0	2,455,793	2,455,793	2,309,805	Allocation of returned unspent 2022 funds from reserve

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Sussex Inlet - The Springs Road Shared User Path Bridge(D&C)	315,707	0	3,217,589	3,217,589	2,901,882	Allocation of returned unspent 2022 funds from reserve
	Public Carpark Construction	Berry St, Nowra-Carpark Extension	6,480	0	266,877	266,877	260,397	Transfer from Fairlands St & road unallocated parking
		Burr Ave, Nowra - Carpark	4,028	0	240,000	240,000	235,973	Transfer from Road Unallocated - Parking
		Road Unalloc - Parking CH0 All Day Urban Upgrade/New	0	900,000	(510,000)	390,000	390,000	Transfer to Berry St & Burr Ave
	Urban Roads	Basin - LRRP - Resheet / Reseal	0	481,000	244,028	725,028	725,028	Allocation of returned unspent 2022 funds from reserve
		Bolong Rd 9.46-10.08 widen shldr	0	0	839,343	839,343	839,343	Allocation of returned unspent 2022 funds from reserve
		Boree St - LRRP Carpark #5 Bitumen Seal Urban Upgrade	143	150,000	(150,000)	0	(143)	Budget deferred to fund overspends in last financial year
		Cul-de-sac Land Acquisition - Kingsley Ave Ulladulla	0	0	350,000	350,000	350,000	Adding budget for proposed land acquisition as per CCL22.21 (D22/300554)
		Local Road Repair Program (LRRP)	0	4,807	276,143	280,950	280,950	Allocation from various projects
		Main Rd, Cambewarra (SRV 2014)	537,054	260,000	373,320	633,320	96,267	Allocation of returned unspent 2022 funds from reserve
		North - LRRP - Resheet / Reseal	10,600	724,000	252,518	976,518	965,918	Allocation of returned unspent 2022 funds from reserve
		South - LRRP - Resheet / Reseal	0	817,000	297,505	1,114,505	1,114,505	Allocation of returned unspent 2022 funds from reserve
		SRV resurfacing	0	3,268,368	(3,261,311)	7,057	7,057	Transferred to Various projects to fund shortfalls
		Tallwood Av - LRRP CH0.9 CH1.12 Construct Urban Renewal	0	525,000	(135,000)	390,000	390,000	Transferred to Matron Porter DR

Project Description			September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
		Village Drive (SRV 2019) - Road Rehab - LRRP	287,358	0	256,250	256,250	(31,108)	Allocation of returned unspent 2022 funds from reserve + transfer from various projects to fund shortfalls as monthly directors meeting
Waterways Infrastructure	Boat Ramps & Jetties	Conjola Park Rehabilitation	1,698	123,144	307,500	430,644	428,947	Recognition of approved grant funding - Black Summer Bushfire Recovery Grant
		Currambene Ck - Waterways Path / Fishing Fac Rural Renewal	0	100,000	(100,000)	0	0	Duplicate projects & duplicate funding - removed budget
		St George Basin – Fishing Access Improvements	1,495	195,830	252,000	447,830	446,335	Recognition of approved grant funding - NSW Department of Primary Industries
		Woollamia Industrial - Stage 5 - APZ Trail	0	0	495,060	495,060	495,060	Allocation of returned unspent 2022 funds from reserve

## Capital Projects Reforecast into 2022/23

The projects reforecast during the September Quarterly Budget Review are listed below:

Project	Reforecast Amount	Funding Source		
		General Fund	Internal Reserves	External Reserves
Berry Showground Resilience BLERF-0111	863,224	0	0	863,224
Boongaree - Stage 2 to 7	1,821,398	0	0	1,821,398
K'Valley Showground Resilience BLERF-0111	660,218	0	0	660,218
Milton Showground Resilience BLERF-0111	535,221	0	0	535,221
Nowra Showground Resilience BLERF-0111	817,863	0	0	817,863
Showground Amenities - SCC BLERF Contribution	2,800,000	0	0	2,800,000
<b>Total</b>	<b>7,497,924</b>	<b>0</b>	<b>0</b>	<b>7,497,924</b>

## Water Fund

### Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	1,063	1,045	18	4,495	4,495	0	4,495	24%
User Charges and Fees	5,042	4,874	167	23,109	23,109	201	23,310	22%
Interest and Investment Revenue	255	243	12	831	831	0	831	31%
Other Revenues	34	1	33	6	6	45	51	573%
Internal Revenue	553	530	23	2,511	2,511	0	2,511	22%
Grants and Contributions provided for Operating Purposes	6	6	0	0	6	0	6	100%
Grants and Contributions provided for Capital Purposes	1,140	373	767	3,664	3,797	900	4,697	30%
<b>Total Income</b>	<b>8,093</b>	<b>7,073</b>	<b>1,020</b>	<b>34,616</b>	<b>34,755</b>	<b>1,146</b>	<b>35,901</b>	<b>23%</b>
Employee Benefits and On-Costs	2,025	1,710	(315)	6,545	6,550	0	6,550	31%
Materials and Services	1,766	1,773	7	7,859	7,845	0	7,845	23%
Depreciation and Amortisation	2,647	2,672	25	10,688	10,688	0	10,688	25%
Other Expenses	1	2	2	38	38	0	38	1%
Internal Expenses	1,751	1,643	(108)	6,346	6,355	241	6,596	28%
<b>Total Expenses</b>	<b>8,190</b>	<b>7,801</b>	<b>(390)</b>	<b>31,476</b>	<b>31,475</b>	<b>241</b>	<b>31,717</b>	<b>26%</b>
<b>Net Operating Results</b>	<b>(98)</b>	<b>(728)</b>	<b>631</b>	<b>3,140</b>	<b>3,280</b>	<b>905</b>	<b>4,185</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>(1,238)</b>	<b>(1,101)</b>	<b>(136)</b>	<b>(525)</b>	<b>(517)</b>	<b>5</b>	<b>(512)</b>	
<b>Other Cash Adjustments</b>								
Capital Expenditure	(3,087)	(2,661)	(426)	(28,807)	(30,428)	601	(29,827)	10%
New Borrowings	0	0	0	2,422	0	0	0	0
Loan Principal Repayments	0	0	0	0	0	0	0	0
Disposal of Assets	8	10	(2)	120	120	0	120	7%
Depreciation Adjustment	2,647	2,672	(25)	10,688	10,688	0	10,688	25%
Dividend to General Fund	0	0	0	(458)	(458)	0	(458)	0%

Receipt of Internal Loan Repayment	0	0	0	0	0	0	0	0
Debtor / Credit Movement	(514)	0	(514)	1,119	1,119	0	1,119	-46%
<b>Net Cash Movement</b>	<b>(1,044)</b>	<b>(707)</b>	<b>(337)</b>	<b>(14,199)</b>	<b>(15,679)</b>	<b>1,506</b>	<b>(14,174)</b>	

The net operating result before capital revenue is \$136K lower (unfavourable) when comparing to the year to date adopted budgeted deficit of \$1.1M as at the September quarter. Operating income is \$1M higher (favourable) than year to date budget, while expenditures are \$390K higher (unfavourable) as at the September quarter.

The net cash movement is \$337K lower (unfavourable) than the year-to-date adopted budget deficit of \$707K as at 30 September 2022.

## Current Operating Revenue Position and Budget Adjustments

A table below summarises the key movements by revenue category:

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	1,063	1,045	18	4,495	4,495	0	4,495	24%
User Charges and Fees	5,042	4,874	167	23,109	23,109	201	23,310	22%
Interest and Investment Revenue	255	243	12	831	831	0	831	31%
Other Revenues	34	1	33	6	6	45	51	573%
Internal Revenue	553	530	23	2,511	2,511	0	2,511	22%
Grants and Contributions provided for Operating Purposes	6	6	0	0	6	0	6	100%
<b>Total Operating Income</b>	<b>6,953</b>	<b>6,699</b>	<b>253</b>	<b>30,952</b>	<b>30,958</b>	<b>246</b>	<b>31,204</b>	<b>22%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	18	+\$21K Non-residential access charge



User Charges and Fees	167	+\$82K private works +\$44K communication tower revenue +\$35K compliance fee revenue
Interest and Investment Revenue	12	+\$9K interest on investments +\$3K interest on overdue accounts
Other Revenues	33	+33K recovery of costs incurred for water meters
Internal Revenue	23	+\$23K internal revenue

The September Quarterly Budget Review recommends an increase in operating revenue of \$246K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
User Charges and Fees	201	+\$84K increase in private works revenue +\$65K increase in compliance fee revenue +\$52K additional communication tower revenue
Other Revenues	45	+45K recovery of costs

## Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	2,025	1,710	(315)	6,545	6,550	0	6,550	31%
Materials and Contracts	1,766	1,773	7	7,859	7,845	0	7,845	23%
Depreciation and Amortisation	2,647	2,672	25	10,688	10,688	0	10,688	25%
Other Expenses	1	2	2	38	38	0	38	1%
Internal Expenses	1,751	1,643	(108)	6,346	6,355	241	6,596	28%
<b>Total Expenses</b>	<b>8,190</b>	<b>7,801</b>	<b>(390)</b>	<b>31,475</b>	<b>31,475</b>	<b>241</b>	<b>31,717</b>	<b>26%</b>

As at 30 September 2022, Water Fund operating expenditure (excluding capital) has achieved 26% of the adopted budget.

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(315)	-\$163K operations and maintenance spend higher than budget -\$92K overtime costs -\$60K workers compensation costs
Depreciation and Amortisation	25	+\$25K depreciation expense based on prior year
Internal Expenses	(108)	-\$122K Onecouncil implementation costs -\$54K public liability and workers compensation +\$62K insurance premiums

The September Quarterly Budget Review recommends a budget increase in operating expenditure of \$241K. Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Internal Expenses	241	+\$122K Onecouncil implementation costs +\$119K increase in public liability & workers compensation expense

### Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	903	133	770	1,464	1,597	900	2,497	57%
Capital Contributions	237	240	(3)	2,200	2,200	0	2,200	11%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>1,140</b>	<b>373</b>	<b>767</b>	<b>3,664</b>	<b>3,797</b>	<b>900</b>	<b>4,697</b>	<b>30%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	770	Additional grant received

The September Quarterly Budget Review recommends a budget increase in capital revenue of \$900K. Proposed major budget adjustments to capital revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Capital Grants	900	+\$900K final claims on capital project

## Capital Expenditures Position and Budget Adjustments

Capital expenditure as at 30 September is 10% of the current adopted budget (excluding commitments). Including commitments, capital expenditure is at 19%.

A decrease of \$601K is recommended. As a result of the September budget review, the following major adjustments, greater than \$100k, were made to the capital projects:

Project Description	September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
Bendeela Reservoir	14,359	1,262,879	(372,879)	890,000	(1,248,519)	Reallocation of funds between projects
Bolong Rd & Shoalhaven Hds Rd main replacement	52	0	260,000	260,000	52	Reallocation of funds between projects
Brundee WPS 33kv substation	157,339	1,452,220	(392,220)	1,060,000	(1,294,882)	Reallocation of funds between projects
Burrier WPS 33 kv Substation	176,203	1,377,311	(237,311)	1,140,000	(1,201,108)	Reallocation of funds between projects
Nowra Sth, Flinders Depot electrical work	1,274,080	4,516,593	(1,381,593)	3,135,000	(3,242,513)	Reallocation of funds between projects. Actual project costs to be allocated 50/50 with Sewer Fund.
Water Moss Vale Road expansion area	102,119	6,715,502	879,459	7,594,961	(6,613,383)	Reallocation of funds between projects
Water TM relining - Currumbene Crk Woollamia	3,909	753,847	126,153	880,000	(749,938)	Reallocation of funds between projects
Yalwal tourist upgrade	9,435	2,147,200	1,242,800	3,390,000	(2,137,765)	Reallocation of funds between projects

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)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	12,713	12,716	(3)	48,434	48,434	0	48,434	26%
User Charges and Fees	922	872	50	4,127	4,127	50	4,177	22%
Interest and Investment Revenue	185	170	15	379	379	96	475	49%
Other Revenues	10	0	10	0	0	0	0	0
Internal Revenue	297	448	(151)	1,798	1,798	10	1,808	17%
Grants and Contributions provided for Capital Purposes	292	300	(8)	2,400	2,452	0	2,452	12%
<b>Total Income</b>	<b>14,418</b>	<b>14,506</b>	<b>(88)</b>	<b>57,138</b>	<b>57,190</b>	<b>156</b>	<b>57,306</b>	<b>25%</b>
Employee Benefits and On-Costs	2,498	2,277	(221)	10,270	10,270	0	10,270	24%
Borrowing Costs	1,564	1,564	0	3,360	3,360	0	3,360	47%
Materials and Services	2,335	2,245	(90)	11,393	11,392	0	11,392	20%
Depreciation and Amortisation	3,641	4,104	463	16,416	16,416	0	16,416	22%
Other Expenses	0	0	0	35	35	0	35	0%
Internal Expenses	1,673	1,714	41	6,899	6,901	193	7,094	24%
<b>Total Expenses</b>	<b>11,711</b>	<b>11,903</b>	<b>193</b>	<b>48,373</b>	<b>48,373</b>	<b>193</b>	<b>48,566</b>	<b>24%</b>
<b>Net Operating Results</b>	<b>2,708</b>	<b>2,603</b>	<b>105</b>	<b>8,765</b>	<b>8,817</b>	<b>(37)</b>	<b>8,740</b>	
<b>Net Operating Result before capital grants and contributions</b>	<b>2,416</b>	<b>2,303</b>	<b>113</b>	<b>6,365</b>	<b>6,365</b>	<b>(37)</b>	<b>6,288</b>	
<b>Other Cash Adjustments</b>								
Capital Expenditure	(7,837)	(8,635)	798	(39,572)	(39,774)	3,298	(36,476)	20%
New Borrowings	0	0	0	2,706	0	0	0	0
Loan Principal Repayments	(2,404)	(2,404)	0	(6,535)	(6,535)	0	(6,535)	37%
Disposal of Assets	(36)	25	(61)	100	100	0	100	-36%
Depreciation Adjustment	3,641	4,104	(463)	16,416	16,416	0	16,416	22%
Dividend to General Fund	0	0	0	(1,536)	(1,536)	0	(1,536)	0%
Debtor / Credit Movement	(545)	0	(545)	0	0	0	0	0
<b>Net Cash Movement</b>	<b>(4,472)</b>	<b>(4,307)</b>	<b>(165)</b>	<b>(19,656)</b>	<b>(22,512)</b>	<b>3,261</b>	<b>(19,291)</b>	

The net operating result before capital revenue is \$113K higher (favourable) comparing to the year to date adopted budget surplus of \$2.6M. Operating income is \$80K lower (unfavourable) than year to date budget, while expenditures are \$193K lower (favourable) as at the September quarter.

The net cash movement is \$165K lower (unfavourable) than the projected movement as at September 2022.

### Current Operating Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	12,713	12,716	(3)	48,434	48,434	0	48,434	26%
User Charges and Fees	922	872	50	4,127	4,127	50	4,177	22%
Interest and Investment Revenue	185	170	15	379	379	96	475	49%
Other Revenues	10	0	10	0	0	0	0	0
Internal Revenue	297	448	(151)	1,798	1,798	10	1,808	17%
Grants and Contributions provided for Operating Purposes	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>14,126</b>	<b>14,206</b>	<b>(80)</b>	<b>54,738</b>	<b>54,738</b>	<b>156</b>	<b>54,854</b>	<b>26%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
User Charges and Fees	50	+\$53K increase in private works
Interest and Investment Revenue	15	+\$15K interest on overdue accounts
Internal Revenue	(151)	-\$151K internal plant revenue

The September Quarterly Budget Review recommends a budget adjustment in operating revenue of \$156K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
User Charges and Fees	50	+\$50K increase in private works revenue
Interest and Investment Revenue	96	+\$60K increase in interest revenue on investments +\$35K additional interest on overdue accounts

### Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	2,498	2,277	(221)	10,270	10,270	0	10,270	24%
Borrowing Costs	1,564	1,564	0	3,360	3,360	0	3,360	47%
Materials and Contracts	2,335	2,245	(90)	11,393	11,392	0	11,392	20%
Depreciation and Amortisation	3,641	4,104	463	16,416	16,416	0	16,416	22%
Other Expenses	0	0	0	35	35	0	35	0%
Internal Expenses	1,673	1,714	41	6,899	6,901	193	7,094	24%
<b>Total Expenses</b>	<b>11,711</b>	<b>11,903</b>	<b>193</b>	<b>48,373</b>	<b>48,373</b>	<b>193</b>	<b>48,566</b>	<b>24%</b>

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(221)	-\$221K operations and maintenance spend higher than budget
Materials and Contracts	(90)	-\$56K increase in motor vehicle & machinery costs -\$34K increase in minor equipment and freight costs
Depreciation and Amortisation	463	Reduction in depreciation
Internal Expenses	41	+102K internal fleet charges -\$97K public liability and workers compensation insurance +\$36K other internal expenses



The September Quarterly Budget Review recommends a budget adjustment in operating expenditure of \$193K. Proposed major budget adjustments to operating expenditure are summarised in the table below

Category	Amount (\$'000)	Reason
Internal Expenses	193	+\$193K increase in public liability and workers compensation expense

### Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	September Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	0	0	0	0	52	0	52	0%
Capital Contributions	292	300	(8)	2,400	2,400	0	2,400	12%
<b>Grants and Contributions provided for Capital Purposes</b>	<b>292</b>	<b>300</b>	<b>(8)</b>	<b>2,400</b>	<b>2,452</b>	<b>0</b>	<b>2,452</b>	<b>12%</b>

Capital revenue achieved 12% of its adopted budget. No budget adjustments are recommended in this September Quarterly Budget Review.

### Capital Expenditures Position and Budget Adjustments

Capital expenditure as at 30 September is 20% of the current adopted budget (excluding commitments). Including commitments, capital expenditure is at 34%.

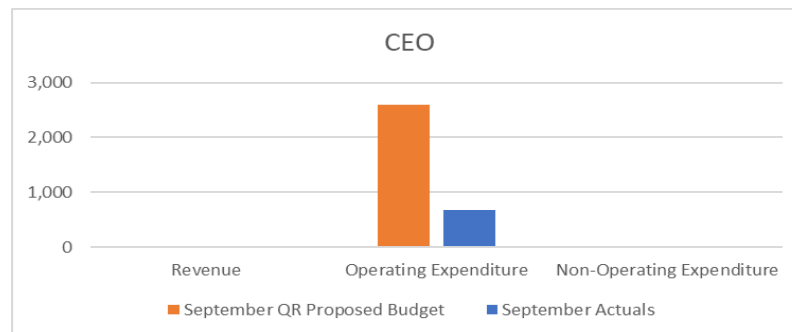
A reduction of \$3.3M is recommended. As a result of the September budget review, the following major adjustments, greater than \$100k, were made to the capital projects:

Project Description	September YTD Actuals	Current Adopted Budget	September QR Adjustments	September QR Proposed Budget	Full Year Variance	Comments
Coastal Zone Mgmt -Sewer Asset Protection	0	0	250,000	250,000	0	Reallocation of funds between projects
Flinders Depot Extension - Sewer Fund contribution	0	4,516,593	(1,381,593)	3,135,000	(4,516,593)	Reallocation of funds between projects. Actual project costs to be allocated 50/50 with Water Fund.
FY- SPS Electrical Control Panel Replacements	7,730	750,000	(180,000)	570,000	(742,270)	Reallocation of funds between projects
Husk Vincentia SPS 7 RM & GM upgrade	0	520,000	(125,000)	395,000	(520,000)	Reallocation of funds between projects
Mundamia SPS N-F4 - RM and GM	7,365	500,000	(420,000)	80,000	(492,635)	Reallocation of funds between projects
Nowra Lyrebird SPS2 GM Upgrade	0	0	570,000	570,000	0	Reallocation of funds between projects
Nowra Nth surcharge main upgrade stage1	440,256	1,000,000	400,000	1,400,000	(559,744)	Reallocation of funds between projects
Pressure Sewer Pump Replacements	21,617	0	130,000	130,000	21,617	Reallocation of funds between projects
REMS 2.0 - New 900ML Storage Dam	65,186	200,000	602,060	802,060	(134,814)	Reallocation of funds between projects
Sewer Various internal SPS renewals	3,696	0	248,486	248,486	3,696	Reallocation of funds between projects
South Nowra Surcharge Main	208,563	100,000	220,000	320,000	108,563	Reallocation of funds between projects
St Anns and Lyrebird Park SPS Upgrade	580,938	2,700,000	(270,000)	2,430,000	(2,119,062)	Reallocation of funds between projects

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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	25	25	0	25	3	12.08%
Operating Expenditure	2,081	2,167	435	2,602	680	26.13%

#### Comments:

The **Chief Executive Officer** group finished close to budget for the quarter. Spending for Situational Leadership and Corporate Improvement costs were funded from budgets set aside for this purpose.

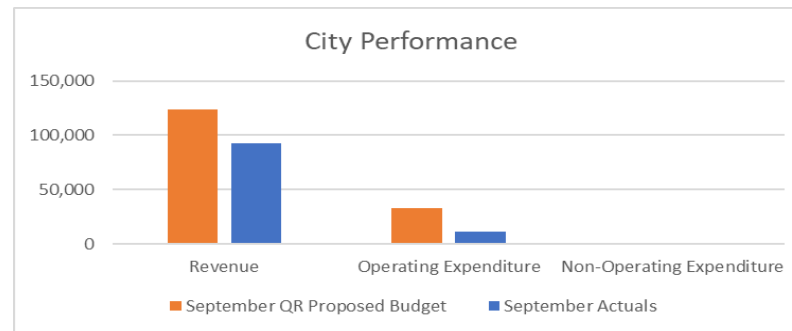
**Media and Communications** finished the quarter close to budget.

Work continues to develop processes to improve the flow of information to communities both during and after an emergency event. While communicating about road upgrades has been a priority for the team, the promotion of more than 150 events and activities has been managed through the Communications team during this quarter.

Council continues to provide opportunities for the community to engage with Council consultations, projects and information. Adjustments have been made to enhance the quality and accessibility of information through our website and media platforms. Strategies to maintain the flow of critical information, such as road remediation continues to be developed with teams across Council.

**Internal Audit** finished the quarter close to budget and met all Key Performance Indicators for the period.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	121,330	122,903	713	123,616	92,633	74.94%
Operating Expenditure	32,226	33,026	(138)	32,887	11,066	33.65%
Non-Operating Expenditure	500	241	450	691	189	27.36%

### Comments:

Overall, the Directorate has a revenue downturn due to continued unfavourable fluctuation in the long-term growth funds. On the other hand, ordinary rates are tracking closely to budget, and are expected to exceed full year budget in the coming quarters.

Operating expenditure is slightly over budget, mainly in Finance due to Technology One consulting fees required to address system issues and Business Assurance and Risk due to higher than expected workers compensation claim costs.

**Financial Services**

Council's investment in long-term growth fund continues a downward trend, resulting in a deficit of \$404K.

Ordinary rates are only \$14.9K down compared to the full year budget. With additional rates throughout the rest of the year, ordinary rates are expected to exceed the full year budget. Interest on overdue rates also tracked \$12.2K above budget, with the interest rate now back to 6% per annum.

**Information Services**

Information Services finished the quarter close to budget, with some savings in employee costs due to staff vacancies.

Council has been partnering with other Councils (Wollongong, Shellharbour and Eurobodalla) and ISJO to co-fund a fixed term Smart Illawarra Shoalhaven Project Officer with the initiative towards smart technologies across the region. Income and expenditure budget have been adjusted by \$127K to reflect the funding for this position.

The enterprise software projects continued to be delivered through the quarter and are tracking on budget. The focus this quarter was on customer request management implementation with the remaining regulatory implementation to be delivered in coming quarters. These implementations are projected to finish in this financial year, and the remaining budget is proposed to be carried forward and transferred to Business Systems to continue business as usual, focusing on Certificates and Enforcements implementation.

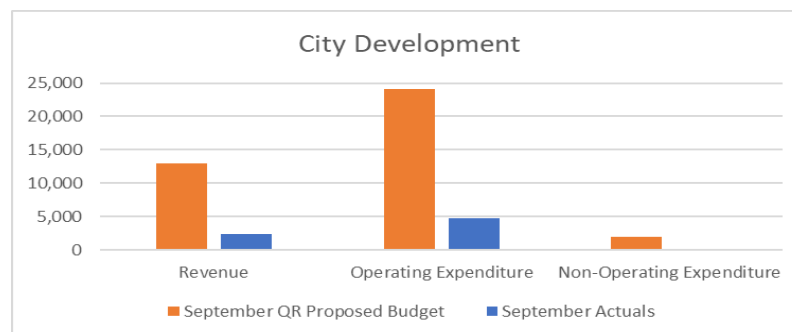
**Business Assurance & Risk**

Worker Compensation has experienced higher cost claims than expected, resulting in an overspend of \$58K. Budget saving of \$198K has been identified to top up this budget as a result of a revision on internal contributions for workers compensation and public liability during this quarterly review.

**Customer Experience** expenditure has slightly exceeded the budget due to higher demand for casual staff. This will be monitored for the remainder of the year to ensure the department finishes within budget.

**People & Culture** tracked closely to budget in this quarter, with minor savings in staff vacancies. This is proposed to fund a new fixed term Recruitment Officer due to additional workload with high turnover rate across Council.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	10,126	11,604	1,417	13,021	2,355	18.08%
Operating Expenditure	19,190	20,938	3,180	24,118	4,755	19.72%
Non-Operating Expenditure	3,136	4,041	(2,040)	2,001	238	11.88%

### Comments:

Overall income is tracking above budget, mainly in Development Applications and Plumbing & Drainage diagrams and inspections. Excluding grants income yet to be received of \$3.8M, operating income has achieved 25.2% of the proposed full year budget.

Operational expenditure across the Directorate finished the quarter under budget, with savings mainly in employee costs due to staff vacancies.

### Development Services

Development Services revenue was \$261K higher than anticipated due to higher number of development applications lodged during the quarter. Due to shortage in staffing, \$160K of this income surplus is proposed to fund additional external consulting services to ensure assessments are processed within the allowed timeframes.

Legal costs exceeded the budget by \$110K in this quarter.

**Environmental Services**

Due to recent implementation of staged approach for OSSM fees, which replaced a 5-year cycle upfront charge with quarterly payments as part of Annual Rates Notice, only 1/5 of the total budgeted income is expected for this financial year, resulting in an expected budget shortfall of \$390K. This is to be addressed in the coming quarters as no savings have been identified to accommodate the projected shortfall in this review.

Operating expenditure is tracking to budget. Budget of \$191K has been transferred from Coastal reserve to fund additional Coastal Project Officers as per recent approved workplace restructure.

Capital projects continued to deliver throughout the quarter, with \$1.54M to be transferred to Operating expenditure due to the nature of work for Coastal projects. Also, \$360K of unused coastal erosion works budget has been transferred back to Coastal reserve.

**Certification and Compliance Services**

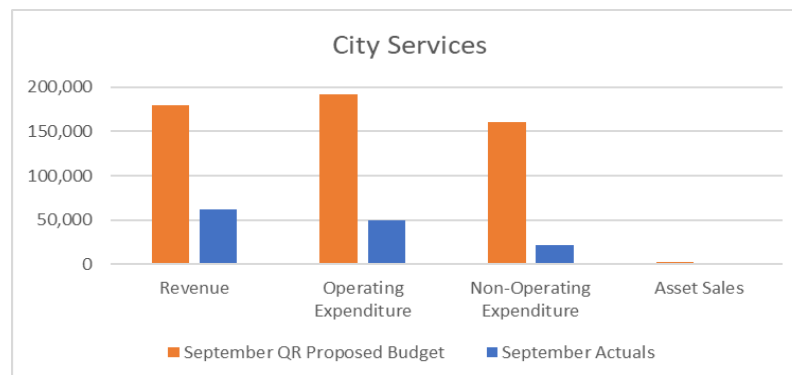
Plumbing & Drainage diagrams and inspections income exceeded budget by \$101K in this quarter. This income surplus is to fund additional staff assisting with the workload as a result of the Planning Portal introduction. Budget has been increased by \$271K for both income and expenditure to fund these additional positions for the full year.

Fines income was under budget in both Building Compliance and Rangers (\$67.7K and \$69.7K respectively). With the increase of penalty rate for Building Compliance matters from 30% to 70% and peak summer period coming up, fines income is expected to catch up with budget in the next quarters.

Overall operating expenditure is tracking to budget with some savings in staff vacancies, mainly in Building Compliance and Fire Safety team.

**Business Support** finished the quarter with salary savings of \$67K. This is to fund additional administrative support needed for regulatory implementation in quarter 3.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	141,655	175,758	3,135	178,893	61,478	34.37%
Operating Expenditure	175,296	176,562	14,932	191,494	49,526	25.86%
Non-Operating Expenditure	106,980	119,978	40,670	160,649	22,027	13.71%
Asset Sales	2,033	2,033	1,112	3,145	1,115	35.45%

### Comments:

Overall Revenue is ahead of forecast by \$1.39M with capital income slightly ahead of budget, and operating Income \$1.3M ahead. Capital expenditure is over budget by \$1.8m and Operating expenditure is behind budget by \$5M. Commentary on specific items is detailed below:



**Roads and Transport**

Revenue is \$637K lower than forecasted with some additional grants of \$77k being offset by a reduction in unsuccessful grants of \$1.96M primarily from Murramarang Rd – Pedestrian Bawley Pt SUP (\$1.8M)

Operating expenditure is \$631K over budget largely due to increased expenditure in roads maintenance. Capital expenditure is \$1.9M over budget primarily from \$1M is from Special Local Roads Improvement, funded through Local Roads & Community Infrastructure; \$747K from Natural Disasters funded by Natural Disasters Relief Fund/Transport for NSW.

The capital works program is progressing with 33% of the 2022/23 budget being either spent or committed.

**Building and Property**

Operating income is slightly higher than budget due to additional revenue from public hall and premises hire. Operating expenditure overall is on track for the department, with the overruns from property maintenance being offset by an underspend in the Building Services Unit.

Capital funding adjustments include increases to the fire and compliance program and SEC upgrade and cladding project.

**Parks and Reserves**

Operating Income is on track and Operating Expenditure is slightly behind budget due to increased activity in roads maintenance following recent weather events, which is offset by savings in Tree management

**Tourist Parks**

Tourist Parks income is exceeding budget due to increases in holiday van owner fees and electricity fees. This is offset however by increased park manager fees for the quarter.

The first instalment of grant funding (\$350K) for four Inclusive cabins has been received and allocated accordingly. Other capital works is progressing across all Holiday Haven sites.

**Waste Services**

Operational income is exceeding budget due to additional domestic and commercial annual charges. Milestone three (\$240K) of the Bushfire Recovery Program and milestone two (\$43K) of the BRP FenceCycle program have been received. Budgets have been adjusted to reflect this. Operational expenditure is over budget mainly due to employee allowances not included in the original budget. A full year adjustment to allowances from the Waste reserve has been processed this quarter.

Capital works are on track with actual expenditure plus committed funds close to phased budget. Unspent funds returned to the Waste reserve in financial year 21/22 have been reviewed and budget has been allocated to projects this quarter. Stage one work on Bioelektra is well underway and the architectural design of the Waste Education Centre has also commenced.

**Bereavement Services**

Bereavement Services revenue is exceeding year to date budget due to increased user charges and fees, and additional sales from the crematorium. Operating expenditure is on track overall, with slightly higher employee costs being offset by fewer material and service purchases for the quarter.

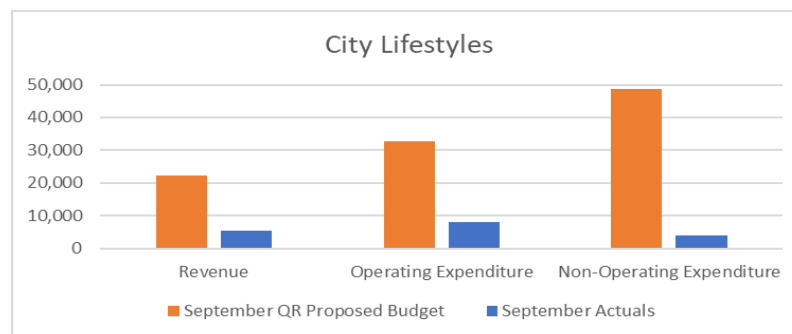
Capital works are progressing well with various projects being completed. Contracts are being prepared for the software replacement for Final Filer.

**Fleet and Mechanical Services**

Operational revenue for Fleet and Mechanical Services is within 1% of budget for the quarter. Operational expenditure is over budget due to increased maintenance costs on an aging fleet, increased fuels costs, and additional expenditure on motor vehicle and machinery parts. A review of the current pricing factors at quarter two may result in a budget adjustment for the remainder of the financial year.

Fleet and plant purchases are ongoing, with deliveries dependant on external supply factors. Comerong ferry flood pier construction scope and design is expected to commence next quarter, while the ferry precinct scope and design is due to commence in quarter three.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	13,510	16,671	5,634	22,305	5,266	23.61%
Operating Expenditure	30,323	30,641	2,054	32,696	8,115	24.82%
Non-Operating Expenditure	36,162	41,747	6,837	48,584	4,035	8.31%

### Comments:

#### Shoalhaven Entertainment Centre (SEC)

The Entertainment Centre is in a strong position at the end of the September quarter with many patrons coming out to enjoy live entertainment and dining in the refurbished venue.

Income rebounded upon reopening and revenue collected in September was \$149,000 better than forecast.

The Entertainment Centre was awarded \$256,782 in Reconnecting Regional New South Wales Grants which will be expended on a series of performing and visual arts activations between October and January 2023.

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

Activity at Swim, Sport and Fitness centres has been strong in the quarter ended September with particularly strong growth in Learn to Swim programs. The use of the gyms and fitness class attendance is continuing to grow, and the Indoor Sport Centre is operating at higher activity levels compared to quarter one last financial year.

### **Northern**

Precincts - Staff continue to navigate adverse weather conditions to maintain service schedules and winter refurbishment programs, The key focus for the Northern Precinct Team during the first quarter was preparation for the NRL Aboriginal Knockout at Bomaderry Sporting Complex. Additional hours and resources were put in by the team and contractors to bring the facility and fields up to standard for the event. Additional budget spent on the event is to be isolated to capture the cost. The Shoalhaven Indoor Sports Centre - continues to achieve record income generation through sporting, function and secondary spend streams. The facility is positioned ahead of budget year to date.

### **Central**

Aquatics – First quarter income for Learn to Swim, Health & Fitness and Café/ Retail all ahead of forecast budget due to increased enrolments and patronage. Ongoing staffing shortages for Learn to Swim and Leisure Attendant continues to be challenging with several LTS classes having to be cancelled due to staff illnesses. 7 additional LTS Teachers recruited to come on board next quarter.

Precincts – The focus for the Central Precinct Team during the first quarter was preparation for the NRL Aboriginal Knockout at Rugby Park. Additional hours and resources were put in by the team and contractors to bring the facility and fields up to standard for the event. Additional budget spent on the event is to be isolated to capture the cost.

### **Southern**

Aquatics and Health & Fitness - Learn to Swim ran at capacity across the first quarter while memberships to the gym have hit all-time records (1,400+) resulting in record income. Staffing challenges continued across the centre due to COVID, flu and RSV however this was reduced towards the end of the quarter. The ongoing challenge around swim teacher shortages remain, however several new recruits should assist this into the new year. Despite the challenges, the LTS team work well together to ensure there is no interruptions and cancellations of classes.

Scheduled maintenance and repainting of the Sea Pool and Milton Village Pool was undertaken in preparation for the summer season.

Precincts – The team continues to be impacted by adverse weather conditions however being out of season this has meant with less mowing required that a lot of project work has been able to be undertaken in the two Destination Parks to continue to improve the amenity of these high-profile areas. The team continued to support the Works & Services Team at several sites to ensure these high-profile areas are well maintained.

Major projects across the Precincts including the Milton Showground Road Upgrade, Milton Showground Amenities and Livvi's Place slide repairs and new shade sail continued to progress despite weather related challenges.

### **Libraries**

Libraries finished the quarter close to budget though income was slightly lower than expected due to lower physical patronage at the Library venues. A membership drive is underway to entice members back to the venues and to attract new memberships.

The uptake of digital lending and technologies continues to be strong.

Detailed design for Sanctuary Point Library is nearing completion project continues to progress well. Library and Council staff are currently working with the architects on finalising some of the internal elements. A response to the request for changes pertaining to the DA have been submitted to the Regional Planning Panel for further consideration. An EoI has been completed to establish a select tender list for construction contractors.

The Public Art component of the project has progressed with the final selection of artists made for two projects and the final selection of artists for the third project will be made in mid-November.

The new Shoalhaven Library mobile-friendly website and new Sunday opening hours at Ulladulla Library continues to be popular with the community.

### **Shoalhaven Regional Gallery**

The Regional Gallery enjoyed strong growth in income this quarter, particularly from the popularity of public programs. The programs attracted a lot of interest and positive feedback from the community. The increase in community engagement in public programs is reflected in higher-than-expected staffing costs through the employment of casual educators, however these costs are offset by higher income.

Gallery staff are preparing for the next exhibition which is Plant Your Feet by noted Australian artist Glenn Barkley which opens on 10<sup>th</sup> December. The Gallery received two significant grants to support the staging of this exhibition.

This quarter, the Regional Gallery was awarded a grant in the Community Heritage Grants (2022) from the National Library of Australia to be put towards a preservation needs assessment for the City's Art Collection.

### **Community Planning and Projects**

This quarter the Community Planning and Projects team continued to deliver community infrastructure including several playground replacements and sportsfield floodlight upgrades.

Works have continued with the construction and delivery of new sporting facilities at Artie Smith Reserve and further stages of the Boongaree Park at Berry including the skate park and pump track. Investigation and design works are at an advanced stage for Sanctuary Point Library and detailed design works have been completed for Francis Ryan Amenities / Bob Proudfoot Pavilion

Capital project delivery and budgets continue to be significantly impacted by extensive rain, labour, and material shortages. Operational areas performed close to budget though staffing impacts (through COVID, flu and natural attrition) have added difficulty to the ability to deliver some projects on schedule, especially in the planning team where there are 5 vacant positions being recruited.

### **Community Connections**

Community Connections finished the September quarter close to budget.

Community Connections were able to deliver a series of successful programs in the July to September quarter including the Thrive Together event that provided an opportunity for people who are 'doing it tough' to connect with services. The team also worked with the Shoalhaven Disability Forum to deliver a Disability Expo. Both events were attended by more than 60 stallholders and over 300 community members.

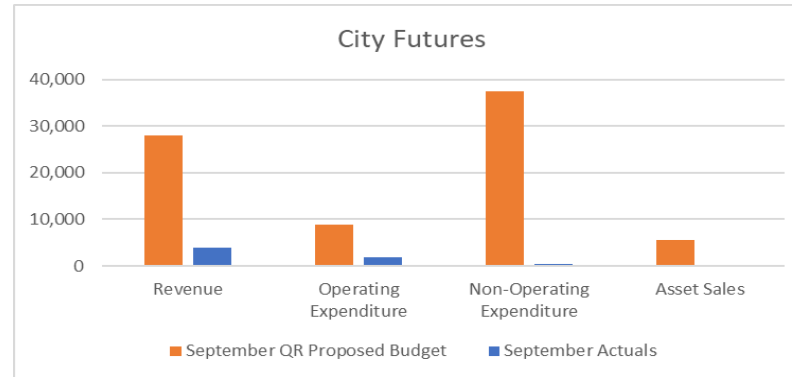
We partnered with Shellharbour, Kiama, and Wollongong Councils on the annual Local Government NAIDOC awards, recognising the contribution of our Aboriginal and Torres Strait Islander communities.

The Recovery team responded to events following the recent Floods and East Coast Low events by providing opportunities for the community to gather to get information, advice, and referral.

Councils first Wellbeing Strategy was endorsed and adopted by Council.

Grant funded programs such as Recovery into Resilience and Bushfire Community Resilience continue to progress.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	16,603	29,312	(1,313)	27,999	3,815	13.62%
Operating Expenditure	7,390	8,869	(63)	8,806	1,832	20.80%
Non-Operating Expenditure	31,781	32,468	5,056	37,524	494	1.32%
Asset Sales	5,620	5,620	0	5,620	0	0.00%

### Comments:

### Economic Development

Economic Development operating income is lower than original budget as Council is no longer expecting revenue for the Aus Industry SME Export Hub. A full year budget adjustment has been processed in quarter one to reflect this. Other operating revenue is on track for the quarter while operating expenditure is under budget due to staff vacancies in key positions.

Grant funding received this quarter includes Flinders Roadworks – Stage 10, AATP Stage 5 and the Shoalhaven Defence Industry Group. Capital expenditure across existing projects is on track, with the phasing of budget being adjusted to reflect the estimated project schedules.

### Strategic Land Use Planning

Land Use Planning revenue has ended the quarter ahead of budget due to developer contributions being higher than anticipated, however this has been offset by the COVID Contributions Discount Subsidy (\$39K). The subsidy is funded by the S7.11 reserve and the budget has been adjusted accordingly this quarter.

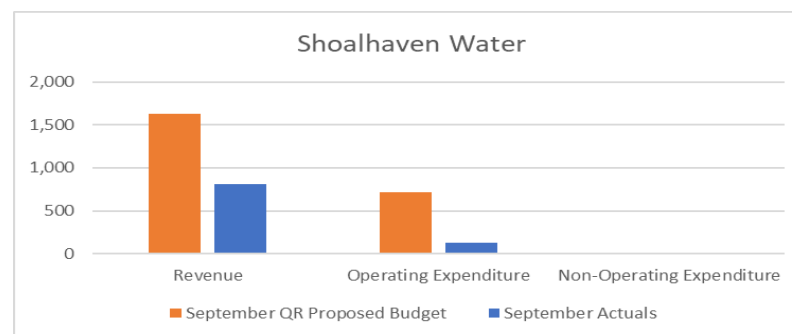
Moss Vale Road URA grant funding of \$2M has been received and capital expenditure is on track with phased budget.

### Tourism and Events

Tourism and Events operating revenue is behind budget for the quarter. Visitor Information Centre revenue is lower than forecast, however with the warmer weather and increased functions at the Entertainment Centre it is hopeful the difference will be made up later in the financial year.

Operating expenditure across the department is on track, with overruns on employee costs being offset by fewer material purchases.

## 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	September Review Adjustment Recommended	September QR Proposed Budget	September Actuals	%
Revenue	1,582	1,582	49	1,631	815	49.98%
Operating Expenditure	676	676	42	718	126	17.51%

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

#### Comments:

##### Communication Towers GF

Communications income is tracking slightly ahead of budget. An adjustment of \$49K has been recommended in this review.

Operating expenditure is tracking ahead of the year to date budget. An adjustment of \$42K to the depreciation charge has been recommended in this review.

##### Shoaltech

Revenue is on track with budget. No adjustment has been recommended in this review

Operating expenditure is tracking behind the year to date budget. No adjustment has been recommended in this review.

## Cash and Investments

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

	Estimated Balance 30 June 2023				September 2022 Actual Balance
	Original Budget	Current Adopted Budget	September Review Adjustment Recommended	September QR Proposed Budget	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Externally Restricted</b>					
Specific Purpose Unexpended Grants	0	35,767	(30,773)	4,994	25,427
Specific Purpose Unexpended Loans	2,500	16,285	(16,285)	0	5,151
Developer Contributions - General Fund	10,321	9,511	0	9,511	19,105
Developer Contributions - Water Fund	19,148	21,704	0	21,704	20,944
Self Insurance Claims	2,304	4,048	(0)	4,048	3,251
Special Rates Variation	0	483	(483)	0	5,062
Stormwater Levy	0	0	0	0	375
Domestic Waste Management	4,275	9,863	(2,861)	7,002	3,642
Water Supplies	19,296	16,295	(988)	15,307	37,209
Sewer Services	13,438	8,149	(4,393)	3,756	36,934
<b>Total Externally Restricted</b>	<b>71,282</b>	<b>122,106</b>	<b>(55,784)</b>	<b>66,322</b>	<b>157,100</b>

<b>Internally Restricted</b>					
Arts Collection	70	39	0	39	42
Cemeteries	31	60	0	60	38
Coastal Management	0	(159)	159	0	876
Committed Capital Works	0	474	(474)	0	2,013
Communication Towers	315	(49)	49	0	0
Critical Asset Compliance	0	469	(468)	0	465
Dog-Off leash	0	0	0	0	95
Economic Development Projects	41	(6)	5	0	587
Employee Leave Entitlement	7,050	5,880	0	5,880	7,050
Financial Assistance Grant	0	3,904	0	3,904	0
General Insurance	8	223	324	547	0

	Estimated Balance 30 June 2023				September 2022 Actual Balance
	Original Budget	Current Adopted Budget	September Review Adjustment Recommended	September QR Proposed Budget	
Industrial Land Development	1,824	3,489	(2,072)	1,416	6,358
Jervis Bay Territory Contract	0	93	0	93	39
Jetty Licensing	19	19	0	19	19
Land Decontamination	0	0	0	0	0
Plant Replacement	0	459	(460)	0	1,107
REFund Reserve	100	316	59	376	100
S7.11 Matching Funds	0	0	0	0	279
S7.11 Recoupment	3,463	858	(827)	32	536
Shoalhaven Foreshore Development	1,050	1,036	(50)	986	1,064
Sporting Facilities	55	6	0	6	0
Strategic Projects	0	1,019	(1,019)	0	537
Strategic Property Reserve	677	1	720	721	0
Trust - Mayors Relief Fund	0	0	0	0	108
Trust - General Trust	3,018	4,862	0	4,862	4,780
Water Communication Towers	5,361	5,361	52	5,413	4,785
<b>Total Internally Restricted</b>	<b>23,082</b>	<b>28,354</b>	<b>(4,001)</b>	<b>24,354</b>	<b>30,878</b>
<b>Total Restricted</b>	<b>94,364</b>	<b>150,460</b>	<b>(59,784)</b>	<b>90,676</b>	<b>187,978</b>
<b>Total Cash and Investments</b>	<b>144,025</b>	<b>153,041</b>	<b>(59,784)</b>	<b>93,257</b>	<b>191,425</b>
<b>Available Unrestricted Cash</b>	<b>49,661</b>	<b>2,581</b>	<b>0</b>	<b>2,581</b>	<b>3,447</b>

Notes:

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

ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget

REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

## Cash and Investments

### Statements

#### Investments

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

#### Cash

Cash was last reconciled with the bank statement for this quarterly budget review on the 30 September 2022

#### Reconciliation

##### **Cash Reconciliation 30/09/2022**

Bank Balance per statement	4,530,024
Unpresented cheques / Deposits	186,567
Cash on hand	20,191
<b>Total Cash on Hand Balance</b>	<b>4,736,783</b>
Term Deposits	123,077,000
AMP At Call Account	665
AMP Notice Account	2,192,135
CBA Business Saver	5,239,225
Managed Funds	18,476,217
Bonds	5,000,000
FRN	32,800,000
Restrict Invest - Trust	107,899
Fair Value adjustment	(204,441)
<b>Total Investments</b>	<b>186,688,700</b>
<b>Total Cash &amp; Investments balance</b>	<b>191,425,483</b>
<b>Total Cash &amp; Investments per Ledger</b>	<b>191,425,483</b>

## Contracts and Other Expenses

### Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted Y/N
Consultancies	233,340	Yes
Legal Fees	275,199	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 July 2022 to 30 September 2022*

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 30 September 2022 indicates that Council's projected financial position at 30 September 2022 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Don Johnston

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 1 November - 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	Boondobah Bridge Disaster Assistance Repair	-	-	485,786	0%	City Services	●	Fixing Country Bridges application successful. Jason Heffernan engaged as external PM. Tender preparation in progress.
	FCB - Chisolms Ck Culvert - Bundewallah Bridge, Bundewallah	66,850	433,797	433,797	100%	City Services	●	Design completed, construction commenced in August and works are on schedule.
	FCB - Croobyar Rd - Bridge Pettys Rural Upgrade/New	322,931	379,708	548,506	69%	City Services	●	Design completed, contractor awarded & the construction commenced in September. Works are on schedule.
	FCB - Koloona Bridge - Koloona Drive, Bangalee	50,261	444,788	444,788	100%	City Services	●	Design completed and construction works commenced in August 2022. Works are proceeding to schedule. Working through a land tenure dispute with adjacent landowner but not expected to delay works at this stage.
	FCB - Yarramunmun Ck Culvert - Yalwal Rd, Buangla	128,309	704,979	704,979	100%	City Services	●	Design is complete, components for the abutments and bridge deck arrived onsite in August. A contractor has been awarded the project in September and will start construction works in October.
Buildings and Property	Depot safety improvement works	2,310	16,718	675,808	2%	City Services	●	Stage 1 of the Depot Safety Improvement project is ongoing. Housekeeping has been undertaken with materials storage consolidated to create additional space. Designated trailer parking areas have been formalised, with an increase in vehicle and plant parking. Tree maintenance works at the Bomaderry Depot is proceeding, removing dead wood to make the area safer for depot users. Vertical racking has been procured for the Bomaderry & Ulladulla depots enabling materials to be stored in a safe manner and freeing up areas for other uses. Installation of an automated access gate for Woollamia Depot is commencing this week, due for completion in 8 weeks. Design is in progress for Bomaderry & Ulladulla Depot site entrances.
	Greenwell Point-Titania reserve- New Public Toilet-Construct	27,196	410,690	507,492	81%	City Lifestyles	●	Contract awarded. Works commencing on site early November 2022.
	Nowra Players Theatre-Stage 2 Compliance Construction & Acc	-	1,500	406,615	0%	City Services	●	A site inspection was held on 30 September to consult with internal stakeholders and further define the scope of works. A report will be prepared outlining the options, estimates and staging of works prior to end of October.
	Sanctuary Point - Francis Ryan Reserve - New Amenities	4,603	16,483	1,438,000	1%	City Lifestyles	●	100% complete - Detailed design is complete. Construction tender documentation will be finalised by the end of 2022 calendar year with the request for tender planned for early 2023. Construction is anticipated to commence March/April 2023 - subject to the outcome of the RFT process.
	Sanctuary Point Library - Design & Invest	72,124	920,210	3,329,203	28%	City Lifestyles	●	Detailed design documentation is 98% completed. The construction tender documentation is being progressed. A construction cost estimate will be sought during Q2. DA approval is pending the outcome of the submission of a redesign to the internal roadway and car parking plan that enables four trees to be retained. The project is currently on schedule and construction is anticipated to commence in Q3 - subject to the approval of the DA by the regional planning panel and the outcome of the select request for tender process.
	Shoalhaven Heads - Jerry Bailey Oval - New Public Toilet	16,292	362,507	585,666	62%	City Lifestyles	●	Construction works have commenced on site. Contractor is expecting to have the works completed by Christmas (weather permitting).
	SSF - Milton Showground - Internal Roads Upgrade	253,728	781,845	1,302,297	60%	City Lifestyles	●	45% complete - Project is still on track to be delivered, the original budget has been reassessed and the timeframe has been pushed back due to subgrade failure and adverse weather. Project is still on track and to be delivered by the early of 2023.
Commercial Undertakings	Fleet Plant Purchases	776,304	2,498,423	2,498,423	100%	City Services	●	Forms and Spec's progressing, Global supply issues increasing
	HH – BP – 2 Bed Accessible Cabin (grant funded)	640	179,243	641,165	28%	City Services	●	Project delayed until next year due to trade availability
	HH - BP -Manager Res/Office - New - FY23	5,592	9,601	500,000	2%	City Services	●	Due to start January 2023



● 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
	Holiday Haven Cabins	-	-	1,666,632	0%	City Services	●	Works underway on a large amount of refurbishment projects & purchase of cabins approved
	Holiday Haven Other Build	-	-	494,496	0%	City Services	●	projects construction details being finalized construction Q3
	Lk Tabourie Amenities Build	294,474	408,946	550,000	74%	City Services	●	Building currently under construction additional fund may be required as temporary facilities will be required due to weather delays
	Mechanical Workshop Capital	-	-	410,338	0%	City Services	●	New vehicles delivered and funds transferred. New Hoists were expected to arrive before EOFY. Additional items ordered pending delivery - delivery timeframes impacted by global supply chain issues
	SEC Upgrade & Cladding	312,694	508,738	508,738	100%	City Services	●	Prolonged rain has delayed the testing and commissioning of the external plant room until the end of July. The contractor is pricing the BCA works as a variation to the contract. Building services are undertaking minor maintenance repairs. The existing fire order will be closed when the sprinkler works are completed and commissioned.
Community and Culture	Books & Audio Visual	117,861	414,000	414,000	100%	City Lifestyles	●	The purchase of books and audiovisual materials is progressing and is on track.
	Project Management / Design (Sus Tour Infr Grant)	70,380	74,320	1,386,838	5%	City Services	●	Project D1 & 2 completed D3 - Stage 1 waiting for site to dry out so bridges can be finished. Stage 2 Completed D4 to Bherwerre Wetland to commence January 2023 D5 - Hyams Beach on track - Boardwalk Tender to be awarded D6 - Ulladulla Headland Walks Nth and Sth to be completed D7 - Murramarang Walk to be costed and implemented
	Recovery and Resilience Grant - capital components	295,397	746,454	936,561	80%	City Lifestyles	●	90% complete - All sites have solar and battery fitted. Screens are now being received and additional screens are being ordered. Fabrication of housing for screens is underway and VOIP phones are in stock and ready for installation. Data cabling and communications cabinets have been installed in 20 sites and 2 sites have now had all equipment including Screens. The project is on schedule to install a further 15 screens by end of September. A Satellite internet provider has now been identified. Additional sites have also been identified that are not Council owned facilities and negotiations are underway with landlords to see if they would like this infrastructure fitted. A variation has been agreed with the funders to extend the timeframe for all three streams to December 2022
Economic Development	AATP Fire Reticulation	124,225	596,125	644,823	92%	City Futures	●	The supply of firefighting water is part of the AATP project currently underway. Two tenders were called earlier in 2022 and have now been awarded with construction to commence in July 2022. The contracts are for: Construction of an offline water storage facility at AATP (2 tanks) Reticulation of this non-potable water throughout the AATP
	AATP Fire Water Storage	324,428	1,473,592	1,680,730	88%	City Futures	●	Construction of both phases should be completed in early 2023 Contractor Issued with Letter of Award.
	AATP Stage 5 - Subdivision	202,665	864,833	1,000,000	86%	City Futures	●	Commencement of works expected late July The entirety of the Taxiway is under construction along with site de-water mitigation works post council approval of funds.
	EDO - Huskisson Mangrove Boardwalk	5,300	6,325	2,439,928	0%	City Futures	●	Council to review tenders on the 17th of OCT- award of tender expected early NOV.  Works expected to commence 1st quarter of 2023 subject to availability of materials of which are in high demand.

<span style="color: green;">●</span> On Track <span style="color: orange;">●</span> On Hold <span style="color: red;">●</span> Under Close Monitoring <span style="color: green;">●</span> Completed								
Program Description	Project Description	Actuals	Actuals & Commits	Proposed Budget	% Complete Inc Commits	Directorate Description	Current Status	Last Comment
	EDO - Ulladulla Boardwalk and Ulladulla Harbourside	28,385	136,955	5,951,261	2%	City Futures	<span style="color: orange;">●</span>	Work currently underway on ascertaining the requirements for design on the basis of the Right of Way Claim made by an adjoining property owner which cuts through the boardwalk.
	Flinders Units	-	-	2,000,000	0%	City Futures	<span style="color: orange;">●</span>	The progression of Flinders Units will be the subject of review within City Futures.
	Industrial Land Flinders	3,373	9,832	1,500,000	1%	City Futures	<span style="color: green;">●</span>	Delivery of Flinders Stage 10 continues to progress with a target availability for release in early 2023. Planning for the final layout for Flinders Stage 11 is ongoing. There continues to be strong interest from the market to procure land in this area.
	Industrial Land Purchases	-	-	3,000,000	0%	City Futures	<span style="color: orange;">●</span>	Strategic Industrial Land Purchases remain of high importance to the Council and will be the subject of review within City Futures, in conjunction with structural reform.
	Ulladulla Maritime - Berthing Facility	84,516	199,748	2,699,459	7%	City Futures	<span style="color: green;">●</span>	Transport NSW, Marine rescue and Ulladulla Fisherman's Coop have reviewed Council's updated Drawings and Technical Detail and have agreed in Principle. Council adjusting minor details pre going to tender based on Construct Only Terms.
	Woollamia Units	-	-	2,020,000	0%	City Futures	<span style="color: orange;">●</span>	The progression of Woollamia Units will be the subject of review within City Futures.
Fire Protection and Emergency Services	BLD Lake Conjola RFS Upgrade Existing Station	1,650	1,650	701,663	0%	City Services	<span style="color: green;">●</span>	Development Application (Ref. No. PAN-229657) currently being assessed, anticipated approval by the end of August. Application for landowners consent sent to the crown 7th July, time frame unknown for approval. It is proposed construction will be undertaken between Jan 23' - June 23'.
	BLD Manyana Bendalong new RFS station	43,705	47,155	1,741,718	3%	City Services	<span style="color: green;">●</span>	The Flora and Fauna survey has been completed with the findings to inform the Statement of Environmental Effects and the Bushfire assessment. Completion of the reports will allow the DA Design documents to be lodged. Consultant quotes will be obtained for the detailed design and coordination of the electrical, hydraulic, engineering and Section J assessments. The activity 1 deliverables are unlikely to meet the funding deed dates. The next reporting date is the 31/10/2022.
	Shoalhaven Fire Control Centre - roads and parking LCL	181,262	784,222	1,164,455	67%	City Services	<span style="color: green;">●</span>	Construction of the new Secured Overflow Carpark and Helicopter Landing Site due to commence on the 1st August, with a construction duration of 10 weeks.
Internal Corporate Services	Bushfire Green Waste Cleanup - Plant Purchase	124,062	445,725	445,725	100%	City Services	<span style="color: green;">●</span>	Woodchipper delivered, bin truck in final stages of build and ewp truck on track
	Fleet Vehicle Purchases	438,148	3,711,538	5,868,395	63%	City Services	<span style="color: green;">●</span>	Vehicle replacement forms sent through one council to drivers. Those forms that have been finalized have been ordered.
Open Space, Sport and Recreation	Bay and Basin Leisure Centre Redevel - Design & Invest	114,255	1,155,548	1,155,548	100%	City Lifestyles	<span style="color: green;">●</span>	10% complete - A community engagement plan is being developed. Preliminary investigations including survey of trees and a site survey are currently in progress.
	Boongaree - Stage 2 to 7	1,817,995	3,418,474	7,160,887	48%	City Lifestyles	<span style="color: green;">●</span>	Stages 2 / 3 - skate park and pump track is due for completion in December 2022 - subject to weather conditions. Stage 4a - Netball courts (2) and cricket nets (4) is forecast to be completed by end of November 2022 - subject to weather conditions. Stage 4b Reconciliation Garden - Concept design is complete. Report to proceed to AAC, YAC, and IAAG committees for approval. Once complete, Staff will form an art and fauna working group to inform the detail design. Stages 5 / 7 - Main and Junior Fields and Car Parking the detailed design is 80% completed and is progressing currently. Stage 6 - Dog FOLA - Council report required to proceed to detail design / delivery.
	Original Bomaderry Basketball Stadium Redesign	221,426	385,184	487,445	79%	City Lifestyles	<span style="color: green;">●</span>	75% complete - The DA was submitted on 30 August. The detailed design development is currently progressing and is at 75% completion. A revised cost estimate for construction will be sought in Q2. Once DA approval has occurred, project will be shovel ready for future submissions.

<span style="color: green;">●</span> On Track <span style="color: orange;">●</span> On Hold <span style="color: red;">●</span> Under Close Monitoring <span style="color: green;">●</span> Completed								
Program Description	Project Description	Actuals	Actuals & Commits	Proposed Budget	% Complete Inc Commits	Directorate Description	Current Status	Last Comment
	Park Road Netball Court Redev - Sth Nowra	39,535	152,425	5,092,967	3%	City Lifestyles	●	Project has been tendered and reviewed. Report to Council is being submitted for 31st October 2022. Project is still on track and to be delivered within available budget.
	Ray Brooks Reserve Boardwalk	70,543	490,819	632,426	78%	City Lifestyles	●	12% complete - Current Status: Site Establishment complete. Removal of existing walkway complete. Progress: Under Construction
	Regional Skate Park Area 3 - Bay & Basin	945	945	593,870	0%	City Lifestyles	●	100% detail design complete - An updated QS is being sought. It is anticipated that the cost to deliver will exceed funding available. A report will be prepared for Council to advise on status and options. Council will assess next steps following Q1 budget review of capital works. Council are concurrently investigating if there is an option to stage development, but the infrastructure does not lend itself to an easy staging of works. Once the funding shortfall is resolved, the project is ready to progress to procurement phase of the construction tender.
	SCARP Croquet	-	29,265	2,532,500	1%	City Lifestyles	●	20% complete - Construction of the croquet car park and installation of services to the future club house is progressing and is on track. The erection of the croquet clubhouse structure has progressed and is due for completion in July 2023.
	S'haven Com and Rec Precinct SCARP-Northern Sect- Invest/Des	-	-	700,000	0%	City Lifestyles	●	10% complete - Project status is the tender documentation for the design work is being formulated. The project is behind schedule. The project is on budget.
	Southern SCARP - Artie Smith	108,492	551,435	5,030,330	11%	City Lifestyles	●	60% complete - Erection of the AFL and Cricket Club Houses main structures have been completed, and the main field light towers have been installed. Works on the main oval commenced in September 2022, and perimeter landscaping works have commenced. Inclement weather has delayed construction, and the revised construction completion date is now July 2023 - weather conditions permitting.
	Ulladulla Skate Park	12,358	35,423	3,329,900	1%	City Lifestyles	●	100% - Detail design documentation has been completed. Tender for all stages to go out in Q2. Council was successful in securing \$1.5m from the multisport facility fund for delivery of the skate park due for completion by November 2023 - weather conditions permitting. Funding for this project has been secured through grant funding and Council funding.
	Ulladulla Tennis Lighting Upgrade	326,255	360,320	453,399	79%	City Lifestyles	●	Project 90% complete. Remaining budget will be sufficient to complete works. Surplus funding will be redirected to other projects in same grant phase to cover overspends. Programmed delayed to to wet ground conditions. Completion now expected October 2022.
	Ulladulla Tennis Lighting Upgrade	326,255	360,320	453,399	79%	City Lifestyles	●	Project 90% complete. Remaining budget will be sufficient to complete works. Surplus funding will be redirected to other projects in same grant phase to cover overspends. Programmed delayed to to wet ground conditions. Completion now expected October 2022.
Roads and Transport	Basin - LRRP - Resheet / Reseal	-	55,447	725,028	8%	City Services	●	Preparatory works are being undertaken as weather permits and the contract is being organised by the Roads Construction team with an aim to commence within this calendar year for priority 1 locations.
	BBRF3 Myola Active Transport	13,808	19,608	778,114	3%	City Services	●	Tender closed in mid September 2022. However no tender was submitted which resulted in some delay. Civil works re-tendered on 4 October 2022.
	Bolong Rd 9.46-10.08 widen shldr	-	-	839,343	0%	City Services	●	Council is seeking approval from TfNSW on funding variation of an additional \$1M. Current issues relating to acid sulphate soil, further geotechnical advice is needed.
	Braidwood Road - Safer Roads Project	4,665	559,370	559,370	100%	City Services	●	Works are underway expected completion end oct.
	Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv Rural Renewal	18,970	46,196	691,188	7%	City Services	●	Asphalt pavement construction between Callala Club driveway and Emmett St commenced 12/9/22 and is now complete. Awaiting Linemarking
	Central - LRRP - Resheet / Reseal	3,328	12,745	849,090	2%	City Services	●	The initial package is being assessed for validity and the works are to be scheduled for commencement in Q3 to allow for favorable ground conditions.
	Culburra - Culburra Rd (R2R) - CH 0.760 to 1.13km	17,553	21,643	502,656	4%	City Services	●	Design is 95% complete. Construction programmed for Q1 2022/23.

● 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
	Currambene/Bowen St, Huskisson - R/bout Safer Roads Project	-	-	433,730	0%	City Services	●	Due to recent increases in material costs and contractor rates there is a shortfall of approximately \$200k in the grant funding budget allocated by the grant authority. Every effort is being made by staff to find alternative sources of funding to ensure the project is delivered within the 22/23 FY
	Curarong - Curarong Rd ?Rehab - CH7.5-1 CH1.7	45,014	72,751	422,292	17%	City Services	●	Stage 1 Chainage 7.50km to 11.40km Construction works complete. Potential additional costs associated with relocation of a Telstra conduit being investigated.  Stage 2 Chainage 11.40km to 11.70km Structural design for headwalls / retaining walls progressing based on geotechnical information.
	Lake Conjola Ent Rd - LRRP Various Sites Urban Upgrade	822,936	976,996	1,717,956	57%	City Services	●	Road reconstruction is complete between Boeing Avenue and Carroll Avenue pending line marking. Design is currently taking place for Lake Conjola Entrance Rd west of Boeing Ave and east of Carroll Ave.
	Lake Conjola, LC Entrance Road - SUP Bridge - BLERF	2,788	43,148	971,215	4%	City Services	●	Community consultation is complete. Concept design being finalised for tendering in Q2.
	Local Road Repair Program - Resurface	-	-	610,600	0%	City Services	●	Holding account for disbursement to Local Road Repair projects
	Local Road Repair Program (LRRP)	-	-	410,950	0%	City Services	●	Worrigea Road in now under construction. Meroo Road will proceed following gas works by Manildra. Initial review and confirmation on works program is underway with added focus to tie CAPEX funding with Disaster related works.
	Loralyn Av - Pedestrian Walmer SUP Urban Upgrade/New	-	-	450,000	0%	City Services	●	The project is currently out to tender closing on the 27th of October.
	Main Rd, Cambewarra (SRV 2014)	540,254	633,320	633,320	100%	City Services	●	Construction Drawings indicate Shoalwater water main and residential long services to be upgraded prior to commencing construction. Scheduled for Q3 construction
	Matron Porter/Bishop Dr - Pedestrian SUP Con Urban New	-	-	650,000	0%	City Services	●	Works in progress under VPA, the shared user path is to be delivered as part of the works. Wet weather is delaying completion now expected in November 2022.
	Meroo Rd - LRRP CH0.3 CH1.5 Cons Urban Renewal	340	10,580	1,509,782	1%	City Services	●	Jemena (gas wholesaler) requested more survey prior to construction consent. Additional potholing and continuous line tracing was carried out in September. Approvals expected in Q2 with construction programmed for Q3.
	Murramarang Rd – Shared User Path (Bawley Point - Kioloa)	393,290	473,808	473,808	100%	City Services	●	Construction of 1km of path from the Racecourse Beach access carpark towards Kioloa is underway. Further construction pending funding allocation.
	Murramarang Rd Bawley Pt CH0.320-1.360	2,150	2,852	1,500,000	0%	City Services	●	Funding confirmed. Tender preparation in progress.
	North - LRRP - Resheet / Reseal	57,211	231,167	976,518	24%	City Services	●	Northern package 1 has been scoped out with the initial road list being modified to exclude damaged roads that are no longer viable for a reseal repair and new roads being investigated for addition to the package. Reseal to commence in Q2 to ensure favorable ground conditions for works
	Nowra CBD Renewal	-	2,727	1,693,408	0%	City Services	●	CBD Renewal project requires a CBD Place Manager to deliver. A Letter of Offer to a contractor to be the Place Manager was issued on 13/10/2022. If accepted this project can progress
	Old Southern Rd - LRRP BrwnsRd/ Twin Wtrs Sth Urban Renewal	-	2,400	700,000	0%	City Services	●	On review the project actually encapsulates local road repairs at the Northern end of the road. Design Brief with Technical services design team for initial survey work.

● 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
	Placemaking for Vincentia Village BBRF	160,096	2,455,793	2,455,793	100%	City Services	●	Works have progressed rapidly to the Northern Carpark which is on track to open prior to the Christmas holiday period. Opening of this carpark will alleviate much of the strain experienced by shipowners.  A claim for variation has been received from the Contractor of circa \$500K for the additional work required as part of redesign. This is currently being assessed and if approved will require an additional \$300K over the current approved budget.
	Reconstruct Wheelbarrow Rd CH4.9 - Natural Disaster	6,006	7,656	776,050	1%	City Services	●	Design and tender documentation in progress. Works planned for completion in Q2 22/23
	Sanctuary Point Carparking	-	-	702,961	0%	City Services	●	Concept access way developed from Kerry St to future carpark. Further investigation can commence once the design and impact from the library development has been quantified.
	South - LRRP - Resheet / Reseal	-	32,382	1,114,505	3%	City Services	●	Reseal program has been adopted and preparation works will commence in Q2.
	Special Local Roads Improvement Program	1,087,470	2,288,954	3,917,756	58%	City Services	●	Works scheduled for Q3 in 21/22 FY are being reviewed due to pavement damage from the March 2022 severe weather event. \$4.2 M remaining of program funds.
	St Vincent St - Pedestrian High Schl Safety Const Urban New	42,160	91,468	1,638,789	6%	City Services	●	Design handover expected in October. Project to be tendered in Q2.
	Sussex Inlet - The Springs Road Shared User Path Bridge(D&C)	317,130	328,430	3,217,589	10%	City Services	●	Capitalisation of assets and financial completion in progress.
	Terara Rd - LRRP Various Constr Renewal	-	1,200	535,308	0%	City Services	●	Preliminary inspections complete, works scheduled for commencement in Q3
	The Wool Rd - RRRP CH1.9 CH2.4 Design Urban Renewal	-	-	800,000	0%	City Services	●	Details of additional Federal grant funding for The Wool Road are being finalised with an aim to redirect the regional road repair funding to an alternative priority site in collaboration with Council's Assets team. The natural disasters component under Basin package 1 has been completed with sections of The Wool Road in Basin View being repair following significant warping and damage.
	Thomson St, Sussex Inlet - Raised Median, Cyclist Treatment	9,258	27,058	491,073	6%	City Services	●	Design handover expected in October for tendering in Q2.
	Upper Kangaroo River Rd, Kangaroo Valley - Safer Roads Proj	-	-	685,000	0%	City Services	●	Awaiting reopening of Barrengary Mountain and repair of land slide within project footprint. Project awarded and contracts being prepared for contractor signature. Awaiting signed LOA. Project commencement TBC
	Worrigee - Worrigee Rd - Fixing Local Roads Program	7,744	1,362,643	1,556,718	88%	City Services	●	Construction contractor engaged in June 2022. Site works commenced at the end of September 2022.
Stormwater	Moss Vale Road South URA Drainage	-	-	4,304,782	0%	City Futures	●	Wetland for Stage 1 subdivision now complete.  Supporting drainage work for future subdivision stages is however development dependent and as such is not able to progressed at this point.
Strategic Roads and Bridges	Croobyar Rd, Milton - Road Rehab & Widening	394,648	721,283	721,283	100%	City Services	●	Practical Completion scheduled for mid October 22

<span style="color: green;">●</span> On Track <span style="color: orange;">●</span> On Hold <span style="color: red;">●</span> Under Close Monitoring <span style="color: green;">●</span> Completed								
Program Description	Project Description	Actuals	Actuals & Commits	Proposed Budget	% Complete Inc Commits	Directorate Description	Current Status	Last Comment
	Far North Collector Road D & C	5,382,907	22,223,548	22,443,243	99%	City Services	●	<p>Wet weather at the end of September and through early October resulted in 8 days where the site was shut down due to wet weather. In addition, there were 2 public holidays in the last month, so overall progress has not advanced as planned.</p> <p>All bridge substructure items are now substantially complete, and preparation is being made to land the girders at all 4 bridges. Bridge construction appears to be progressing approximately 1 month ahead of program. Embankment foundation treatments have continued to progress through the low-lying soft soils areas with these now being substantially completed. Earthworks general fill has now commenced. Piling for the cattle crossing structure has commenced and preparation for piling the gas protection slab is now underway with Taylors Lane now temporarily closed.</p> <p>TfNSW has formally confirmed that it does not have funding to implement the dual lane roundabout so the current single lane roundabout will now be constructed. TfNSW has formally approved the design in this period.</p> <p>A joint media event was held between the Council and the Federal Member to provide an update on project progress and to launch a naming competition for the road.</p>
	Huskisson Service Lane - Morton Street	-	-	1,631,240	0%	City Services	●	On hold - awaiting further direction from Strategic Planning
	Kings Point Drive (2kms from Princes Highway)	397,642	779,069	956,948	81%	City Services	●	Road reconstruction is underway and expected to be complete by the end of October 2022.
	Moss Vale Road South URA land acquisitions	2,896	2,896	970,213	0%	City Services	●	<p>8 identified parcels of land for open space have been acquired successfully. This will allow embellishment to occur and usable for the first residents of the URA.</p> <p>1 allotment to be dedicated as part of subdivision consent.</p> <p>1 allotment not proceeding and will dedicated to SCC in a future development.</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 development and will need to be progressed accordingly.</p>
	Mundamia Urban Release Area - Roads LCLI	-	-	5,596,651	0%	City Futures	●	<p>Progressing design work on 3 x Yalwal rd intersections.</p> <p>Progressing planning agreement negotiations with the Mundamia developer for the delivery of lead-in roads.</p>
	Sydney/Bowen St - Rds Strtgy CP03ROAD2115 Con Urban Upgrade	35,270	46,720	1,310,403	4%	City Services	●	Amendments are to be made to the design following feedback from the community. Detailed design plans are being reviewed by the Asset Custodian and staff should be ready to proceed to tender in Q2
Waste and Recycling Program	Bioelektra Resource Recovery Facility RRF	1,002,992	8,286,799	8,286,799	100%	City Services	●	Site earthworks underway, new access and retaining wall under construction. rain has impeded progress
	Landfill Extension - West Nowra	282,560	368,039	590,000	62%	City Services	●	Preparatory earthworks commenced for completion at end of 22/23
	Materials Recovery Facility	4,122,450	16,256,167	19,822,432	82%	City Services	●	Following Development Approval, the building contractor will be ready to mobilise on site and the equipment supplier is in the process of fabricating the sorting equipment.
	Shoalhaven MICROfactorie	206,167	422,000	422,000	100%	City Services	●	<p>Site preparation continues with wet weather delays.</p> <p>Procured equipment and materials are being shipped</p>
	Waste Education Centre	12,888	400,000	400,000	100%	City Services	●	Architects commissioned with initial site planning visit completed
	Waste Hardstands and Roads	3,805	108,522	768,017	14%	City Services	●	Weather has delayed this project

● 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
Water and Sewer Services	Waste Landfill Cell Construction - West Nowra	193,969	524,923	1,169,679	45%	City Services	●	Floor level constructed and rolled, ready for lining. Drainage material delivered. Lining works are particularly vulnerable to wet weather (welding of joints must be dry) so have been put off until a predicted dry spell. Estimated completion by end of second quarter depending on continuation of El Nina weather events.
	Waste Plant Purchases	222,122	817,253	817,253	100%	City Services	●	Procurements in progress - long delays in delivery
	Bendeela Reservoir	17,924	890,000	890,000	100%	Shoalhaven Water	●	Tender Evaluation Completed with recommendation provided for Council determination in October 2022. Anticipating Contract Award Mid- Late October 2022.
	Brundee WPS 33kv substation	158,417	996,134	1,060,000	94%	Shoalhaven Water	●	Procurement of materials progressing well with letter of intent lodged to Endeavour Energy. Works currently scheduled to be completed post peak holiday period to ensure minimal interruptions to service.
	Burrier WPS 33 kv Substation	360,020	905,982	1,140,000	79%	Shoalhaven Water	●	Procurement of Stage 1 (substation materials) to be completed shortly, followed by installation which will complete Stage 1. Procurement of Stage 2 (pump station switch-gear) progressing well with site works to commence post completion of Stage 1 works.
	Callala SPS 3 RM Replacement	34,689	830,000	830,000	100%	Shoalhaven Water	●	Final design has been received and is currently being considered before release of hold point which would allow progression to procurement of lining. Further investigations underway to determine the condition of the remaining pipe.
	Erowal Bay Sewer Protection	-	-	500,000	0%	Shoalhaven Water	●	This project has been included as part of the Coastal Management Plan and will be progressed once the plan has been finalised and grant funding can be sought.
	FY- SPS Electrical Control Panel Replacements	13,080	446,220	570,000	78%	Shoalhaven Water	●	Tender Awarded to Metroid Electrical Engineering on 11 August 2022
	Moss Vale Rd expansion area - WWtr	7,787,197	20,733,459	22,670,000	91%	Shoalhaven Water	●	Southern pumping station approximately 80% complete. Gravity and sewer rising mains progressing with complete sections now tested and passed. Northern excavation to commence within two weeks following site establishment works.
	Nowra Lyrebird SPS2 GM Upgrade	-	-	570,000	0%	Shoalhaven Water	●	System undergoing further analysis prior to proceeding further.
	Nowra Nth surcharge main upgrade stage1	663,110	1,400,000	1,400,000	100%	Shoalhaven Water	●	Project on hold following Non-Conformance Reports issued to the Contractor. Non-conformance items are unresolved and in dispute. Shoalhaven Water is waiting for action from the Contractor.
	Nowra Sewer Main Upgrade Program	-	-	700,000	0%	Shoalhaven Water	●	Project not scheduled to start before second half of this financial year.
	Nowra Sth Residential SPS D (179D)	-	-	430,000	0%	Shoalhaven Water	●	This project is developer driven. Initial discussions have commenced with developers representative to ensure delivery time frames meet development release timings. Design work in early stages.
	Nowra Sth, Flinders Depot electrical work	1,725,972	4,893,663	6,270,000	78%	Shoalhaven Water	●	Rain delays have slowed progress although contract completion date is still late January. Concrete slab completed and steel frame erection has commenced.
	Nth-Sth transfer system improvements	-	-	500,000	0%	Shoalhaven Water	●	Project scheduled to commence in March 2023
	REMS 2.0 - New 900ML Storage Dam	65,312	87,689	4,100,000	2%	Shoalhaven Water	●	Project Design Phase Works are completed and closed, Project now largely awaiting funding opportunities to proceed to Procurement and Construction (Delivery) Phase.
	Sewer Vehicle Purchases	42,099	292,381	794,299	37%	Shoalhaven Water	●	Forms and Spec's progressing, Global supply issues increasing
	Sewer Plant Purchases	4,153	4,153	1,200,500	0%	Shoalhaven Water	●	Vehicle replacement forms sent through one council to drivers. Those forms that have been finalized have been ordered.

● 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
	St Anns and Lyrebird Park SPS Upgrade	979,872	2,430,000	2,430,000	100%	Shoalhaven Water	●	Project progressing well following the approval of latent condition claims associated with rock excavation, dewatering and imported material. All major in ground structures are complete with mechanical fit out progressing. Switch room foundations are complete with building works progressing well. Manhole construction works to commence within two weeks.
	Upgrade Telecommunications Sites BLERF-0263	53,954	540,781	540,781	100%	Shoalhaven Water	●	All costs to completion of the project have been identified. Budgetary implications are now being considered by Shoalhaven Water. Generators have been ordered and the major works contracts for the upgrades to electrical switchboards and interconnections are expected to be let by the end of October. Work on the installation of water deluge systems is expected to begin this quarter. The project is expected to be delivered by the end of this financial year as defined in the grant deed.
	Water Moss Vale Road expansion area	323,002	4,815,523	8,280,000	58%	Shoalhaven Water	●	Period 03 2022/23. Moss Vale Road Urban Release Area Water works are on track and progressing under separate construction projects being: Cambewarra Reservoir - Construction contract awarded and works commenced by Contractor during this reporting period. Stage 2 water pipelines and Illaroo Rd Water Pumping Station - Tender documents prepared and released for bidding process on Council's Tenderlink.
	Water New services instal & relocate	251,761	261,555	500,000	52%	Shoalhaven Water	●	In progress
	Water Plant Purchases	272,176	1,234,816	2,629,978	47%	Shoalhaven Water	●	Forms and Spec's progressing, Global supply issues increasing
	Water TM relining - Currumbene Crk Woollamia	40,172	864,846	880,000	98%	Shoalhaven Water	●	Final design has been submitted, with works progressing to procurement of re-lining material and works execution.
	Water Various Main Replacements	502,623	989,344	3,360,000	29%	Shoalhaven Water	●	Project Work progressing well and on track. Detailed Designs for Works Package 1 submitted and being reviewed by Council. Concept Designs for Works Packages 2 and Works Packages 3 progressing.
	Water Vehicle Purchases	38,254	1,541,842	1,786,975	86%	Shoalhaven Water	●	Forms and Spec's progressing, Global supply issues increasing
	Yalwal tourist upgrade	89,824	92,145	3,390,000	3%	Shoalhaven Water	●	The project progressing well to attain the required documentation associated with the attainment of the Construction Certificate to be able to start construction activities. Tender documentation currently being prepared.
Waterways Infrastructure	Conjola Park Rehabilitation	1,698	44,513	430,644	10%	City Services	●	Design and REF in progress. Expect to tender in Q3.
	St George Basin – Fishing Access Improvements	1,825	59,345	447,830	13%	City Services	●	This includes 3 projects - additional funding secured for Basin Rd jetty - additional recover funding will be requested for Island Point rd jetty - DSB accepted
	Woollamia Industrial - Stage 5 - APZ Trail	-	-	495,060	0%	City Services	●	This project is on hold at this time.
<b>Total:</b>		<b>36,331,083</b>	<b>129,242,435</b>	<b>259,369,663</b>	<b>50%</b>			



# Privacy Management Plan

<b>Adoption Date:</b>	25/06/2007
<b>Amendment Date:</b>	
<b>Minute Number:</b>	MIN07.837, MIN09.1139, MIN13.846
<b>Review Date:</b>	
<b>Directorate:</b>	City Performance
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CL22.584 - Attachment 1

Privacy Management Plan

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## Privacy Management Plan

### Preface

The *Privacy and Personal Information Protection Act 1998* (the “PPIPA”) requires all councils to prepare a Privacy Management Plan (Plan) outlining their policies and practices to ensure compliance with the requirements of that Act and the *Health Records and Information Privacy Act 2002* (the HRIPA).

In particular, the object of this plan is to inform:

- The community about how their personal information will be used, stored and accessed after it is collected by the Council; and
- Council staff of their obligations in relation to handling personal information and when they can and cannot disclose, use or collect it.

### WHAT THIS PLAN COVERS

The Shoalhaven Council (the Council) is required to have a Plan under s33 of the PPIP Act which must include:

- information about how the Council develops policies and practices to ensure compliance with the PPIP Act and the HRIP Act
- how employees are made aware of these policies and practices
- the Council’s internal review procedures
- anything else the Council considers relevant to the Plan in relation to privacy and the personal and health information it holds.

Any reference to employees in this Plan includes permanent (whether full-time or part-time), temporary and casual employees, agency contractors, volunteers, trainees and students on work placements.

### WHEN THIS PLAN WILL BE REVIEWED

This Plan will be reviewed every three years. It will be reviewed earlier if any legislative or administrative changes affect the management of personal and health information by the Council.

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## Privacy Management Plan

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### 1. Introduction

The *Privacy and Personal Information Protection Act 1998* [PPIPA] section 33, requires all public-sector agencies to prepare, implement and review their *Privacy Management Plan* at least every three years. This policy also outlines how Shoalhaven City Council complies with the legislative requirements of the PPIPA, the *Health Records and Information Privacy Act 2002* [HRIPA] and the *Privacy Code of Practice for Local Government* [the Code].

Shoalhaven City Council (the Council) is committed to protecting the privacy of our customers, business contacts, Councilors, employees, contractors and volunteers. This Privacy Management Plan (Plan) aims to ensure Council manages the personal and health information it collects, stores, accesses, uses and discloses in the course of its business activities ethically and appropriately.

This Plan is designed to inform the community and educate staff on access to personal information and to introduce Council policies and procedures to maximise compliance with the PPIPA and the HRIPA. This Plan also outlines how Council will incorporate the 12 Information Protection Principles (available at the below link) into its everyday functions:

<https://www.ipc.nsw.gov.au/information-protection-principles-ipp-agencies>

Where the Council has the benefit of an exemption, it will nevertheless describe procedures for compliance in this Plan. By doing so, it is not to be bound in a manner, other than that prescribed by the Codes.

#### 1.1. What is Personal Information?

Personal information is defined in Section 4 of the PPIPA as:

*“information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.”*

Personal information can include a person's name and address, details about their family life, their sexual preferences, financial information, fingerprints and photos.

#### 1.2. What is not Personal Information?

Personal information does not include information about an individual that is contained in a publicly available publication. Personal information, once it is contained in a publicly available publication, ceases to be covered by the PPIPA.

There are some kinds of information that are not personal information, these include:

- information about someone who has been dead for more than 30 years
- information or an opinion about a person's suitability for employment as a public sector official.

The Privacy and Personal Information Protection Regulation 2019 also lists other information that is not personal information, such as information about someone that is contained in:

- a document in a library, art gallery or museum
- State records under the control of the NSW State Archives and Records

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- [public archives \(within the meaning of the Copyright Act 1968 \(Cth\)\)](#)

Other information that is not considered personal information for the purposes of PPIPA can be found in Part 4(3) of the PPIPA.

Council considers the following to be publicly available publications:

- An advertisement containing personal information in a local Councillor national
- Newspaper,
- Personal information on the Internet,
- Books or magazines that are printed and distributed broadly to the general public,
- Council Business papers' or that part that is available to the general public,
- Personal information that may be a part of a public display on view to the general public.

In accordance with the GIPAA, when inviting public submissions, Council will advise people that their submission, including any personal information in the submission, may be made publicly available.

Information published in this way ceases to be covered by the PPIPA. Council's decision to publish in this way must be in accordance with PPIPA.

### 1.3. What is Health Information?

Health information is a more specific type of personal information and is defined in s6 of the HRIP Act. Health information can include information or an opinion about a person's physical or mental health or disability, or a person's express wishes about the future provision of his or her health services or a health service provided to a person.

Health information can include, for example, a psychological report, blood test or an x-ray, results from drug and alcohol tests, and information about a person's medical appointments. It can also include some personal information that is collected to provide a health service, such as a name and telephone number.

### 1.4. Why do we Collect Personal and Health Information

[Council collects personal information in a variety of ways in order to efficiently perform the services and functions we deliver to the City of Wollongong. Council assesses the level of personal information that is appropriate to be collected in relation to each function undertaken with a view to minimise the amount of such information we collect and manage.](#)

[Personal and health information may be collected from:](#)

- [members of the public](#)
- [NSW and Commonwealth public sector agencies](#)
- [Businesses](#)
- [non-government organisations](#)
- [employees](#)
- [medical professionals.](#)

[Contractors acting on Council's behalf may also collect personal information. Council includes clauses in its contracts that require contractors to comply with relevant privacy obligations. Council has a range of functions involving the collection of personal / health information, including:](#)

- [levying and collecting rates](#)

## Privacy Management Plan

- [providing services, for example, child-care, libraries and waste collection](#)
- [consultation with the community, businesses and other stakeholders](#)
- [assessing development and major project applications](#)
- [recording, investigating and managing complaints and allegations](#)
- [site inspections and audits](#)
- [incident management](#)
- [enforcing regulations and legislation](#)
- [issuing approvals, consents, licences and permits](#)
- [providing grant funding](#)
- [maintaining the non-residential register of electoral information](#)
- [employment practices, including assessing fitness for work](#)

### 1.5. How do we Collect Personal and Health Information?

[Council collects personal information in a variety of ways including:](#)

- [incident reports](#)
- [medical assessment reports](#)
- [submissions](#)
- [application forms](#)
- [CCTV footage](#)
- [financial transaction records](#)
- [contracts](#)
- [customer enquiries and correspondence](#)
- [telematics](#)
- [web services and smart devices \(the Internet of Things\)](#)
- [contact tracing under NSW Public Health Orders.](#)

### 4.4.1.6. Application of this Plan

The PPIPA, the HRIPA and this Plan apply, wherever practicable, to:

- [Councillors,](#)
- [Council employees,](#)
- [Consultants and contractors of the Council,](#)
- [Volunteers,](#)
- [Council owned businesses; and](#)
- [Council Committees \(including those which may be established under section 355 of the Local Government Act 1993 \(LGA\)\).](#)

### 4.6.1.7. Personal Information held by Council

[The following is a list of examples of the types of personal and health information and circumstances in which we may collect personal information in exercising Council functions:](#)

#### **Councillors**

[Council holds personal information concerning Councillors, such as:](#)

- [Personal contact information](#)
- [Complaints and disciplinary matters](#)
- [Pecuniary interest returns](#)
- [Entitlements to fees, expenses and facilities.](#)

**Privacy Management Plan**

**Customers, ratepayers and residents**

Council holds personal and health information in its records such as:

- [Rates records](#)
- [Development applications and related submissions](#)
- [Library lending records and special needs statements](#)
- [Leases, licences and agreements](#)
- [Waste services records](#)
- [Customer requests](#)
- [Fitness testing records](#)
- [Burial and cremation records](#)
- [Financial records](#)
- [Donation, grant and sponsorship applications](#)
- [Photos of vehicle registration plates](#)
- [Responses to clean up notices regarding health issues](#)
- [Youth health information for excursions](#)
- [Membership, financial details, member fitness medical records – Leisure Centres](#)
- [Childcare information, immunisation, illness and accident records](#)
- [Community service utilisation e.g. Community Transport](#)
- [Age & disability support records including health records](#)
- [Submissions and information collected as part of Council's community engagement and consultation activities](#)
- [Public access forum applications](#)
- [CCTV footage.](#)

**Employees, volunteers and contractors**

The Council holds personal and health information concerning its employees, volunteers and contractors, such as:

- [Personal contact information](#)
- [Recruitment material](#)
- [Pre-employment medical information](#)
- [Bank account details](#)
- [Wage and salary entitlements](#)
- [Leave and payroll data](#)
- [Employee immunisation records and medical certificates](#)
- [Volunteers' medical information](#)
- [Disclosure of interest returns](#)
- [Workers' compensation investigations](#)
- [Public interest disclosure investigations](#)
- [Performance management plans](#)
- [Disciplinary matters](#)

Council holds personal information concerning Councillors such as:

- ~~personal contact information,~~
- ~~complaints and associated matters,~~
- ~~disclosure of interest returns, and~~
- ~~entitlements to fees, expenses, facilities and reimbursements covered in Councils *Payment of Expenses and Provision of Facilities Policy* for Council Members.~~

Council holds personal information concerning its customers, ratepayers and residents such as:



## Privacy Management Plan

- ~~levying and rates records,~~
- ~~names, addresses, phone and email details,~~
- ~~bank account details,~~
- ~~development applications and submissions,~~
- ~~public registers,~~
- ~~companion animal details,~~
- ~~consultation with community bodies, businesses and other stakeholders,~~
- ~~complaints and allegations,~~
- ~~enforcing regulations and legislation, including penalties and fines~~
- ~~grant funding,~~
- ~~non-residential register of electoral information,~~
- ~~licences, permits and approvals,~~
- ~~site inspections and audits,~~
- ~~CCTV footage,~~
- ~~health history,~~
- ~~contracts, and~~
- ~~customer enquiries.~~

Council holds personal information concerning its employees such as:

- ~~recruitment material,~~
- ~~pre-employment medical information,~~
- ~~leave and payroll data,~~
- ~~personal contact information,~~
- ~~performance management plans,~~
- ~~disciplinary matters,~~
- ~~disclosures of interest returns,~~
- ~~wage and salary entitlements and payments,~~
- ~~workers compensation investigations,~~
- ~~public interest disclosure investigations,~~
- ~~medical assessment reports, and~~
- ~~fitness for work.~~

### **4.6.1.8. Unsolicited Information**

Unsolicited information is personal, or health information received by the Council in circumstances where the Council has not asked for or required the information to be provided. Such information is not deemed to have been collected by the Council but the access, storage, use and disclosure Information Protection Principles in this Plan will apply to any such information.

Personal information contained in petitions received in response to a call for submissions, or unsolicited petitions tabled at Council meetings, will be treated the same as any other submission and be made available for release to the public.

Personal or health information disclosed publicly and recorded for the purposes of webcasting at Council Meetings is not deemed to have been collected by Council. Retention and Use Principles of this information will apply to such information in Council's possession; however Disclosure Principles will not apply as the information was voluntarily disclosed with the prior

Privacy Management Plan

[knowledge that it would be recorded, broadcast via the internet to the public and made available by Council for public viewing.](#)

**4.7.1.9. Applications for suppression in relation to general information (not public registers).**

Under section 739 of the Local Government Act 1993 ("LGA") a person can make an application to suppress certain material that is available for public inspection in circumstances where the material discloses or would disclose the person's place of living if the person considers that the disclosure would place the personal safety of the person or their family at risk.

Section 739 of the LGA relates to publicly available material other than public registers. As such, it limits disclosure in those circumstances where an application for suppression is successful. An application for suppression must be verified by statutory declaration and otherwise meet the requirements of section 739. When in doubt, Council will err in favour of suppression.

For more information regarding disclosure of information (other than public registers) see the discussion of IPPs 11 and 12 in Part 3 of this Plan. For information regarding suppression of information on *public registers*, see Part 2 of this Plan.

**4.8.1.10. Privacy Protection and you**

Under s10 of the PPIP Act, when the Council collects personal information from an individual, such as their name, address, telephone number or email address, the Council must take such steps as are reasonable in the circumstances to ensure that, before the information is collected or as soon as practicable after collection, the individual is made aware of:

- the purposes for which the information is being collected
- the intended recipients of the information
- whether the supply of the information is required by law or is voluntary
- any consequences for the individual if the information (or any part of it) is not provided
- ways the individual can access and correct the information
- the name and address of the agency that is collecting the information and the agency that is to hold the information (the Council is a public sector 'agency' under s10 of the PPIP Act).

To ensure the Council complies with the PPIP Act, a **Privacy Protection Notice** will be included on/in all Council forms, letters, documents and other records (e.g., electronic, digital) that request and/or collect personal information from individuals.

Where possible, individuals providing personal information will be given the opportunity to consent to the terms of the Privacy Protection Notice and, in particular, be provided with an 'opt out' check box for 'Other uses', for such additional uses of the personal information as are considered reasonably necessary by the Council for the exercise of Council functions.

Council employees are encouraged to consult with the Council's Governance team to see that each Privacy Protection Notice is fit for purpose and complies with our privacy requirements. The Council's Governance team provides guidance on and reviews draft Privacy Protection Notices at the Council for consistency, accuracy and compliance with the PPIP Act's Information Protection Principles.

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**4.9.1.11. Storage, Access and accuracy of personal information**

Personal information and health information are both sensitive information and are stored electronically and in hard copy files. The following applies to information the Council holds:

- only Council employees and authorised third parties can access personal information,
- employees will take reasonable steps to ensure personal information is accurate before using it,
- a person may access or amend personal and health information the Council holds about them,
- personal information will be kept no longer than necessary and disposed of appropriately.

Please refer to **s5.2** of this document for details of exemptions, directions and codes of practice that may affect the above.

Electronic information will be stored on secure information systems that require individual logins. New systems will be assessed for compliance with the PPIP Act and HRIP Act. Hard copy files and sensitive information will also be securely stored.

**4.40.1.12. Use and disclosure of personal information**

The Council will use your personal information for the purpose for which it was collected and may use it as is necessary for the exercise of other council functions where it is satisfied that the personal information is reasonably necessary for the exercise of such functions.

For example, your information may be used to understand community and customer needs to improve our services. The Council may also use your information to let you know about services or other information available (e.g., newsletters) and may share your information within other divisions of the Council and authorised outsourced service providers to expedite services to customers.

Employees use the personal information collected to:

- deliver services,
- conduct research,
- provide advice,
- continually improve services.

The Council does not disclose personal information without consent, unless the disclosure is:

- for a purpose directly related to the reason the Council collected it, and the Council has no reason to believe the individual would object,
- necessary to prevent or lessen a serious and imminent threat to someone's life or health, or
- permitted under the PPIP Act, the HRIP Act or other legislation.

The Council will not disclose sensitive personal and health information about a person's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities without consent, unless such disclosure is necessary to prevent or lessen a serious and imminent threat to life or health.

## Privacy Management Plan

### 1.13. How we Manage Personal and Health Information Collected and Held by Council

As outlined elsewhere in this Plan Council collects and manages information from a multitude of sources and will always do so in accordance with the PPIP Act. We also endeavour to make as much information available, to individuals whose information we collect/hold, at the time of collection. Additional information is detailed below for services / functions that frequently collect personal information or manage significant amounts of personal information or data.

#### Requests for Service, Enquiries and Correspondence

Council receives a significant number of requests for service, as well as general enquiries and correspondence, and a certain amount of personal information is required to be collected to allow Council to perform these functions. These requests for service and enquiries are made by people:

- over the phone (Council does record telephone conversations but allows callers to opt out; and it does have a voicemail service)
- in writing (e-mail, letter, fax, online form)
- in person (at Council's Customer Service Centre or other facilities).

Council determines the appropriate level of personal information to be collected for each type of service request and enquiry to allow sufficient information to be an accurate record of the issue and assistance given, but we will not collect unnecessary personal and/or health information.

If Council receives written correspondence, a full copy of whatever is sent is generally kept in Council's electronic document management system. The provision of any personal information is entirely voluntary, and in that respect personal information may be provided that is unsolicited.

#### Telephone conversations

If someone has an enquiry that cannot be answered straight away, the Council staff member will offer to take the person's name and telephone number or email address, so that another officer of Council can respond.

#### Complaints and Regulatory Functions

Council receives complaints from members of the public to investigate potential non-compliances with legislation, development consents, operating approvals etc. The majority of these investigations are handled in accordance with the relevant legislation governing Council's activities in particular functions.

Council recognises that some people may wish to remain anonymous, however, clear information regarding the consequences of remaining anonymous must be provided. For example, Council may not be able to properly investigate or consider a complaint or review a matter if sufficient information about the matter is not received.

To appropriately investigate most matters, Council officers may be required to collect personal information from those parties involved, including names and address, but may also involve detailed correspondence or witness statements for complicated matters.

Council endeavours to maintain the confidentiality of complainants wherever possible, however, at times Council may be required to provide personal information of complainants to other parties due to legislative or court requirements.

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## Privacy Management Plan

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### **Development Assessment and Land Use Planning**

Anyone with an interest in a Development Application is welcome to make a submission - or give feedback - about a proposed development, but this must be done in writing. Any submissions made are public documents, and other people can view them on request, so make sure you read Council's privacy statement before you comment on a Development Application. The up to date privacy statement is available on Council's website.

### **Staff and Recruitment**

Council collects personal and/or health information from staff members as well as part of our recruitment process. Council will never ask for more personal information than is required for that purpose.

#### **Staff**

During the recruitment process and throughout employment, information (including personal and/or health information) is collected from staff members for various reasons, such as leave management, workplace health and safety and to help Council to operate with transparency and integrity. Information collected by Council is retained, to the extent necessary and managed securely. In the exercise of its functions, Council collects and manages personal information about its staff including but not limited to:

- medical conditions and illnesses
- next of kin and contact details
- education
- performance and development information
- family and care arrangements
- secondary employment
- conflicts of interest
- banking details for payroll purposes
- employment history
- details and copies of licences essential to the performance of an officer's role

#### **Recruitment**

When people apply for jobs at Council, they send us personal information, including their name, contact details and work history. Council provides this information to the interview panel for that particular position in electronic or hard copy files. The personal information is only used for the purposes of the recruitment process. After recruitment is successful applicants are required to fill out various forms in order to commence employment at Council. These forms require further personal and health information, such as the applicant's bank account details, tax file number, emergency contacts and any disabilities that may impact their work. These forms are sent to the Organisational Development Unit to be used for employment purposes, such as payroll and setting up personnel files and the information is retained in secure storage systems.

### **Visitors and members of the public (incl. QR Codes)**

When consultants, contractors and members of the public visit a Council facility they may be required to sign in to the premises. The record of entry may be recorded in a physical sign-in register or via a digital QR Code check-in process. During periods of health emergencies, such as during a pandemic Council may provide check-in data for a facility to NSW Health, or any other relevant government agency, for the purposes of maintaining and supporting community health and safety. Council may restrict entry or refuse provision of a service if the check-in

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**Privacy Management Plan**

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process is not observed. Any check-in data collected by Council will be held securely and destroyed on a regular basis in accordance with provisions under the State Records Act 1998 and Council's Corporate Records Management Policy. Check-in data collected by the Service NSW QR Code Check-In system will not be held by Council and will be held and stored by Service NSW.

**Communications and stakeholder engagement****Subscriber, mailing and contact lists**

Council offers residents and interested stakeholders the opportunity to stay up to date on the activities of Council via electing to subscribe to various e-newsletters produced by Council. These services are on an opt-in basis and personal contact information is supplied to Council voluntarily by subscribers. No personal information is collected without consent and those who provide their information are advised as to how Council will manage it. The information generally collected includes names and email addresses and in some cases areas of interest.

All lists are kept separate from each other and each is used solely for the purpose intended. Anyone can subscribe or unsubscribe themselves from newsletter lists or contact Council to change their details. Council does not destroy these lists; they are kept as long as they remain current. Individual entries are deleted upon request or if an error message is received in response to a Council communication.

**Community engagement and public consultation**

Council regularly undertakes public consultation to help guide our decision-making and the provision of services. Council conducts the majority of its public consultation activities via our "Get Involved" website. We collect information from you when you register to use this site. This includes your email address and additional demographic information as provided by you on the registration form. We collect information about your usage of the site, such as pages visited, documents downloaded, etc.

We collect this information in order to:

- analyse and interpret it to help meet our objectives and obligations;
- communicate information to you about engagement opportunities, events and other initiatives; • respond to enquiries and otherwise engage with stakeholders.

**Council Website and Service Providers**

Council engages a number of service providers who provide software, website, internet services and computer systems through which Council may collect, store or process your personal information. On occasion our providers may have access to your personal information to facilitate services on behalf of Council. Council ensures that our providers adhere to the same legislative requirements in relation to Privacy as well as meet the requirements of this Plan.

**Cookies**

Council uses 'cookie' technology to collect additional website usage data and to improve its services. A cookie is a small piece of text sent to your browser by Council's website. This helps your website to remember your preferences and it makes your next visit easier and the site more useful to you.

Council uses cookies for the following purposes:

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- to better understand how you interact with our services
- to monitor aggregate usage by our users and web traffic routing on our services
- to improve our services. Most internet browsers automatically accept cookies.

You can restrict that by editing your browser's options to stop accepting cookies or to prompt you before accepting a cookie from the websites you visit

#### Personal Contact Details

Council engages service providers who assist Council in the distribution and communication of a variety of Council communication requirements. These may include printing and distribution of Council rate notices and Council newsletters etc. To facilitate this our service providers are required to have access to personal information of residents and ratepayers to facilitate distribution of these materials on behalf of Council. Council ensures that our providers adhere to the same legislative requirements in relation to Privacy as well as meet the requirements of this Plan.

#### Social Media

We use social networking services such as Twitter, Facebook, LinkedIn and YouTube, in addition to traditional methods, to connect with our audience. These include responding to customer enquiries in real time and promoting Council services and facilities. Our use of social media sites also involves listening to social trends and issues that relate to Council services and events. We use various tools to view public social media and website commentary in which Council's accounts may not necessarily be tagged – and engage directly with members of the public to provide information or a better level of customer service. In doing so, we may temporarily collect and store personal information.

To protect privacy and the privacy of others, please do not include any personal information including phone numbers and email addresses. Please do not share personal information about others. Any personal information collected by Council will be handled in line with this Plan. The social networking service will also handle your personal information for its own purposes. These sites have their own privacy policies and we recommend you read these also.

#### The Internet of Things

The Internet of Things (IoT) is a broad term that generally refers to physical devices connected to the internet that collect, share or use data. IoT devices and the data they collect can provide convenience, efficiency and insights into essentially every aspect of our world. For Council, in coming years, the IoT will provide many benefits and has the potential to generate great public value. These large collections of data can, in many cases, constitute personal, health and sensitive information. Given the passive nature of many IoT devices it can be difficult for individuals to ascertain if their personal information is being collected by an IoT device. For example if "smart bin" technology is introduced it is not possible to have a privacy collection notice on every bin in the city. Council will provide details of what data it collects and what the data will be used for and who it will be shared with, for future IoT devices as they are established. However, this will most likely occur via centralised methods, such as the Council website, rather than at each device or collection point. Council will not use any personal information without permission and will use collated and de-identified data instead.



## Privacy Management Plan

## 2. Public Registers

### 2.1. Definition

A public register is defined in section 3 of Part 1 of the PPIPA as:

*“a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee)”.*

~~Disclosure in relation to public registers must comply with Part 6 of the PPIPA and the Privacy Code. Personal information cannot be accessed by a person about another person unless the personal information is contained in a public register. Where personal information is contained in a public register, then Part 6 of the PPIPA applies to determine whether access to that information will be given to another person.~~

~~Part 6 of the PPIP Act prevents Council employees from disclosing personal information held on public registers, unless the information is to be used for a purpose relating to the purpose of the register.~~

Disclosure in relation to all other personal information must comply with the *Information Protection Principles* as outlined in Part 2 of this Plan and the Privacy Code where it includes personal information that is not published.

Council holds public registers under the *Local Government Act 1993*, including:

- Section 53 - Land Register
- Section 113 - Records of Approvals,
- Section 440AAB - Register of Returns - Pecuniary Interests,
- Section 602 – Record of Rates & Charges,
- Section 319 - Local Government Register of Political Donations,
- Section 328A - Register of Political Donation Disclosures,
- Section 375A - Planning Register,
- Contracts over \$1250,000 awarded by Council,
- Non-residential roll,
- Register of investments,
- Register of Contributions,

Council holds public registers under the *Environmental Planning and Assessment Act 1979* [EPA]:

- Section 4.58 – Register of consents and Certificates.

Council holds a public register under the *Protection of the Environment Operations Act 1997* [POEO] which can be accessed, on request, through Council's Information Officer:

- Section 308 & 309– Public register of licences held.

Council holds a public register under the *Impounding Act 1993* [IA] which can be accessed, on request, from the Council's Information Officer:

- Section 30 & 31 – Record of impounding.



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Members of the public may enquire only in accordance with the primary purpose of any of these registers. The primary purpose for each of these public registers is set out in the section that follows.

### **2.2. Public Registers, the PPIPA and the HRIPA**

A public register generally confers specific rights or privileges, a benefit, or status, which would not otherwise exist. It may be required by law to be made publicly available or open to public inspection, or it is simply made publicly available or open to public inspection (whether or not payment is required).

Section 57 of the PPIPA requires very stringent controls over the disclosure of personal information contained in a public register. It provides broadly that where Council is responsible for keeping a public register, it will not disclose any personal information kept in that register unless it is satisfied that the information is to be used for a purpose relating to the purpose of the register or the Act under which the register is kept.

Section 57 (2) provides that in order to ensure compliance with section 57(1), a Council may require any person who applies to inspect personal information contained in the public register to give particulars in the form of a statutory declaration as to the proposed use of that information. (Form at Appendix 1 may be used as a guide)

Registers should not be published on the internet.

### **2.3. Applications for Suppression in Relation to a Public Register**

A person about whom personal information is contained (or proposed to be contained) in a public register, may request Council under section 58 of the PPIPA to have the information removed from, or not placed on the register.

If Council is satisfied that the safety or well-being of any person would be affected by not suppressing the personal information as requested, Council will suppress the information in accordance with the request.

An application for suppression should be made in writing and addressed to the Chief Executive Officer. It must contain sufficient detail to allow for the proper assessment of the application and supporting documentation may be required.

### **2.4. Application for access and to amend own personal and health information**

Individuals wanting to access Council's records to confirm or amend their own personal or health information, such as updating contact details can do so by contacting Council either in person or in writing.

Council will take steps to verify the identity of the person requesting access to information.

### **2.5. How do I amend my own personal or health information?**

Individuals wanting to amend their own personal or health information must put the request to Council in writing. This application must contain the following information:

- The full name, date of birth and contact details of the person making the request
- State whether the application is under the PPIP Act or HRIP Act

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- [Explain what personal or health information the person wants to amend](#)
- [Confirmation of the applicant's identity.](#)

~~The PPIP Act and the HRIP Act give people the right to access and amend their own information.~~

~~Members of the public wishing to access or amend personal and health information the Council holds about them should contact the Council's Customer Service Centre. The Council does not charge a fee to access and amend personal and health information.~~

### **2.5.2.6. Limits on accessing or amending own personal and health information**

The Council is prohibited from providing one person access to another person's personal and health information. However:

- under s26 of the PPIP Act, a person can give the Council consent to disclose their personal information to someone that would not normally have access to it;
- under s7 and s8 of the HRIP Act, an "authorised person" can act on behalf of someone else; and
- the Council may be authorised to disclose health information, such as in the event of a serious and imminent threat to the life, health and safety of the individual, to find a missing person or for compassionate reasons.

## **3. Data Breaches**

### **3.1. What is a data breach?**

A data breach occurs when there is a failure that has caused or has the potential to cause unauthorised access to the Council's physical or electronic information or data, such as:

- accidental loss or theft of information or equipment on which such information is stored (e.g., loss of a paper record, laptop or USB stick)
- unauthorised use, access to or modification of data or information systems to gain unauthorised access or make unauthorised changes to data or information systems – accidental or unauthorised disclosure of personal information (e.g., email containing personal information sent to incorrect recipient)
- personal information posted on the Council's website without consent
- access to Council data by an authorised system user for unauthorised reasons (e.g., a Council employee looking up information in a corporate records management system for personal reasons in breach of the Council's Code of Conduct)
- accidental disclosure of user login details through phishing
- malware infection
- disruption to or denial of IT services.

A data breach most commonly, but not exclusively, results in unauthorised access to, or the unauthorised collection, use, or disclosure of personal information.

### **3.2. Responding to a data breach**

The Director City Performance, the Manager Business Assurance & Risk, the Chief Information Officer or the Unit Manager IT Support, must be promptly informed of any data breach and will assist in the assessment and management of the breach, including any

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reporting under NSW's voluntary data breach reporting scheme, in accordance with the Information and Privacy Commission's Voluntary Data Breach Notification guidelines:

. <https://www.ipc.nsw.gov.au/privacy/voluntary-data-breach-notification>

The Council determines whether personal information has been accessed and/or disclosed to determine what response should be taken. The Council's default position is to voluntarily report data breaches to the Privacy Commissioner.

The Council will determine the seriousness of a breach by:

- considering the type of data held,
- whether personal or health information was disclosed,
- the number of individuals affected,
- the risk of harm that could be caused to both individuals and the Council by the breach.

## 4. Review Rights and Complaints

The Council encourages the informal resolution of privacy issues before undertaking the review process. Issues can be raised informally with the Council and complaints will be managed under the Council's Complaints Policy and Procedures. Further details on the Council's complaints and feedback procedures can be found on the Council's website.

### 4.1. Internal review

Individuals have the right to seek an internal review under Part 5 of the PPIP Act if they believe that the Council has breached the PPIP Act or HRIP Act relating to their own personal and health information. Individuals cannot seek an internal review for a breach of someone else's privacy, unless they are authorised representatives of the other person. An internal review is an internal investigation that the Council conducts into a complaint. The Council will assess whether or not it has complied with its privacy obligations, and then tell the applicant of its findings and if it will take any further action.

### 4.2. Internal review process

Applications for an internal review must:

- be in writing – be addressed to the Council's Public Officer - Manager – Business Assurance Governance & Risk,
- specify a postal or email address in Australia to which the Council may send its review response,
- be made within six months from first becoming aware of the conduct that is the subject of the application.

The Council recommends that applicants use the Information and Privacy Commission's Privacy Complaint: Internal Review Application Form when submitting a written request for a review with the Council.

The Public Officer, or their delegate, will conduct the internal review. If the internal review is about the conduct of the Privacy Contact Officer, the Director City Performance will appoint another person to conduct the internal review.

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The Public Officer will refer to the Privacy Commissioner's guidance materials including the IPC Checklist: Internal review when carrying out an internal review.

The Council aims to:

- acknowledge receipt of an internal review within 5 working days,
- complete an internal review within 60 calendar days.

Once the review is completed, the Council may take no further action, or it may do one or more of the following:

- make a formal apology,
- take remedial action,
- provide undertakings that the conduct will not occur again,
- implement administrative measures to reduce the likelihood of the conduct occurring again.

The Council's Privacy Contact Officer will notify the applicant in writing within 14 days of completing an internal review of:

- the findings of the review,
- the action proposed to be taken by the Council and the reasons for taking that action (if any),
- the right of the applicant to have those findings, and the Council's proposed action, administratively reviewed by the NSW Civil and Administrative Tribunal.

#### 4.3. The Privacy Commissioner's role in internal reviews

The Privacy Commissioner has an oversight role in how agencies handle privacy complaints and is entitled to make submissions to the Council regarding internal reviews.

If the Council receives an internal review application, it will:

- notify the Privacy Commissioner of the application as soon as practicable after receiving the application,
- keep the Privacy Commissioner informed of the progress of the internal review,
- inform the Privacy Commissioner of the findings of the review and the action proposed to be taken by the Council in relation to the matter.

The Council must notify the applicant of the outcome of the review within **14 days** of its determination. A copy of the final review should also be provided to the Privacy Commissioner where it departs from the draft review.

An individual can also make a complaint directly to the Privacy Commissioner about an alleged breach of their privacy.

An internal review checklist has been prepared by the Office of the Privacy Commissioner NSW and can be accessed from its website:

<http://www.ipc.nsw.gov.au>.

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### **4.4. External review by the NSW Civil and Administrative Tribunal (NCAT)**

If an internal review is not completed within 60 days, or the applicant is not satisfied with the findings of an internal review or the action taken by the Council in relation to the review, the applicant has 28 days to apply to NCAT to review the conduct or decision complained about. NCAT's role is to assess whether or not the Council complied with its privacy obligations.

### **4.5. Promoting Privacy**

#### **Compliance strategy**

During induction, and on a regular basis, all employees will be made aware of this Plan and it will be made available for on Council's Intranet and Council's website.

Council officials will be regularly acquainted with the general provisions of the PPIPA and HRIPA and, in particular, this Plan, the Information Protection Principles, the Public Register provisions, the Privacy Code of Practice for Local Government, and any other applicable Code of Practice.

#### **Communication Strategy**

Council will promote awareness of this plan and rights under PPIPA, HRIPA and this Plan to Council officials by:

- Publishing the plan on our internal and external websites
- Providing specialised and on-the-job training to key groups

#### **Promoting the Plan to the Community**

Council promotes public awareness of this Plan to the community by:

- Making it publicly available and publishing it on our website
- Writing the Plan in plain English
- Provide a link on our website to the Information & Privacy Commission website and distributing copies of literature available on that site
- Including privacy statements on application forms and invitations for community engagement

## **5. Managing Personal and Health Information under Legislation**

This section contains a general summary of how the Council must manage personal and health information under the *Privacy and Personal Information Protection Act 1998* (PPIPA Act), the *Privacy and Personal Information Protection Regulation 2019*, the *Health Records and Information Privacy Act 2002* (HRIPA Act) and other relevant legislation.

### **5.1. The Privacy and Personal Information Protection Act**

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The PPIP Act sets out how the Council must manage personal information. Information protection principles Part 2, Division 1 of the PPIP Act contains 12 Information Protection Principles (IPPs) with which the Council must comply. The following is an overview of the principles as they apply to the Council.

### **Collection**

The Council collects personal information only for a lawful purpose that is directly related to the Council's functions and activities.

The Council collects personal information directly from the person concerned. The Council will not collect personal information from third parties unless the individual has authorised collection from someone else or, in the case of information relating to a person under the age of 16 years, the information has been provided by a parent or guardian.

The Council informs people why their personal information is being collected, what it will be used for, and to whom it will be disclosed. The Council will tell people how they can access and amend their personal information and any possible implications if they decide not to give their personal information to us.

The Council ensures that personal information is relevant, accurate, is not excessive and does not unreasonably intrude into people's personal affairs.

### **Storage**

The Council will store personal information securely, keep it no longer than necessary and dispose of it securely and in accordance with the Council's obligations under the State Records Act 1998 and any other requirements for the retention and disposal of personal information. Personal information is protected from unauthorised access, use or disclosure.

### **Access and accuracy**

The Council is transparent about the personal information it holds, why it is used, and the right to access and amend it.

The Council allows people to access their own personal information without unreasonable delay or expense.

The Council allows people to update, correct or amend their personal information where it is necessary.

The Council will take reasonable steps to ensure that personal information is relevant and accurate before using it.

### **Use**

The Council only uses personal information for:

- the purpose for which it was collected and directly related purposes,
- to prevent or lessen a serious or imminent threat to the life or health of the individual to whom the information relates or of another person,
- other purposes as specified under 'Exemptions and the Privacy Code of Practice for Local Government' below, or
- any other purpose only with consent. Disclosure.

The Council does not disclose personal information without consent, unless disclosure is:

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- for a purpose directly related to the reason we collected it, and where Council has no reason to believe the individual would object,
- necessary to prevent or lessen a serious and imminent threat to someone's life or health, or
- permitted under the PPIP Act, Privacy Codes of Practice under the PPIP Act or the HRIP Act or other legislation.

The Council does not disclose sensitive personal information without consent, e.g., ethnicity or racial origin, political opinions, religious or philosophical beliefs, health or sexual activities or trade union membership, unless the disclosure is necessary to prevent a serious and imminent threat to the life or health of the individual concerned or another person.

### 5.2. Exemptions and the Privacy Code of Practice for Local Government

Exemptions to the Information Protection Principles (IPPs)

Part 2, Division 3 of the PPIP Act contains exemptions that may permit the Council to not comply with IPPs in certain situations. These include the following:

- the Council is not required to comply with IPPs 2-3, 6-8, or 10-12 if lawfully authorised or required not to do so,
- the Council is not required to comply with IPP 2 if the information concerned is collected in relation to court or tribunal proceedings.

For example, s 23(3) of the PPIP Act provides that the Council is not required to comply with collection requirements if the information concerned is collected for law enforcement purposes such as the issue of a penalty infringement notice.

#### Privacy Code of Practice for Local Government

The Council must comply with the *Privacy Code of Practice for Local Government* as prepared by the Office of the Privacy Commissioner and revised on 20 December 2019.

**a-** Under the *Privacy Code of Practice for Local Government* where it is reasonably necessary, the Council may indirectly collect and use personal information to confer an award, prize, or similar form of personal recognition on the person about whom the information relates.

**b-** The *Privacy Code of Practice for Local Government* also permits the Council to use personal information for a purpose other than the purpose for which it was collected where the use is in pursuance of the Council's lawful and proper functions and the Council is satisfied that the personal information is reasonably necessary for the exercise of those functions.

For example, the Rates Record that the Council holds under s602 of the Local Government Act may be used to:

- notify neighbours of a proposed development,
- evaluate a road opening or
- evaluate a tree preservation order.

In addition, the Council may use personal information for other specific purposes where the Council is satisfied that the information is reasonably necessary for another function such as:

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- understanding community and customer needs to improve our services,
- letting customers know about services or other information available (e.g., newsletters)
- sharing personal information within other divisions of the Council and authorised outsourced service providers to expedite services to customers.

### **5.3. Offences**

Offences can be found in s62-68 of the PPIP Act. It is an offence for the Council to:

- intentionally disclose or use personal information for an unauthorised purpose,
- supply personal information that has been disclosed unlawfully,
- hinder the Privacy Commissioner or their employees from doing their job.

### **5.4. The Health Records and Information Privacy Act**

The HRIP Act sets out how the Council must manage health information. Health privacy principles Schedule 1 of the HRIP Act contains 15 Health Privacy Principles ('HPPs') that the Council must comply with.

The following is an overview of the principles as they apply to the Council.

#### **Collection**

The Council collects health information only for a lawful purpose that is directly related to the Council's functions and activities.

The Council ensures that health information is relevant, accurate, is not excessive and does not unreasonably intrude into people's personal affairs.

The Council collects health information directly from the person concerned or with consent from the person concerned.

The Council informs people why their health information is being collected, what it will be used for, to whom it will be disclosed, how it can be accessed and amended and any possible implications of not providing health information.

#### **Storage**

The Council stores health information securely, keeps it no longer than necessary and destroys it appropriately. Health information is protected from unauthorised access, use or disclosure.

#### **Access and accuracy**

The Council is transparent about the health information it holds, why it is used, and the right to access and amend it.

The Council allows people to access their own health information without unreasonable delay or expense.

The Council allows people to update, correct or amend their health information where necessary.

The Council ensures that health information is relevant and accurate before using it. Use



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The Council only uses health information for the purpose it was collected for unless it has consent for its use for another purpose.

### **Disclosure**

The Council does not disclose health information without consent, unless disclosure is permitted under the HRIPA or other legislation; Identifiers and anonymity 12. The Council may use unique identifiers for health information.  
The Council allows people to remain anonymous where it is lawful and practicable.

### **Transfers and linkage**

The Council does not transfer health information outside of NSW.  
The Council does not currently use a health records linkage system.

#### **5.5. Exemptions to the Health Privacy Principles (HPPs)**

Exemptions are located mainly in Schedule 1 to the HRIP Act and may permit the Council not to comply with HPPs in certain situations.

For example, the Council is not required to comply with HPPs 4-8, and 10 if lawfully authorised or required not to do so.

#### **5.6. Health Records and Information Privacy Code of Practice 2005**

The *Health Records and Information Privacy Code of Practice 2005* applies to the Council. It permits, in certain limited circumstances, the collection, use and disclosure of health information between human services agencies without the consent of the person to whom the health information relates. A human services agency is a public sector agency that provides welfare services, health services, mental health services, disability services, drug and alcohol treatment services, housing and support services and/or education services.

#### **5.7. Offences**

Offences can be found in s68-70 of the HRIP Act.

It is an offence for the Council to:

- intentionally disclose or use health information for an unauthorised purpose,
- offer to supply health information that has been disclosed unlawfully,
- Government.

## **6. Other Relevant Matters**

### **6.1. ROLES AND RESPONSIBILITIES**

The Information Officer and the Governance Coordinator will be responsible for the Policy and will coordinate the following functions in relation to the Policy:

- Maintaining appropriate records relating to the Privacy Management Plan and its application
- Keeping the Plan current, and undertaking regular reviews of both the Plan and associated procedures

## Privacy Management Plan

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- [Train and educate relevant employees with respect to the Plan and privacy in general and ensure documents, tools, templates and user guides are current and readily available.](#)
- [Provision of advice and ensuring adherence with the Plan and relevant legislation.](#)

### **CEO**

[The CEO has the responsibility for appointing an appropriate officer as Council's Privacy Contact Officer to manage the day-to-day activities in relation to the appropriate collections, use and storage of personal and private information of customers and ratepayers](#)

### **Divisional Managers**

[Divisional Managers are responsible for ensuring their Division adheres to the requirements of this Plan and provide guidance in respect of the importance of protecting the privacy and the personal information of customers and ratepayers collected and held by Council.](#)

[Divisional Managers should ensure that the privacy impacts of any new project or system development/implementation are thoroughly considered prior to implementation to allow issues of concern or risk to be addressed early in the process. Divisional Managers are to ensure that any adopted Privacy Impact Assessment process or procedure is followed whenever personal or health information will be collected, stored, used or disclosed in a project.](#)

### **Staff**

[Staff shall adhere to the requirements of this Plan and be cognisant of the significant impact that can occur to individuals if their privacy is breached in any way or their personal information is not handled in accordance with this Plan and relevant legislation.](#)

[Staff should only access the personal information of a customer or ratepayer if it is a direct requirement of their role and should never release personal or private information to another person without prior approval by their supervisor. If any doubt exists in relation to any privacy issue, including appropriateness of collecting, using or sharing personal and private information than staff should contact the Privacy Contact Officer immediately for direction.](#)

### **5.8.6.2. Contracts with consultants and other private contractors**

It is necessary to have specific provisions to protect the Council in any dealings with private contractors.

### **5.9.6.3. Confidentiality**

The obligation of confidentiality is additional to and separate from that of privacy. Nevertheless, a duty to withhold information lies at the heart of both concepts. Confidentiality attaches to information per se, personal or health information to the person to whom that information relates.

An obligation of confidentiality exists for all employees whether express or implied as a matter of law.

Information which may be confidential is also likely to have a separate and independent obligation attaching to it in the form of privacy and in that regard, a release for the purposes of

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**Privacy Management Plan**

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confidentiality will not suffice for privacy purposes. Two separate releases will be required and, in the case of privacy, the person to whom the information relates will be required to provide the release.

**5.40.6.4. Misuse of personal or health information**

Section 664 of the LG Act makes it an offence for anyone to disclose information except in accordance with that section. Whether or not a particular disclosure is made with lawful excuse is a matter that requires legal opinion from case to case.

**5.44.6.5. Regular review of the collection, storage and use of personal or health information**

The information practices relating to the collection, storage and use of personal or health information will be reviewed by the Council every three (3) years. Any new program initiatives will be incorporated into the review process with a view to ascertaining whether or not those programs comply with the PPIPA.

**5.42.6.6. Policies, Legislation and Publications**

The following legislation, policies and publications affect the processing of information related to this Plan:

**Privacy and Personal Information Protection Act 1998 (PPIPA)**

In addition to requirements covered in this plan, the PPIPA prohibits disclosure of personal information by public sector officers that are not done in accordance with the performance of their official duties. These provisions are generally directed at corrupt or irregular disclosure of personal information staff may have access to at work and not inadvertent failure to follow procedures or guidelines. Corrupt or irregular disclosure can include intentionally disclosing or using personal information normally accessed in staff undertaking their roles for an unauthorised purpose, or to offer to supply personal information that has been disclosed unlawfully. Offences can be found listed in s62-68 of the PPIPA, are considered serious and may, in some cases, lead to imprisonment.

The PPIPA is available for viewing at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

**Health Records and Information Privacy Act 2002 (HRIPA)**

The HRIPA governs both the public and private sector in NSW. It contains a set of 15 *Health Privacy Principles* and sets up a complaints mechanism to ensure agencies abide by them.

The HRIPA is available for viewing at [www.ipc.nsw.gov.au](http://www.ipc.nsw.gov.au)

**Council's Public Access to Council Information Policy**

Public access to information and documents held by Council is facilitated by Council's *Public Access to Council Information Policy*. This Policy has regard to the *Government Information (Public Access) Act 2009* and the *Government Information (Public Access) Regulation 2009*.

### Privacy Management Plan

This Plan should be read in conjunction with *the Public Access to Council Information Policy* held by Council, the *Privacy Code of Practice for Local Government*, together with Council's *Information Guide* and *Closed Circuit Television (CCTV) Policy*.

Council's Policy and Information Guide are available for viewing on Council's Website at [www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

The *Privacy Code of Practice for Local Government* can be obtained from the publications area of the Office of Local Government Website at [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

### **Public Interest Disclosures Act 1994 (PID Act)**

The definition of personal information under PPIPA excludes information contained in a public interest disclosure. This means that a person cannot seek review of the use or disclosure of a public interest disclosure or be prosecuted for unauthorised disclosure of public interest disclosure information under PPIPA. However, this plan is still able to address strategies for the protection of personal information disclosed under PID Act.

The PID Act is available for viewing at [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au) – further information can be obtained from the NSW Ombudsman at [www.ombo.nsw.gov.au](http://www.ombo.nsw.gov.au)

### **5.13.6.7. Application Forms**

Current application forms should be downloaded from Council's website at [www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au). – See Quick Links – Forms for Download

Examples of Application Forms are attached to this Plan as follows:

- Appendix 1 - Application for Access to Personal or Health Information
- Appendix 2 - Application for Alteration of Personal Information or Amendment of Health Information
- Appendix 3 - Statutory Declaration Access to Public Register
- Appendix 4 - Privacy Complaint / Internal Review Application
- Appendix 5 – Informal Access Application – Government Information (Public Access) Act 2009
- Appendix 6 – Formal Access Application – Government Information (Public Access) Act 2009

### **5.14.6.8. Further information**

For assistance in understanding the processes under the PPIPA and HRIPA, please contact the Council or the Office of the Privacy Commissioner NSW.

## **6.7. Privacy Contacts**

**Shoalhaven City Council**  
Information and Privacy Officer  
PO Box 42  
NOWRA NSW 2541

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**Privacy Management Plan**

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Telephone: (02) 4429 3111 [or 1300 293 111](tel:1300293111)  
Email: [council@shoalhaven.nsw.gov.au](mailto:council@shoalhaven.nsw.gov.au)

**Shoalhaven City Council**  
Public Officer  
PO Box 42  
NOWRA NSW 2541

Telephone: (02) 4429 3111 [or 1300 293 111](tel:1300293111)  
Email: [council@shoalhaven.nsw.gov.au](mailto:council@shoalhaven.nsw.gov.au)

**Information & Privacy Commission NSW**  
GPO Box 7011  
SYDNEY NSW 2001

Email: [ipcinfo@ipc.nsw.gov.au](mailto:ipcinfo@ipc.nsw.gov.au)  
Phone: 1800 472 679  
Address: Level 1, McKell Building  
2-24 Rawson Place  
HAYMARKET NSW 2000

**NSW Civil & Administrative Tribunal**  
PO Box K1026,  
HAYMARKET NSW 1240

Phone: 1300 006 228  
Email: [aeod@ncat.nsw.gov.au](mailto:aeod@ncat.nsw.gov.au)  
Address: Level 10, John Maddison Tower, 86-90 Goulburn Street, SYDNEY NSW  
2000

### **7.8. Review period**

This Plan will be reviewed every three years.

### **8.9. Approval status**

The Chief Executive Officer approved this Plan on **(insert date)**

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Stephen Dunshea

Privacy Management Plan

## 9. Appendix

### Appendix 1 – Application for Access to Personal or Health Information



Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541 Australia Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02 4429 8999  
shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au

Application for Access to Personal or Health Information City Performance			
<b>Applicant</b>			
Surname			
Given Name			
Address			
Suburb		Postcode	
Phone/Mobile Phone			
Email Address			
I agree to receive correspondence at the above email address			
<b>Details of Request</b>			
Request Made Under s.14 of the <i>Privacy and Personal Information Protection Act 1998</i> cl.7 Schedule 1 of the <i>Health Records and Information Privacy Act 2002</i>			
The documents are			
I wish to inspect the document(s)	Yes	No	
I require a copy of the document(s)	Yes	No	
I require access in another form	Yes	No	
<b>Consultation</b>			
If you are seeking the personal information of someone else, in processing your application, it may be necessary to consult with the other parties. If you object to the disclosure of your name as the applicant, please indicate below Yes No			
<b>Fees &amp; Charges (Apply only to third party access)</b>			
Attached is a cheque/cash to the amount of \$30 to cover the application fee and the first 20 hours processing. <b>Note:</b> In certain cases, a 50% reduction in fees and charges may apply – see the section on fees and charges on the back of this form. If you consider you are entitled to a reduction, submit a request with copies of supporting documents with this application. I am requesting a reduction in fees. Yes No			
<b>Proof of Identity</b>			
(Only required when an applicant is seeking to access their own personal information). When seeking access to personal information, you must provide proof of identity in the form of an original or a certified copy of any one of the following documents			
Australian Drivers Licence (with photograph signature & current address)	Current Australian Passport	Other proof of signature and current address details	
Applicant's Signature		Date	

**Privacy Notification:** The information on this form is being collected by Council for administrative purposes. It will be used by Council staff for purposes relating to your application and may also be disclosed to persons and/or organisation outside Council for this or a directly related purpose. The supply of this information to Council is voluntary however without it, Council may be unable to process your application. Persons identified on this form may at any time, apply to Council for access to this information at any time.

Office Use Only	
Related Policies:	POL 12/267 – Privacy Management Plan
TRIM Form Number	FM11/119 (Form 483)
Owned by (Department):	City Performance



Privacy Management Plan

**Appendix 2 – Application for Alteration of Personal or Amendment to of Health Information**



Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541 Australia  
Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02 4429 8999  
shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au

**Application for Alteration of Personal Information or Amendment of Health Information**  
City Performance

<b>Applicant</b>			
Surname			
Given Name			
Address			
Suburb		Postcode	
Phone/Mobile Phone			
Email Address			
I agree to receive correspondence at the above email address			
<b>Details of Request</b>			
Request Made Under			
s.15 of the <i>Privacy and Personal Information Protection Act 1998</i> cl.8 Schedule 1 of the <i>Health Records and Information Privacy Act 2002</i>			
In accordance with the above provisions, I seek amendment of personal records held by Shoalhaven City Council.			
I claim that the document(s) described below to which you provided me access under the GIPA Act contain/s information relating to my personal affairs that is			
Incomplete	Incorrect	Out of Date	Misleading
The document/s containing the information is/are			
The information I wish to change is			
The reasons why I claim the information is incomplete, incorrect, out of date or misleading are			
Attach any documentation which would support your claim and indicate which documents should be returned to you. The records should be amended to indicate the following			
<b>Note:</b> If there is insufficient space to answer any of the questions on this form, attach separate sheets which indicate the questions to which you are referring. There are no fees or charges for the lodgment or processing of this application.			
Applicant's Signature		Date	

**Privacy Notification:** The information on this form is being collected by Council for administrative purposes. It will be used by Council staff for purposes relating to your application and may also be disclosed to persons and/or organisations outside Council for this or a directly related purpose. The supply of this information to Council is voluntary however without it, Council may be unable to process your application. Persons identified on this form may at any time apply to Council for access to or amendment of the information.

<b>Office Use Only</b>	
Related Policies:	POL 12/267 – Privacy Management Plan
TRIM Form Number	FM11/242 (Form 482)
Owned by (Department):	City Performance



shoalhaven.nsw.gov.au    

CL22.584 - Attachment 1



Privacy Management Plan

Appendix 3 – Statutory Declaration Access to a Public Register



Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541 Australia  
Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02 4429 8999  
shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au | Fax 02 4422 1816

Access to a Public Register (Statutory Declaration Oaths Act, 1900, Eighth Schedule Section 57  
Privacy and Personal Information Protection Act, 1999)  
City Performance

**Applicant**

I, the undersigned, .....  
(Name of Applicant)

of, .....  
(Address)

.....  
(Email address)

in the State of New South Wales, do solemnly and sincerely declare that I am requesting to: (information requested)

And I intend to use of this information (purpose)

I make this solemn declaration conscientiously believing the same to be true and by virtue the Oaths Act, 1900.

Declare at, .....; this ..... day, of ....., of 20.....  
(Place)

.....in the presence of an authorised witness, what states:  
(Signature of Applicant)

I, ..... a .....  
(Name of Authorised Witness) (Qualification of Authorised Witness – JP number if applicable)

Certify the following matters concerning the making of this statutory declaration by the person who made it:  
(please cross out any text that does not apply)


1. \*I saw the face of the person OR \*I did not see the face of the person because the person was wearing a face covering, but I am satisfied that the person had a special justification for not removing the covering, and
2. \*I have known the person for at least 12 months OR \*I have not known the person for at least 12 months, but I have confirmed the person's identity using an identification document and the document I relied on was:

.....  
(describe identification document relied on)

.....  
(signature of authorised witness) (date)

**Privacy Notification:** The information on this form is being collected by Shoalhaven City Council and supports your request for access to personal information from a public register. The declaration will be used by Council staff for the purpose of determining your request. The provision of this information is voluntary however, without it Council may not be able to process your request. You may apply to Council for access to this information at any time.

**Office Use Only**

Related Policies:	POL 16/196 – Public Access to Council Information	
TRIM Form Number	FM12/19 (Form 138)	
Owned by (Department):	City Performance	

shoalhaven.nsw.gov.au    



Privacy Management Plan

Appendix 4 – Privacy Complaint (Internal Review Application)



Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541  
Australia  
Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02  
4429 8999 shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au

Privacy Complaint (Internal Review Application Form)			
City Performance			
<b>Applicant</b>			
Surname			
Given Name			
Address			
Suburb		Postcode	
Phone/Mobile Phone			
Email Address			
I agree to receive correspondence at the above email address			
If you are complaining on behalf of someone else, write their full name and advise your relationship to this other person (eg parent)			
Please include details of your authority to act or make the complaint on behalf of the person you have named above.			
Is the other person capable of making the complaint him/herself?			
Yes	No	I am not sure	
<b>Details of Complaint</b>			
Application made under (please tick one)			
s.53 of the <i>Privacy and Personal Information Protection Act 1998 (PPIP Act)</i>			
cl.7 Schedule 1 of the <i>Health Records and Information Privacy Act 2002 (HRIP Act)</i>			
What is the specific conduct you are complaining about			
Please tick which of the following describes your complaint (you can tick more than one)			
Collection of my personal/health information	Security or storage of my personal/health information		
Refusal to let me access or find out about my own personal/health information	Accuracy of my person/health information		
Use of my personal/health information	Disclosure of my personal/health information		
Other	I am not sure		
When did the conduct occur			
Applicant's Signature		Date	
<p><b>Privacy Notification:</b> The information on this form is being collected by Council for administrative purposes. It will be used by Council staff for purposes relating to your application and may also be disclosed to persons and/or organisation outside Council for this or a directly related purpose. The supply of this information to Council is voluntary however without it, Council may be unable to process your application. Persons identified on this form may at any time, apply to Council for access to this information at any time.</p>			
<b>Office Use Only</b>			
Related Policies:	POL12/267 – Privacy Management Plan		
TRIM Form Number	FM21/15 (Form 481)		

CL22.584 - Attachment 1

Privacy Management Plan

Appendix 5 – Informal Access Application



Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541 Australia  
Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02 4429 8999  
shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au

Informal Access Application			
Government Information (Public Access) Act 2009 (Section 8)			
City Performance			
<b>Applicant</b>			
Surname			
Given Name			
Address			
Suburb		Postcode	
Phone/Mobile Phone			
Email Address			
I agree to receive correspondence at the above email address			
In processing your application, it may be necessary to consult with other parties. If you object to the disclosure of your name as the applicant, please indicate by ticking the box			
<b>Important Information</b>			
Please complete this form if you are requesting access to information as provided for under section 8 of the Government Information (Public Access) Act 2009 (GIPA Act). Government information is information contained in a record held by Council. If you need help in filling out this form or require further information, please contact Council's Information Officer on (02) 4429 3111 or visit our website <a href="http://www.shoalhaven.nsw.gov.au">www.shoalhaven.nsw.gov.au</a>			
<b>Please note:</b> In accordance with S8 of GIPPA Act council cannot be required to disclose information pursuant to an informal request and cannot be required to consider an information request. Council can impose reasonable conditions with respect to the release of information and can decide by what means the information is to be released. Public access to a record may be facilitated by deleting any information if the inclusion of that information would otherwise result in there being an overriding public interest against disclosure of the record.			
<b>Details of Request</b>			
Please describe the information you would like to access in enough detail to allow us to identify it.			
Are you seeking personal information Yes No			
<b>Proof of Identity</b>			
(Only required when an applicant is seeking to access their own personal information).			
When seeking access to personal information, you must provide proof of identity in the form of an original or a certified copy of any one of the following documents			
Australian Drivers Licence		Current Australian Passport	
(with photograph signature & current address)		Other proof of signature and current address details	
Applicant's Signature		Date	
<b>Privacy Notification:</b> The information on this form is being collected by Shoalhaven City Council and supports your request for access to personal information from a public register. The declaration will be used by Council staff for the purpose of determining your request. The provision of this information is voluntary however, without it Council may not be able to process your request. You may apply to Council for access to this information at any time.			
<b>Office Use Only</b>			
Related Policies:	POL16/196 – Public Access to Council Information		
TRIM Form Number	FM21/19 (Form 747)		
Owned by (Department):	City Performance		
			

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

CL22.584 - Attachment 1

Privacy Management Plan

Appendix 6 – Formal Access Application




Address correspondence to The Chief Executive Officer, PO Box 42, Nowra NSW 2541 Australia  
Bridge Rd, Nowra NSW 2541 02 4429 3111 | Deering St, Ulladulla NSW 2539 02 4429 8999  
shoalhaven.nsw.gov.au | council@shoalhaven.nsw.gov.au

Formal Access Application  
Government Information (Public Access) Act 2009 (Section 9)  
City Performance

Applicant			
Surname			
Given Name			
Address			
Suburb		Postcode	
Phone/Mobile Phone			
Email Address			
I agree to receive correspondence at the above email address			
In processing your application, it may be necessary to consult with other parties. If you object to the disclosure of your name as the applicant, please indicate by ticking the box			
Important Information			
Please complete this form if you are requesting access to information as provided for under section 9 of the Government Information (Public Access) Act 2009 (GIPA Act). Government information is information contained in a record held by Council. If you need help in filling out this form or require further information, please contact Council's Information Officer on (02) 4429 3111 or visit our website <a href="http://shoalhaven.nsw.gov.au">shoalhaven.nsw.gov.au</a>			
Details of Request			
Please describe the information you would like to access in enough detail to allow us to identify it. (Please note if you do not give enough details about the information, Council may refuse to process your application).			
Are you seeking personal information Yes No			
Proof of Identity			
(Only required when an applicant is seeking to access their own personal information). When seeking access to personal information, you must provide proof of identity in the form of an original or a certified copy of any one of the following documents			
Australian Drivers Licence (with photograph signature & current address)		Current Australian Passport Other proof of signature and current address details	
Applicant's Signature		Date	

**Privacy Notification:** The information on this form is being collected by Shoalhaven City Council and supports your request for access to personal information from a public register. The declaration will be used by Council staff for the purpose of determining your request. The provision of this information is voluntary however, without it Council may not be able to process your request. You may apply to Council for access to this information at any time.

Office Use Only		
Related Policies:	POL16/196 – Public Access to Council Information	
TRIM Form Number	FM21/18 (Form 746)	
Owned by (Department):	City Performance	

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

CL22.584 - Attachment 1

## Privacy Management Plan

### Appendix 6 – Formal Access Application (cont'd)

<b>Form of Access</b>
How do you wish to access the information Inspect the document/s A copy of the document/s Access in another way (please specify)
<b>Application Fee</b>
I have attached payment of the <b>\$30 application fee</b> by cash    cheque    money order <i>Note: Please do NOT send cash by post. Payment must be made to the agency you are requesting information from)</i>
<b>Third Party Consultation</b>
Under section 54 of the GIPA Act, if the information you are requesting contains information about another person, business or agency, the agency may be required to consult with third parties before deciding your application. The purpose of this consultation is for the agency to determine whether the third party has an objection to disclosure of some or all of the information being requested. Please indicate whether you consent to your identity as an applicant being disclosed to the involved third party  Do you object to this    Yes    No
<b>Disclosure Log</b>
If the information sought is released to you and the IPC consider it may be of interest to other members of the public, details about your application may be recorded in the agency's 'disclosure log'. This is published on the IPC's website. If you object to this, we must first decide if you are entitled to object and if so, whether the objection outweighs the general public interest in including this information in the disclosure log.  You can only object to the inclusion of information on an agency's disclosure log for one or more of the following grounds: <ul style="list-style-type: none"> <li>• The information includes personal information about you (or a deceased person for whom you are the personal representative)</li> <li>• The information concerns your business, commercial, professional or financial interests</li> <li>• The information concerns research that has been, or is being, or is intended to be, carried out by or on your behalf</li> <li>• The information concerns the affairs of a government of the Commonwealth or another State (and you are entitled to act on behalf of that government agency)</li> </ul> Do you object to this    Yes    No
<b>Discount in Processing Charges</b>
You may be asked to pay a charge for processing the application (\$30/hour). Some applicants may be entitled to a 50% reduction in their processing charges. If you wish to apply for a discount, please indicate the reason: Financial hardship – please attach supporting documentation (eg a pension or Centrelink card) and/or Special benefit to the public – please specify why below

# Planning Agreement Policy

<b>Adoption Date:</b>	25/03/2008
<b>Reaffirmed:</b>	26/02/2013, 9/05/2017
<b>Amendment Date:</b>	9/06/2009, 18/1/2021
<b>Minute Number:</b>	MIN08.307, MIN09.719, MIN13.106, MIN17.378, MIN21.2
<b>Review Date:</b>	04/09/2022
<b>Directorate:</b>	City Futures
<b>Record Number:</b>	POL22/40

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**Planning Agreement Policy**

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## Planning Agreement Policy

### 1. Purpose

Shoalhaven City Council (Council) is committed to ensuring a fair, transparent and accountable process for developers seeking to enter into Planning Agreements to which Council is a party. A Planning Agreement is a planning tool which can be used to negotiate flexible outcomes for a variety of public purposes, whether tied to Section 7.11 contributions or not.

The purpose of this Policy is to set out Council's framework for the preparation and use of Planning Agreements including:

- The instances in which Council may consider entering into a planning agreement;
- The matters generally covered by a planning agreement;
- The form of development contributions which may be sought under a planning agreement;
- The kinds of public benefits which may be negotiated and whether it includes a planning benefit;
- The method of determining the value of public benefits;
- Whether money paid under different planning agreements is to be pooled and progressively applied towards the provision of public benefits that the different agreements relate;
- Details relating to the timing and delivery of the public benefit to be provided;
- Probity measures and the procedures for making an application, negotiating and entering into a planning agreement;
- How Council will assess an application for a Planning Agreement.

### 2. Application

This policy applies when a developer seeks to negotiate a Planning Agreement with Council, associated with any Complying Development Certificate (CDC), Development Application (DA) or Planning Proposal (PP). The Planning Agreement could apply to land within the Shoalhaven local government area (including any land owned by the Council), as well as any land outside the Shoalhaven LGA, where Council has entered into a joint Planning Agreement with another council.

**This policy will prevail to the extent of any inconsistency with any other policies that would otherwise apply to a Planning Agreement. Whilst this Policy is not legally binding, it is intended that Council and any person a party to a Planning Agreement will follow this Policy to the fullest extent possible.**

### 3. Objectives

This Policy aims to:

- Ensure a consistent approach to the negotiation and preparation of all planning agreements;

#### Planning Agreement Policy

- Ensure greater probity and establish a probity framework for the negotiation, preparation exhibition and implementation of planning agreements.
- Supplement, or where appropriate, replace the application of section 7.11 of the Act;
- Facilitate innovative and flexible approaches to the provision of infrastructure and other public benefits, consistent with Shoalhaven Contributions Plan 2019; and
- Provide stakeholders with a greater involvement in the type, standard and location of public facilities and other public benefits.
- Align with Council's strategic plans and documents, including Shoalhaven's Local Strategic Planning Statement.

#### 4. Legislative and Policy Context

A Planning Agreement is a voluntary agreement, entered into by one or more planning authorities and a developer or other party, where that developer seeks to change an environmental planning instrument or who has made, or who proposes to make a DA or an application for a CDC, where the following is required to be used for or applied towards a public purpose:

- Dedication of land.
- A monetary contribution.
- Material public benefit
- A combination of some or all of the above.

Part 7, Subdivision 2 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) and Division 1A of the *Environmental Planning and Assessment Regulation 2000* (EP&A Regulations), prescribes the procedural framework relating to the preparation of planning ~~agreements~~ Agreements in more detail.

#### 5. Guiding Principles of Planning Agreements

In ~~July 2005~~ 2021, the NSW Government issued the Planning Agreements Practice Note ~~Development Contributions Practice Note~~. The Practice Note identifies a number of key guidelines and safeguards in the application of Planning Agreements which have been expanded upon below.

Post adoption note: The NSW Government issued the new Planning Agreements Practice Note in February 2021.

##### Fundamental Principles governing the use of Planning Agreements

Council's use of Planning Agreements will be governed by the following principles:

- Planning decisions s may not be bought and sold through Planning Agreements;
- Development that is unacceptable on planning grounds will not be permitted because of planning benefits offered by developers that do not make the development acceptable in planning terms;



#### Planning Agreement Policy

- The Council will not allow Planning Agreements to improperly fetter the exercise of its functions under the Act, Regulations or any other Act or law;
- The Council will not use Planning Agreements for any purpose other than a proper planning purpose;
- The Council will not seek benefits under a Planning Agreement that are unrelated to particular development;
- The Council will not allow the interests of individuals or interest groups to outweigh the public interest when considering a proposed Planning Agreement;
- The Council will not improperly rely on its statutory position in order to extract unreasonable public benefits from developers under Planning Agreements; and
- The Council will not use Planning Agreements for the primary purpose of value capture in connection with the making of planning decisions.

Where the Council has a commercial stake in the development subject of an agreement, it will take appropriate steps to ensure that it avoids a conflict of interest between its role as a planning authority and its interest in the development. Council will seek to ensure probity of its processes by ensuring applications involving Planning Agreements which involve Council land (excluding road reserves for road and associated infrastructure specified in the Contributions Plan), or development applications made by or on behalf of Council, are assessed by an independent third party.

#### Acceptability Test to be applied to all Planning Agreements

When considering entering into a Planning Agreement, Council will apply the following test in order to assess the desirability of the possible outcome of a proposed Planning Agreement:

- Is the proposed Planning Agreement directed towards a proper and legitimate planning purpose having regard to its statutory planning controls and other adopted planning policies and the circumstances of the case?
- Does the Planning Agreement result in a public benefit that is not wholly unrelated to the development?
- Does the Planning Agreement provide for a reasonable means of achieving the relevant purpose?
- Can the Planning Agreement be taken into consideration in the assessment of the relevant planning proposal or development application?
- Will the Planning Agreement produce outcomes that meet the general values and expectations of the community, protect the community against adverse planning decisions and protect the overall public interest?
- Does the Planning Agreement promote Council's strategic objectives in relation to the use of Planning Agreements?
- Does the Planning Agreement conform to the fundamental principles governing the Council's use of Planning Agreements?
- Are there any relevant circumstances that may operate to preclude Council from entering into the proposed Planning Agreement?

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**Planning Agreement Policy**

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**Matters Council May Consider**

The matters that Council may consider in any negotiations for a Planning Agreement include whether:

- The demands created by the development for new public infrastructure, amenities or services are addressed;
- The facilities and/or services to be provided meet the planning and strategic objectives of Council;
- Mitigation of the impact of development is addressed;
- Recurrent funding of public facilities is required;
- Past deficiencies in infrastructure provision that would otherwise prevent a development from occurring are addressed;
- Monitoring the planning impacts of development is required;
- Compensation for the loss of, or damage to, a public amenity, service, resource or asset caused by the developer through its replacement, substitution, repair or regeneration is provided for.
- Planning benefits for the wider community accrue from the Planning Agreement; and
- Any initial or ongoing costs are designated as Council's responsibility.

**6. The Planning Agreement Preparation and Execution Process**

The Planning Agreement process, from start to execution, consists of 7 key steps as outlined in **Figure 1** and explained below.

The negotiation of Planning Agreements can be complex, and a number of the steps below may need to be repeated, including negotiation and public exhibition.

Planning Agreement Policy



Figure 1: Summary of Planning Agreement Process Steps

**Step 1 – Initial Planning Agreement discussion and negotiation with Council**

Prior to submitting a formal request for a Planning Agreement with Council, the applicant must meet with Council's ~~Development Contributions Coordinator~~ Strategic Planning Section (and other relevant staff as required) to:

- Discuss Council's preliminary expectations for a Planning Agreement, understand background information and ensure the proposal meets Council's requirements;
- Demonstrate that the relevant assessment criteria can be satisfied;
- Discuss the approval process;
- Discuss whether the proposed Planning Agreement is relevant to ~~the~~ a DA, CDC or PP (i.e. directed towards appropriate and legitimate planning purposes) and whether it could be considered in connection with the application/proposal. A request to enter into a Planning Agreement will not be accepted if it is not associated with a Complying Development Application (CDC), Development Application (DA) or Planning Proposal (PP). Where a Planning Agreement can be considered in connection with a PP, the role of the Planning Agreement in facilitating the objectives and outcomes of the PP should be clearly set out in the objectives and outcomes section of the PP, and
- Determine the proper planning weight to be given to the proposed Planning Agreement and the public benefits being offered under the proposed terms.

#### Planning Agreement Policy

- Discuss whether the proposal meets Council's planning policy objectives, including this Policy, the Shoalhaven Contributions Plan 2019 and other Council policies, procedures and technical specifications (as relevant).
- Discuss whether the proposed Planning Agreement meets the requirements of Council's Capital Works program.
- Determine whether the Planning Agreement seeks to justify a dispensation from an applicable local environmental plan (LEP) development standard/s under clause 4.6 of the LEP. A Planning Agreement can only be used for this purpose if Council is of the opinion that the subject matter of the proposed Planning Agreement addresses the matters specifically required to be addressed under that clause in relation to the dispensation sought.

Through this initial step, the key issues associated with the proposal will be discussed, the parties will decide whether to negotiate a Planning Agreement and if favourable, the negotiations will commence.

Whilst Development Assessment Planners may be involved in preliminary discussions associated with a Planning Agreement, for probity, there is a need for the separation of responsibilities. As such, Development Assessment Planners are not to be involved in the negotiation of Planning Agreements.

**Council is not under any obligations to enter into a Planning Agreement.**

The negotiation of a Planning Agreement will generally involve the following steps:

- The parties will appoint a person to represent them in the negotiations;
- The parties will appoint a third person to attend and take minutes of all negotiations, if required;
- The parties will decide whether to appoint an independent person to facilitate or otherwise participate in the negotiations or aspects of it, if required;
- The parties will identify the key issues for negotiation and undertake negotiations;
- If 'in principle' agreement is reached, Step 2 commences.

#### **Step 2 – Submit a Planning Agreement Application and Fee**

Once each party has a real understanding of the proposal and an agreement has been reached at Step 1, the developer can then make the relevant application and fee to Council accompanied by a written offer to enter into a Planning Agreement, with the specifics of the agreement set out in detail.

The formal request is to be complete and include the developer's details. Where the developer is not the owner of land subject to the Planning Agreement, the landowner must provide owners consent. The owner will also be required to become a party to the Planning Agreement.

The formal request must also include the following mandatory requirements as per Section 7.4(3) of the EP&A Act:

- A description of the land to which the agreement relates, including the legal description;
- A description of:

#### Planning Agreement Policy

- the change to the environmental planning instrument to which the agreement applies, or
- the development to which the agreement applies,
- The nature and extent of the provision to be made by the developer under the agreement, the time or times by which the provision is to be made and the manner by which the provision is to be made. This includes the public benefits being offered under the terms of the Planning Agreement.
- In the case of development, whether the agreement excludes (wholly or in part) or does not exclude the application of Section 7.11 to the development. If the agreement does not exclude the application of Section 7.11 to the development, whether benefits under the agreement are or are not to be taken into consideration in determining a development contribution under Section 7.11.

The parties will undertake further negotiations on the specific terms of the proposed Planning Agreement as required until a consensus is reached.

At this stage, all ~~WIK~~ Planning Agreement ~~a~~Applications ~~will~~may need to be considered by the Contributions Panel (panel of relevant Council staff).

#### Step 3 – Report to Council

The outcomes of the negotiations and the assessment of the written offer to enter into a Planning Agreement offer will be reported to Council to seek a formal resolution to prepare a draft Planning Agreement for public exhibition, except in the following circumstances:

- Where the Planning Agreement would be in a template format, and
- The contributions that will be required:
  - Are a standard amount of monetary contributions or an amount of monetary contributions that can be easily calculated using a standard rate, or
  - Consists of work and/or dedication land that are listed in Shoalhaven Contributions Plan 2019 and s7.11 contributions are not excluded, or
  - Consists of work and/or dedication of land that are listed in Shoalhaven Contributions Plan 2019 and s7.11 is excluded, but only in relation to s7.11 which are for the same category of infrastructure as the works and land to be provided under the Planning Agreement, and
- The Planning Agreement does not involve credit or refund arrangements, or has credit or refund arrangements which are set out in template format.
- The Planning Agreement does not involve maintenance or recurrent funding, or has maintenance or recurrent funding that is considered minor, is agreed between parties, and is supported or necessitated via a policy of Council or a plan or study required for the development (e.g., a vegetation management plan).

If as a result of negotiations, additional or different provisions or credit arrangements are required to be included, then the Planning Agreement would need to be reported to the Council before it is entered into.

In relation to Planning Agreements that are to be reported to Council in Step 3, Council at this may stage resolve to delegate authority to Council's Chief Executive Officer, or his delegate, to negotiate, publicly notify, enter into and register the Planning Agreement consistent with the detailed key terms.

#### Planning Agreement Policy

Where a Planning Agreement offer is made in conjunction with a PP, where practical, the report to Council will occur in conjunction with the report seeking endorsement for the PP to be submitted to the Department of Planning, ~~Industry~~ and Environment for a Gateway determination.

#### Step 4 – Preparation of the draft Planning Agreement

Following a formal resolution from Council to proceed with the Planning Agreement, final negotiations will occur and preparation of the draft Planning Agreement can commence in accordance with the Planning Agreement Template at **Attachment 1**. The template reflects the policies and procedures set out in this Policy.

Council will ordinarily prepare the draft Planning Agreement. Refer to Section 7 below regarding costs.

#### Step 5 – Public Exhibition

In accordance with the EP&A Act, a Planning Agreement must be publicly exhibited for a minimum period of 28 days, however Council may decide to extend this period. Where possible, the public exhibition of the draft planning agreement should occur concurrently with the public exhibition of the associated PP, DA or CDC; however, it is acknowledged that this is not always practicable.

Clause 25(E) of the Regulation requires that an explanatory note, jointly prepared by the parties, must accompany any Planning Agreement that:

- Summarises the objectives, nature and effect of the proposed agreement, amendment or revocation; and
- Contains an assessment of merits of the proposed agreement, amendment or revocation, including the impact (positive or negative) on the public or any relevant section of the public.

Public submissions received during the public exhibition of the Planning Agreement will be considered separately to those relating to the PP, DA or CDC it relates to, however the content of the submissions may require further negotiations to be undertaken. If Council considers that a material change needs to be made to the terms of the Planning Agreement or the PP, DA or CDC after it has been publicly exhibited, Council may re-exhibit the revised planning agreement and the application to which it relates.

#### Step 6 – Report to Council

In relation to a Planning Agreement that was reported to Council at Step 3 and where Council did not delegate authority to Council's Chief Executive Officer, or his delegate, the outcomes of the exhibition period will then be reported to Council for consideration and to seek a formal resolution to execute the Planning Agreement.

In relation to a Planning Agreement that was not reported to Council at Step 3 or a Planning Agreement that was reported to Council at Step 3 and where Council did delegate authority to Council's Chief Executive Officer, or his delegate; Step 6 does not apply unless there are objections or substantial issues raised as a result of public notification, in which case the Planning Agreement would need to be reported to Council before it is entered into.

## Planning Agreement Policy

### Step 7 – Execution of the Planning Agreement

Following a formal resolution from Council, any required changes will be made to the Planning Agreement and finalisation can occur. A Planning Agreement is executed when it is signed by all of the parties.

Council will usually require a developer to give an irrecoverable offer and execute the Planning Agreement at the following times:

- Development Applications (or modification application):
  - Council will seek to have the planning agreement executed prior to granting development consent.
  - Where the planning agreement is not executed prior to development consent being granted or modified, a condition will be imposed requiring execution of the planning agreement in accordance with the offer made and subsequent registration of the agreement.
  - Council will impose a deferred commencement condition requiring the execution and registration of the planning agreement be satisfied before the consent can become operational.

Council cannot impose a condition of consent that requires a developer to enter into a planning agreement on terms different to those offered, or if a planning agreement was not offered.

- Planning Proposals:
  - Council will seek to have the planning agreement executed prior to finalisation of any instrument change referred to in the planning proposal, or before Council makes that instrument change under delegation.
  - Council may also impose conditions of consent for related development applications requiring compliance with the Planning Agreement and the delivery of relevant contributions at the required time.
  - If the developer refuses to execute a planning agreement in connection with a PP or at the appropriate time, in accordance with Section 3.35 of the EP&A Act, Council may request the Minister not proceed with the instrument change.
- Complying Development Certificates: To be negotiated on a case by case basis.

## 7. Planning Agreement Particulars

### Council's Costs of Negotiating, Entering Into, Monitoring and Enforcing a Planning Agreement

Council will require a Planning Agreement to make provision for payment by the developer of 100% of Council's costs of and incidental to:

- Negotiating, preparing and entering into the agreement (including associated legal costs);
- Enforcing the agreement.

### Standard Charges

### Planning Agreement Policy

Wherever possible, Council will seek to standardise development contributions sought under Planning Agreements in order to streamline negotiations and provide fairness, predictability and certainty for developers. This, however, does not prevent public benefits being negotiated on a case by case basis, particularly where planning benefits are also involved.

### Recurrent Charges

Council may request developers, through a Planning Agreement, to make development contributions towards the recurrent costs of public facilities. Where the public facility primarily serves the development to which the Planning Agreement relates or neighbouring development, the arrangement for recurrent funding may be in perpetuity. However, where the public facility or public benefit is intended to serve the wider community, the Planning Agreement will only require the developer to make contributions towards the recurrent costs of the facility until a public revenue stream is established to support the on-going costs of the facility.

### Credits

Council will not agree to a Planning Agreement providing for the surplus value under a Planning Agreement being refunded to the developer or offset against development contributions required to be made by the developer in respect of other development in the Council's area.

### Ongoing administration

In particular cases, Council may require the Planning Agreement to make provision for a development contribution by the developer towards the ongoing administration of the agreement.

### Pooling of Development Contributions

Where a proposed Planning Agreement provides for a monetary contribution by the developer, the Council may seek to include a provision permitting money paid under the agreement to be pooled with money paid under other Planning Agreements or by other developer contributions and applied progressively for the different purposes under those agreements or contributions, subject to the specific requirements of the relevant agreements. Pooling may be appropriate to allow public benefits, particularly essential infrastructure, to be provided in a fair, equitable and timely way.

### Assignment and Dealings by the Developer

Council will require every Planning Agreement to provide that the ~~d~~Developer may not assign its rights or obligations under the agreement nor have any dealing in relation to the land the subject of the agreement unless, in addition to any other requirements of the agreement:

- The Council has given its consent to the proposed assignment or dealing;
- The developer has, at no cost to the Council, first procured the execution by the person with whom it is dealing of all necessary documents in favour of the Council by which that person agrees to be bound by the agreement as if they were a party to the original agreement, and



#### Planning Agreement Policy

- The developer is not in breach of the Agreement.

#### Implementation

Council will require a Planning Agreement to provide for matters that relate to implementation of the proposed works, such as:

- The times at which and, if relevant, the period during which, the developer is to make provision under the Planning Agreement.

**Council will generally require a Planning Agreement to provide that the developer's obligations under the agreement take effect when the first development consent operates in respect of development that is the subject of the agreement.**

- The design, technical specification and standard of any work required by the Planning Agreement to be undertaken by the developer;
- The manner in which a work is to be handed over to the Council; and
- The manner in which a material public benefit is to be made available for its public purpose in accordance with the Planning Agreement.

#### Hand-over of Works

Council will also require the Planning Agreement to:

- Specify that the hand-over of a public work carried out under a Planning Agreement will not be accepted unless the developer furnishes to the Council a certificate to the effect that the work has been carried out and completed in accordance with the agreement and any applicable development consent (which certificate may, at the Council's discretion, be a final occupation certificate, compliance certificate or a subdivision certificate) and, following the issue of such a certificate to the Council, the work is also certified as complete by an appropriate Council officer.
- Provide for a defects liability period during which any defects must be rectified at the developer's expense.

If a Planning Agreement provides for the developer, at the developers cost, to manage or maintain land that has been dedicated to the Council or works that have been handed-over to the Council, the Council may require the parties to enter into a separate implementation agreement in that regard (refer to 'Implementation' Section above).

**Developers may propose changes to the hand-over procedure as set out in the VPA template for Council consideration and approval, as appropriate in the circumstances of each agreement.**

**The failure of the parties to reach agreement in relation to management and maintenance of the land or works may be dealt with under the dispute resolution provisions of the Planning Agreement.**

#### Provision of Security Under a Planning Agreement

The Council will require a Planning Agreement to make provision for enforcement of the Planning Agreement (i.e. security) in the event of a breach of the Planning Agreement by the

#### Planning Agreement Policy

developer, consistent with Section 7.4(3) of the EP&A Act. The form of security will generally be the unconditional bank guarantee from an Australian Bank in favour of the Council to the full value of the ~~d~~Developer's provision under the Planning Agreement and on terms otherwise acceptable to the Council. Council may consider a lesser amount, if it can be satisfied that other security measures are implemented to secure the provision of the development contributions and any Council enforcement costs.

#### Notations on Planning Certificates Under section 10.7 of the Act

Council will require a Planning Agreement to contain an acknowledgement by the developer that the Council may, in its absolute discretion, make a notation under Section 10.7(5) of the EP&A Act about a Planning Agreement on any certificate issued under section 10.7 of the Act relating to the land the subject of the agreement or any other land.

#### Registration of Planning Agreements

Council will require a Planning Agreement to contain a provision requiring the developer to agree to registration of the agreement pursuant to section 7.6 of the Act if the requirements of that section are satisfied.

#### Dispute Resolution

In accordance with the EP&A Act, Council will require a Planning Agreement to provide for mediation of disputes between the parties to the agreement before the parties may exercise any other legal rights in relation to the dispute.

#### Methodology for Valuing Public Benefits Under a Planning Agreement

Unless otherwise agreed, where the benefit under a Planning Agreement is the provision of land for a public purpose, the Council will generally seek to value the benefit on the basis of the estimated amount of compensation to which the Developer would be entitled under *the Land Acquisition (Just Terms Compensation) Act 1991* upon the compulsory acquisition of the land. This means the estimated value of the completed works determined using the method that would be ordinarily adopted by a quantity surveyor.

#### Public use of Privately-Owned Facilities

If a Planning Agreement provides for the developer to make a privately-owned facility available for public use, Council may require the parties to enter into a separate agreement in that regard.

The failure of the parties to reach agreement in relation to management and maintenance of the land or works may be dealt with under the dispute resolution provisions of the Planning Agreement.

## 8. Operation, Monitoring and Review of a Planning Agreement

#### Monitoring and Review of a Planning Agreement

Council will continuously monitor the performance of the developer's obligations under a Planning Agreement.

#### Planning Agreement Policy

Council will require the Planning Agreement to contain a provision establishing a mechanism under which the performance and milestones contained under the Planning Agreement are periodically reviewed with the involvement of all parties.

Council may appoint an officer to supervise the implementation of the works that are the subject of the Planning Agreement.

#### Modification or Discharge of the Developer's Obligations Under a Planning Agreement

Council may agree to a provision in a Planning Agreement permitting the developer's obligations under the agreement to be modified or discharged where the modification or discharge is linked to the following circumstances:

- The developer's obligations have been fully carried in accordance with the agreement.
- The developer has assigned the developer's interest under the agreement in accordance with its terms and the assignee has become bound to the Council to perform the developer's obligations under the agreement.
- The development consent or approval to which the agreement relates has lapsed.
- The performance of the Planning Agreement has been frustrated by an event beyond the control of the parties.
- Other material changes affecting the operation of the Planning Agreement have occurred.
- The Council and the developer otherwise agree to the modification or discharge of the agreement.

Such a provision will require the modification or revocation of the Planning Agreement in accordance with the EP&A Act and the EP&A Regulation.

#### Reporting and Register Obligations

In accordance with Section 7.5(5) of the EP&A Act, Council is required to include in its annual report the particulars of compliance with and the effect of the planning agreements in force during the year to which the report relates.

Council maintains a [register](#) of all Planning Agreements that have been executed by Council.

## 9. Definitions

**Applicant** means the person entitled to act upon a Development Consent or Complying Development Certificate, or in relation to a Planning Proposal.

**Complying development certificate** has the same meaning as in the EP&A Act.

**Council** means Shoalhaven City Council.

**Developer** means a person who has sought a change to an environmental planning instrument (which includes the making, amendment or repeal of an instrument (Section 7.4 (11) of the EP&A Act), or who has made or proposes to make a development application or complying

#### Planning Agreement Policy

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development application, or who has entered into an agreement with or is otherwise associated with such a person.

**Development application (DA)** has the same meaning as in the EP&A Act.

**Development contributions** means the kind of provision made by a developer under a planning agreement, being a monetary contribution, the dedication of land free of cost or the provision of a material public benefit.

**Contributions plan** means a document that has been publicly exhibited and adopted by Council pursuant to Section 7.18 (formerly Section 94EA) of the EP&A Act that authorises the imposition of a condition under Section 7.11 (formerly Section 94) of that Act, as amended from time to time.

**EP&A Act** means the *Environmental Planning and Assessment Act 1979*.

**EP&A Regulation** means the Environmental Planning and Assessment Regulation 2000.

**Infrastructure item** means an item identified in the Contributions Plan or such other public infrastructure item approved by the Council.

**Instrument change** means a change to an environmental planning instrument to enable a development application to be made to carry out development the subject of a Planning Agreement.

**Planning authority** means Shoalhaven City Council (Council).

**Planning benefit** means a development contribution that confers a net public benefit, that is, a benefit that exceeds the benefit derived from measures that would address the impacts of particular development on surrounding land or the wider community.

**Planning proposal** means a document that explains the intended effect of a proposed local environmental plan (LEP) and sets out the justification for making that plan.

**Public** includes a section of the public.

**Public benefit** means the benefit enjoyed by the public as a consequence of a development contribution.

**Public purpose** means the provision of, or the recoupment of the cost of providing public amenities and public services (as defined in Section 7.4 (11) of the EP&A Act), affordable housing, transport or other infrastructure. It also includes the funding of recurrent expenditure relating to such things as the monitoring of the planning impacts of development and the conservation or enhancement of the natural environment.

**Public facilities** means public infrastructure, facilities, amenities and services.

## 10. Review

This policy will be reviewed within one year of the election of every new Council, or earlier should circumstances arise to warrant revision.

[Planning Agreement Policy](#)

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***Attachment 1 – Planning Agreement Template***

CL22.588 - Attachment 1

# Works-in-Kind Agreement Policy

<b>Adoption Date:</b>	18/01/2021
<b>Amendment Date:</b>	
<b>Minute Number:</b>	MIN21.2
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<b>Directorate:</b>	City Futures
<b>Record Number:</b>	POL22/44

Works-in-Kind Agreement Policy

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## Works-in-Kind Agreement Policy

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### 1. Purpose

Shoalhaven City Council (Council) is committed to ensuring a fair, transparent and accountable process for developers seeking to enter into a Works-in-Kind (WIK) Agreement.

The purpose of this Policy is to provide a comprehensive policy framework to enable decisions regarding WIK Agreements, in lieu of Section 7.11 Development Contributions, including;

- Procedures for making an application and entering into a WIK Agreement; and
- How Council will assess applications and determine whether to enter into a WIK Agreement.
- Probity measures associated with WIK applications and agreements.

As Council is ultimately responsible for the infrastructure constructed under a WIK Agreement, this Policy sets out the criteria that must be met.

### 2. Application

This policy applies when a developer seeks to construct community infrastructure, in full or part, to satisfy requirements imposed by a condition of a development consent or a complying development certificate, as an alternative to paying Section 7.11 Development Contributions.

### 3. Legislative Context

Section 7.11 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) enables Council, via the Shoalhaven Contributions Plan 2019 (the Contributions Plan), to levy monetary development contributions or require the dedication of land (or both) for the provision of community infrastructure which is required because of that development.

Section 7.11(5)(b) of the EP&A Act provides that the development contribution requirements may be satisfied by the provision of WIK or other material public benefit (other than the dedication of land or payment of monetary contributions).

### 4. The WIK Agreement Process

The WIK Agreement process, from start to finish, consists of 6 key steps as outlined in **Figure 1** and explained below.



Works-in-Kind Agreement Policy

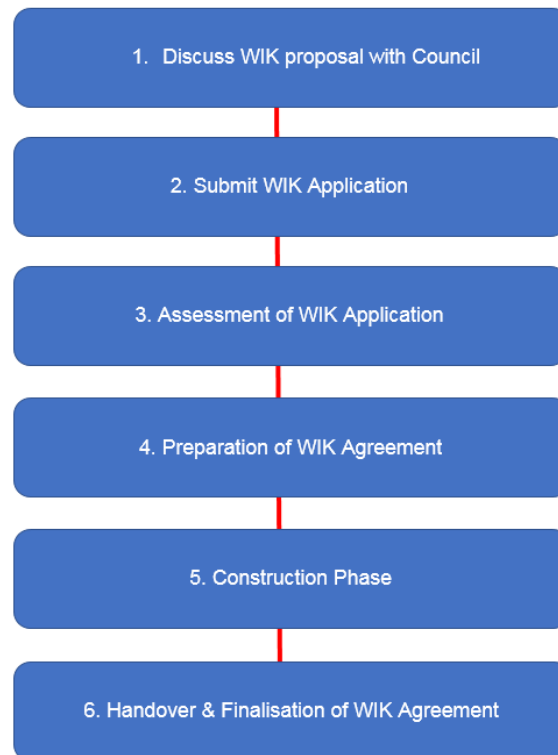


Figure 1: Summary of WIK Agreement Process Steps

**1.1. Step 1 – Discuss WIK proposal with Council**

Prior to submitting a formal proposal for a WIK Agreement, the applicant must meet with Council's ~~Development Contributions Coordinator~~ Strategic Planning Section (and other relevant staff, as required) to:

- Establish the impending need to construct the works for which the contributions are to be offset and the benefit to both Council and the community;
- Discuss the concept design to establish Council's preliminary expectations for a WIK Agreement, understand background information and ensure the proposal meets Council's requirements;
- Identify relevant Council policies, procedures and technical specifications requiring consideration;
- Demonstrate that the relevant assessment criteria can be satisfied;
- Discuss the approval process.

Whilst Development Assessment Planners may be involved in preliminary discussions associated with a WIK Agreement, for probity, there is a need for the separation of

Works-in-Kind Agreement Policy

responsibilities. As such, Development Assessment Planners are not to be involved in the negotiation of WIK Agreements.

**Following this meeting, Council staff will provide advice as to whether the WIK Agreement proposal should progress to the application stage, or not.**

**1.2. Step 2 – Submit a WIK Agreement Application and Fee**

Following support from Council staff at Step 1, the WIK Agreement proposal is to be formally submitted to Council. Council's [WIK Agreement Application Form](#) must be completed and submitted, along with the required fees and relevant supporting information which will include (not exclusively):

- The subject land to which the proposal applies, including the legal description;
- The relevant development consent highlighting the Section 7.11 condition/s which requires a monetary development contribution to be paid;
- Owners consent for all land affected by the WIK proposal;
- A description of the WIK proposal, including:
  - The relevant contributions project/s noting the contribution value for that work contained in the Contributions Plan.
  - Evidence that the proposed WIK Agreement is for the same category of infrastructure or infrastructure item as the monetary contribution required (e.g. car parking) and not the total development contributions levied.
  - Value to which the proposed WIK Agreement relates (i.e. estimated construction value, including detailed quotations, tenders **as relevant**);
  - The extent of the development contribution sought to be satisfied by the works, including the difference, if any, of the WIK value and the monetary 7.11 contributions proposed to be satisfied by the WIK.
  - Whether works comprise the whole or part of an infrastructure item in the contributions plan;
  - Identification of any components of the proposed works that is not in accordance with the Contributions Plan.
- Copies of all written documentation including (not exclusively) approvals, plans, contracts and specifications for the proposed works;
- A construction program including proposed timing (including commencement and completion dates), relevant milestones and standard of delivery.

To avoid delays and to allow sufficient time for the WIK Agreement application to be considered, the application should be submitted to Council as soon as practicable following the issue of the development consent.

**A WIK Agreement Application will not be accepted where a development consent has not been issued.**

#### Works-in-Kind Agreement Policy

### 1.3. Step 3 - Assessment of WIK Agreement Application

The WIK Agreement Application will be assessed based on:

- The written and supporting information provided at Step 2;
- The relevant components of the ~~Shoalhaven~~ Contributions Plan ~~2019~~; and
- The benefit of the work to the community;
- Council's priorities for infrastructure delivery and the need to construct the works to which contributions are to be offset.
- Council's ability to deliver the works and if WIK would be a better outcome for the community.
- Financial and implementation implications relating to the Contributions Plan.

The WIK Agreement must operate in one of the following three ways:

1. Where the contribution value of works undertaken is equal to the monetary development contributions required as a condition of consent, the WIK will be considered to fully satisfy the payment of those development contributions; or
2. Where the contribution value of the works undertaken is less than the monetary development contributions required as a condition of consent, the WIK will be considered to partly satisfy the payment of those development contributions and the difference will be payable to Council by the developer. This will be set out in the WIK Agreement; or
3. Where the contribution value of the works undertaken exceeds the monetary development contributions required as a condition of consent, the WIK will be considered to fully satisfy the payment of those ~~Development-development Contributionscontributions~~. The Council ~~will generally not provide any~~ may consider credit or reimbursement arrangements for the amount that the contribution value exceeds the monetary development ~~contributionscontributions but is not obliged to do so~~.

Any difference between the agreed ~~contribution value of the WIK Agreement~~ and the actual costs of constructing the ~~WIK in accordance with the agreement~~ infrastructure will be to the advantage or disadvantage ~~to~~ the developer. The developer is not entitled to claim any credits or reimbursement for the difference.

At this stage, ~~all the~~ WIK Agreement ~~Applications-applications will~~ may need to be considered by the Contributions Panel (panel of relevant Council staff). The WIK Agreement offer will then be reported to Council for formal consideration, except in the following circumstances:

- The WIK Agreement is in a template format, and
- The WIK Agreement consists of works that are listed in Shoalhaven Contributions Plan 2019, and
- The value of works which are recognised are consistent with the value as specified in Shoalhaven Contributions Plan 2019, and
- The works satisfy s7.11 contributions of the same category of infrastructure as the works, and
- The WIK Agreement does not involve credit or refund ~~arrangements, or~~ arrangements or has credit or refund arrangements which are set out in template format.

#### Works-in-Kind Agreement Policy

- The WIKA Agreement involves the dedication of land and payment of land value consistent with the value and general area of the land identified in the Contributions Plan. Land value otherwise negotiated must be reported to Council. Land cannot be dedicated to offset contributions.

In relation to WIK Agreements that are to be reported to Council in Step 3, Council at this may stage resolve to delegate authority to Council's Chief Executive Officer, or his delegate, to negotiate, enter into and register the WIK Agreement (and any associated tender process under s55 of the *Local Government Act 1993*, as relevant) consistent with the detailed key terms.

**Council is not under any obligations to enter into a WIK Agreement. In the event that a proposal for WIK Agreement is not supported by Council, the Section 7.11 contributions condition must be wholly paid by the Developer.**

#### 1.4. Step 4 - Preparation of the WIK Agreement

Based on the detailed information in the WIK Agreement Application, a draft WIK Agreement will be prepared based on Council's WIK Agreement Template at **Attachment 1**.

The WIK Agreement will include, but not be limited to:

- The Scope of Works
- Obligations to Carry out Works
- Ownership of Works
- Effect of Developer's Compliance with this Agreement
- Value of Works
- Access of the Works on the Site
- Completion of Works
- Defects Liability Period
- Delay/Timing
- Guarantee (the amount of which will be determined by Council and utilised in the event works are not completed to Council's satisfaction and as otherwise allowed under the WIK Agreement).
- Insurance
- Indemnity
- Assignments and Dealings
- Dispute Resolution
- Failure to Carry Out Works
- Termination & Notices
- Other General Terms

#### Works-in-Kind Agreement Policy

**At this point, the applicant must pay Council's legal and external costs and disbursements relating to the preparation and negotiation of the WIK Agreement. Once prepared, all parties must sign the WIK Agreement to enable execution of the agreement.**

#### 1.5. Step 5 – Construction Phase

Following execution of the WIK Agreement, an application for a Construction Certificate or any other relevant approval for the construction of the infrastructure can be made.

When all the relevant pre-construction requirements of the WIK Agreement have been met, and all relevant approvals for construction of the infrastructure have been obtained, the construction of the infrastructure can commence.

For all works carried out under a WIK Agreement, a principle certifying authority (PCA), must be nominated prior to works commencing. The nominated PCA can either be Council (preferred) or a private certifier. Inspections of the works will be conducted throughout the construction process, as outlined in the WIK Agreement and in accordance with any legislative or industry requirements.

#### 1.6. Step 6 – Handover and Finalisation of Work

##### Final Inspection

The Developer must notify Council in writing when the works are considered to be practically complete.

An inspection will be carried out by Council to determine whether works are practically complete. Once Council is satisfied that works are practically complete, Council will issue written notice of practical completion to the developer confirming Council's acceptance that the works are practically complete.

##### Incomplete or Defective Works

If, following the inspection the Council is not satisfied that the works are practically complete, the Council will issue a written notice identifying the issues and require the developer to complete and rectify the works.

##### Defects Liability and Maintenance Periods

The Defects Liability Period and Maintenance Periods will commence from the date the Council gives a notice of practical completion.

##### Hand-over of Works

Before the end of the Defects Liability Period or Maintenance Period (whichever is later), the developer must notify the Council in writing of the end of that period.

An inspection will be carried out by Council to determine whether all defects have been rectified and all maintenance has been carried out in accordance with the WIK Agreement. Once Council is satisfied that all defects have been rectified and that maintenance has been carried out, Council will issue a written Final Certificate evidencing acceptance of the work.

#### Works-in-Kind Agreement Policy

If, following the inspection the Council is not satisfied that defects have been rectified or maintenance has been carried out as required under the WIK Agreement, then Council will issue a written notice identifying the issues and require the developer to complete and rectify the works.

#### Dedication of Land

Where the infrastructure is located on land not yet in the ownership of Council, the land is to be dedicated to Council free of cost. A separate planning agreement may be required for the dedication.

Where the infrastructure is provided on land which will not be dedicated to Council, a restriction on use, easement, covenant or other encumbrance is to be placed on the title to the satisfaction of Council.

### 5. The Developer's Obligation

Where Council agrees to enter into a WIK Agreement, a developer shall:

- Work cooperatively with Council to develop a design that achieves a positive outcome for the community having regard to aesthetics, sustainability, life cycle costs and value for money;
- Comply with all statutory requirements that relate to the work, including the requirements of the Local Government (General) Regulation 2005 and the Tendering Guidelines for NSW Local Government;
- Ensure that works reach practical completion on or before the date for practical completion, in accordance with the terms of the WIK Agreement.
- Be responsible for works undertaken, irrespective of whether they carry out the work themselves or a contractor carries out the works on their behalf.
- At their own cost, obtain all relevant approvals and consents, prior to commencing works and once approved, provide copies of these to Council.
- Carry out and complete the works, to the satisfaction of Council, and in accordance with:
  - (a) the development consent;
  - (b) any approvals and consents relating to the works;
  - (c) all applicable laws, including those relating to the environment and occupational health and safety;
  - (d) the WIK Agreement (to the extent that it is not inconsistent with the development consent, any other approval or consent, or applicable law); and
  - (e) any reasonable directions given by Council about the works.
- Provide Financial information (cost of works, e.g. account statements, receipts and bank statements) needs to be provided to Council regularly as evidence of works completed to date and must differentiate between those costs relating to the WIK Agreement and other project costs.
- At their own cost, repair and make good, to the satisfaction of Council, any loss or damage to the works from any cause whatsoever which occurs before the date on which the works are handed over to the Council.

#### Works-in-Kind Agreement Policy

- Enable Council as a party to the WIK Agreement, to enter the land and inspect the works during construction including for any other purposes allowed under the WIK Agreement, provided Council give reasonable time and notice to the Developer. If the site is not owned by the Developer, the Developer must obtain any necessary approval or consent from the landowner for the Council's entry.
- Adhere to Council's Work Health Safety Management System (WHSMS) and comply with all relevant statutory requirements during the work.
- Maintain an appropriate public risk insurance policy with a minimum liability of \$20,000,000. Maintain also other insurance policies in relation to the works and the carrying out of the works including but not limited to contract works insurance, professional indemnity insurance and comprehensive motor vehicle insurance. Depending on the nature of the works proposed, Council may require the amount of public liability insurance to be increased. Copies of all relevant insurances must be provided to Council.
- Provide a cash or unendorsed bank cheque within 5 days of signing the WIK Agreement.
- Indemnify Council against all claims relating to the works undertaken;
- Not make any variations to the agreed works without written approval from Council;
- Notify Council when all inspections are required as per the WIK Agreement. Further details of these responsibilities may be included in the WIK Agreement.

Further details of responsibilities will be outlined within the WIK Agreement.

## 6. Definitions

**Applicant** means the person entitled to act upon a Development Consent.

**Certifying authority** has the same meaning as in the EP&A Act.

**Council** means Shoalhaven City Council.

**Defects liability period** means the period stipulated in a WIK Agreement.

**Developer** means a person who has made or proposes to make a development application, or who has entered into an agreement with or is otherwise associated with such a person.

**Development application** has the same meaning as in the EP&A Act.

**Development contribution** means a monetary contribution referred to in Section 7.11 of the EP&A Act.

**Contributions plan** means a document that has been publicly exhibited and adopted by Council pursuant to Section 7.18 (formerly Section 94EA) of the EP&A Act that authorises the imposition of a condition under Section 7.11 (formerly Section 94) of that Act, as amended from time to time.

**Development contributions value** means the value of the relevant development contributions referred to in the development consent.

**EP&A Act** means the *Environmental Planning and Assessment Act 1979*.

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**Works-in-Kind Agreement Policy**

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**Guarantee** means

- (a) a deposit by cash or unendorsed bank cheque with the Council; or
- (b) an irrevocable and unconditional bank guarantee, unlimited in time, issued by a bank licensed to carry on business in Australia that is:
  - (i) in favour of the Council;
  - (ii) for the Guarantee Amount to be paid to the Council on demand; and
  - (iii) on such other terms the Council may approve from time to time.

**Hand over** means the handover of the works to Council, which typically requires care, control and management.

**Infrastructure item** means an item identified in the Contributions Plan or such other public infrastructure item approved by the Council.

**Maintenance period** means the period stipulated in the WIK Agreement during which the developer must maintain an infrastructure item.

**Notification** means that a WIK Agreement will be available for public inspection for a minimum period of 28 days, in accordance with the requirements of the

**Public** includes a section of the public.

**Public benefit** means the benefit enjoyed by the public as a consequence of a development contribution.

**Unendorsed bank cheque** means is a form of guarantee, that does not have limitations attached on the back of the cheque.

**Works-in-kind (WIK)** means the construction or provision of the whole or part of an infrastructure item that is identified in a works schedule in a contributions plan in lieu (wholly or partially) of related Section 7.11 Development Contributions.

**Works-in-kind (WIK) agreement** means the formal agreement between Council and a developer for the works-in-kind provision of infrastructure.

## **7. Review**

This policy will be reviewed within one year of the election of every new Council, or earlier should circumstances arise to warrant revision.



Works-in-Kind Agreement Policy

**8. ATTACHMENT 1 – WORKS IN KIND AGREEMENT TEMPLATE**

CL22.588 - Attachment 2