

Extra Ordinary Meeting

Meeting Date: Tuesday, 11 June, 2024

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

Attachments (Under Separate Cover)

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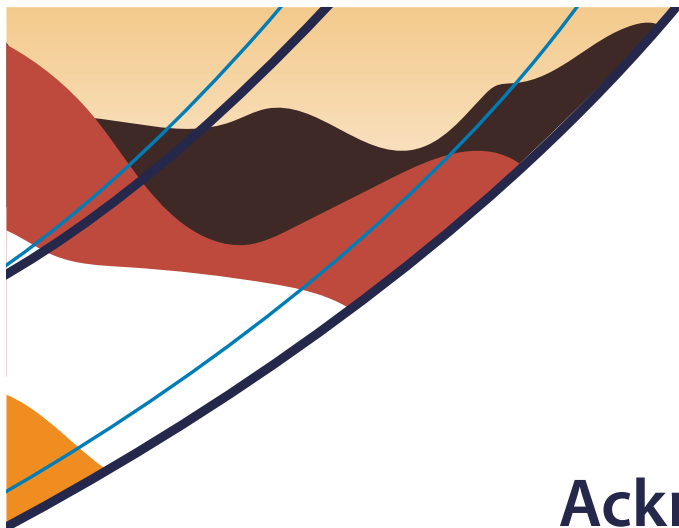


Delivery Program Operational Plan

Quarterly Performance Report

2023-24 (January - March)





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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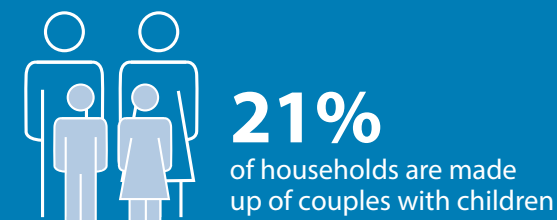
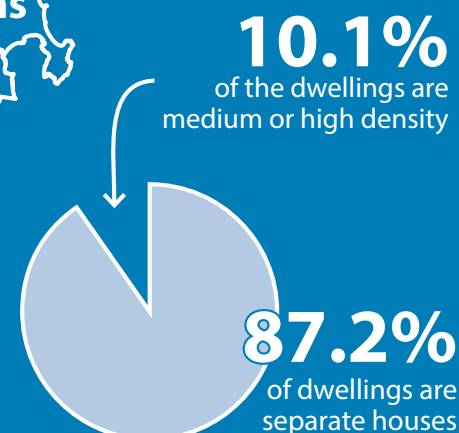
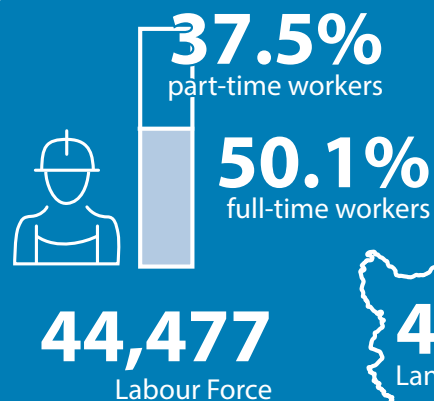
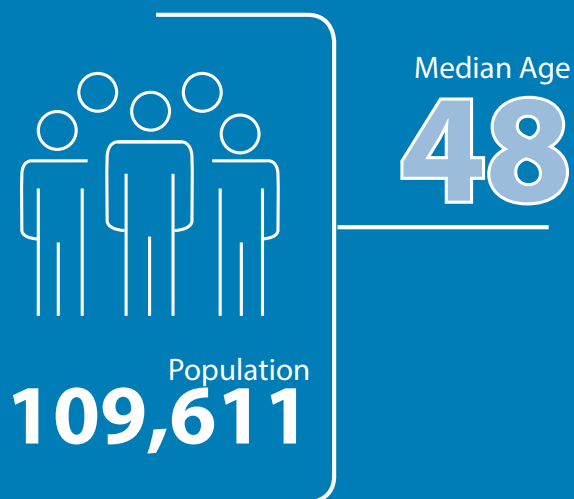
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Community vision statement

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



\$7.5
Billion (GRP)
Gross Regional
Product

Our Councillors

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Executive and organisational structure





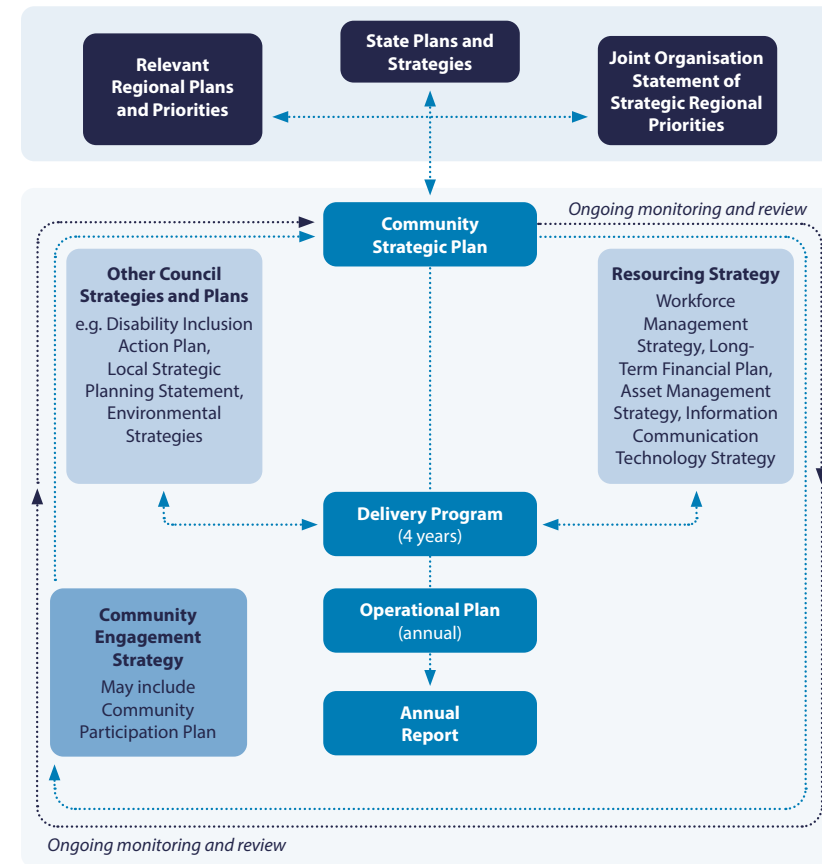
Shoalhaven's integrated plan structure

The integrated plan is developed in conjunction with state and regional plans, the resourcing strategy, other supporting plans, councillors, staff and community.

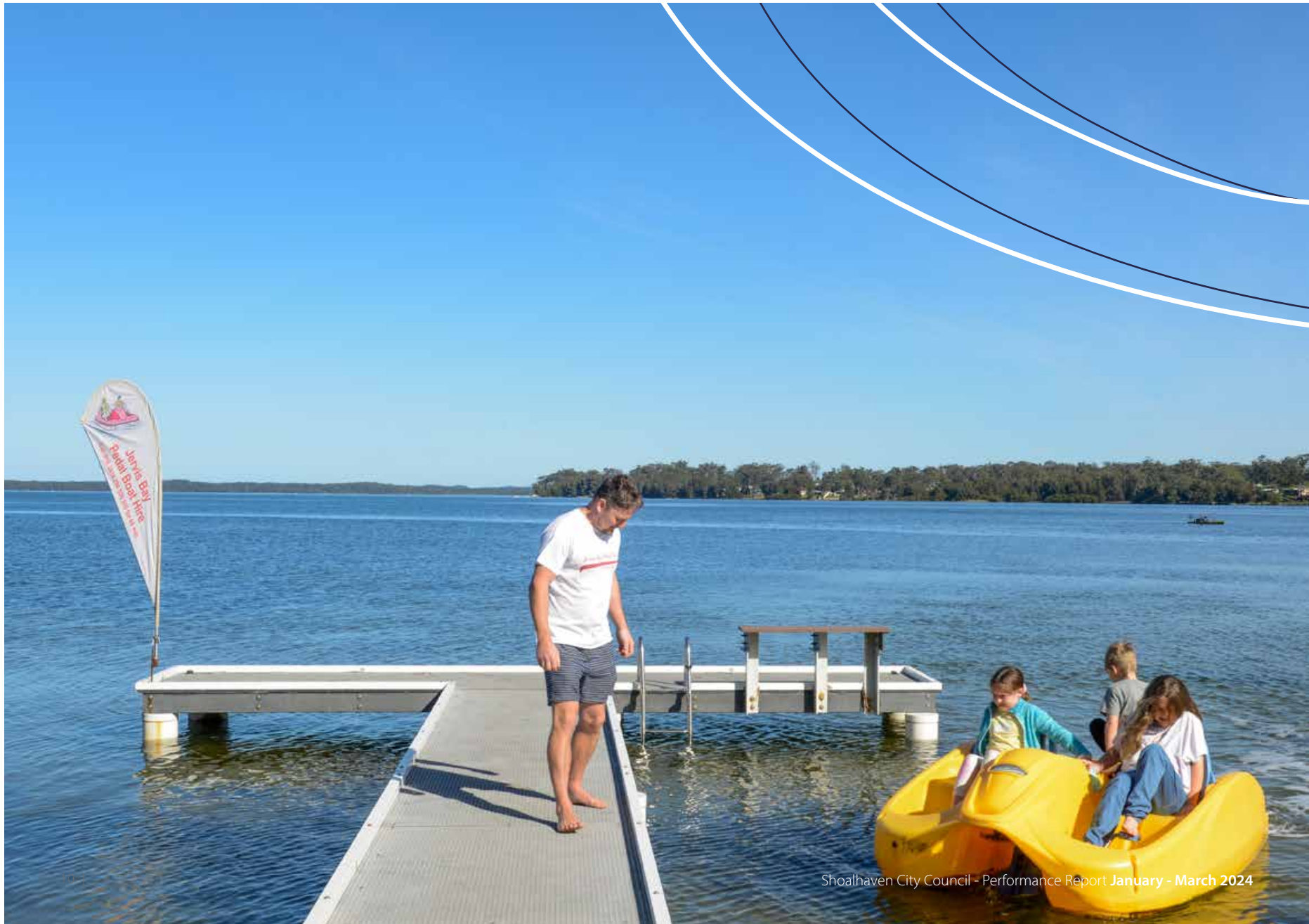
The community plan for the Shoalhaven over the next ten years is captured in the community strategic plan (CSP). While Council will use the plan to develop its goals and actions, other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's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

The resourcing strategy is used to address the budget needs through the long term financial plan, assets required through the asset plan and Council's workforce through the workforce plan. The four-year delivery program objectives are Council's response to the CSP. The one-year operational plan actions details what will be completed over each 12 month period.

This report provides an overview of Council's performance between January and March in delivering the 2023-24 delivery program and operational plan.



(Figure 1): Integrated Planning and Reporting Framework



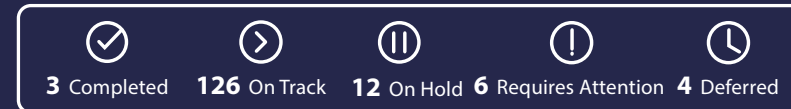
Shoalhaven City Council - Performance Report January - March 2024

Performance overview

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

This report provides a performance update on the 151 deliverables across the four key themes and eleven priority areas to 31 December 2023.

Overall progress shows:



Resilient, safe, accessible & inclusive communities

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



Sustainable, liveable environments

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



Thriving local economies that meet community needs

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



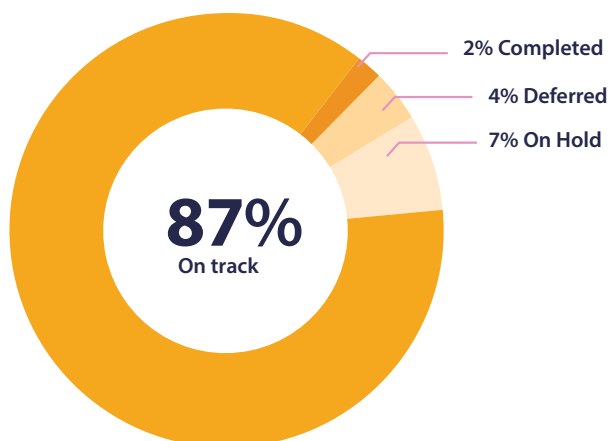
Effective, responsible & authentic leadership

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



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

Progress snapshot



Highlights

- Environmental health regulatory inspections - 263 On-site sewage management systems (OSSMs), 195 food hygiene inspections and 39 construction sites were assessed for sediment and erosion controls.
- Supported 49 Parkcare Groups who volunteered their time to improve local parks and reserves, with 350 volunteers and 978 volunteer hours contributed this quarter.
- Favourable weather conditions for aquatics and excellent participation for Learn to Swim and Health & Fitness had seen strong visitation numbers across Council's aquatic and leisure centres.
- Regular communication and two-way information sharing with Community Consultative Bodies included weekly DA tracker, Youth Week Transport for NSW, Medium Density Review, Grant information and updates on SRV FAQs.

Our performance for the last 3 months

A 'good' to 'excellent' food safety rating for **96%** of 195 food business



Swimming pool safety inspections **99**



Attendances at Aquatic and Leisure centres **710,493**

Shoalhaven Regional Gallery attracts **23,519** guests



- Strong visitation numbers across Council's aquatic and leisure centres.







- Parkcare Groups who volunteered their time to improve local parks and reserves.









Environmental health regulatory inspections.





Resilient, Safe, Accessible and Inclusive Communities

Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.01 Facilitate the Local Emergency Management Centre operations by providing a dedicated Local Emergency Management Officer						
	LEMO acted within function as the Executive Officer of the Local Emergency Management Committee by facilitating a committee meeting in January 2024. LEMO arranged site visit of South Coast Correction Centre for LEMO, LEOCON and REMO and a site inspection of Manildra Plant for LEMC Members. The Emergency Operation Centre (EOC) was activated to Yellow (Alert) status in April under direction of Dep REOCON. Deputy LEMO functioned as LEMO for Jervis Bay Territory during the same time	Percentage of Shoalhaven Supporting Plans and Consequence Management Guides reviewed as required by the Local Emergency Management Committee	60%	70%		Manager – Technical Services	All EMPLANS and CMG's are under review and will be finalised by Nov 2024
	1.1.01.02 Develop and implement initiatives to provide immediate and ongoing support for community and increase awareness and understanding of recovery and available supports						
	Worked closely with the NSW Reconstruction Authority to develop a Shoalhaven Pre Event Recovery Plan - social recovery. Participated in and supported a Conjola BIG Map engagement exercise pre event planning workshop with the NSW Reconstruction Authority	Number of publications produced - includes leaflets, newsletters and website updates	Count	9		Manager – Community Connections	The Recovery HUB at the Ulladulla Civic Centre was open and available for community to drop in have a chat and seek support as needed 1 health & wellbeing workshop was held






Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of face to face community conversations, programs and projects developed and participated in - completed - including Recovery Hub, Recovery and preparedness programs and Get Ready initiatives, Pop Ups and Community gatherings	Count	9		Manager – Community Connections	Recovery HUB at Ulladulla - Thursday & Friday Total of 21 attendances, support and participation covering outreach and information supported 1 x Red Cross Communication in Recovery workshop. attended 1 x Red Cross Emergency Redi session at Vincentia.
	Number of phone calls made and taken resulting in assistance being provided to affected residents	Count	599		Manager – Community Connections	Calls were down slightly noting the Christmas/New Year holiday period and the easing of the predicted fire danger summer
	Number of collaborations that support and work with Commonwealth & State Agencies, NGOs, and community groups to deliver community led resilience programs	Count	16		Manager – Community Connections	13 x Shoalhaven Recovery Interagency Meetings 3 x Community engagement at Sassafras





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.01.03 Develop community profiles in consultation with each town and village within the Shoalhaven identifying hazards, critical infrastructure and vulnerable facilities/groups						
	Have met with the Vincentia Community and Pre School-Managers for engagement to start initial engagement into Emergency Preparedness to collaborate with other NGO to assist with engaging and profiling the needs of the community. This is then collaborated with other organizations that will assist and support the communities	Number of community profiles developed which identify hazards, critical infrastructure and vulnerable facilities/groups	3	3		Manager – Technical Services	All community reviews have been completed for this quarter. No new profiles are required
➤	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 28 February 2024, for the Rural Fire Service (RFS) Strategic Planning Committee and Shoalhaven RFS District Liaison Committee.	Number of RFS Strategic Planning Committee meetings held	Q4	Due June 2024		Manager - Building Services	
➤	1.1.01.05 Build community awareness and encourage planning for disasters using tools such as Get Ready Shoalhaven and the Disaster Dashboard						
	We continue to work with SCC Comms Team as well as Community Engagement Officers of the Combating Agencies & NGO and NFP to build Community Awareness for Emergency Preparedness. We are currently working on the logistics of holding workshops with our Emergency Management Partners on Emergency Messaging. This will continue into the next quarter	Number of community engagement sessions undertaken to enhance the understanding of and preparation for disasters	2	2		Manager – Technical Service	In this quarter the LEMO met with 2 Communities to start the initial phase of preparedness planning as well as Wildlife Rescue Organisations
➤	1.1.01.06 Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines						
	Inspected and maintained	Percentage of Asset Protection Zones inspected	15%	45%		Manager – Works & Services	Inspected and maintained





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Percentage of Asset Protection Zones funded for maintenance	75%	75%		Manager – Works & Services	Council funded and also should receive a grant in quarter two from RFS, partly covering APZ management costs
	1.1.01.07 Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan						
	All Council fire trails have been inspected to date. Further to this maintenance has been undertaken accordingly including vegetation hazard reduction and maintenance grading of fire trails throughout the region. In addition, Council staff have been working with other agencies (Workshop 1 & 2) to prepare the next generation Bush Fire Risk Management Plan for the Shoalhaven Region.	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2024	75%	82%		Manager – Works & Services	All assessment / audits completed to date and APZ maintenance scheduled for through summer.
	1.1.01.08 Following a Natural Disaster, lead a coordinated social recovery response for the Shoalhaven by working collaboratively with NGOs, Commonwealth and State Agencies						
	No natural disaster this quarter however continue to coordinate with State Government and Local Service Providers around preparedness and ongoing recovery.	Number of collaborative initiatives undertaken following a natural disaster that support community in their recovery, including network and internal meetings	Count	0	N/A	Manager - Community Connections	No Natural Disaster this quarter






	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.02.01 Engage the community to ensure representative views are considered and adopted in the development and planning of Community facilities						
	75% complete. Ongoing work related to undertaking planning and engagement activities on project-by-project basis for all projects within Open Space & Recreation Planning programme of works.	Finalise and adopt the Access Areas for Dogs Policy and progressively implement the funded actions	75%	100%	●	Manager – Community Planning & Projects	100% Complete (ref. MIN23.740).
		Develop a prioritisation of Masterplans for the LGA, and deliver annually Masterplans for Council parks, reserves and sportsgrounds	75%	75%	●	Manager – Community Planning & Projects	Refer to MIN22.443 (re. prioritisation only). Funding subject to separate decisions of Council. Prioritisation list unfunded during 2022/23 FY and 2023/24 FY. Funding bids to be prepared for 2024/25 FY (subject to Council approval).
➤	1.1.02.02 Work with community to improve sense of identity and belonging through the support of relationship building, inclusion and community pride						
	<p>The team continue to progress programs and initiatives that work to improve a sense of belonging through relationship building and community pride, including with The Point Skate Park Project and supporting community groups to become involved in the NSW Seniors Festival. Youth Week Planning is ongoing with 5 community partners.</p> <p>The Team has delivered the Community Wellbeing Grant Program which saw the delivery of 3 grant clinics to support community. The program was over subscribed.</p>	Number of initiatives supporting community programs and actions	Count	17	●	Manager - Community Connections	15 initiatives with 32 people participating across Advisory Committees, inter-agencies, community events and programs.




Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of community relationships established and maintained (networks, organisations and individuals)	Count	114		Manager - Community Connections	114 organisational relationships and 342 individual relationships established and maintained which include through numerous meetings including Council's committees (Youth, Inclusion & Access), interagencies, Aboriginal Land Council catch-ups and primary homelessness response.
	Number of initiatives which support and foster connections in the community	Count	21		Manager - Community Connections	21 initiatives with 228 people participating through interagency meetings, community mental health and skills building projects and initiatives, Advisory Committees, cultural celebrations, partnerships with local organisations which deliver crisis support initiatives and relationship building with Local Land Councils.
	Number of activities supported through the Homelessness Advisory Committee and the community led plan for homelessness	Count	6		Manager - Community Connections	6 activities supported with 120 participants taking part through Thrive Together Fair planning and delivery and Office of Responsible Gambling Grant Funded Project meetings and preparing the 'Doing It Tough Directory' 2nd Edition.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	75% complete. Refer to individual KPI Updates for further information in relation to status and progress for individual plans of management (documents).	Finalisation of Crown Lands Plans of Management	75%	75%		Manager – Community Planning & Projects	75% complete. Refer to individual KPI Updates for further information in relation to status and progress for individual plans of management (documents).
		Crown Land Plans of Management - General Community Use	25%	75%		Manager – Community Planning & Projects	75% Complete. Crown Land requested amendments have been updated. Version 4 of the PoM submitted to Crown Lands on 29/11/2023. Further requests for amendments received from Crown Lands (February 2024). Amendments in progress. Next phase: public exhibition (subject to Crown Lands' approval).
		Crown Land Plans of Management - Parks	25%	50%		Manager – Community Planning & Projects	50% complete. Review by Crown Lands and Minister on HOLD, pending resolution of General Community use PoM. Next phase: public exhibition (subject to Crown Lands approval).
		Crown Land Plans of Management - Sportsgrounds	25%	50%		Manager – Community Planning & Projects	50% complete. Review by Crown Lands and Minister on HOLD, pending resolution of General Community use PoM. NB: Nowra Racing Complex incorporated into Sportsground & Gen. Community Use.





Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Crown Land Plans of Management - Rotary Park (Ulladulla War Memorial)	25%	75%		Manager – Community Planning & Projects	75% complete. Local Aboriginal Land Councils (LALCs) notified. No comments received from LALCs. Public Exhibition to proceed from 15/04/2024, in accordance with approval to proceed (draft PoM issued to Crown Lands 21/02/2024).
	Crown Land Plans of Management - 275 Green Street Ulladulla	25%	75%		Manager – Community Planning & Projects	75% completed. Approval to proceed to public exhibition received. Local Aboriginal Land Councils (LALCs) notified. No comments received from LALCs. Public Exhibition to proceed from 15/04/2024.
	Crown Land Plans of Management - Ulladulla Cemetery	25%	75%		Manager – Community Planning & Projects	75% complete. PoM aligned with new Crown lands templates. Issued to Crown Lands for approval to exhibit: 21/02/2024 (permission subsequently received). Local Aboriginal Land Councils (LALCs) notified. No comments received from LALCs. Public Exhibition to proceed from 15.04.2024
	Crown Land Plans of Management - Lady Denman Reserve	25%	85%		Manager – Community Planning & Projects	85% complete. Post-exhibition amendments completed. Submitted to Crown Lands for review (February 2024). Permission to proceed to public exhibition pending.





Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Crown Land Plans of Management - Nowra Showground	25%	75%		Manager – Community Planning & Projects	75% complete. Finalising before draft PoM can be submitted to Crown Land for Review.
	Crown Land Plans of Management - Berry Showground	25%	75%		Manager – Community Planning & Projects	75% complete. Finalising prior to submitting to Crown Land for review.
	Crown Land Plans of Management - Milton Showground	25%	75%		Manager – Community Planning & Projects	75% complete. Finalising prior to submitting to Crown Lands for review.
	Crown Land Plans of Management - Kangaroo Valley Showground	25%	75%		Manager – Community Planning & Projects	75% complete. Finalising prior to submitting to Crown Lands for review.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.02.04 Work with relevant stakeholders to progress a 'Community Centre and Resilience Hub' as part of the Kangaroo Valley Showground Masterplan						
	25% complete. Open Space & Recreation Planning (OSRP) officers met with Council's Local Emergency Management Officer (LEMO) to provide project briefing and discuss options for next steps. OSRP officers and LEMO to meet with combat agency representatives (NSW Police, RFS, SES) on 11/04/2024.	Statement and purpose of the proposed Kangaroo Valley 'Community Centre and Resilience Hub' finalised by June 2024	75%	25%		Manager – Community Planning & Projects	25% complete. Open Space & Recreation Planning (OSRP) officers met with Council's Local Emergency Management Officer (LEMO) to provide project briefing and discuss options for next steps. OSRP officers and LEMO to meet with combat agency representatives (NSW Police, RFS, SES) on 11/04/2024.
	1.1.03.01 Collaborate across City Lifestyles departments to provide a range of programs to activate Destination Parks and showgrounds						
	Activation of Destination Parks by Swim Sport Fitness in collaboration with City Lifestyles Departments, Shoalhaven Libraries and Shoalhaven Regional Galleries. Hello Summer Campaign rolled out across the city. Pop-up Libraries, Performance Art, Live music, Dine-in Movies, Arts & Craft stalls, Pilates in the Parks, Boot Camps and Yoga sessions. More than 100% increased growth in attendance of the fitness programs. Parks Week program run at Boongaree Nature Play Park and White Sands Park with boot camps, yoga and paint & pour art classes held at each facility.	Number of programs implemented at Destination parks across the Shoalhaven	3	6		Manager – Shoalhaven Swim Sport Fitness	Pop-up Libraries, Performance Art, Live music, Dine-in Movies, Arts & Craft stalls, Pilates in the Parks, Boot Camps and Yoga sessions. More than 100% increased growth in attendance of the fitness programs. Collaboration with Tourism to host the Huskisson Carnival, Huskisson and Mollymook monthly markets, Huskisson Triathlon.
	1.1.03.02 Conduct accessibility audits of public & community buildings						
	Completed. First accessible audit was undertaken on Greenwell Point Hall prior to December 2023. Second accessible audit was undertaken on Huskisson Theatre March 2024.	Number of accessibility audits of public & community buildings undertaken	Q4	Due June 2024		Buildings - Operations Manager	Completed

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.03.03 Work with community to foster an inclusive Shoalhaven where everyone has equitable access to opportunities including by continuing to deliver priorities from the Disability Inclusion Action Plan						
	<p>The Community Capacity Building Team have been working strategically with disability service providers in order to more effectively identify both unmet needs and opportunities for more equitable access within the Shoalhaven. The team are working collaboratively with internal staff and external stakeholders to improve key accessible services (beach wheelchairs), while ensuring that the IAAC have opportunities to provide advice and guidance relating to accessibility issues in the LGA.</p> <p>The Team has continued to support accessible transport opportunities in the community, through providing funding support to the Nowra Youth Centre for their Youthie Bus.</p>	Number of initiatives which advocate for and empower community to support equitable access to opportunities	Count	14		Manager - Community Connections	<p>14 initiatives 152 participants</p> <p>* Work with the IAAG - support of Council teams and actions through the DIAP, Service Directories, Disability Expo, Beach Wheelchairs etc. IDWD.</p>
		Number of initiatives which raise awareness of community access and inclusion needs, and demonstrate best practice in inclusion and accessibility	Count	1		Manager – Community Connections	<p>1 initiative with 6 participants</p> <p>* Number of awareness raising initiatives.</p> <p>* Sharing knowledge with Council teams to support them to run inclusive and accessible events and engagement. Checklists etc.</p>





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.03.04 Provide social planning advice to improve understanding of social needs and inform decision-making						
	<p>Led development of the Reconciliation Action Plan -3 Working Group meetings and 2 Yarning Group meetings. Both groups participated in workshops and gave advice to inform engagement planning. The Working Group recommended a Reflect level RAP, considering organisational capacity to deliver mandatory actions set by Reconciliation Australia. The Yarning Group gave advice to inform the commission of artwork. Provided training for engagement team and planned five staff engagement sessions.</p> <p>Supported improved understanding of social needs by providing 5 responses to internal and external requests for social planning advice on topics including: transport and social infrastructure planning, short-term rental accommodation regulation, and engaging disadvantaged cohorts.</p>	Advice provided on social planning, including through co-ordination of social planning projects	Count	21		Manager – Community Connections	Responded to internal and external requests for social planning advice about topics including: transport and social infrastructure planning, short-term rental accommodation, engaging disadvantaged cohorts. Worked with community partners to improve understanding of community needs on community safety and health services.
		Draft Reconciliation Action Plan prepared in consultation with community and stakeholders by June 2024	25%	25%		Manager – Community Connections	3 Working Group and 2 Yarning Group meetings. Workshops for both groups to receive advice to inform engagement planning. Working Group recommended a Reflect level RAP, considering organisational capacity. Provided training for engagement team and planned five staff engagement sessions.








	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.04.01 Provide feedback and input into cross government strategy development and implementation that aligns with key regional priorities related to public transport and improved transport connectivity						
	Council staff attend regular meetings with the NSW Planning and Transport for NSW to advocate and deliver regional priorities. This includes the initiatives in the Illawarra Shoalhaven Regional Transport Plan and the suite of Princes Highway upgrade projects, including the planning of the Nowra-Bomaderry Bypass and the Milton-Ulladulla Bypass.	Number of meetings with government agencies that actively contribute to transport strategy development	Q4	Due June 2024		Manager - Strategic Planning	
	1.1.05.01 Undertake projects to meet community needs regarding housing and the built environment including update of the Affordable Housing Strategy, review of the Milton Ulladulla Settlement Strategy and priority review of Shoalhaven's Planning Strategy/Policy						
	Work progressing on the update of the Affordable Housing Strategy using funds received from the NSW Government's Regional Housing Strategic Planning Fund - draft Strategy received from project consultants and initial key findings/recommendations discussed at the March 2024 meeting of Council's Strategic Planning Working Party. Possible 'strategic principles' for a new City-wide Housing Strategy presented to and discussed at the March 2024 meeting of Council's Strategic Planning Working Party.	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager - Strategic Planning	The implementation focus of the current Strategy continued to be collaboration with Southern Cross Housing to deliver Affordable Rental Housing in Coomea Street, Bomaderry - construction work started on site.
	1.1.06.01 Implement an inspection regime required to ensure the satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health						
	Environmental Health Officers undertook 263 inspections from 1 January - 31 March 2024.	Percentage of planned on-site sewage management systems inspections completed	100%	114%		Manager - Environmental Services	263 inspections of onsite sewage management systems completed this quarter.

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of failed on-site sewage management system whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	85 on-site systems required follow-up regulatory action. 26 systems have been rectified and have been issued an approval to operate. Four Notices/ Orders were issued to follow up non-complying systems.
 1.1.06.02 Undertake environmental health regulatory inspections to ensure compliance with legislative standards						
The following environmental health inspections were carried out during the Quarter 3: (263) On-site sewage management systems (OSSMs) (195) Food hygiene inspections (39) Construction sites complaints where assessed for sediment and erosion controls. A total of 299 Customer Requests were completed.	Percentage of planned environmental health inspections completed	100%	100%		Manager - Environmental Services	114% (263) of planned onsite sewerage management systems were inspected. 96% (195) of planned food hygiene inspections were carried out. 386 Customer requests (complaints) were received with 299 being completed within Quarter 3.
	Percentage of failed environmental health inspections whereby regulatory action has commenced	100%	100%		Manager - Environmental Services	Four Improvement notices were issued to non-compliant food premises. Nineteen Local Government Act Notices were issued for customer requests. Four failing on-site sewerage management systems. Ten Notices issued under the Protection of the Environment Operations Act. Two Notices issued under the Environmental Planning & Assessment Act.





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.1.06.03 Undertake swimming pool inspections in accordance with the adopted program						
	Councils Compliance Team undertook 99 swimming pool inspections during the quarter. The inspections resulted in the issue of 33 Certificates of Compliance and 31 Certificates of Non-Compliance.	Percentage of planned swimming pool inspections completed	95%	95%	●	Manager – Certification & Compliance	Councils Compliance Team undertook 99 swimming pool inspections during the quarter.
➤	1.1.06.04 Ranger Services undertake proactive patrols in order to meet the needs of the community and council						
	Ranger services continue to exceed in this area. Q3 contains the highest amount of patrols for the year - 2,363 due to the Xmas holidays where most of our work is proactive rather than reactive. During these patrols officers issued 409 Penalty notices witnessed 1,018 compliant dogs and only 120 non-compliant dogs and noted 446 instances of education.	Number of proactive ranger patrols	750	2,363	●	Manager – Certification & Compliance	Rangers completed a total of 2,363 proactive patrols during the quarter. Of these, there were 1,292 beach patrols, 697 other patrols (Council Showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), 260 proactive parking patrols and 114 school zone patrols. cumulative total is 6256 patrols
➤	1.1.06.05 Undertake retail food premises regulatory inspections to ensure compliance with legislative standards						
	96% of the 195 food businesses inspected during Quarter 3 received an Excellent / Very Good or Good food safety rating. Four (4) food businesses received Improvement Notices and further regulatory action.	Percentage of food businesses achieving 'good', 'very good' or 'excellent' food safety star rating	80%	96%	●	Manager - Environmental Services	195 food businesses were inspected during Quarter 3. 96% (197) of food businesses received Excellent, Very good or Good food safety rating.
		Percentage of failed food hygiene inspections whereby regulatory action has commenced	100%	100%	●	Manager - Environmental Services	Four Improvement Notices were issued to food businesses that required regulatory action during this quarter.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
ⓘ	1.2.01.01 Undertake strategic investigations to support Arts & Culture in the Shoalhaven						
	This project remains on hold - the Shoalhaven Regional Gallery Team is rebuilding due to resource constraints. Projects will be re-prioritised and new work programs agreed as resources permit.	Undertake planning and investigations for strategic plans and projects that support development of Arts and Culture	75%	80%	●	Manager - Arts, Culture & Entertainment	Shoalhaven Regional Gallery's Strategic Plan is at final draft stage.
➤	1.2.01.02 Shoalhaven Regional Gallery to deliver a diverse program of arts and cultural activities that cater for audiences across the Shoalhaven						
	More than 6,800 people attended the six diverse exhibitions during the quarter. Workshops, performances, art classes and other events presented by the Gallery in this quarter attracted 629 adults and children.	Number of people paying to attend public programs	375	499	●	Manager - Arts, Culture & Entertainment	A total of 499 children and adults have attended paid workshops, community engagement and art education activities at Shoalhaven Regional Gallery this quarter.
		Number of visitors to Shoalhaven Regional Gallery	24,000	23,519	●	Manager - Arts, Culture & Entertainment	This attendance figure includes the number of people who have attended gallery exhibitions and the number of people who have attended education programs.
		Percentage of visitors 'likely or very likely' to recommend the gallery	50%	N/A	N/A	Manager - Arts, Culture & Entertainment	Culture Counts social impact surveys have not been offered during this period due to a technical breakdown. The service will be back online for the upcoming quarter.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	Shoalhaven Entertainment Centre's 2024 Seasons were launched in December 2023 and have been well-received with great feedback via Culture Counts - a social impact tool. The first show of the Season - Lost in Shanghai was a sell-out, and Bangarra Dance Theatre's Yuldea attracted an audience of more than 850 people.	Rebuild post-COVID attendance at ticketed performances at the Shoalhaven Entertainment Centre	Q4	Due June 2024		Manager - Arts, Culture & Entertainment	
		Percentage of audience members' positive perception of the Centre's contribution to cultural life in the Shoalhaven	85%	90%		Manager - Arts, Culture & Entertainment	Shoalhaven Entertainment Centre has received excellent feedback to the first three performances of the 2024 Season.
		Live Music Action Plan prepared for Council adoption by December 2023	100%	1%		Manager - Arts, Culture & Entertainment	This project has not progressed due to the bumper show season and function / event bookings at the Centre which has required the re-prioritisation of staff work programs to meet the operational requirements of the facility.
	1.2.01.04 Deliver a mural art project on Shoalhaven Water infrastructure that will engage with local community and artists						
	Council will be requested to consider proceeding with this project at the next quarterly review. Potential saving will be \$95,000 to the Water Fund operational budget.		Q4	Due June 2024		Manager - Water Business Services	Deferred.





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.01.05 Shoalhaven Regional Gallery to deliver Art Workshops and curriculum education programs across the Shoalhaven						
	Three public education workshops, related to exhibitions, have been offered in locations beyond the Gallery - including a watercolour workshop at Nowra cemetery in response to the summer exhibition Death Love Art.	Number of Pop Up Art workshops delivered to outlying areas	2	0		Manager - Arts, Culture & Entertainment	This project is on hold due to staff vacancies and will recommence once a full team of staff is recruited.
		Number of Students participating in curriculum based programs	200	369		Manager - Arts, Culture & Entertainment	These numbers have been achieved via the Term 1 Art After School programs for 5 to 8 year olds; Art After School Program for 8-12 Year Olds, Art After School Program for 12-15 year olds, and a Saturday mornings program Culture Dose for Kids.
	1.2.01.06 Increase diversification of income streams to support the activities of the Shoalhaven Regional Gallery						
	The Gallery is currently exploring opportunities with Building Services; and will continue to apply for grants once the vacant positions in the team are recruited.	Number of grant applications prepared and submitted	Q4	Due June 2024		Manager - Arts, Culture & Entertainment	
	1.2.02.01 Progress construction of a new Library at Sanctuary Point						
	Currently on hold pending financial sustainability decisions.	Complete operational plan and budget for new Sanctuary Point Library	75%	0%		Manager - Library Services	Currently on hold pending financial sustainability decisions
		Complete the public art project with local community for the new Sanctuary Point Library	75%	75%		Manager - Library Services	The three successful artists have worked with the public art consultant and architects to complete final designs for their artwork, which will be included in the final construction documentation for Sanctuary Point Library.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.2.02.02 Continue staged implementation of Shoalhaven Entertainment Centre's Strategic Business and Marketing Plan						
	The Strategy is at final draft stage.	Percentage increase of food and beverage income stream at Encore Cafe and Dining	Q4	Due June 2024		Manager - Arts, Culture & Entertainment	
		Increase the number of Season Memberships to build audience engagement	Q4	Due June 2024		Manager - Arts, Culture & Entertainment	
➤	1.2.03.01 Undertake projects in the Strategic Planning Works Program to maintain and enhance Shoalhaven's cultural heritage, including continuing to run Council's annual local Heritage Assistance Grants						
	2023/2024 Heritage Grant Program being finalised. Work commenced on new planning controls for Berry, including a new Development Control Plan and additional Heritage Conservation Area/s. Early community engagement completed. Potential to improve the consideration of 'character' in planning and development decisions discussed at the March 2024 meeting of Councils Strategic Planning Working Party and report prepared for Councils consideration.	Number of Heritage Assistance grants issued	Q4	Due June 2024		Manager - Strategic Planning	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.03.02 Provide support for volunteer led museums across the Shoalhaven						
	This program is on hold and will recommence once a full team of staff is recruited.	Identify funding options and support needed to conserve the Jack Nicholson Collection and enhance the museum experience at Lake Tabourie Museum	75%	70%		Manager - Arts, Culture & Entertainment	This project is on hold until a new Gallery Director is appointed.
	1.2.03.03 Work with community to improve the recognition, protection and celebration of the diverse community, history and cultural heritage of the Shoalhaven						
	The Team has collaborated with the Social Planner to incorporate Capacity Building activities in the Reconciliation Action Plan Project. This is yet to be implemented in the community. Planning for NAIDOC Regional Awards is in full swing and the team are working closely with the planning committee and SEC to deliver this event. Other Aboriginal community events have started to be supported including NAIDOC Family Funday and AMS Sorry Day Walk and event.	No of activities that recognise, protect or celebrate the diverse make up and cultural heritage of the Shoalhaven	Count	8		Manager - Community Connections	8 activities with 95 participants. RAP, NAIDOC Awards, Sorry Day Walk, NAIDOC Family Funday, Aboriginal focused Thrive Together Pop-Up

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.03.04 Design and deliver the Boongaree reconciliation garden to provide a place for education and healing for the indigenous communities of the Shoalhaven						
	75% complete (total project), commenced in previous FY. Concept plans 80% complete. Stakeholder engagement 60% complete. Detailed design 0% complete. Delivery 0% complete. Further engagement with Aboriginal stakeholders required. Engagement planning recommenced (update to Get Involved page published 21 Dec 2023, Engagement Plan approved March 2024). Cultural awareness training completed January & March 2024, in alignment with Council's Reconciliation Action Plan process. Concept design work on hold pending outcome of budget review and outcomes of engagement with key Aboriginal stakeholders.	Detailed design for Boongaree reconciliation garden completed by June 2024	75%	75%		Manager – Community Planning & Projects	75% complete (total project), commenced in previous FY. Concept plans 80% complete. Stakeholder engagement 60% complete. Detailed design 0% complete. Delivery 0% complete. Further engagement with Aboriginal stakeholders required. Engagement planning recommenced (update to Get Involved page published 21 Dec 2023, Engagement Plan approved March 2024). Cultural awareness training completed January & March 2024, in alignment with Council's Reconciliation Action Plan process. Concept design work on hold pending outcome of budget review and outcomes of engagement with key Aboriginal stakeholders.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.01.01 Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events						
	Shoalhaven libraries hosts a range of events for a wide range of audiences including children, adults, and young people from a variety of backgrounds.	Number of Library events delivered	375	428	●	Manager - Library Services	Previous Performance Comments Library events are held at all our main branches and provide lifelong learning and enjoyment for adults and children alike.
		Number Library Visits	315,000	245,072	●	Manager - Library Services	Library visits are improving, however have not returned to pre-COVID levels. Services being offered include regular borrowing, computer use, public programs and study spaces being provided.
		Number of Virtual Visits at Council's Libraries	600,000	633,249	●	Manager - Library Services	Shoalhaven Libraries provides online services, resources and programs to its community.
		Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2023-2026	9	6	●	Manager - Library Services	The Draft Shoalhaven Libraries Strategic Plan was on public exhibition during January 2024 and then adopted by Council in March. Actions will begin as a result of the document being adopted.
➤	1.3.01.02 Review and update Shoalhaven Libraries Local Heritage Strategic plan						
	Draft strategic plan completed and sent to supervisors for comment. Once returned and updated the document will be sent to graphics for formatting to align with Shoalhaven Libraries Strategic Plan 2024-2027.	Shoalhaven Libraries Local Heritage Strategic plan updated by June 2024	75%	75%	●	Manager - Library Services	Tracking on target for end of financial year completion.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.01 Deliver improved playing surfaces at Precincts and Destination Parks in the Shoalhaven						
	<p>90% complete: Delivery of improved playing surfaces to Shoalhaven's sporting precincts and Destination Parks is on track within acceptable time frame. Budget intended to fund turf related maintenance programs including soil testing, fertilizing, aeration, topdressing, broad leaf herbicide and other programs.</p> <p>Completed Programs:</p> <ul style="list-style-type: none"> - Soil Testing - Broadleaf Herbicide - Spring Fertilizer - Top Dressing - Autumn Fertilizing - Oversowing 	Undertake annual sportsfield improvement program	75%	95%		Manager – Shoalhaven Swim Sport Fitness	<p>95% complete.</p> <p>Programs underway:</p> <ul style="list-style-type: none"> - Topdressing: All sites completed except Thomson ST Sporting Complex lower cricket field. This will occur following the completion of sub-surface drainage which is currently being installed by contractor.
	1.3.02.02 Continue staged implementation of Asset Management Plans across Shoalhaven Swim Sport Fitness including Destination Parks, sportsfields and showgrounds						
	<p>50% Complete. Asset Management Plans have been completed for four Showgrounds - Nowra, Berry, Kangaroo Valley and Milton Showgrounds. No budget has been identified to proceed Destination Parks, sportsfields Asset management Plans.</p>	Deferred	100%	50%		Manager – Shoalhaven Swim Sport Fitness	Budget bid will be included in the 24 / 25 round of submissions to PMO.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	15% complete. Councillor briefing held 21 March 2024 re. proposed methodology. Consultant engaged (13 March 2024) to undertake Community Infrastructure Audit (CIA). Further reports to council to follow throughout project timeline.	Playspace strategy to be incorporated in Community Infrastructure Strategic Plan	75%	15%		Manager – Community Planning & Projects	15% complete. Councillor briefing held 21 March 2024 re. proposed methodology. Consultant engaged (13 March 2024) to undertake Community Infrastructure Audit (CIA). Further reports to council to follow throughout project timeline.
		Community Infrastructure Strategic Plan updated by June 2024	75%	15%		Manager – Community Planning & Projects	15% complete. Councillor briefing held 21 March 2024 re. proposed methodology. Consultant engaged (13 March 2024) to undertake Community Infrastructure Audit (CIA). Further reports to council to follow throughout project timeline.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.02.04 Implement outcomes from the Community Infrastructure Strategic Plan						
	75% complete. Recurring, ongoing work within context of all project planning work undertaken, and customer request responses processed, by OS&RP team in accordance with findings outlined under 'Future direction.'	Complete construction of Bob Proudfoot Pavilion by end of September 2024	75%	75%	●	Manager – Community Planning & Projects	Project currently under review as per MIN24.44. Council endorsed placing the Bob Proudfoot Pavilion construction (unfunded \$1.4 million) on pause until the Council's financial position improves.
		Finalise design of showground upgrades (BLERF) by September 2024	75%	50%	●	Manager – Community Planning & Projects	Project currently under review as per MIN24.44. to be reported to Council Ordinary meeting in April 2024.
		Complete construction of Ulladulla Skatepark by June 2024	75%	10%	●	Manager – Community Planning & Projects	Project currently under review as per MIN24.44. Pre-construction electrical relocation works completed Construction Tender package 100% completed. Project deferred until 2024/2025 subject to approval of EOT and scope variation submitted 02.01.2024 - D24/682.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	1.3.02.05 Support Parkcare Group Volunteers to improve local parks and reserves						
	Action plans for 1 new group and 1 established group are with the Director for approval. Current Parkcare figures; 49 groups, 350 volunteers and 978 volunteer hours for Jan, Feb, March quarter. The Parkcare Connect newsletter continues to be sent out seasonally. 14 groups have completed their WHS site safety plans and 85 individual volunteer site inductions to date and are ongoing.	Maintain Annual Parkcare volunteer hours	Q4	Due June 2024		Manager – Works & Services	
➤	1.3.02.06 Implement the Shoalhaven Swim Sport Fitness Business Plan						
	99% complete. Business Plan needs only revised graphics. With graphic design team.	Strategies identified within new Shoalhaven Swim Sport Fitness Business Plan implemented	75%	75%	●	Manager – Shoalhaven Swim Sport Fitness	Business Plan Action Plan items have been commenced including. • Customer Focus - Culture Count surveys. • Marketing & Branding - General marketing to build brand. • Technology - Commencement of implementation of new Point of Sale system. • Policies & Procedures - Updating of procedures commenced. • Environmental Sustainability Measures – reducing the use of LPG, converting to electricity

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.03.01 Provide a range of programs and services to cater for community demand for aquatics and health and fitness programs						
	Extensive range of services and programs provided for Aquatics and Health & Fitness throughout the first two quarters across all SSF facilities. This includes Learn to Swim and Squad Programs, 24/7 gymnasium access, Group Fitness classes (gymnasium, aqua aerobics and boot camp), Personal Training sessions, Teen Gym and other school-aged fitness programs along with programs / classes catered for aging demographics including Health Moves . Outdoor classes have occurred each school holidays and more are scheduled over the April holiday period in Destination Parks, weather-dependent.	Maintain the number of attendances at Council's aquatic and leisure centres	231,000	710,493		Manager – Shoalhaven Swim Sport Fitness	Favourable weather conditions for aquatics and excellent participant numbers for Learn To Swim and Health & Fitness along with a busy Village Pool season has seen strong visitation numbers across Quarters 1, 2 and 3.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	Regular communication and two-way information sharing with CCBs, including a weekly DA update and other opportunities and information for the community.	Information and opportunities shared with community and ongoing support and guidance for the Community Consultative Body network	Count	32		Manager - Community Connections	From 22 December 2023 to 31 March 2024, 32 emails sent to all CCBs including the weekly DA tracker, Youth Week, Transport for NSW, Medium Density Review, grant information and updates on SRV Facts & Answers.
		Number of supported activities which provide increased opportunities for community groups to represent and advocate for their communities	Count	0	N/A	Manager - Community Connections	CCBs were invited to submit suggestions for agenda items for the CCB Executive Meeting scheduled for 30 May 2024.

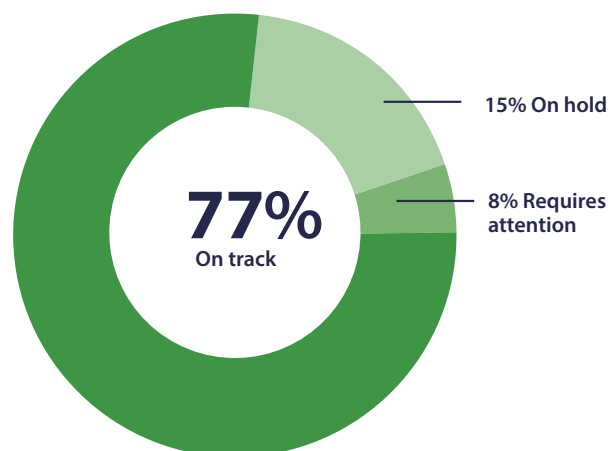




Sustainable, liveable environment

Highlights

Progress snapshot



- Floodplain risk management investigations underway include the Clyde River Flood Study, Willinga Lake Flood Study, Updated Broughton Creek Flood Study, ICOLL Catchments Flash Flood Warning System Scoping Study and the Lower Shoalhaven River and St Georges Basin Floodplain Risk Management Study and Plans.
- Projects to mitigate risk to critical water supply and wastewater assets include the Cambewarra Dam Decommissioning, Erowal Bay Sewer Relocation project and Wrights Beach Water Main Replacement Project
- Certification and Compliance team completed 23 customer requests for development non-compliance actions, comprising of 10 development concerns, 4 stormwater requests and 9 swimming pool requests
- Installation of monitoring sensors using 'Internet of Things' technology to reduce the number of dry weather sewage overflow events. 80 monitoring devices installed in maintenance shafts including at Culburra Beach and Shoalhaven Heads. Curleys Bay monitoring device will help prevent overflows to the oyster harvest areas.

Our performance for the last 3 months



167 Environmental
assessments on
Development Applications

505
Invasive Weed
Inspections



105
Works in Natural
Area reserves







51% of
Development
Applications
processed
within 40 days
target 65%






Sustainable, Liveable Environments

Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.01.01 Complete the Local Road Repair Program as listed in the 2023-24 adopted capital works program						
	Refer to LRCI - Local Roads and Community Infrastructure Program Phase 4a and b reporting - no general fund LRRP	Percentage of planned road rehabilitation projects completed	20%	72%		Manager – Works & Services	Key projects in the program that have been completed include Meroo Road, Terara Road, Old Southern Road and Upper Kangaroo River Road. Yalwal Road and Lake Conjola Entrance Road commenced in March.
	2.1.01.02 Implement Council's Road Risk Management Procedure by ensuring reportable defects are repaired						
	Road risk management procedures are in place. Cameras are now deployed on all Recycle trucks to analyse road defects. Arterial road inspections are undertaken on a monthly cycle.	Percentage of reportable defects addressed within corporate timeframes in the procedure	60%	63%		Manager – Works & Services	Ongoing concerted effort in pothole repairs are still continuing. Investigations have been made over the last 6 months to increase productivity and a report will be presented to Council in May 2024.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.02.01 Undertake Flood Studies and develop Floodplain Risk Management Studies and Plans						
	Multiple floodplain risk management investigations are currently underway. This includes the Clyde River Flood Study (FS) and FRMS&P, Willinga Lake FS and FRMS&P, Updated Broughton Creek Flood Study, ICOLL Catchments Flash Flood Warning System Scoping Study, Lower Shoalhaven River and St Georges Basin FECA, Shoalhaven Floor Level Survey for Flood Planning, the Lower Shoalhaven River FRMS&P and St Georges Basin FRMS&P. These projects are all on track to be delivered within an acceptable timeframe as per grant funding conditions and within the available budget.	St Georges Basin Floodplain Risk Management Study and Plan adopted by Council by June 2025	Q4	Due June 2024		Manager – Environmental Services	
		Lower Shoalhaven River Floodplain Risk Management Study and Plan adopted by Council by June 2025	Q4	Due June 2024		Manager – Environmental Services	
➤	2.1.02.02 Complete the Stormwater Drainage Program as listed in the 2023-24 adopted capital works program						
	Over 30% of budget spent. Several projects with projects deferred or re-scoped	Percentage of planned stormwater drainage projects completed	25%	30%		Manager – Works & Services	30% spent to date on Stormwater CapEx Budget


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.02.03 Review the flood mitigation asset database and ensure it is up to date						
	Flood mitigation review complete, ongoing work scheduled for 2023/2024.	Length of flood mitigation assets inspected	Q4	Due June 2024		Manager – Works & Services	
		Percentage of reported critical / urgent flood mitigation assets repaired as funded for maintenance	25%	25%	●	Manager – Works & Services	Programmed works to take place Q3. & Q4. in accordance with environmental constraints, e.g. green-gold bell frog season etc.
ⓘ	2.1.03.01 Complete the Pathways Program as listed in the 2023-24 adopted capital works program						
	Awaiting funding confirmation of \$5M from State government. It is expected that the Funding Deed will be signed in May 2024. As a result, these projects will be scheduled for construction in the 24/25 FY.	Percentage of planned pathways projects completed	25%	60%	●	Manager – Works & Services	Inspections undertaken in all districts. Awaiting confirmation of \$5M State Grant Funds to commence larger construction projects. Funding Deed is expected to be signed off by T4NSW in May 2024. Larger projects are now planned for delivery in 24/25 FY as a result of the delay in receiving the Deed.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.03.02 Review the Walking Track asset database and ensure it is up to date						
	<ul style="list-style-type: none"> - Bushwalks mapped in GIS and being edited as required (ongoing) - Bushwalk assets in register and are updated as required (ongoing) - Huskisson Mangrove Boardwalk will be updated in Asset Register and GIS when grant funded upgrade works are complete 	Percentage of reported walking track asset defects repaired as funded for maintenance	30%	10%	●	Manager – Works & Services	<ul style="list-style-type: none"> - Very few bushwalk tracks maintained, repaired or upgraded under Council's Natural Area maintenance or capital works program due to limited funding in 2023-24 - Emergency repair works undertaken on Garrad Reserve Boardwalk - Basin Walk, One Track for All and some of Coomee Nulunga (Ulladulla Headland - southern side only) Bushwalk paths upgraded under Sustainable Tourism Infrastructure Grant (STIG) funding - Moyean Hill Bushwalk is also a fire trail and this has been graded and widened under the Bushfire Mitigation program
➤	2.1.04.01 Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years						
	All projects are reviewed for staging over 3 years. Investigations / Detailed Design & Approvals / Construction.	Percentage of works greater than \$250,000 staged in separate financial years (excluding newly identified Council priority projects)	Q4	Due June 2024		Manager – Works & Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.04.02 Identify projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required						
	Projects designs and readiness are now identified and reported through the newly implemented project life cycle management system. Funded designs and investigations are continuing.	Identify capital construction projects to be delivered in the following financial year and plan and resource the delivery of designs and specifications where required	Q4	Due June 2024		Manager – Works & Services	
➤	2.1.05.01 Identify in consultation with Asset Custodians sources of information and scope new processes for the systematic update of condition information in asset registers						
	Primary focus in the quarter has remained on the Building asset information in support of upcoming revaluation. This has included processing of the floor plan information provided to develop internal building zones to validate the floor area provided. The team has also facilitated the inspection which underpins the valuation exercise with a view to have this information returned in time for interim audit.	Completion of projects to increase the quality of condition data for transport assets	4	4	●	Manager – Works & Services	Support in development of Roads Condition inspection tender specification
		Completion of projects to increase the quality of condition data for stormwater assets	4	4	●	Manager – Works & Services	Supported custodians with review of data.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.05.02 Support the organisation to review and update Asset Management Plans						
	A working group has been formed to analyse and determine the strategy for updating AMP's. The group will utilise the current baseline information collected. Progress in the quarter in obtaining updated Road Condition information to assist in the development of the Roads AMP as a priority.	Number of Asset Custodian's portfolio Asset Management Plans (AMPs) that have been assisted in adopting the corporate template to develop and finalising their AMP's	6	6		Manager – Works & Services	Undertaking review of the AMP library and taking stock of current progress
		Annual update of the Strategic Asset Management Plan (SAMP)	50%	50%		Manager – Works & Services	Strategic AMP reviewed in support of proposed SRV application.
	2.1.06.01 Maximise water reuse to reduce demand on drinking water supplies						
	Design for the REMS 2.0 project (900ML dam) is completed. The project is on hold subject to attaining grant funding and the development of biodiversity offset credits.	Implement recommendation from Shoalhaven Water Yield Assessment	Q4	Due June 2024		Manager - Water Asset Planning & Development	
		Review and assess redundancy in water supply schemes	75%	75%		Manager - Water Asset Planning & Development	Curarong Rd and Crobyar Rd Projects are complete. Next phase includes Mayfield Rd, Woodstock Rd and Berry WPS to Reservoir. Bendeella Reservoir is Commissioned and online and Cambewarra Res is close to completion.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.06.02 Identify and mitigate risk to critical water supply and wastewater assets						
	Current projects in progress include the Cambewarra Dam Decommissioning, Erowal Bay Sewer Relocation project and Wrights Beach Water Main Replacement Project. Work is also continuing on the Bamarang to Milton Stage 2 water main project options assessment report.	Develop asset risk assessment, mitigation contingencies for critical water & wastewater assets	Q4	Due June 2024		Manager - Water Asset Planning & Development	
➤	2.1.06.03 Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas						
	Concept options report for Culburra wastewater treatment plant augmentation is complete, and project will move into design phase in early 2024/25. Grant funding application has been submitted and outcome pending. Mundamia Urban Release area is currently delayed by the developer due to modifications to the consent and consent conditions. Water connection work is ready to commence once the subdivision moves into construction phase.	Deliver Sewer & Water infrastructure concept design to support West Culburra Urban Release Areas	75%	80%	●	Manager - Water Asset Planning & Development	Options assessment complete. Concept design contract underway.
		Deliver Sewer & Water infrastructure concept design to support Mundamia Urban Release Areas	75%	5%	●	Manager - Water Asset Planning & Development	Project has been placed on hold, temporarily due to delays with Developer subdivision works.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.06.04 Implement new regulatory and assurance framework for local water utilities						
	Annual check-in documentation provided to DCCEEW for review. Status update includes - Annual update of Asset Management Plans; revised Asset Management Strategy; Sewer & Water Servicing Strategies to be completed this year; Water models to be finalised this year; Updated Drought Management Plan in progress; Drinking Water Quality Management Plan audited and finalised; Dam Safety Management Plan and D Emergency Plan updated, Financial Modeling currently under review.	Achieve regulatory compliance for local water utilities	Q4	Due June 2024		Manager - Water Asset Planning & Development	
➤	2.1.06.05 Construct Sewer & Water infrastructure to support Moss Vale Road Urban Release Areas						
	Sewer works are 90% complete with final work in Illaroo Rd underway. Water supply works are also 90% completed with the last components underway in Main Rd. The new Cambewarra Reservoir is mostly completed with last section of pipework underway.	Percentage of annual capital works completed that support Moss Vale Road Urban Release Areas	Q4	Due June 2024		Manager - Water Asset Planning & Development	
➤	2.1.06.06 Investigate asset resilience and security of water supply opportunities						
	Bamarang to Milton Stage 2 pipeline project is now moving into options assessment stage. Hydraulic model development is also well advanced with water models due in the next few months and sewer due toward the end of 2024.	Develop Northern to Southern Water Supply Project to Construction Phase	75%	75%		Manager - Water Asset Planning & Development	Concept options phase currently at tender. Project on track


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.1.06.07 Construction of new water pipeline connection of Jervis Bay Territory to Shoalhaven systems						
	The project is now back on track with a Water Supply Agreement being reviewed by legal department of Dept of Infrastructure. Finalising procurement and project documentation with an expected construction commencement in July/August 2024.	Percentage of construction of water pipeline connection of Jervis Bay Territory to Shoalhaven systems	75%	5%		Manager - Water Asset Planning & Development	Tender documentation finalised and design development stage is now completed. Negotiations for bulk water agreements and project delivery are currently well advanced. Project is fully funded by Federal Government and works will only proceed to Construction if SW is engaged to undertake construction management. Negotiations are in final stage for both agreements. Construction phase kick off currently planned for July 2024.
➤	2.1.07.01 Implement the funded Building Fire Compliance Action Plan						
	1. Performance target of 2 audit reports has been completed this period. Fire Audits were conducted on Sussex Inlet Surf Life Saving Club and Kioloa Marine Rescue. 2. Works are currently progressing to address issues identified within audit reports for five (5) facilities, as funded over the next 2 years. 3. Existing fire measures are being maintained to the required 100% target.	Number of Building Fire Audits Reviewed	Q4	Due June 2024		Manager – Building Services	





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Maintain existing Fire Safety Measures for Council buildings as funded	Q4	Due June 2024		Manager – Building Services	
➤	2.1.07.02 Ensure serviceability of public amenity buildings to budget and or community expectations						
	Building Services service 95 public amenities and have received 5 complaints in the last 3 months. Performance measure = (No of complaints/(No of amenities)*Days in period) *100 = 0.058	Complete public amenity refurbishment or renewals as funded	75%	N/A	N/A	Manager – Building Services	No public Amenity refurbishments have been funded in the Building Services budget for this financial year, due to budget constraints.
➤	2.1.07.03 Implement initiatives to reduce the number of dry weather sewage overflow events						
	The project has installed 80 monitoring devices in maintenance shafts to date. 30 devices have been installed at Shoalhaven Heads during the last quarter. Most maintenance shafts along Curleys Bay at Culburra Beach have a monitoring device installed to help prevent overflows to the oyster harvest areas.	Number of monitoring sensors installed and monitored using "Internet of Things" technology	150	80	●	Manager - Water Asset Planning & Development	50 devices have been installed in Culburra Beach and 30 in Shoalhaven Heads. The roll out will continue with critical manholes.
➤	2.2.01.01 Prepare and maintain strategies/plans to support population growth, development, environmental conservation, including finalising the detailed planning controls for Moss Vale Road North Urban Release Area and priority review of Planning Strategy/Policy						
	Range of projects continuing, including the significant work of finalising local planning documents for the Moss Vale Road North Urban Release area. Work has commenced on components of the new City-wide land use planning scheme, with priority work on developing new controls for Berry, managing local character, and a review of local infrastructure development contributions (key project arising from the Financial Sustainability Review).	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager - Strategic Planning	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
ⓘ	2.2.02.01 Assess and determine development applications within legislative timeframes and community expectations						
	Recruitment is continuing to rectify current staff shortages. Assessment staff are utilising improved assessment processes to reduce assessment time frames including by front loading the assessment process as a means of reducing the need for information requests down the line and by focusing on a timely response to referral requests.	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	51%	●	Manager - Development Services	The 2023/24 Q3 outcome is 51% of all Applications being determined within 40 days. This outcome is reflected as an average of Modification Applications which achieve 74% (on track) and DAs which achieve 41% (requires attention). Timeframes for DA assessments has been impacted by several resignations of staff members in senior positions. Remaining staff have taken on additional applications to cater for the loss of those staff members - this additional workload has impacted on the overall completion timeframes.
➤	2.2.02.02 Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations						
	In both instances - Subdivision Works (Construction Approval) and Subdivision Certificates (which enable land title to be created) have been issued within specified targets. This is an exceptional quarterly result despite staff vacancies.	Percentage of Subdivision Certificates resolved within 14 days	75%	100%	●	Manager - Development Services	Above target



Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of Subdivision Works Certificates completed in 28 days	65%	100%		Manager - Development Services	Target has been achieved for this quarter. Due to resignation of one of the Development Engineering team's experienced engineers, results may drop next quarter however the team will push to continue to stay on track. It is noted that the results have been provided by the Business Support Section.
 2.2.03.01 Provide development compliance services to the community						
Council received 122 new customer requests relating to development compliance in the January to March 2024 quarter, with 87 of these relating unauthorised development and development not undertaken in accordance with consent. A further 19 requests related to pool concerns and 16 for stormwater nuisance complaints. The compliance team continue to triage and action requests based on the risk to public, with swimming pools, first floor decks and fire damaged buildings being considered high risk.	Number of development non-compliance matters received	Count	122	N/A	Manager – Certification & Compliance	Council received a total of 122 new customer requests in the January to March 2024 quarter. This included 87 development concerns relating to building and land uses, 16 stormwater complaints and 19 swimming pool requests.
	Number of development non-compliance actions completed	Count	23		Manager – Certification & Compliance	Compliance completed a total of 23 customer requests in the January to March 2024 quarter. This comprised of 10 development concerns, 4 stormwater requests and 9 swimming pool requests.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	<p>Council staff participated in relevant meetings, including the Illawarra-Shoalhaven Regional Plan Coordinating and Monitoring Committee, Illawarra-Shoalhaven Urban Development Program and Illawarra-Shoalhaven Affordable Housing Roundtable.</p> <p>Advocacy activity undertaken in response to numerous NSW Government consultations about proposed and potential planning reform and policies - formal submissions provided to the NSW Government on the proposed Low and Mid Rise Housing reforms and the Short Term Rental Accommodation Discussion paper.</p>	Number of submissions regarding strategic land use made to Federal and State Government	Q4	Due June 2024		Manager - Strategic Planning	
	2.3.01.01 Delivery of the Shoalhaven Adaptation Plan						
	Tracking and reporting on the Shoalhaven Adaptation Plan was largely on hold during this period. Continued progression will occur towards the end of this financial year, and throughout the 2024/25 year.	Number of actions delivered from the approved Shoalhaven Adaptation Plan	5	17		Manager – Technical Services	17 of the adaptive actions included in the Adaptation Plan had been commenced (as previously reported).

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.01.02 Continue implementation of Council's Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainability and Climate Policy targets						
	A number of initiatives have been commenced or completed recently from Council's adopted Sustainable Energy Strategy. Shoalhaven City Council engaged FG Advisory (FGA) to provide consultancy services to advise Council on sustainability uplift works at Ulladulla Leisure Centre. New electric vehicle charger installations within the Shoalhaven LGA by Charge Point Operators have also been facilitated by Council. Council continues to participate in the ISJO Net Zero Project Control Group, including reviewing a draft Regional Energy Strategy. A proposed project titled 'Shoalwater Flinders Depot – Sustainable Energy Upgrade' is being submitted for matching funding of \$150,000 to the Australian Government's Community Energy Upgrades Fund. The project includes a new 100 kW solar PV system on the new building at the Flinders Depot and fleet EV chargers.	Number of Sustainable Energy Strategy initiatives implemented	Q4	Due June 2024		Manager – Technical Services	
		Estimated emissions reduced through Revolving Energy Fund projects (tonnes CO2e-)	Q4	Due June 2024		Manager – Technical Services	
		Emissions saved through Sustainable Energy Strategy projects (tonnes CO2e-)	Q4	Due June 2024		Manager – Technical Services	





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.02.01 Delivery of the Sustainability and Climate Action Plan						
	Tracking and reporting on the Sustainability and Climate Action Plan was largely on hold during this period. Continued progression will occur towards the end of this financial year, and throughout the 2024/25 year.	Number of resourced actions implemented from the approved Sustainability and Climate Action Plan	8	22		Manager – Environmental Services	22 of the actions identified in the Action Plan have been completed, and approximately 20 more were in progress (as previously reported).
	2.3.03.01 Undertake works within natural area reserves to improve biodiversity						
	Work is undertaken by staff (Council's Aboriginal Bush Regenerators), contractors and volunteers to improve Natural Area reserves managed by Council. Contracted work is currently on track and the bush regeneration activities by staff and volunteers under the Bushcare program has continued. The lack of a central-Shoalhaven Bushcare Field Officer has been recognised by Council and staff will endeavour to gain resources to fill this position as soon as possible.	Number of natural area reserves with works completed towards maintaining or improving biodiversity	Count	105		Manager – Environmental Services	There have been 60 Natural Area reserve sites worked on by Bushcare volunteers, 20 by contractors and 25 worked on by Council's Aboriginal Bush Regenerators so far this financial year.

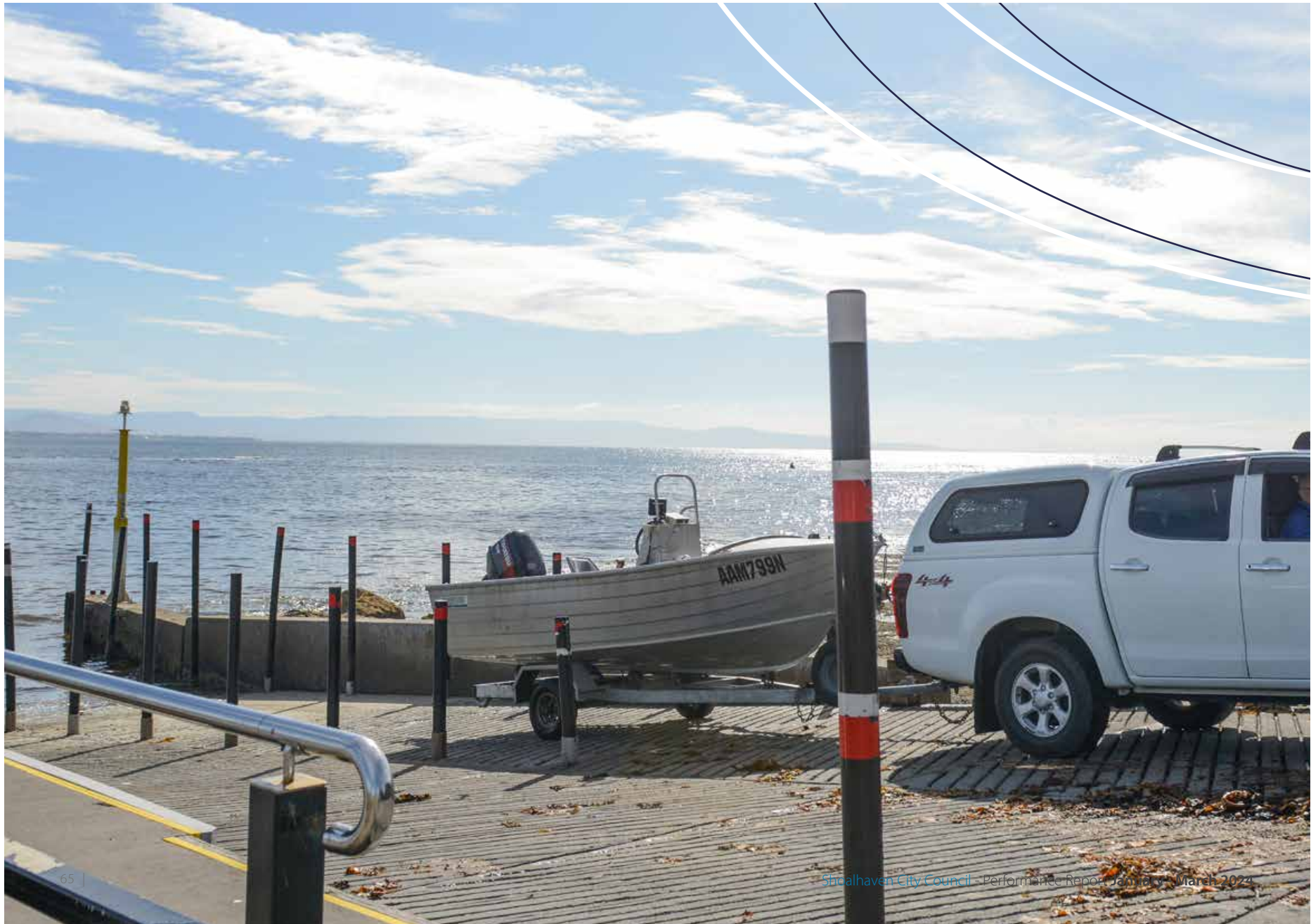
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
①	2.3.03.02 Support organisational environmental due diligence						
	This action relates to the completion of environmental assessments by Council's Land Management Unit, where required, to support activities of Council. In 2023/24, this primarily includes the completion of Review of Environmental Factors (REF) for existing dog off-leash access areas. Three have been completed and published, eight with a 1st draft completed, and eight with some work required to complete the first draft. Four of these uncompleted REF have now been drafted by consultants and are with Council staff to review, while others are to be reviewed in-house.	Number of environmental assessments completed	Count	167	●	Manager – Environmental Services	54 DA referrals pertaining to biodiversity were completed during the third quarter. 48 DA referrals pertaining to biodiversity were completed during the second quarter. 65 DA referrals pertaining to biodiversity were completed during the first quarter.
➤	2.3.03.03 Implement water quality monitoring program of Shoalhaven's estuaries, lakes, rivers and beaches to ensure the cleanliness of waterways for public and environmental health						
	Seven catchments were sampled Quarter 3: Shoalhaven River, Jervis Bay, Curleys Bay, Lake Conjola, Burrill Lake, Clyde River and Lake Tabourie. Weekly Beachwatch sampling was undertaken over summer at 10 Beaches: Shoalhaven Heads Beach, Tilbury Cove, Warrain Beach, Collingwood Beach, Cudmirrah Beach, Mollymook Beach, Rennies Beach, Racecourse Beach & Merry Beach	Percentage of planned water quality monitoring program completed	75%	100%	●	Manager – Environmental Services	Seven (7) catchments were sampled Quarter 3 including: Shoalhaven River, Jervis Bay, Curleys Bay, Lake Conjola, Burrill Lake, Clyde River, & Lake Tabourie. This included 191 routine monitoring sites. Ten (10) beaches were monitored for the Beachwatch program over summer.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Percentage of irregular water quality results whereby follow-up has occurred	100%	100%		Manager – Environmental Services	191 water samples were taken across 7 catchments. Nine (9) samples (4.7%) exceeded Enterococci trigger of 200 cfu/100ml. Nine (9) samples (4.7%) exceeded Chlorophyll-a trigger with all being marginally above the trigger level. 25 samples (13.1%) marginally exceeded the relevant Turbidity trigger - exceedances were associated with recent wet weather events.
	2.3.03.04 Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual						
	Coastal Management Programs remain the highest priority for the Coastal Management Unit to deliver upon this financial year. The Open Coast and Jervis Bay CMP will be reported for adoption through Council before the end of the financial year.	Shoalhaven Open Coast & Jervis Bay Coastal Management Programs presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
		Lower Shoalhaven River Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Lake Conjola Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
	Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program presented to Council for adoption by June 2024	Q4	Due June 2024		Manager – Environmental Services	
 2.3.03.05 Prepare new, or review existing Bushcare Group Action Plans in consultation with community						
Two Bushcare Group Action Plans are with the Lead - Land Management, as part of the approval process; 4 others are at various stages of completion. A Bushcare Coordinator was appointed in January 2024, and is making good progress, so these additional four, plus two others, are intended to be completed by 30 June 2024.	Number of Bushcare Group Action Plans reviewed	Q4	Due June 2024		Manager – Environmental Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	2.3.03.06 Undertake compliance actions associated with priority weeds and biosecurity in accordance with the Regional Plan						
	505 priority weed inspections have been completed to date this year. There were 67 infestation reports sent for priority weeds, 330 infestation reports sent for non-priority weeds, and 108 'Nil Infestation' inspections. Five Biosecurity Directions have been issued relating to the requirement to control Alligator Weed.	Number of priority weed inspections	Q4	Due June 2024		Manager – Environmental Services	
		Percentage of failed priority weed inspections whereby corrective actions have been implemented	100%	100%	●	Manager – Environmental Services	Of 505 inspections, 67 infestation reports sent for priority weeds and 330 for non-priority weeds and 108 'Nil Infestation' inspections. Five Biosecurity Directions issued for control of Alligator Weed.
➤	2.3.03.07 Progress the South Mollymook Coastal Protection Works						
	Detailed design phase for the coastal protection works has commenced with input from Council's landscape architects forming a valuable part of the project. 85% completion drawings have been received by the project team for review.	Development of a South Mollymook Coastal Protection Works funding and partnership agreement by June 2024	Q4	Due June 2024		Manager – Environmental Services	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.03.08 Progress planning and scoping for an Urban Greening Strategy						
	Council is still awaiting the grant agreement from NSW Department of Planning and Environment.	Urban Greening Strategy research finalised by June 2024	Q4	Due June 2024		Manager – Environmental Services	
	2.3.04.01 Delivery of Sustainable Living program for community members						
	Tracking and reporting on the Sustainable Living Program was largely on hold during this period. Continued progression will occur towards the end of this financial year, and throughout the 2024/25 year.	Number of funded workshops or events delivered under the Sustainable Living Program	3	2		Manager – Environmental Services	The SunSpot solar online event was held, along with attendance and presentation at the Excellence in the Environment Awards (as previously reported).
	2.3.05.01 Maximise recycling opportunities at Council's waste facilities						
	Investigation of recycling options and opportunities continuing. Consultation with industry experts and potential markets for resources recovered is continuing.	Increase the number of material types recycled year on year	Q4	Due June 2024		Manager – Waste Services	

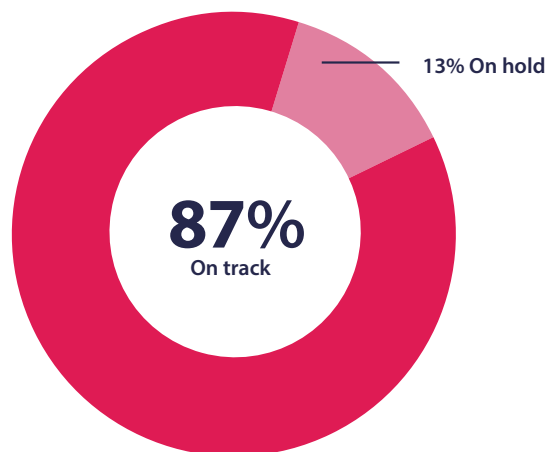




Thriving local economies that meet **community needs**

Highlights

Progress snapshot



- Tourism and Economic Development team participated in 120 external events and networking opportunities including meetings with local business chambers, event operators, tourism operators and grant applicants.
- Council staff participated in providing feedback to government and external strategy, including:
 - Draft Bill for Community Improvement Districts
 - Local Jobs Program
 - Draft Shellharbour Airport Master Plan
 - Special Entertainment Precincts framework
 - Uptown Accelerator Program
- Council is participating in the Illawarra Shoalhaven Joint Organisation (ISJO) initiatives including:
 - Regional Energy Strategy - draft under development
 - Finalisation of the Regional Economic Development Strategy Vision and Blueprint
 - Extension of the ISJO Smart Cities Officer
- Tourism and Economic Development are currently working with four new potential Aboriginal Cultural business operators to grow their business plans. The team assisted five existing businesses with marketing support such as photography, media familiarisation and advice, and helping one established business to grow to International Ready, working with inbound tour operators in the luxury market.

Our performance for the last 3 months



63 events on
Council owned or
managed land

40

Number of Council grant applications



4

Marketing
campaigns
delivered



4.3 stars

Shoalhaven Visitor
Centre Rating





- SCC staff workshop.





- Berry farmers market.






- Visitor information center.




Thriving Local Economies that meet community needs




Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.01.01 Actively participate in networking opportunities that enhance the Shoalhaven economy						
	The Tourism and Economic Development Team have participated in 120 external events and networking opportunities this quarter. This includes meetings with local business chambers, event operators, tourism operators and grant applicants. Staff also attended the Tourism Australia Destination Forum. The team attended committee meetings such as the Shoalhaven Economic Growth and Advocacy Group, and the Motor Sports Working Group.	Number of networking opportunities attended or facilitated	225	304		Manager – Tourism & Economic Development	Staff from the Tourism and Economic Development Department have participated in a total of 304 external networking opportunities year to date. A breakdown includes: Event Manager - 80 Grants Manager - 44 Economic Development - 93 Tourism Marketing - 81 Visitor Service Manager - 6 Year To Date = 304



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.01.02 Review and update Council's Employment Land Strategy						
	<p>A desktop review of Council's employment land strategy and industrial land holdings is complete and staff are conducting a literature review of all relevant Regional, State and Federal Strategies. This will inform the review of Council's Economic Development Strategy and Employment Land Strategy. Due to financial matters, these reviews are required to be completed in house, therefore additional timeframe is required for completion.</p> <p>Staff are currently preparing a Policy for the Sale of Employment Land, which is anticipated to be reported to Council for adoption in Q2 2024.</p>	Council's Employment Land Strategy updated by June 2024	Q4	Due June 2024		Manager – Tourism & Economic Development	
➤	3.1.01.03 Continue to subdivide and sell employment land						
	<p>Council continues to subdivide industrial land holdings. Subdivisions currently underway include Flinders stage 11 and Woollamia stage 5a.</p> <p>Albatross Aviation Technology Park stage 5 has recently been completed and is awaiting subdivision certificate. An EOI is expected to go out in 2024 for 14 new lots.</p> <p>An addition 2 lots in the Woollamia estate and another 2 lots in the Flinders Industrial Estate will soon be sold via a competitive open market process.</p>	Number of employment land lots that have been sold or developed	Q4	Due June 2024		Manager – Tourism & Economic Development	



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.02.01 Provide advice and support to Council on external funding opportunities that are aligned to strategic objectives						
	The Grants team provide an ongoing service to council, researching and scanning both state and federal landscapes for funding opportunities that are strategically of interest to internal project teams. The proactive identification and alignment of these funding opportunities allows project teams to apply for additional external funding for delivery of local initiatives. YTD there have been 28 funding reports to council highlighting over 70 grant programs of interest. Some of the latest external funding opportunities for council include the Play Our Way Program, Festivals Australia event grants, State Government Investing in Women grants, Open Streets and Live Music development programs along with the Community Energy Upgrade Fund.	Number of Council applications to external grant funding programs	105	40		Manager – Tourism & Economic Development	Council is still actively pursuing external funding, but applications have slowed over the last quarter due to internal financial reviews and reassessing budget priorities.
		Number of successful grant applications bringing additional investment into projects/programs within the Shoalhaven	17	12		Manager – Tourism & Economic Development	The Grants Office is continuing to work with internal council teams to leverage external funding opportunities. Year to date there has been 12 successful applications reported to the office which has attracted an additional \$295,000 for projects delivered in Shoalhaven.
		Finalise a new Council Grants Policy and Procedure	75%	95%		Manager – Tourism & Economic Development	Councils Internal Grants Policy is 95% complete and is about to go to the governance team for assistance with approval and publishing. The remaining component being worked on is a process map highlighting internal grant approvals which will support the policy. The Grants Procedures are currently being fast tracked to support the trial of an online Tech-One grant approval form which is also in its final stages ready for trialing and adoption.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.02.02 Actively participate in providing feedback to government strategy and planning to ensure major strategic projects are included in regional plans to assist in grant funding opportunities						
	<p>This quarter, staff participated in providing feedback to government and external strategy, including:</p> <ul style="list-style-type: none"> - Draft Bill for Community Improvement Districts - Local Jobs Program - Draft Shellharbour Airport Master Plan - Special Entertainment Precincts framework - Uptown Accelerator Program <p>The feedback ensures that external projects and strategies align with Council's key objectives under the CSP and relevant internal strategies.</p>	Number of active contributions (in person meetings, phone conversations or written advice) to regional, state or federal strategy development	75	70		Manager – Tourism & Economic Development	Council has attended or contributed to 70 external meetings between July and December 2023 that aid in regional, state, or federal strategy development. These include: Illawarra Shoalhaven Regional Defence Network, Illawarra Shoalhaven Regional Economic Development Strategy forum, Shoalhaven Economic Growth and Advocacy Group.
➤	3.1.03.01 Promote the Shoalhaven as a diverse region with a focus on off-season visitation						
	Summer peak season marketing controls were the focus of this quarter with the 100 Beach Challenge, Conscious Traveller, and Visitor Guide campaigns. In late February the Autumn Wellness Campaign was launched to deliver sustainable and high value travelers in the off-season. VISA data showed a drop in spend from both locals and visitors in food, lodging and attractions.	Number of marketing campaigns delivered	3	4		Manager – Tourism & Economic Development	This quarter saw the tail-end of campaigns that manage peak visitation such as the 100 Beach Challenge, Conscious Traveller, and Visitor Guide campaigns. In late February the Autumn Wellness Campaign was launched to deliver sustainable and high value travelers in the off-season.
		Increase the year-on-year total economic impact of expenditure in the Shoalhaven	1,000	1,485		Manager – Tourism & Economic Development	The total estimated spend in Shoalhaven for the year ending December 2023 was \$1.485 billion according to Tourism Research Australia. This increase comes despite a drop in overnight visitation.


Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Increase in total subscribers to the direct marketing consumer database	8%	10.5%		Manager – Tourism & Economic Development	There was a 10.5% increase to the direct email marketing database. Continued acquisition strategies via website engagement are sustaining this number ahead of the 10% annual KPI.
3.1.03.02 Deliver an event support program to drive off-season visitation to reduce seasonality of tourism employment opportunities						
<p>The February 2024 Round of the Event Support Program is on hold due to Councils current Financial Sustainability measures. The round received 33 applications for new events prior to the funding cuts, resulting in no new funding being awarded.</p> <p>February and March included 3 sponsored events from previous rounds of funding, which included a National and International Volleyball competition, a Rugby 7's competition and a car show. The return on investment for this quarter's event support program activities according to REMPLAN economic modelling was \$3,035,245.</p>	Maintain or increase number of supported events	5	16		Manager – Tourism & Economic Development	This quarter 3 sponsored events went ahead from the program. This brings the total supported events this financial year to 16. The February 2024 funding round attracted 33 applicants, 57% more applications than in the previous round. 0 applicants were awarded funding from this round due to funding cuts.
	Increase total return on investment for supported events	8%	89%		Manager – Tourism & Economic Development	In the January to March 2024 period the event support program awarded \$22,500 across 3 events, converting to a return of investment of \$3,035,245. This is an 88.6% increase from the same period in 2023 according to REMPLAN economic modelling.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.03 Review and deliver the Visitor Services Strategy, which includes the operational Visitor Centres, mobile tourism services and industry support						
	The mobile pop-up information van operated 30th December - 12th January at White Sands park Huskisson. The team assisted international and domestic visitors receiving positive feedback from community. VIS supported Vincentia Matters who operated at Vincentia Shopping Village over Christmas and New Year.	Maintain a high quality of service and achieve Google business reviews equal to or above 4 stars for the Shoalhaven Visitor Centre	4.3	4.3		Manager – Tourism & Economic Development	During the last quarter both Nowra and Ulladulla Visitor Centres achieved only 5-star reviews, which is a fantastic result and testament to the quality customer service the teams provide. Average of all reviews across both centres is 4.3.
	The new Shoalhaven visitor guide has been extremely popular with 8500 copies of visitor guides hand distributed within region prior to the Easter holidays.	Increase distribution of Shoalhaven Visitor Guides	Q4	Due June 2024		Manager – Tourism & Economic Development	
	This quarter sales have been consistently busy at the Shoalhaven Entertainment Centre with \$141,798.51 being processed by the Visitor Centre team at the Box Office counter and phone sales.	Increase total merchandise sales across all Shoalhaven Visitor Service sales channels	Q4	Due June 2024		Manager – Tourism & Economic Development	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.1.03.04 Support businesses with grant programs and communications						
	Councils Grants team continues to research and collate funding opportunities for local businesses and community groups. The last quarter saw 10 x community and business focused grant programs promoted to local business chamber networks in the Shoalhaven. Collaboration and support services continue to be offered. Examples of the funding programs that have been shared with local business networks include federal government Inclusive community grants, various cultural and art funding programs, along with state-based energy efficiency opportunities and regional event support programs aimed at driving visitation.	Total value of Precinct Marketing Program	\$10,000	\$19,900		Manager – Tourism & Economic Development	This quarter, Precinct Marketing Funds were awarded to Shoalhaven Heads Lions Club for a new Heads Map, and Sydney Melbourne Touring for International Marketing Promotion to a total of \$9,900. The annual rolling total is \$19,900.
➤	3.1.03.05 Deliver support to a aboriginal tourism operators in developing tourism businesses						
	Currently working with four new potential Aboriginal Cultural business operators to grow their business plans with collaborators such as Many Rivers. Assisting five existing business to develop with marketing support such as photography, media familiarisations, and advice, and helping one established businesses grow to International Ready working with inbound tour operators in the luxury market.	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	1	1		Manager – Tourism & Economic Development	There are a total of nine Aboriginal Cultural products on ATDW, a slight increase on previous quarters, including one fully bookable product, two events and a new food truck product. More work needs to be done to assist cultural businesses in listing their products on shoalhaven.com.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of Industry Newsletters sent (rolling annual)	9	10		Manager – Tourism & Economic Development	Three direct emails were sent to the business operator newsletter list consisting of 1,578 subscribers. A new business website (investshoalhaven) is in staging and due to go live next quarter. This will provide 'always on' news and support for the business community.
	3.2.01.01 Investigate opportunities for strategic development of key projects in our City						
	The Grants team continue to work across council to investigate funding opportunities and align them with strategic projects. The weekly EMT report identifies funding opportunities. Strategic Planning team have recently submitted an application to the Regional Precincts and Partnerships Program for the Nowra Riverfront Precinct (completion of master planning and detailed design). The Economic Development and Tourism department are currently revising the advocacy projects document, that aims to seek funding and commitment to key strategic projects across the Shoalhaven.	Identify potential, suitably zoned land in Nowra CBD for a Hotel site, explore various models of delivery, seek advice on market response to such a development opportunity and facilitate without prejudice conversations with potential investors	Q4	Due June 2024		Manager – Tourism & Economic Development	
		Engage with the community on the heart of Huskisson project at 59 Owen Street Carpark Development	Q4	Due June 2024		Manager – Tourism & Economic Development	

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.2.01.02 Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives						
	Council staff have been participating in ISJO initiatives including: • Regional Energy Strategy - draft under development • Finalisation of the Regional Economic Development Strategy Vision and Blueprint • Extension of the ISJO Smart Cities Officer	Number of partnership initiatives for mutual benefit of ISJO stakeholders	3	3		Manager - Corporate Performance & Reporting	Council continues participation in regional ISJO initiatives, including workshops for Transport for NSW's funded regional resilience and connectivity project.
➤	3.2.02.01 Undertake projects in the Strategic Planning Works Program to activate and strengthen Shoalhaven's CBD's and town centres including progressing the activation of the Shoalhaven River-Front Precinct and priority review of Planning Strategy/Policy						
	Council is progressing a range of planning projects for Nowra City Centre, Ulladulla Town Centre, and other local centres. This includes continued collaboration with a range of NSW Government Agencies through participation on the Nowra Riverfront Advisory Taskforce. This Taskforce leads the planning and design work for the Nowra Riverfront Precinct.	Annual Council report on Strategic Planning Works Program by June 2024	Q4	Due June 2024		Manager - Strategic Planning	
ⓘ	3.2.02.02 Hold community events as arranged and supervised by the Nowra CBD Revitalisation Committee that draw people to the Nowra CBD						
	All Nowra CBD Revitalisation Committee Events are currently 'On-Hold' with no scheduled events.	Number of months with increased foot traffic in the Nowra CBD compared to the previous year	9	5		Manager – Technical Services	Oct 2022* Nov 2022* Dec 2022: 43,911 Oct 2023: 86,610 Nov 2023: 73,236 Dec 2023: 84,658 Jan 2024: 76,892 Feb 2024: 64,584 (*Missing Data)

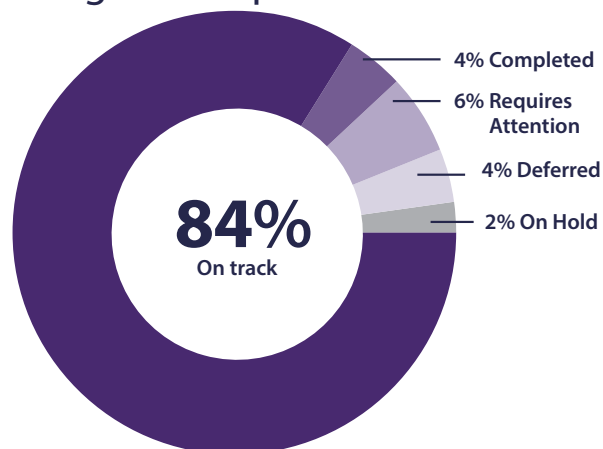
	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	3.2.03.01 Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities						
	<p>The events team continue to meet regularly with local event organisers in the region to provide strategic advice and assist with the event application process.</p> <p>Following the same trend from the previous quarter, there were another 63 events processed and approved on Council land in January to March. There has been an increase in monthly markets as well as more larger scale events (more than 1000 attendees) across the region.</p> <p>The events team have worked with event organisers to support their applications for other industry funding offered from DNSW in an effort to attract events to the region and drive off-season visitation.</p>	Number of approved events on Council owned or managed land	35	158		Manager – Tourism & Economic Development	<p>The team approved 63 events on Council owned or managed land this quarter, bringing the total number of events processed by the Events Team this financial year to 158. These events included monthly markets, triathlons, sporting competitions, music festivals and the local agriculture shows.</p> <p>A review of the event application process and event policy continue, with an aim to streamline the process for all organisers.</p>



Effective, responsible & authentic **leadership**

Highlights

Progress snapshot



- Marketing campaigns developed by the Media and Communications team included the responsible dog ownership campaign with educational videos published on the website, social media and local cinemas. The 2024 Local Government NAIDOC awards involved radio, digital and printed collateral to engage local businesses in sponsorship opportunities and community for nominations.
- Council issued 1,278 Planning (10.7) Certificates which provided information consistent with the requirements of relevant legislation and within published service timeframes.
- Zero Tolerance - Preventing and Responding to Workplace Aggression and Violence procedure was adopted
- Civic events held this quarter included the Australia Day Awards, the reopening and upgrades of Artie Smith Oval and the arrival of the Broken Obelisk sculpture at the Nowra Art Gallery. All of these were incredibly successful community events that attracted media attention.

Our performance for the last 3 months



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



88%
of IT service desk requests
completed within SLAs











81%
of customer enquiries
resolved at first contact
(80% target)













40
Number of
media releases












Effective, Responsible & Authentic Leadership





Action Key	 Completed	 On Track	 Requires Attention	 On Hold	 Deferred	KPI Status	 Critical	 Requires Attention	 On Track
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	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.01.01 Provide an excellent customer experience by meeting Council's customer service standards for Contact Centre Operations						
	This quarter, the Contact Centre has answered 56% of calls within the 30 second target. The calls abandoned rate is 5%, which is a good result as industry standard is 7%. We are consistently achieving 80% first contact resolution. This quarter, the focus in the Contact Centre was on recognition for excellent customer service, as identified through the customer satisfaction surveys.	Calls to Contact Centre answered within 30 seconds	30	56		Manager - Customer Experience	Average speed of answer in Q3 was 59 seconds. 56% of calls in Q3 were answered within 30 seconds. 44s in Q1, 65s in Q2 and 59s in Q3 average 56s
		Average wait time at the Customer Service Counter (mins)	5	1.8		Manager - Customer Experience	Average wait time for Nowra Customer Service Counter was 1.8 minutes in Q3.
		Percentage of customer enquiries resolved at first point of contact	80%	81%		Manager - Customer Experience	81.31% of calls were resolved within the Contact Centre in Q3. 80% in Q1, 81.23% in Q2 and 81.31 % in Q3 average YTD 80.85%
		Percentage of customer contacts that abandoned before being answered by the Contact Centre	7%	5%		Manager - Customer Experience	5% of calls to the Contact Centre were abandoned in Q3. Average 5% over Q1, Q2 & Q3 (YTD)

Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of customer requests conducted online	3%	32%		Manager - Customer Experience	34.49% of customer requests were created online by customers in Q3. This excludes INTERNAL ONLY categories such as callback requests as customers are unable to create these. Q1 was 28%, Q2 was 32.3% and Q3 was 34.49% = 31.6% average
 4.1.01.02 Implement a 'voice of the customer' program to gather, analyse and action customer feedback						
The voice of the customer program has been set-up and is now collecting customer satisfaction surveys in person, over phone and via customer requests. A process is in place to review the feedback and identify improvements.	Voice of the customer program implemented by September 2023 with process improvement reported quarterly	100%	100%		Manager - Customer Experience	Voice of the customer program has been implemented and CX manager is tracking process improvements. Mystery Shopping results will be distributed this month.
 4.1.01.03 Provide graphics and cartography support to the organisation and issue 10.7 planning certificates and dwelling entitlement certificates						
During the quarter, Council issued 1,278 Planning (10.7) Certificates which provided information consistent with the requirements of relevant legislation and within published service timeframes. Council also issued 6 certificates confirming the results of dwelling entitlement searches. The Strategic Planning Team continues to provide graphics and cartography support for a range of strategic land use planning tasks and other projects as required.	Number of 10.7 planning certificates and dwelling entitlement certificates issued	Count	3,976		Manager - Strategic Planning	During the report quarter January-March Council issued 1,278 Planning Certificates (10.7) and 6 Dwelling Entitlement Certificates.


	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.01.04 Develop a Customer Experience Strategy to improve customer centricity across Council						
	The Customer Experience strategy work will commence in Q4.	Customer Experience Strategy developed by June 2024	75%	0%		Manager - Customer Experience	This strategy has not commenced development yet and work will commence in Q4.
	4.1.01.05 Work collaboratively with Management Committees to expand the Bookable system to include facilities operated by Management Committees						
	The phase 3 project to bring Management Committees into Bookable is on hold until funding is available. As part of business as usual, Customer Experience will continue to work with Management Committees on the Bookable transition, as prioritised by the relevant Facility Officer. In Q2, Thompson Street Sporting Complex transitioned to Bookable.	Bookable Phase 3 implemented by June 2024	75%	0%		Manager - Customer Experience	Deferred.
	4.1.02.01 Coordinate the delivery of a high quality Family Day Care service						
	All annual inspections have been completed with no compliance issues arising. The Service has kept up to date with all legislative changes and best practice guidelines and has incorporated these into policies and procedures. The Service meets all National Quality Standards.	Maintain and increase the number of Family Day Care Educators	Q4	Due June 2024		Manager – Community Connections	
		Percentage of scheduled Family Day Care inspections undertaken	100%	100%		Manager – Community Connections	All required annual family day care educator inspections have been completed on schedule in the last quarter. All inspections have been documented and are held on file. There are no outstanding compliance issues from these inspections.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of engagement activities, programs and initiatives delivered with and for Aboriginal communities to create change to service or facilities at Shoalhaven Family Day Care	Count	4		Manager – Community Connections	Celebrated Harmony Week. Provided calendar for cultural diversity to educators to promote intercultural understanding. Attended training presented by Be you - Reflect, Respect and Respond when engaging with First Nations communities. The Be You Guide, "Protocols for culturally respectful engagement with First Nations communities" is being used by the Service to support our goal to create an environment of cultural safety and to effectively embed cultural responsiveness within our learning community. Yarning for Inclusion meetings have not yet recommenced for 2024.
	4.1.03.01 Review and update the Bereavement Services Business Plan to reflect updated licencing requirements and legislation						
	Management summary being prepared with inclusion of Interment Industry Scheme and Licensing Conditions.	Bereavement Services Business Plan considered by Council before 31 December 2023	100%	100%		Manager – Commercial Services	Management summary being prepared to outlined changes to legislation and introduction of Licensing requirements




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.1.04.01 Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter						
	The Shelter was at or over capacity throughout this quarter. This is happening to all shelters/pounds/rescues throughout Australia and doesn't seem to be easing anytime soon. Dog adoptions are still low, despite shelter staff attending Bunnings, Petstock etc with dogs to promote the benefits of 'Adopting a Shelter Dog'. Our surrender waitlist for dogs has blown out to over 50 dogs with an almost 1 year wait.	Percentage of adopted animal return rate	10%	4.4%		Manager – Certification & Compliance	The percentage of adopted animal return rate for the reporting period is 4.4%.
➤	4.1.05.01 Provide excellent customer service for waste and recycling collection services						
	KPI results for Quarter 3 on track to meet annual target for compliments, but complaint levels are slightly higher than expected.	Number of justified complaints annually (per 10,000 bin pick-ups)	92	145		Manager - Waste Services	Quarter 3 - Equivalent to 1.46 justified complaints per 10,000 collections
		Number of compliments per month	3	9		Manager - Waste Services	At the end of Quarter 3, year to date target has been met.
➤	4.1.06.01 Provide potable water supply in accordance with Australian Drinking Water Guidelines.						
	Council continues to supply drinking water in accordance with the Australian Drinking Water Guidelines	Number of E-Coli incidents encountered through testing program	0	0		Manager - Water Operations & Maintenance	There have been no E-Coli incidents.
➤	4.1.06.02 Ensure water is affordable for our customers						
	Will be assessed when results are published under National Performance Reporting for Local Water Utilities in April 2024. Results reported to Council once they have been received and reviewed.	Maintain our customers typical water bill affordability when compared with other Local Water Utilities (Top 10%)	10%	N/A	N/A	Manager - Water Business Services	Will be assessed when results are published under National Performance Reporting for Local Water Utilities in April 2024, Results reported to Council once they have been received and reviewed.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
>	4.2.01.01 Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting						
	• Oct - Dec Q2 2023-24 Delivery Program Operational Plan Performance report completed on-time but reported to 25 March Ordinary Meeting - delay was due to finalisation of Q2 Budget Report	Produce the Annual Report by November 2023	100%	100%		Manager - Corporate Performance & Reporting	Annual report endorsed and available on Council's website. Summary Annual Report produced for the first time.
	• Draft DPOP 2024-25 Actions and KPIs developed in collaboration with Senior Leadership Team • Full suite of IP&R documents are due to go on public exhibition for 28 days from 9 May subject to Council resolution	Develop new Delivery Program Operational Plan by June 2024	Q4	Due June 2024		Manager - Corporate Performance & Reporting	
>	4.2.01.02 Coordinate Audit, Risk and Improvement Committee functions & responsibilities and deliver the planned internal audits						
	ARIC meetings have occurred as planned including additional meetings for Financial Sustainability matter. The internal audit planned activities are progressing. The 2024 internal audit plan has been approved and audits in progress as per the schedule.	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	1	1		Chief Executive Officer	The 1st ARIC meeting for 04 March 2024 has been completed as per requirements.
		ARIC annual report on its key activities and functions presented to Council	Q4	Due June 2024		Chief Executive Officer	
		Conduct audits as per approved internal audit plan	30%	25%		Chief Executive Officer	Internal audits are progressing however bit behind schedule as per the 2024 approved Internal Audit Plan.
>	4.2.01.03 Process application requests for access to public information						
	Additional staffing has ensured processing time targets are being met and reduced the wait time for informal applications however, this is only a fixed term appointment and to continue to operate at this level more permanent solutions will be required.	Percentage of formal GIPA requests met within statutory requirements	Q4	Due June 2024		Manager – Business Assurance & Risk	




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
①	4.2.01.04 Review and update Council's Business Continuity Planning Documents						
	Review of the suite of individual plans has been undertaken and consultation has commenced with key stakeholders prior to extensive internal consultation process.	Staff provided training on revised Business Continuity Plans	75%	25%		Manager - Business Assurance & Risk	Directly related to finalisation of the BCP framework and adoption of such which has been delayed.
✔	4.2.01.05 Formalisation of Legislative Compliance Framework						
	Implemented and regular reporting to EMT and ARIC has commenced.	Legislative Compliance Register and policy developed and implemented	100%	100%		Manager - Business Assurance & Risk	Compliance Register and related Policy adopted and implemented, Quarterly reporting provided to ARIC and EMT.
➤	4.2.02.01 Ensure currency of Council's Risk Management Framework						
	Regular reviews of Risks continue via the Risk Management System. Risk Appetite Statement endorsed by ARIC in August 2023.	Operational Risk Register, Risk Appetite Statement and Strategic Risk Register reviewed annually by Executive Management Team and Audit, Risk & Improvement Committee	Q4	Due June 2024		Manager - Business Assurance & Risk	
		High level risks reviewed regularly by Executive Management Team and Audit, Risk & Improvement Committee	1	0		Manager - Business Assurance & Risk	High level risks not reviewed December 2023 however planned for review and report prior to Q3 ARIC Meeting now resourcing is back to usual levels in ERM team



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.02.02 Manage Workers Compensation Self-Insurers Licence						
	The December 2023 audit results confirmed that Council continues to work effectively as a top tier insurer. The Overall Score of 94.6% indicates that Council exceeds the required standards in all audit areas, with results being Compliance (97%), Case Management Practice (93%) and Data Quality (94%).	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licensees	Q4	Due June 2024		Manager - Business Assurance & Risk	
➤	4.2.03.01 Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented						
	A workforce management strategy questionnaire was sent to all department managers with responses due by 15 March 2024. Human Resource Business Partners commenced a consultation process with department managers to clarify and gather further feedback to be finalised and provided to EMT in April 2024.	Number of Equal Opportunity Plan initiatives implemented	Count	1		Manager - People & Culture	Staff and Community engagement sessions for the Reconciliation Action Plan commenced.
		Number of management staff actively participating in Organisational Development Program	Q4	Due June 2024		Manager - People & Culture	
		Percentage of staff with updated Performance Development Plan	Q4	Due June 2024		Manager - People & Culture	




	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	There were 8 hazards and 47 incidents reported, with 1 notifiable incident reported to SafeWork NSW. The Committee of Safety Review acknowledged 7 team and 5 individual Safety Pats on the Back. There were 2 audits conducted with Family Day Care receiving 97%. Two of the inspections conducted in Central and Northern Construction received 100% each. Zero Tolerance - Preventing and Responding to Workplace Aggression and Violence procedure was adopted. The online safety reporting system has had it's one year anniversary and has had a positive impact on the reporting culture.	Number of Strategic WHS Plan initiatives implemented	2	2	●	Manager - People & Culture	Plan is on track with highlights including adoption of the Zero Tolerance procedure, R U OK? Day Conversation Convey and an additional 25 workers trained in SafeTalk suicide prevention.
		Reduction in Lost time Injury Frequency Rate compared to previous 3 year period	Q4	Due June 2024		Manager - People & Culture	
➤	4.2.03.03 Update Council's Child Safe Standards						
	The Child Safe Strategy and Statement of Commitment were endorsed by Council on 26 February 2024.	Council's Child Safe Action Plan endorsed by June 2024	75%	75%	●	Manager - People & Culture	The Child Safe Operational framework has been drafted and will be reported to EMT before the Strategy, Statement of Commitment and Operational Framework are made available to the public on Council's website.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.03.04 Provide effective, proactive and strategic support to the organisation for Human Resources						
	HR Business Partners provided support to each of their Directorates in recruitment, performance management, grievance management, job evaluation, workplace change and general HR advice.	Number of workplace change initiatives implemented	Count	2		Manager - People & Culture	The Community Connections workplace change in City Lifestyles was presented to the Consultative Committee in February 2024. The Information Services workplace change was presented to the Consultative Committee in March 2024.
➤	4.2.03.05 Continue to improve operating efficiencies in Payroll Unit						
	The Pay Office continues to improve work processes and individual training to Pay Office Employees as well as Shoalhaven City Council Staff in general. Recently, to give Shoalhaven City Council staff based in the Southern Area the opportunity to see a member of the Pay Office face to face, a Pay Expert is now located in the Ulladulla Office, Wednesdays and Thursdays. There has been positive feedback from Southern based staff and the Pay Expert generally has between 6 to 10 face to face enquiries during these two days per week.	Complete transition to new electronic time and attendance system	75%	75%		Manager - People & Culture	Due to the imminent retirement of the current Electronic Time and Attendance System, the Pay Office are in the process of moving forward with a new time and attendance system. The new system has been set up by the providers to encapsulate all pay rules. Testing is now complete as are parallel payruns to ensure accuracy. Training of Supervisors has commenced, training of Pay staff will begin shortly.
➤	4.2.04.01 Implement an effective business partnership structure in supporting corporate information systems						
	Business partnership initiated with City Development as part of the OneCouncil implementation. This partnership will continue as more application types are rolled out. All other business partnerships will develop as applications are implemented in OneCouncil and resources become available.	Number of Corporate Information Systems business partnership meetings facilitated	2	1		Chief Information Officer	Meeting held on 14th March in Q3, being the 5th meeting being held in total for FY24. Next meeting scheduled for 1 May 2024




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.04.02 Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing.						
	Achievements completed during the period include; - Processed Road Naming and Addressing applications in timely manner. - Maintained Council's Cadastre, and processed Land and Property creation in GIS and OneCouncil. - Added GIS layers into EV charging sites online map for ISJO - Migration of GIS Servers to MS Azure Cloud - Carried out strategic planning for the GIS Unit in 2024	Percentage of Addressing and Road Naming applications processed within 7 days	100%	99%		Chief Information Officer	99% of Addressing and Road Naming applications have been processed within 7 days. 22 of 24 (92%) Road Naming applications and 280 of 280 (100%) of Addressing applications were processed within seven days in the last 3 months.
		Percentage of registered plans processed within 2 days of Land Registry Services notification	100%	98%		Chief Information Officer	98% of registered plans processed within 2 days of Land Registry Services notification. In total 132 x lots mapped in GIS and recorded in OneCouncil.
➤	4.2.04.03 Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security						
	The Corporate Information Systems Team is continuing to build skills and knowledge to address changes legislative requirements and adopt / configure the system accordingly, ensuring data maintenance and enquiry is secured to only appropriate users.	Council software licences renewed within budget in a timely manner and compliance maintained	100%	100%		Chief Information Officer	Software licences are being renewed in a timely manner and budget is currently tracking in line with year-to-date estimates. Annual licence renewals are confirmed with management to ensure we are paying for the correct number of licences. For several software products Council has been able to rationalise the volume of licences and yearly fees applicable



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Progress two of the following OneCouncil Regulatory processes by June 2024: Certificates, Enforcements, BAGs/Section 68 or Health/Licencing application	Count	2		Chief Information Officer	Certificates Project kick off meeting and mapping of current process completed. Project Management Plan is currently being written with the aim to sign off the plan by all parties and start the project by mid April.
	4.2.04.04 Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation						
	Council continues to meet its record keeping obligations in an increasingly challenging environment. Working closely with the Information Services Team to ensure data privacy and integrity is maintained. Information integration is continuing to be developed to ensure enterprise information creation and access is timely, accurate & stored appropriately.	Percentage of strategic Information Management Service Review recommendations implemented	20%	67%		Chief Information Officer	Working through the 48 Information Management Strategy recommendations has slowed in this last quarter as resourcing has not allowed for further progress. Further resources will be required for the remaining recommendations to be achieved.





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.04.05 Provide efficient and secure Information Technology Support Services and Systems						
	<p>Information Technology Support and Services continue to be delivered in an efficient and secure manner. Minor system outages experienced during the period due to MS Azure 'lift and shift' which were expected. Responded to and resolved Ivanti Secure Pulse Cyber Security Incident by working closely with CNSW and the ACSC.</p> <p>Slight decrease in KPI for Q3 FY 2024 was attributed to a vacancy in the technical support team for the bulk of this period and staff leave, whilst also seeing a decrease in total number of requests from previous period.</p>	Percentage of service desk requests completed within service level agreements	80%	88%		Chief Information Officer	<p>For Q3, 2133 x incidents and service requests were resolved with 87.5% (1864) being completed within the allocated KPI. This quarter saw a reduction of 5% compliance with KPI, the attributing factor in the reduction is reduced staff numbers and a slight increase in request numbers. As vacancy is filled It is expected to increase performance in to this KPI.</p> <p>YTD = 91% 6,736 Requests 6,151 SLA Met Q1=96% 2,264 Requests 2,143 SLA Met Q2=90% 2,339 Requests 2,144 SLA Met Q3=87.5%, 2,133 Requests 1864 SLA Met</p>
		Critical systems Up Time	100%	100%		Chief Information Officer	No major outages occurred with critical systems during last quarter resulting in significant loss in productivity.



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Maintain satisfaction score for completed service desk requests	95%	99.6%		Chief Information Officer	YTD Satisfaction score = 99.6% Upon review of bad surveys last quarter, no further action was required and service was deemed satisfactory. Q1 - Satisfaction Score 100 % 494 Total Surveyed, 440 Excellent, 51 Good, 3 OK, 0 Bad Q2 - Satisfaction Score 99.6% 467 Total Surveyed, 401 Excellent, 62 Good, 2 OK, 2 Bad Q3 - Satisfaction Score 99.6% 531 Total Surveyed, 469 Excellent, 58 Good, 2 OK, 2 Bad
	4.2.05.01 Collaborate with the NSW Government to achieve positive rating legislative reforms through attendance at IPART workshops and memberships of the LG Rating Reference Group and the NSW Revenue Professionals South Coast Region						
	During Q3, Council staff participated in the southern region revenue forum, while the Revenue Manager attended the annual NSW Revenue Professionals Conference – where IPART, the OLG, the Valuer General, and LGNSW presented to the industry on current revenue issues.	Number of ratings reform meetings/IPART workshops attended and submissions provided	Count	1		Chief Financial Officer	During Q3 the Southern Region Rating Professionals met once. Council's Revenue Manager also attended the 2024 annual Revenue Professionals conference, where IPART, the OLG, the Valuer General, and LGNSW delivered presentations to the industry.




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.05.02 Manage Council's Investment Portfolio to maximise returns with due consideration for risk, liquidity and security						
	Council's investment portfolio continues to be managed in accordance with our Investment and Liquidity Contingency Policies in consultation with our External Investment Advisor.	Investment portfolio performance above AusBond Bank Bill Index	Count	0.49	●	Chief Financial Officer	The investment returns for March 2024 (excluding long-term growth fund) were 4.90% p.a., performing above the benchmark AusBond Bank Bill Index (4.41% p.a.) by 49bp p.a.
➤	4.2.05.03 Comply with the engagement timetable for the 2023/24 financial statements						
	2023-24 financial statements and audit have commenced and are on track with agreed audit timeline schedule. Data cleansing for asset revaluations commenced August 2023 with the formal revaluation process commencing 3 months earlier than FY23. Audit Planning commenced 11 March and Interim Audit scheduled to commence 17 June.	Annual audited statement adopted without qualified comments by October 2023	100%	100%	●	Chief Financial Officer	2023-24 financial statements and audit have commenced and are on track with agreed audit timeline schedule. Data cleansing for asset revaluations commenced August 2023 with the formal revaluation process commencing 3 months earlier than FY23. Audit Planning commenced 11 March and Interim Audit scheduled to commence 17 June.
ⓘ	4.2.05.04 Develop realistic budget development timetable and meet deadlines						
	The work completed in building the budgets for 2025 using a more evidence based methodology will make quarterly reviews in 2025 run smoother.	Budget developed and endorsed by June 2024	Q4	Due June 2024		Chief Financial Officer	
➤	4.2.05.05 Streamline reconciliation processes and financial reporting						
	The finance team have commenced mapping all systems that integrate with finance as well as identify key contacts and receive read-only access to continue streamlining the reconciliation and financial reporting processes.	Annual Financial Statement prepared prior to commencement of audit	Q4	Due June 2024		Chief Financial Officer	



	Action Comment	Reporting Measure	Target / Timeframe	Q3 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						
	<p>A number of background processes have been reviewed. Efficiencies have been identified and actioned including the development of new workflows to further refine processes - particularly in the AP area.</p> <p>The Capital and Operating Dashboards are being continually reviewed and updated to provide Senior Management and the Finance team with current (and historical) accurate information.</p>	Number of finance system reporting initiatives implemented	Count	3		Chief Financial Officer	<p>Various ETL's and system issues reviewed and addressed resulting in better system performance and financial reporting requirements.</p> <p>ETL's include Plant recovery, Bookable (one of 3 ETL's) System codes changes to fix reporting errors.</p> <p>2023 Upgrade of One Council occurred during March - finance conducted full e2e testing.</p>
➤	4.2.06.01 Deliver Council's Service Review Program						
	Pilot service reviews are underway with the Holiday Haven draft report now finalised. The forward program of service reviews are being finalised with a future workshop with Councillors scheduled in April 2024. The team are also supporting work to review Council's legal expenditure and identify potential efficiencies.	Endorsed Service Review Program implemented by June 2024	75%	60%		Manager - Corporate Performance & Reporting	Council's service review program is being developed as a key pillar of the Financial Sustainability program. An updated forward program will be finalised alongside the draft budget for 2024/25.
➤	4.2.07.01 Analyse fleet replacement schedule, ensure appropriate budget planning and order completion						
	Review of the replacement plan and budget being undertaken as part of the broader financial review. Orders being placed as required but long lead times will impact completion	Deliver plant and vehicles in accordance with the approved Replacement Program	25%	25%		Manager – Commercial Services	Orders placed as required




	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.08.01 Actively monitor and maximise tenancy rates to ensure council's property are let						
	The Building Services Property unit maintain a register of potential tenants interested in leasing council buildings and monitor current tenants in an attempt to maximise tenancy rates. Currently there are no vacant properties on the register.	Vacancy rate (across all categories) of Council tenanted buildings	5%	0%		Manager – Building Services	Properties- 140 Properties currently vacant suitable to lease- Nil Properties currently vacant unsuitable to lease- 16 Berry Street, Nowra. Properties subject to DA for Change of use prior to occupation- 100 St Vincent Street Ulladulla- Planning Proposal required. Measure- No of Vacant leasable buildings as percentage of total leasable buildings. = (0/140) x 100= 0%
➤	4.2.08.02 Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams						
	Initial group of properties and outline of properties for investigation has gone to Council meeting 8/04/24	Develop a Council strategic property sale and disposition plan by December 2023	100%	25%		Manager – Strategic Property	Initial group of properties and outline of properties for investigation has gone to Council meeting 8/04/24
➤	4.2.09.01 Review and update the Holiday Haven Business Plan to reflect the current operating environment						
	Business plans to be reviewed and revised to facilitate reduced capital budgets to be undertaken in conjunction with Commercial services manager anticipated to be commenced during Q4 and continuing into 24/25	Deliver accommodation and facility investment per adopted Holiday Haven capital plan	Q4	Due June 2024		Manager – Commercial Services	



	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Deliver Holiday Haven occupancy targets	100%	100%		Manager – Commercial Services	Occupancy in line with FY23 at 43% for the 9 months to Mar-24. Revenue up 8.7%, number of bookings up 5.4%, and average daily rate up 3.5% for the 9 months to Mar-24
		Deliver Holiday Haven operating profit according to the operational budget	Q4	Due June 2024		Manager – Commercial Services	
	4.2.09.02 Finalise Holiday Parks Plans of Management ready for Crown Lands approval						
	In the process of undertaking a review with Commercial Services manager for next stage of approvals in Q4 . Ready for Council & Crown Lands endorsement	Crown Lands plans of management finalised by June 2024	75%	75%		Manager – Commercial Services	Draft plans completed and in the process of being reviewed scheduled for Q4 prior to seeking council endorsement.
	4.2.10.01 Continue to improve finance business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements						
	Finance continues to build on the business partnering model and capacity.	Improvement in positive feedback from stakeholders on finance business partner model	Q4	Due June 2024		Chief Financial Officer	





	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.2.10.02 Continue to improve procurement business partner relationships across the organisation to deliver projects with compliance to policies, procedures and regulatory requirements						
	Procurement Business Partners assigned to each Directorate/Group attend scheduled monthly Directorate/Group finance reviews, providing advice, direction and informing of procedural or legislative changes. Organisational-wide monthly procurement training sessions have been implemented and are compulsory attendance for staff undertaking procurement activities.	Improvement in positive feedback from stakeholders on Procurement business partner model	Q4	Due June 2024		Chief Financial Officer	
➤	4.3.01.01 Facilitate staff education and awareness of the International Association for Public Participation (IAP2) Framework						
	The development of the Community Engagement Framework has advanced, with a six week community consultation campaign being held from April to mid-May. Once the framework is developed and finalised, a training needs analysis will be worked through in consultation with People and Performance.	Develop a Community Engagement Framework and Toolkit by June 2024	75%	75%		Manager – Media & Communications	Community consultation has commenced to gather insights and feedback which will assist with the development of the Framework. Consultation will finish on May 15th. Data collected will be used to develop the Framework that will be incorporated into the Community Engagement Strategy at the end of 2024.
		Number of staff engagement training and information sessions facilitated	Count	0		Manager – Media & Communications	Once the Framework has been developed, the Media and Communications team will run information sessions to educate and train key staff members to ensure consistency and best practice occurs across the organisation.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.01.02 Explain to our local community the impacts of strategic planning and ensure appropriate consultation is undertaken and information is available						
	Council continues to undertake relevant and appropriate community engagement on strategic land use planning projects. Where community consultation is required to inform the preparation of local planning documents, the exhibition and notification process complies with legislative requirements. One formal public exhibition (Planning Proposal) during the period. Initial community engagement undertaken for the Berry Planning Investigations.	Number of formal strategic planning exhibitions or consultations	Count	6		Manager - Strategic Planning	1 formal public exhibition (Planning Proposal) occurred during the January-March quarter
		Number of submissions received on strategic planning consultations	Count	46		Manager - Strategic Planning	16 submissions received during the quarter in regard to Planning Proposals. Initial Community Engagement commenced and undertaken related to Berry Planning Investigations (Development Control Plan and Heritage Conservation Area).

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.3.01.03 Support staff to develop community engagement programs that provide authentic consultation activities						
	<p>Community engagement activities were held for several projects including the Berry DCP development, Community Engagement Framework, the Shoalhaven Libraries Strategic Plan and the Open Coast and Jervis Bay Coastal Management Plan.</p> <p>Planning was also done in advance of the Property Sales Program during this quarter that includes an interactive digital map.</p> <p>A program of staff engagement into the financial sustainability program of activities has been established, including regular project updates to online communication channels, emails and the first monthly live chat with the CEO and staff to provide information and answer questions.</p>	Community engagement programs developed for all consultation activities	100%	100%		Manager – Media & Communications	<p>This quarter, 11 new community consultation activities were conducted via Get Involved that attracted more than 18,000 visitors and 1,701 participants.</p> <p>The Community Engagement Framework program includes a variety of consultation methods including in-person meetings with the Youth, Aboriginal and Torres Strait Islander and Access & Inclusion Advisory committees, copies of paper surveys at local Council facilities, pop-up stalls at Nowra Farmers Market and Milton Village Showground Market, presentation to Probus local community group, posters and flyers in local businesses, email to CCBs including a scheduled workshop with key members.</p>
➤	4.3.01.04 Prepare for the 2024 Local Government elections						
	Electoral Commission agreement has been signed and provided, tasks for 2024 Election are in the planning phase and on track to be completed as required.	All necessary resolutions and contractor arrangements for delivery of the local government election in place	75%	75%		Manager – Business Assurance & Risk	commercial buildings / rubbish removal yet to be confirmed

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.01.05 Commence an independent review of Council's Community Consultative Body model to ensure equitable reach and representation						
	The progression of this project is funding dependent. Staff will continue to investigate/monitor for further funding opportunities.		N/A	N/A	N/A	Manager - Community Connections	This action has been deferred.
	4.3.02.01 Produce written and visual content that is informative and readily available to its target audience						
	Several large-scale campaigns were developed during this quarter. Marketing for the responsible dog ownership campaign included the distribution of educational videos published on the website, social media and local cinemas. The 2024 Local Government NAIDOC awards relied on an extensive communications plan that involved radio, digital and printed collateral and resources to engage local businesses in sponsorship opportunities and community for nominations. Programs were also developed for the promotion of the Community Engagement Framework community consultation, the Reconciliation Action Plan (internal only) and the financial sustainability program.	Strategic communication and marketing plans developed for all campaigns	100%	100%		Manager – Media & Communications	Several large-scale campaigns were developed during this quarter. Marketing for the responsible dog ownership campaign included the distribution of educational videos published on the website, social media and local cinemas. The 2024 Local Government NAIDOC awards relied on an extensive communications plan that involved radio, digital and printed collateral and resources to engage local businesses in sponsorship opportunities and community for nominations. Programs were also developed for the promotion of the Community Engagement Framework community consultation, the Reconciliation Action Plan (internal only) and the financial sustainability program.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.3.02.02 Optimise communication channels to directly reach target audiences						
	Improvements to the accessibility of Council's website have been made to include key links to consolidated news sections and embedding a language and accessibility tool that enables our website to become more dynamic and suitable for visitors who may need additional support. There has been upgrades made to the Community Information Hub screen content templates and functionality to streamline content and updates. New sections have been added to the staff intranet to make information about the financial sustainability program readily available.	Community newsletter opening rate	30%	50%		Manager – Media & Communications	During the quarter, two community newsletters were distributed to promote events and activities of Council, with an exceptional open rate: January - N/A due to summer break February - OR 53% / 1925 recipients opened (15 articles) March - OR 51% / 1793 recipients opened (10 articles) Average open rate 52% Total recipients opened 3718
➤	4.3.03.01 Provide accurate and timely information to promote activities, programs and policies of Council						
	This quarter, we issued 40 media releases and published 249 posts to our social media accounts to promote the activities and initiatives of Council. These included several media releases and website updates about the progress of the financial sustainability program initiatives, including the actions being taken to reduce costs and increase revenue. Other news items included the announcement of the new CEO, the completion of Artie Smith Oval upgrade and its opening, the Australia Day Awards and the arrival of the Broken Obelisk.	Number of media releases issued	30	40		Manager – Media & Communications	During this quarter we issued 40 media releases that cover subjects including the proposed Special Rate Variation, incoming Chief Executive Officer and deferral of capital works projects through to community activities such as the opening of Artie Smith Oval, Broken Obelisk arrival and Australia Day Awards.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of social media posts	240	249		Manager – Media & Communications	The breakdown of posts across our three social media platforms is: LinkedIn - 17 Facebook - 125 Instagram - 108
	4.3.03.02 Proactively respond to misinformation and provide factual information on all media platforms						
	Misinformation continues to be shared via closed social media platforms that inhibits the ability of the Communications team to clarify with accurate information. The team has made a concerted effort to respond and provide accurate information on comments made on its social media pages. During this quarter, these have included comments about the cost of projects, community donations, funding sources and the development of the Reconciliation Action Plan.	Responses to information requests from journalists	100%	100%		Manager – Media & Communications	This quarter we responded to 36 media enquiries about a broad range of issues including flood studies, strategic planning and Don Hearn's Cabins.
		Responses to all reasonable questions on the social media pages within 24 hours	100%	90%		Manager – Media & Communications	There has been a concerted effort by the team to respond to questions asked on Council's Facebook page, which has required significant efforts out of hours to sustain. Any irrelevant or derogatory comments have been hidden or deleted, which has also taken focus and commitment beyond usual business hours to achieve.

	Action Comment	Reporting Measure	Target / Timeframe	Q3 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
➤	4.3.03.03 Create engaging and interesting media opportunities and events that appeal to the community and is promoted more broadly						
	Civic events held this quarter included the Australia Day Awards, the reopening and upgrades of Artie Smith Oval and the arrival of the Broken Obelisk sculpture at the Nowra Art Gallery. All of these were incredibly successful community events that also attracted media attention.	Attendance rate of journalists and photographers at media opportunities	50%	90%	●	Manager – Media & Communications	There were three media opportunities held during this quarter that all attracted journalists and photographers to attend. A journalist and photographer attended the Australia Day Awards, while ABC Radio Illawarra and South Coast Register attended the launch of the Broken Obelisk and Win TV, South Coast Register attended the opening of Artie Smith Oval event.
		Media events are held for completion of major projects	100%	100%	●	Manager – Media & Communications	During this quarter, a media event was held for the reopening of the upgraded Artie Smith Oval. There was also a media event held for the arrival of the Broken Obelisk sculpture at the Nowra Art Gallery.



Shoalhaven
City Council

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Quarterly Budget Review

31 March 2024



CL24.174 - Attachment 2

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Quarterly Review Headlines

General Fund

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

General Fund is forecasting an end of year operating deficit (before grants and contributions) of \$16.6M at March 2024.

March QR budget adjustments have increased Operating Revenue (before grants and contributions) by \$3.3M (favourable), increasing the full year forecast budget to \$303M. March QR budget adjustments have decreased Operating Expenses by \$75K (favourable).

Capital Revenue increased by \$3.8M due to the early receipt of budgeted grant monies. Capital Expenditure decreased by \$23.7M mainly due to the rephasing of capital works to FY2024/25.

Water Fund

The Water Fund is forecasting an end of year operating deficit (before grants and contributions) of \$5.8M at March 2024. This is \$0.2M less (favourable) than the current adopted budget of \$6.0M deficit.

In this quarterly review, there is an operating revenue increase adjustment of \$788K (favourable), and an operating expenditure increase adjustment of \$551K (unfavourable).

There is a capital revenue reduction adjustment of \$144K (unfavourable), and a capital expenditure reduction adjustment of \$1.2M (favourable).

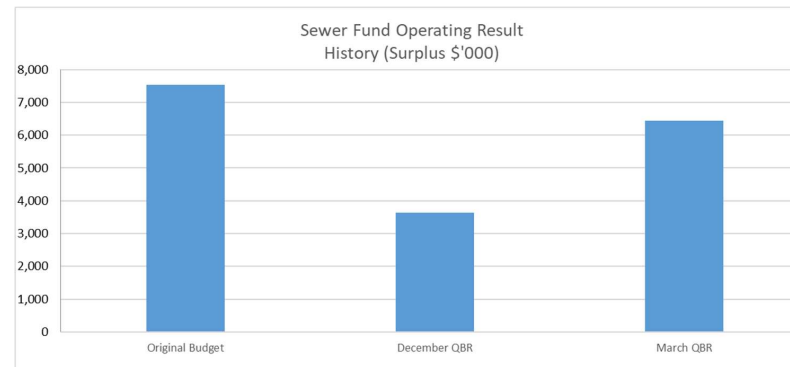
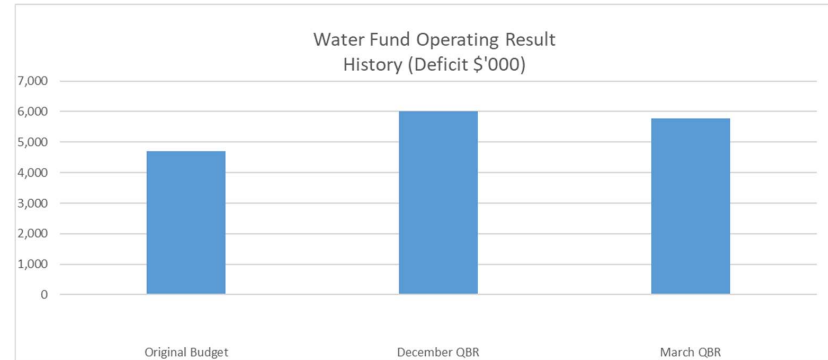
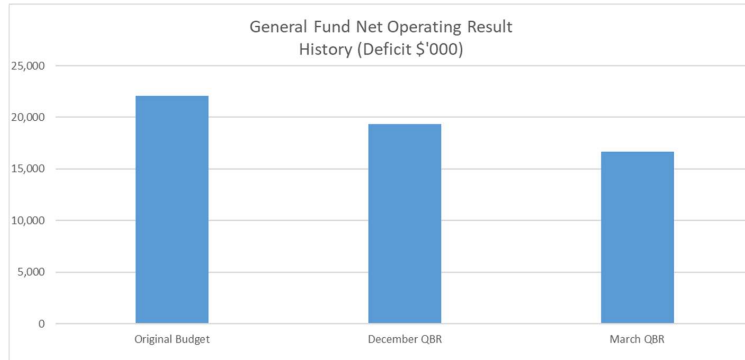
Sewer Fund

The Sewer Fund is forecasting an operating surplus of \$6.4M. This is \$2.8M more (favourable) than the current adopted budget of \$3.6M.

In this quarterly review, there is an operating revenue increase adjustment of \$2.3M (favourable). There is an operating expenditure reduction adjustment of \$470K (favourable).

There is a capital revenue reduction adjustment of \$52K (unfavourable), and a capital expenditure increase adjustment of \$1.9M (unfavourable).

The following charts show the forecast movement of net operating results excluding capital grants and contributions from the original budget over the third 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)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	122,198	121,579	619	120,973	121,579	508	122,087	101%
User Charges and Fees	52,676	52,508	168	67,920	68,221	(100)	68,120	77%
Interest and Investment Revenue	5,094	3,340	1,754	3,816	4,272	800	5,072	119%
Other Revenues	4,499	3,799	700	4,671	5,102	587	5,690	88%
Internal Revenue	50,328	48,592	1,736	64,875	66,285	1,527	67,813	76%
Grants and Contributions provided for Operating Purposes	7,229	7,654	(425)	21,294	34,544	(709)	33,835	21%
Grants and Contributions provided for Capital Purposes	88,119	62,380	25,739	43,490	142,098	3,777	145,875	62%
Total Income	330,143	299,852	30,291	327,039	442,102	6,390	448,492	75%
Employee Benefits and On-Costs	71,130	69,234	(1,896)	87,777	92,325	1,895	94,220	77%
Borrowing Costs	2,206	2,205	(1)	4,278	4,148	0	4,148	53%
Materials and Services	59,267	63,125	3,859	82,316	88,652	(1,714)	86,938	67%
Depreciation and Amortisation	44,733	44,817	84	59,740	61,934	(241)	61,693	72%
Other Expenses	12,614	12,173	(441)	16,879	17,058	122	17,180	74%
Internal Expenses	41,963	41,417	(545)	54,628	55,233	(136)	55,096	76%
Total Expenses	231,913	232,973	1,059	305,619	319,350	(74)	319,275	73%
Net Operating Results	98,230	66,879	31,351	21,421	122,752	6,465	129,216	
Net Operating Result before capital grants and contributions	10,111	4,500	5,611	(22,070)	(19,346)	2,688	(16,658)	

Other Cash Adjustments								
Capital Expenditure	(101,500)	(112,193)	10,693	(146,941)	(199,010)	23,700	(175,310)	51%
New Borrowings	0	0	0	18,356	18,356	(2,500)	15,856	0%
Loan Principal Repayments	(7,536)	(5,952)	(1,584)	(14,265)	(14,216)	0	(14,216)	53%
Disposal of Assets	4,819	2,297	2,523	5,293	5,687	3,102	8,789	85%
Depreciation Adjustment	44,733	44,817	(84)	59,740	61,934	(241)	61,693	72%
Debtor / Credit Movement	(22,129)	(22,129)	0	0	0	0	0	0
Net Cash Movement	16,618	(26,280)	42,898	(56,396)	(4,498)	30,525	26,027	
Reserve Movements								
Transfers from Reserves	188,244	183,922	4,321	237,197	300,542	(24,242)	276,300	63%
Transfers to Reserves	(197,252)	(165,074)	(32,177)	(180,797)	(295,975)	(6,283)	(302,258)	67%
Net Transfers from Reserves	(9,008)	18,848	(27,856)	56,399	4,567	(30,525)	(25,958)	
General Fund carried forward from previous year	0	0	0	0	0	0	0	
General Fund Net Cash Movement	7,610	(7,432)	15,042	3	70	(0)	70	

The net operating result for the quarter, before grants and contributions, is \$5.6m higher (favourable) than the year-to-date adopted budget of \$4.5M at the March Quarterly Review.

Current Operating Income Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	122,198	121,579	619	120,973	121,579	508	122,087	101%
User Charges and Fees	52,676	52,508	168	67,920	68,221	(100)	68,120	77%
Interest and Investment Revenue	5,094	3,340	1,754	3,816	4,272	800	5,072	119%
Other Revenues	4,499	3,799	700	4,671	5,102	587	5,690	88%
Internal Revenue	50,328	48,592	1,736	64,875	66,285	1,527	67,813	76%
Grants and Contributions provided for Operating Purposes	7,229	7,654	(425)	21,294	34,544	(709)	33,835	21%
Total Operating Income	242,024	237,472	4,552	283,549	300,004	2,614	302,617	81%

As at 31 March 2024, rates and annual charges achieved the full year budget. Interest and investment revenue is ahead of budget due to higher interest rates obtained in term deposits. All other General Fund operating revenue (excluding grants) have achieved more than 75% of the adopted budget, indicating revenue budgets are on track.

Comments on major year to date variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	619	+492K additional domestic waste charges +111K additional ordinary rates income +16K community connections - Member council's contribution
User Charges and Fees	168	+1M additional income in Holiday Haven +385K additional income in Swim, Sport and Fitness +223K additional income in Shoalhaven Entertainment Centre +56K additional Strategic Planning income -254K under in Certification income -263K under in Development Application income -972K under in Waste Tipping Fees

Interest and Investment Revenue	1,754	+1,299K favourable movement in long-term growth fund +398K additional investment received for term deposits in waste reserves +262K surplus in S7.11 Contributions Interest +147K surplus in Fair Value Investments +134K surplus in Ordinary Rates Interest -487K reduction in investment received for term deposits and floating rate notes in general fund
Other Revenues	700	+286k Fuel tax credit under commercial services and waste Management services +137k additional rental income under Building services +108k additional cost recovered under Technical Services for failing to supply materials under contract. +94k Ford rebate on vehicles purchased in Internal Corporate services +65K Other council contribution for Smart Illawarra project officer +63k Additional regulatory service income in Environmental Services received under City development +44k Sponsorship Income under Community connections +37k Additional income received under Open Space, Sport and Recreation +30k Additional waste income for Domestic Recycling -57k delay in receipt of Companion Animal Income for Q2 and Q3 -105k Shortfall in Certification and Compliance Fees and Applications
Internal Revenue	1,736	+14K surplus in internal Corporate Software charges +1.762M surplus in internal Waste Management Charge +25K surplus for internal Development Services - 245k deficit in internal Communications for Shoalhaven Water Security Monitoring +133K surplus in internal Shoalhaven Entertainment Centre food & beverage +16K surplus for Library Services room hire / catering + 26K surplus in Visitor Information Centre for ticket sales commission and merch sales
Grants and Contributions provided for Operating Purposes	(425)	+62K received for final 20% instalment of CEP0140 – Shoalhaven – Let's Celebrate, Create & Laugh +30k received for Coastal Monitoring Implementation +22K additional income for Regional & Local Roads Repair Program-Northern (i.e. Manildra contribution for re-asphalting paper mill entrance) +19k received for protection of animals in fires (final payment) +11K received for Citywide Dune Revegetation and Maintenance -515K reallocated from Regional Roads Routine Maintenance to Natural Disasters -33K shortfall in income from family day care -10K shortfall for Local Heritage Works -12k deficit for Interest Repayments - General Fund

The March Quarterly Budget Review recommends an increase in operating revenue of \$2.6M.

Proposed budget adjustments are summarised in the table below:

Category	Amount (\$'000)	Reason
Rates & Annual Charges	508	+492k increase Domestic waste annual revenue budget to match actuals +16k increase in community connections - Member councils Contribution to match actuals
User Charges and Fees	(100)	-972K reduction in waste tipping fees budget, offset by other waste income -255K reduction in Certification income -207K reduction in Development Application income, offset by savings in employee costs +340K recognition of additional income in Shoalhaven Entertainment Centre, offset by increased in costs +978K recognition of additional income in Holiday Haven to cover shortfalls
Interest and Investment Revenue	800	+800k recognising additional Long term Growth Fund Income to fund shortfalls across council
Other Revenues	587	+418k recognising the settlement Income from supreme court's decision +96k recognising Fuel Tax credit Income under Waste Management +65k recognising other council contribution for Smart Illawarra project officer +50k recognising sponsorship Income under Community connections +31k recognising additional waste income for Domestic Recycling +25k recognising additional Income received under Open Space, Sport and Recreation +15k added budget for Insurance project Nowra Sails Pontoon (fire damage). -53k budget reduced for Visitor Information centre and Shoalwater partnership program under City Futures -63k budget reduced for regulatory Income for Certification and compliance services under City Development
Internal Revenue	1,527	+1.218M for Waste Management Charges +160K for SEC operations / catering +92K adjustment to align with Dividend Report +36K for Printing Services +22K returned to General Fund from Holiday Haven +14K for Development Services +7K additional income received from VMS Board Hire +5K for insurance claim for fire damage at Nowra Sails Pontoon +3K restrict funds for Regional NAIDOC Awards - event occurs late July 2024 -34K reduction for IT Hardware
Grants and Contributions provided for Operating Purposes	(709)	+219K increases to Grant Funding (excl Natural Disasters) +36K increase in recognition of approved grant funded projects in natural disasters +41K for Review of Broughton Creek Flood Study +50K for Citywide Dune Revegetation and Maintenance +54K returned to General Fund for expenditure incurred last FY on different projects and funded by general fund -515K reallocated from Regional Roads Routine Maintenance to Natural Disasters -374K changes from CAPEX to OPEX due to scope of works -152K Natural Account corrections -67K carried forward for Environmental Coastal Management Plan

Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	71,130	69,234	(1,896)	87,777	92,325	1,895	94,220	77%
Borrowing Costs	2,206	2,205	(1)	4,278	4,148	0	4,148	53%
Materials and Contracts	59,267	63,125	3,859	82,316	88,652	(1,714)	86,938	67%
Depreciation and Amortisation	44,733	44,817	84	59,740	61,934	(241)	61,693	72%
Other Expenses	12,614	12,173	(441)	16,879	17,058	122	17,180	74%
Internal Expenses	41,963	41,417	(545)	54,628	55,233	(136)	55,096	76%
Total Expenses	231,913	232,973	1,059	305,619	319,350	(74)	319,275	73%

Comments on major variances are tabled as follows:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(1,896)	<ul style="list-style-type: none"> -882K over expenditure in Waste Services, offset by savings in materials and contracts -827K over expenditure in Technical Services due to under in job cost recovery -377K over expenditure in SW Communications due to under in job cost recovery, partially offset by savings in materials and contracts -289K over expenditure in Commercial Services due to under in job cost recovery -182K over expenditure in Shoalhaven Entertainment Centre, offset by additional income -126K over expenditure in Swim Sport and Fitness, offset by additional income +155K savings in Development Services, to offset shortfall in Development Application income +162K savings in Certification Services, to offset shortfall in Certification income +192K savings in Strategic Planning, to offset shortfall in Strategic Planning income +202K savings in City Futures Management due to vacancies +75K savings in Media & Communication due to vacancies
Materials and Contracts	3,859	<ul style="list-style-type: none"> +976K underspend in waste due to timing of expenditure +770K underspend in Strategic Planning due to timing of expenditure +912K underspend in Tourist parks due to timing of expenditure +358K underspend in materials in Building Services +240K underspend in Information Services +160K underspend in Environmental Services -282K overspend at Shoalhaven Entertainment Centre +133K underspend in Works and Services +114K underspend in Technical Services +111K underspend at Swim Sport and Fitness + 64K underspend in Library Services +55k underspend in Certification and compliance +51k underspend in Recreation projects +49k underspend in Community Connections +35k underspend in Economic Development
Depreciation and Amortisation	84	<ul style="list-style-type: none"> + 35k variance in Commercial Services + 23k variance in Building Services + 18k positive variance in Library Services

Other Expenses	(441)	+110K underspend in Business Assurance & Risk for Councils Donation Program +55K underspend in Swim Sport Fitness for Community Assistance Scheme +10K underspend in Strategic Planning and Economic Development for Donations to Community Assistance Scheme -312K overspend in Waste Management Services due to contributions to the Waste Levy -130K overspend in Commercial Services due to Holiday Haven's Government Levies -89K overspend in Certification and Compliance Services for Government Levies relating to Ranger Operations -76K overspend in Tourism relating to donations for Shoalhaven River Festival, Marketing and Water -12K overspend in Works and Services for Government Levies
Internal Expenses	(545)	+79K savings in Building services - maintenance and cleaning -321K over expenditure in holiday haven operations -141K over expenditure in Rural Fire Services -122K over expenditure on community and commercial property -39K over expenditure in bereavement services

The March Quarterly Budget Review recommends an increase in operating expenditure of \$74K.

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

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	1,895	+926K increase in Waste Services, funded by waste reserve +827K increase in Technical Services to offset shortfall in job cost recovery +392K increase in SW Communications to offset shortfall in job cost recovery +385K increase in Commercial Services to offset shortfall in job cost recovery -221K reduction in Certification Services to offset shortfall in Certification income -134K reduction in Development Services to offset shortfall in Development Application income -123K reduction in City Future Management to fund other shortfall across Council -103K reduction in City Lifestyles due to vacancies, to fund other shortfall across Council -60K reduction in Business Support due to vacancies, to fund other shortfall across Council
Materials and Contracts	(1,714)	-965k adjustment in works and services to offset shortfall in job cost recovery -446k adjustment in environmental services for grant funded projects unlikely to be completed by year end -327k in Strategic Planning for proponent funding projects unlikely to be completed by year end
Depreciation and Amortisation	(241)	-222k adjustment in Commercial Services arising from March quarter adjustments
Other Expenses	122	+89K adjustment in Certification & Compliance Services to offset overs/unders +33K adjustment for Tourism's donation program
Internal Expenses	(136)	-57K adjustment for under expenditure on SW Communications -45K adjustment in certification and compliance services to offset reduction in income -33K adjustment in Development services to offset reduction in income

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	80,418	54,966	25,452	38,940	134,991	3,777	138,768	60%
Capital Contributions	7,701	7,414	287	4,550	7,107	0	7,107	108%
Grants and Contributions provided for Capital Purposes	88,119	62,380	25,739	43,490	142,098	3,777	145,875	62%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	25,452	+24.96M in natural disasters funding, primarily pre-payment which is to be allocated to projects once final acquittals approved +800K additional income received for far north collector +610K additional revenue from Huskisson mangrove boardwalk +382K additional income from NSW betterment program - Basin walk Sanctuary Point +11K additional income received for Tallwood/Bannisters Head - black spot program -1.27M reallocation of regional and emergency road repair fund for co-contribution to natural disaster projects
Capital Contributions	287	+287 Section 94 developer contributions

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

Category	Amount (\$'000)	Reason
Capital Grants	3,777	+19.48M increase in approved natural disaster funded projects +3M increase for additional income to be received for far north collector -10M carry forward for Federal Stimulus - local road upgrades program -5M carry forward works and services capital works program (primarily from south coast footpaths & LRCI Phase 4A & 4B) -1.27M reallocation of regional and emergency road repair fund for co-contribution to natural disaster projects -1.1M reduction in grant funding for abandoned projects or completed under budget (primarily Western Distributor Currowan Creel Fish Passage funding and Larmer Ave/The Park Drive - Roundabout - Blackspot Program) -836K carry forward for Vincentia placemaking village building better regions fund -425K reallocation to combine Murramarang Rd shared user pathway projects

Capital Expenditures Position and Budget Adjustments

Capital expenditures by Directorate are summarised in the table below:

Directorate	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	March Actuals	Favourable / (Unfavourable) Variance	Actual % of Adopted Budget	Actual % of QR Proposed Budget
City Performance	500	140	(65)	75	53	22	38%	70%
City Services	92,710	162,238	(6,320)	155,918	89,973	65,945	55%	58%
City Development	3,741	2,103	(136)	1,967	913	1,054	43%	46%
City Lifestyle	43,788	16,571	(5,201)	11,371	7,453	3,917	45%	66%
City Futures	6,202	17,958	(11,978)	5,979	3,108	2,871	17%	52%
General Fund Total	146,941	199,010	(23,700)	175,310	101,500	73,810	51%	58%

Comments

Capital Expenditure as at 31 March 2024 is 58% of the proposed budget.

The March Quarterly Review recommends a budget net decrease of \$23.7M mainly due to proposed reforecast of capital works into FY24/25.

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

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

Project Description			March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
Property Management	Acquisitions - Current	Moss Vale Rd Open Space Acquisitions Funding	0	1,325,000	(1,320,780)	4,220	4,220	Carry forward budget to FY24/25
Swim and Fitness	Aquatics Capital Program	Shoalhaven Swim Sport Fitness Building Fire Compliance	52,896	216,458	(110,000)	106,458	53,562	Transfer between projects and reduction in budget \$100K to fund general fund shortfalls in Q3
Waterways Infrastructure	Boat Ramps & Jetties	St George Basin – Fishing Access Improvements	18,589	370,553	(342,816)	27,736	9,148	Carry forward budget to FY24/25
		Woollamia Industrial - Stage 5 - APZ Trail	37,435	493,505	(446,440)	47,065	9,630	Carry forward budget to FY24/25
Coastal and Estuary Management	Coastal Area Maintenance	Annual Geotechnical Engineering Monitoring - Coastwide	0	110,500	(110,500)	0	0	Transfer budget to operational program
	Coastal Programme	1034-AC00064-Warrain Cr, Currarong-PWA-Beach Access	12,920	293,500	(120,000)	173,500	160,580	100% grant funded project, general funds returned to reserve
		Open Coast and Jervis Bay CMP Implementation	0	200,000	(200,000)	0	0	The budget is split into 4 projects
		CAPITAL Riversdale - Bushfire Affected Coastal Waterways	0	0	206,601	206,601	206,601	Transfer between projects
	Bridges	FCB-2A - Boondabah Bridge-Brooman, The River Rd	22,581	578,743	(515,000)	63,743	41,162	Carry forward budget to FY24/25
Community, Residential and Commercial Buildings	Concrete and Timber	FCB-2B - Boxsells Bridge, Meroo Meadow	21,903	440,000	(370,000)	70,000	48,097	Carry forward budget to FY24/25
		Western Distributor, MEMS Currowan Creek Fish Passage	22,409	500,000	(472,486)	27,514	5,105	Project abandoned removing grant funding actual spend funded from general funds
Emergency Events / Recovery	Disaster Recovery Restoration	Woollamia Depot - Administration Office Building Upgrade	7,613	515,000	(507,388)	7,613	0	Carry forward budget to FY24/25
		1012-SH00276-Wogamia Rd-Major Landslip Package	1,042,910	1,108,515	564,560	1,673,075	630,165	Increased budget as per approved natural disaster funding limit

1025-Bunkers Hill Rd-Major Landslip Package	3,904,977	5,372,971	1,943,515	7,316,485	3,411,508	Increased budget as per approved natural disaster
1012-Wattamolla Rd-Major Landslip Package	2,101,501	1,242,768	1,485,199	2,727,967	626,466	Increased budget as per approved natural disaster
1012-Upper Kangaroo River Rd-Major Landslip Package	2,593,545	2,132,122	1,988,217	4,120,339	1,526,794	Increased budget as per approved natural disaster
1012-Burrier Rd-Major Landslip Package	12,430,607	13,055,928	4,591,466	17,647,394	5,216,787	Increased budget as per approved natural disaster
1025-Woodhill Mountn Rd-Major Landslip Package	4,377,574	1,531,626	3,114,950	4,646,576	269,002	Increased budget as per approved natural disaster
1025-Mt Scanzi Rd-Major Landslip Package	1,936,884	2,010,063	600,097	2,610,159	673,275	Increased budget as per approved natural disaster funding limit
1012-Hughes Rd-Major Landslip Package	675,737	968,989	184,196	1,153,184	477,447	Increased budget as per approved natural disaster
1012-Kangaroo Valley Rd-Major Landslip Package	396,241	509,199	237,587	746,785	350,544	Increased budget as per approved natural disaster
1012-Foremans Rd-Major Landslip Package	909,933	1,980,736	490,857	2,471,592	1,561,659	Increased budget as per approved natural disaster
1012-DM00523-Suffolk Rd-Major Landslip Package	367,188	438,854	137,423	576,277	209,088	Increased budget as per approved natural disaster
1025-DM00865-Abernethy's Rd-Major Landslip Package	402,288	582,650	128,933	711,582	309,295	Increased budget as per approved natural disaster
1012-DM00678-Lake Conjola Entrance Rd-Pavement	81,145	628,140	132,630	760,770	679,625	Reallocation of RERRF Funding for Co-Contribution to natural disasters
1012-SQ00037 Bendalong Rd-SQ00016 Inyadda Dr-Pavement	106,234	1,914,945	206,414	2,121,359	2,015,125	Reallocation of RERRF Funding for Co-Contribution to natural disasters
1012-SQ00008 Fishermans Paradise Rd-SQ00007 Alma Av-Pvmnt	53,584	229,790	100,000	329,790	276,206	Reallocation of RERRF Funding for Co-Contribution to natural disasters
1012-SQ00066 Woodstock Rd-SQ00116 Woodburn Rd-Pavement	228,945	1,305,560	240,000	1,545,560	1,316,616	Reallocation of RERRF Funding for Co-Contribution to natural disasters
1012-SH00279-Burrier Rd-Pavement	95,732	1,687,711	(1,071,653)	616,058	520,326	Reduction in scope of works and approved grant funding

		1012-SA00014-Millbank Rd-Pavement	8,074	125,562	109,387	234,949	226,875	Reallocation of RERRF Funding for Co-Contribution to natural disasters
		1034-DM00655-Matron Porter Dr-Pathway	39,408	36,028	462,965	498,993	459,585	Increased budget as per approved natural disaster
		1012-DM01000-Wilfords Lane-REPA	262,634	65,900	196,734	262,634	0	Reallocation of RERRF Funding for Co-Contribution to natural disasters
		1034-BM00467-DM01036-DM01038-DM01056-Braidwood Rd-Pvmt	60,297	11,505	1,606,177	1,617,682	1,557,386	Increased budget as per approved natural disaster & Reallocation of RERRF Funding for Co-Contribution to natural disasters
		1025-MT00119-McMahons Rd, North Nowra-70mm asphalt	0	0	329,757	329,757	329,757	Adding new budget for approved natural disaster funding limit
		1034-AQ00012-Mount Agony Rd-Pavement Damage	0	0	206,917	206,917	206,917	Increased budget as per approved natural disaster funding limit & Reallocation of RERRF Funding for Co-Contribution to natural disasters
		1012-BM00388-PWA-Loralyn Av-Gravel Footpath	0	0	347,875	347,875	347,875	Adding new budget for approved natural disaster funding limit
		1012-DM01041-Greenwell Point Rd-Pavement	0	0	435,276	435,276	435,276	Adding new budget for approved natural disaster funding limit
Stormwater	Drainage	Moss Vale Road South URA Drainage	0	1,443,582	(1,443,582)	0	0	Carry forward budget to FY24/25
Mechanical Services	Fleet & Mechanical Services Capital	Fleet Plant Purchases	1,132,891	3,000,000	126,240	3,126,240	1,993,349	Transfer from works and services for additional costs associated with upgrade to plant & equipment
Economic Development	Industrial Land Development	Flinders Industrial - Stage 10 - Roadworks (Grant funded)	1,380,589	1,120,324	756,024	1,876,348	495,758	Increasing budget to match actual expenditure funded from Strategic land development
		AATP Stage 5 - Subdivision	552,196	1,071,998	(516,582)	555,416	3,220	Carry forward budget to FY24/25
		AATP Fire Reticulation	6,030	234,501	(116,196)	118,305	112,275	Carry forward budget to FY24/25
		Flinders Industrial - Stage 11 - Land Development and Sales	9,547	1,000,000	(962,913)	37,087	27,540	Carry forward budget to FY24/25
		AATP Fire Water Storage	8,530	916,913	(689,709)	227,204	218,674	Carry forward budget to FY24/25
Parks, Reserves,	Open Space - Drainage	Frogs Holla Reserve Drainage SCCF5	28,084	294,100	(210,000)	84,100	56,016	Carry forward budget to FY24/25

Sport and Recreation Areas			Ray Brooks Reserve Boardwalk	407,999	671,185	104,520	775,705	367,707	Transfer between projects
			Sanctuary Point Library - Design & Invest	(2,682)	1,496,878	(1,484,878)	12,000	14,682	Repurposed loan into 24/25FY and rephased budget to future years
			Bay and Basin Leisure Centre Redevel - Design & Invest	30,122	952,423	(922,300)	30,122	0	Project on hold returning unspent budget to reserve
			Boongaree - Stage 2 to 7	461,419	917,131	(402,396)	514,734	53,315	Project on hold, rephase budget to future years
			Moss Vale Road South URA Open Space Embelishment - Inv & Des	0	448,700	(448,700)	0	0	Reduction in budget not required, will be considered for re-inclusion in QBR's
			Southern SCARP - Artie Smith	1,135,799	2,007,440	(720,000)	1,287,440	151,641	Carry forward budget to FY24/25
			Elliott Reserve, Currarong - Playground replacement SCCF5	14,693	181,539	(165,000)	16,539	1,846	Carry forward budget to FY24/25
Urban Roads	Pathways		Nowra CBD Renewal	867	360,685	(346,850)	13,835	12,968	Reducing budget funds returned to Committed capital reserve to fund 24/25FY capital works program
			Sheaffe St-Ped & Drng Lakerstn>End SUP-South Coast Footpaths	4,960	150,000	(145,040)	4,960	0	Carry forward budget to FY24/25
			Old Southern Road - SUP - South Coast Footpaths	11,188	250,000	(230,000)	20,000	8,813	Carry forward budget to FY24/25
			Owen St, Huskisson - Construct Pedestrian Crossings	8,744	355,200	(345,824)	9,376	633	Carry forward budget to FY24/25
Community, Residential and Commercial Buildings	Public Buildings		16 Berry Street - Betta Electrical Building - Demolition	55,524	1,300,000	(1,198,853)	101,147	45,623	Carry forward budget to FY24/25
			EOI 100 St Vincent St Ulladulla-Stage 2 Fire Compliance Work	3,725	193,000	(175,354)	17,646	13,921	Transfer between building projects and carry forward budget to FY24/25
			Huskisson Service Lane - Morton Street	0	1,631,240	(1,631,240)	0	0	Carry forward budget to FY24/25
Strategic Roads and Bridges	Regional, Sub-Arterial and Industrial		Far North Collector Road D & C	8,013,930	6,300,113	4,000,000	10,300,113	2,286,184	Recognise additional 2024 year expenditure and income
			Sydney/Bowen St - Rds Strtgy CP03ROAD2115 Con Urban Upgrade	329,786	1,362,285	(1,000,000)	362,285	32,499	Carry forward budget to FY24/25
			Moss Vale Road URA Road Construction	0	3,475,187	(3,475,187)	0	0	Carry forward budget to FY24/25

Fire Protection and Emergency Services	Rural Fire Service Buildings	Mossvale Rd South URA - Land Acquisitions (Open Spaces)	0	633,782	(633,782)	0	0	Carry forward budget to FY24/25
		Mundamia Urban Release Area - Roads LCLI	0	2,036,850	(1,980,015)	56,835	56,835	Transfer between projects & carry forward budget to FY24/25
		BLD Lake Conjola RFS Upgrade Existing Station	1,554	690,000	718,009	1,408,009	1,406,455	Increase for additional funding to be received and carry forward budget to FY24/25
		BLD Manyana Bendalong new RFS station	8,852	1,585,361	(1,464,216)	121,146	112,294	Carry forward budget to FY24/25
		Murramarang Rd Bawley Pt CH0.320-1.360 (Fixing Local Roads)	918,013	1,022,760	(104,748)	918,013	(0)	Project completed under budget, reduction in grant funding
		Lake Conjola Ent Rd - CH6.0-CH6.14 (R2R)	132,271	1,983,554	(924,349)	1,059,205	926,935	Increase in budget for rate payer contribution and carry forward budget to FY24/25
Rural Roads	Rural Roads	Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv - LRCI-4B	56,046	630,000	(126,000)	504,000	447,955	Reduction in loan funding in Q3 2023/24 insufficient budget to complete project, to be funded from Federal Stimulus Local Roads Upgrade Program in 2024/25
		Terara Rd - Various Constr Renewal - LRCI-4A	414,250	1,372,224	(215,000)	1,157,224	742,974	Carry forward budget to FY24/25
		Upper Kangaroo River Rd, Kangaroo Valley - Safer Roads Proj	534,686	685,000	(137,533)	547,467	12,780	Project completed under budget, reduction in grant funding
		Local Road Upgrades Program - \$40M Federal Grant	0	9,769,214	(9,769,214)	0	0	Carry forward budget to FY24/25
Community, Residential and Commercial Buildings	Showground Buildings	Berry Showground - fire, electrical compliance	31,105	401,442	(208,123)	193,319	162,214	Reallocation of budget between projects
		Nowra Showground Resilience BLERF-0111	52,806	280,155	(210,000)	70,155	17,349	Project not proceeding to construction phase, carry forward a portion to next year to complete DA and CC, the remainder to be rephased to future years
		Berry Showground Resilience BLERF-0111	30,809	239,941	(190,000)	49,941	19,132	Project not proceeding to construction phase, carry forward a portion to next year to complete DA and CC, the remainder to be rephased to future years

		Milton Showground Resilience BLERF-0111	39,675	183,846	(130,000)	53,846	14,171	Project not proceeding to construction phase, carry forward a portion to next year to complete DA and CC, the remainder to be rephased to future years
Tourism and Events	Tourism Projects	Project Management / Design (Sus Tour Infr Grant)	79,308	1,593,099	(1,000,000)	593,099	513,791	Carry forward budget to FY24/25
		O'Keeffe Ave Nowra Ped Traffic Sig Grant	99,332	104,506	185,000	289,506	190,174	Adding new budget for approved grant funding from T4NSW
		Larmer Ave/The Park Drive - Roundabout - Blackspot Program	820	371,431	(370,611)	820	0	Project abandoned removing remaining grant funding
		George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	1,635	680,200	(670,000)	10,200	8,565	Carry forward budget to FY24/25
		Coomea St - Pavement Rehab CH0.660 to 0.860 - LRCI-4B	18,154	200,000	(181,846)	18,154	0	Carry forward budget to FY24/25
Urban Roads	Urban Roads	JCB Pothole Pro - Northern (RERRF)	0	986,897	(966,897)	20,000	20,000	Carry forward budget to FY24/25
		Central (RERRF)	0	887,195	(887,195)	0	0	Reallocation of RERRF Funding for Co-Contribution to natural disasters & Carry forward budget to FY24/25
		Basin (RERRF)	0	986,897	(973,215)	13,682	13,682	Reallocation of RERRF Funding for Co-Contribution to natural disasters & Carry forward budget to FY24/25
		Southern (RERRF)	0	986,897	(986,897)	0	0	Reallocation of RERRF Funding for Co-Contribution to natural disasters
Landfill and Transfer Station Operations	Waste Management - Capital	Waste Plant and Vehicle Purchases	2,216,405	2,778,513	(562,108)	2,216,405	(0)	Carry forward budget to FY24/25 \$937k + \$375K reallocated from other projects to purchase hook lift truck
		Materials Recovery Facility - Capital	5,399,700	9,222,355	(3,746,615)	5,475,740	76,040	Carry forward budget to FY24/25
		Waste Depots Solar / Comms / Security	14,980	292,017	(200,000)	92,017	77,037	Reallocation of budget to fund purchase of hook lift truck
		Shoalhaven MICROfactorie	30,828	152,185	(121,000)	31,185	357	Carry forward budget to FY24/25
		West Nowra Leachate Treatment Project	0	175,974	(175,974)	0	0	Carry forward budget to FY24/25

Waste Shoalhaven Rubber Crumb Plant	448,226	361,292	102,800	464,092	15,866	New grant funding
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Capital Projects Reforecast into FY2024/25

Project	Reforecast Amount	Funding Source		
		General Fund	Internal Reserves	External Reserves
Nowra Bridges SUP Tie Ins, North and South: Design Funding	40,000	0	0	40,000
16 Berry Street - Betta Electrical Building - Demolition	1,198,853	0	1,198,853	0
AATP Fire Reticulation	116,196	0	0	116,196
AATP Fire Water Storage	689,709	0	0	689,709
AATP Stage 5 - Subdivision	516,582	0	275,080	241,502
Basin (RERRF)	835,000	0	0	835,000
BLD Lake Conjola RFS Upgrade Existing Station	125,609	125,609	0	0
BLD Manyana Bendalong new RFS station	1,464,216	0	0	1,464,216
Boongaree - Stage 2 to 7	12,000	0	0	12,000
Boree St, Ulladulla - Asset Renewal	32,041	0	32,041	0
CAPITAL Two Figs - Bushfire Affected Coastal Waterways Grant	202,443	0	0	202,443
Central (RERRF)	734,998	0	0	734,998
Coomea St - Pavement Rehab CH0.660 to 0.860 - LRCI-4B	181,846	0	0	181,846

Depot safety improvement works	45,184	0	0	45,184
Elliott Reserve, Currarong - Playground replacement SCCF5	165,000	0	0	165,000
EOI 100 St Vincent St Ulladulla-Stage 2 Fire Compliance Work	100,354	0	100,354	0
FCB-2A - Boondabah Bridge-Brooman, The River Rd	515,000	0	178,355	336,645
FCB-2B - Boxsells Bridge, Meroo Meadow	370,000	0	0	370,000
FCB-2B - Murrays Bridge, Conjola	45,000	0	0	45,000
FCB-2B - Smarts Bridge, Croobyar Rd, Croobyar	45,000	0	0	45,000
Flinders Industrial - Stage 11 - Land Development and Sales	962,913	0	962,913	0
Frogs Holla Reserve Drainage SCCF5	230,000	0	0	230,000
George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	670,000	0	0	670,000
Huskisson Service Lane - Morton Street	1,631,240	0	0	1,631,240
Implement Beach Scraping at High Priority Beaches	50,156	0	25,078	25,078
Insurance - Property - Fire - Francis Ryan Amenities	75,146	75,146	0	0
JCB Pothole Pro - Northern (RERRF)	966,897	0	0	966,897
Lake Conjola Ent Rd - CH6.0-CH6.14 (R2R)	950,000	0	101,835	848,165

Local Road Upgrades Program - \$40M Federal Grant	9,769,214	0	0	9,769,214
Lower Shoalhaven River & St Georges Basin Flood Evac & Plan	95,935	0	95,935	0
Lwr Shoalhaven River Floodplain Risk Mgmt Study Plan Review	52,685	0	52,685	0
Materials Recovery Facility - Capital	3,750,000	0	0	3,750,000
Matron Porter Dr - SUP - South Coast Footpaths	50,000	0	0	50,000
Meroo Rd - LRRP CH0.3 CH1.5 Cons Urban Renewal (R2R)	101,942	0	0	101,942
Moss Vale Rd Open Space Acquisitions Funding	1,320,780	0	0	1,320,780
Moss Vale Road South URA Drainage	1,443,582	0	0	1,443,582
Moss Vale Road URA Road Construction	3,475,187	0	1,126	3,474,061
Mossvale Rd South URA - Land Acquisitions (Open Spaces)	633,782	0	120,257	513,525
Mundamia Urban Release Area - Roads LCLI	1,822,347	0	0	1,822,347
Murramarang Rd SUP-Kioloa-Shilly Bch - South Coast Footpaths	80,000	0	0	80,000
Murramarang Rd SUP-ShillyBch-Trnsfr Stn-South Coast Footpaths	40,000	0	0	40,000
Nebraska Estate Rezoning - SRV + Loan Funded	32,778	0	0	32,778
Nowra Admin Building - Fire Compliance, BCA NCC	25,597	0	25,597	0

Old Southern Rd - Various Local Invest Urban Renewal-LRCI-4A	48,138	0	0	48,138
Old Southern Road - SUP - South Coast Footpaths	230,000	0	0	230,000
Owen St, Huskisson - Construct Pedestrian Crossings	345,824	0	0	345,824
Placemaking for Vincentia Village BBRF	89,609	0	89,609	0
Preschools-Fire Detect, Control Indicator Equip & Elect Upgr	44,102	0	0	44,102
Project Management / Design (Sus Tour Infr Grant)	1,000,000	0	0	1,000,000
Review of Broughton Creek Flood Study	24,384	0	24,384	0
Road Condition Assessment	325,000	0	325,000	0
Sanctuary Point Preschool Kerry St - Roof Repairs	77,585	0	0	77,585
Save Our Species - Bitou Bush	28,562	0	0	28,562
SEC Upgrade & Cladding	20,170	0	20,170	0
Sheaffe St-Ped & Drng Lakerstn>End SUP-South Coast Footpaths	145,040	0	0	145,040
Shoalhaven MICROfactorie	121,000	0	0	121,000
Shoalhaven Turf Club - Replacment of Hospitality Floor-Grant	30,000	0	0	30,000
Southern SCARP - Artie Smith	720,000	0	0	720,000

St George Basin – Fishing Access Improvements	342,816	0	42,940	299,877
St Georges Basin & Sussex Inlet CMP	70,935	0	23,645	47,290
St Georges Basin Floodplain Risk Mgmt Study Plan Review	36,897	0	36,897	0
State Priority Weeds Response	27,360	0	0	27,360
Sydney/Bowen St - Rds Strtgy CP03ROAD2115 Con Urban Upgrade	1,000,000	0	665,400	334,600
Terara Rd - Various Constr Renewal - LRCI-4A	215,000	0	0	215,000
The Wool Rd/Mernie - CHRs - Blackspot Program	46,256	0	46,256	0
Ulladulla Civic Centre Improvements	89,757	0	89,757	0
Waste Plant and Vehicle Purchases	937,108	0	0	937,108
Waterways - Fishing Facilities Upgrade 22-23 Upgrade/New	42,408	0	18,326	24,082
Weeds After Fire - LLS Grant	19,495	0	0	19,495
West Nowra Leachate Treatment Project	175,974	0	0	175,974
Woollamia Depot - Administration Office Building Upgrade	507,388	0	0	507,388
Woollamia Industrial - Stage 5 - APZ Trail	446,440	0	446,440	0
Total	42,872,459	200,754	4,998,933	37,672,772

Water Fund

Financial Position Overview

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	3,760	3,418	342	4,981	4,981	90	5,072	75%
User Charges and Fees	18,584	18,554	30	23,711	23,808	(373)	23,435	78%
Interest and Investment Revenue	1,574	833	741	1,111	1,111	741	1,852	142%
Other Revenues	88	72	16	96	96	11	107	92%
Internal Revenue	2,060	1,969	91	2,539	2,539	319	2,859	81%
Grants and Contributions provided for Capital Purposes	1,890	2,242	(353)	2,327	2,534	(144)	2,389	75%
Total Income	27,956	27,089	867	34,766	35,070	644	35,714	80%
Employee Benefits and On-Costs	6,744	6,893	149	8,316	9,287	224	9,510	73%
Materials and Services	5,537	5,712	175	8,228	8,139	(145)	7,994	68%
Depreciation and Amortisation	11,134	11,076	(58)	14,269	14,764	81	14,845	75%
Other Expenses	11	24	12	57	57	0	57	20%
Internal Expenses	5,072	4,824	(248)	6,282	6,302	392	6,693	80%
Total Expenses	28,499	28,529	30	37,152	38,549	551	39,100	74%
Net Operating Results	(544)	(1,440)	897	(2,385)	(3,478)	93	(3,385)	
Net Operating Result before capital grants and contributions	(2,433)	(3,682)	1,249	(4,712)	(6,012)	237	(5,775)	
Other Cash Adjustments								
Capital Expenditure	(17,807)	(21,558)	3,751	(17,303)	(27,052)	1,214	(25,838)	66%
Disposal of Assets	127	40	87	120	120	0	120	106%
Depreciation Adjustment	11,134	11,076	58	14,269	14,764	81	14,845	75%
Dividend to General Fund	0	0	0	(163)	(163)	0	(163)	0%
Debtor / Credit Movement	0	586	(586)	1,190	1,190	0	1,190	0%
Net Cash Movement	(7,090)	(11,297)	4,207	(4,271)	(14,619)	1,388	(13,231)	

The net operating result (before capital income received) is \$897K favourable when comparing our current adopted budget with our year-to-date actuals. This quarterly review will capture the extra income received, and bank the savings of expenses budgeted but not expensed. Our operating income was \$867K more than budgeted, and our expenses were \$30K less than budgeted

Our projected net cash movement has increased to \$13.2M (unfavourable).

Current Operating Revenue Position and Budget Adjustments

The table below summarises the key movements by revenue category:

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	3,760	3,418	342	4,981	4,981	90	5,072	75%
User Charges and Fees	18,584	18,554	30	23,711	23,808	(373)	23,435	78%
Interest and Investment Revenue	1,574	833	741	1,111	1,111	741	1,852	142%
Other Revenues	88	72	16	96	96	11	107	92%
Internal Revenue	2,060	1,969	91	2,539	2,539	319	2,859	81%
Total Operating Income	26,066	24,847	1,219	32,439	32,536	788	33,325	80%

Our operating income is \$1.2M higher (favourable) than the year-to-date budget as at the March quarter.

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	342	+ 10K Water availability received + 332K Water rebate received

User Charges and Fees	30	- 488K Water usage received + 127K Private works income received + 249K Communications income received + 32K Leaseback received + 110K New meter installations
Interest and Investment Revenue	741	+ 741K Interest income received
Other Revenues	16	+ 3K Recovery of costs (external) + 17K Fuel tax credit - 5K Other revenue
Internal Revenue	91	+ 319K Plant charges + 1K Other - 230K Communications

The March Quarterly Budget Review recommends an increase in operating revenue by \$788K. Proposed major budget adjustments to operating revenue are summarised in the table below:

Category	Amount (\$'000)	Reason
Rates & Annual Charges	90	+ 90K increase in water availability - bring the actuals to 75% of YTD budget No proposed changes to Water rebate received - budget realised in Q4
User Charges and Fees	(373)	+ 93K in private works - received more than expected - 869K in Water usage - make actuals match 80% of YTD budget + 120K in water meter installations - received more than expected + 248K in communications income - received more than expected + 36K in leaseback income - vehicle allocation greater than budgeted for
Interest and Investment Revenue	741	+ 741K Interest income to match current income received
Other Revenues	11	+ 17K Fuel tax credit - received more than expected - 6K Other income - remove this from budget as no actuals were occurring
Internal Revenue	319	+ 319K for Plant charges - increase in Fleet rates No proposed changes for communications, SW typically processes this income in Q4

Current Operating Expenditures Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Employee Benefits and On-Costs	6,744	6,893	149	8,316	9,287	224	9,510	73%
Materials and Contracts	5,537	5,712	175	8,228	8,139	(145)	7,994	68%
Depreciation and Amortisation	11,134	11,076	(58)	14,269	14,764	81	14,845	75%
Other Expenses	11	24	12	57	57	0	57	20%
Internal Expenses	5,072	4,824	(248)	6,282	6,302	392	6,693	80%
Total Expenses	28,499	28,529	30	37,152	38,549	551	39,100	74%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	149	<ul style="list-style-type: none"> + 467K savings in wages cost - vacancies + 161K in employee costs transferred to sewer + 63K in payroll tax - less payroll tax paid than budgeted due to vacancies + 38K savings in training and professional development - 118K of allowances - non-position specific allowances not budgeted for - 456K in net job costing - recovery budget set too high
Materials and Contracts	175	<ul style="list-style-type: none"> + 390K savings in other contracts + 186K savings on consultants - expense not yet used + 79K savings in chemicals + 78K savings on mobile - oversupplied budget + 57K savings on IT licences - 26K overspent on tools - 105K overspent in motor vehicle machinery parts - 187K overspent on electricity. No budget increase requested due to timing of invoices - 300K on materials transferred to Sewer
Depreciation and Amortisation	(58)	- 58K of depreciation cost greater than budgeted
Other Expenses	12	+ 12K of donations not yet spent

Internal Expenses	(248)	<ul style="list-style-type: none"> + 48K savings of other internal charges - 45K overspent on building maintenance - the maintenance of new Flinders' depot not budgeted enough for - 63K of Worxonline and OneCouncil not budgeted for - 187K of net fleet charges under-budgeted for
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The March Quarterly Budget Review recommends an increase in operating expenditure of \$551K. Proposed major budget adjustments to operating expenditure are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	224	<ul style="list-style-type: none"> + 447K in net job costing - to increase budget + 157K in allowances - to cover costs of Q3 and Q4 + 53K in overtime - extra overtime requested to cover Q4, using savings from wages to fund - 53K in on costs - to bank the savings - 63K in payroll tax - to bank the savings - 325K in wages - reduce down to YTD variance to capture savings
Materials and Contracts	(145)	<ul style="list-style-type: none"> + 122K increase in materials transferred to sewer + 104K increase in motor vehicle machinery parts + 78K in materials in tools - 79K of banked savings in mobile - remove budget for Q4 as well, as not using this natural account - 379K of banked savings in other contracts
Depreciation and Amortisation	81	+ 81K in depreciation - supply budget increase for Q4
Internal Expenses	392	<ul style="list-style-type: none"> + 354K increase in net plant charges - to also cover costs of Q4 - 153K of banked savings of other internal expenses - not using this budget + 43K increase in budget for welders and mechanics + 42K increase in building maintenance costs + 105K in Worxonline and OneCouncil budget - to also cover Q4

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	785	789	(5)	727	934	(144)	934	84%
Capital Contributions	1,105	1,453	(348)	1,600	1,600	0	1,600	69%
Grants and Contributions provided for Capital Purposes	1,914	1,653	261	2,327	2,525	9	2,534	76%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	(5)	+ 5K of grant income not yet received
Capital Contributions	(348)	- 348K of developer contribution received less than expected

A Budget adjustment of \$144K has been proposed to Capital Revenue in this March Quarterly Review.

Category	Amount (\$'000)	Reason
Capital Grants	(144)	- 144K of grant to be received next year
Capital Contributions	0	NIL

Water have requested not to make an adjustment to developer contribution received in this quarter. They request to make their adjustment in the 4th quarter.

Capital Expenditures Position and Budget Adjustments

Capital expenditure at 31 March is 65.83% of the current adopted budget. Across all projects, Water requests to decrease their capital budget by a net \$1.2M. The proposed adjustments are detailed below:

Project Description	March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
Nowra Sth, Flinders Depot electrical work	1,921,353	3,806,168	(1,885,287)	1,920,881	(472)	Project has been completed, nearly reached financial completion. Overbudgeted - Water fund was budgeted for entire project, not Water Fund's portion
Ulladulla Depot - Water Fund Contribution	111,500	0	111,500	111,500	0	Supply budget for this project. No further expenses expected
Water Moss Vale Road expansion area	6,874,981	9,371,293	1,300,000	10,671,293	3,796,312	Requested adjustment from Water.
Water New services instal & relocate	550,011	500,000	200,000	700,000	149,989	Proposed increase in expense. More work than originally budgeted for - the Water fund received income for this work done.
Water Other Assets	192,711	456,000	(406,000)	50,000	(142,711)	Requested adjustment from Water.
Water Vehicle Purchases	1,105,372	826,000	768,000	1,594,000	488,628	Carry forwards not implemented, and vehicles ordered from prior financial years realised this financial year. Gone over budget by requested amount.
Yalwal tourist upgrade	421,845	2,363,100	(1,300,000)	1,063,100	641,255	Requested adjustment from Water.

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)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Rates & Annual Charges	39,749	38,196	1,553	51,384	51,544	1,472	53,017	77%
User Charges and Fees	3,856	3,198	658	3,990	4,050	663	4,713	95%
Interest and Investment Revenue	756	639	117	750	750	150	900	101%
Other Revenues	15	3	12	5	5	8	13	342%
Internal Revenue	1,482	1,399	83	1,765	1,865	43	1,908	79%
Grants and Contributions provided for Capital Purposes	2,276	1,849	426	2,105	3,073	(52)	3,021	74%
Total Income	48,134	45,285	2,849	60,000	61,288	2,284	63,572	79%
Employee Benefits and On-Costs	9,200	8,949	(251)	11,881	11,943	(28)	11,915	77%
Borrowing Costs	3,008	3,008	0	3,118	3,118	0	3,118	96%
Materials and Services	9,050	9,060	10	12,067	13,131	558	13,689	69%
Depreciation and Amortisation	12,586	12,586	(0)	16,191	16,782	7	16,789	75%
Other Expenses	65	37	(28)	37	37	28	65	177%
Internal Expenses	6,028	7,036	1,007	7,063	9,563	(1,036)	8,528	63%
Total Expenses	39,937	40,675	738	50,357	54,574	(470)	54,104	73%
Net Operating Results	8,197	4,610	3,587	9,643	6,714	2,754	9,468	
Net Operating Result before capital grants and contributions	5,921	2,761	3,161	7,538	3,641	2,806	6,447	
Other Cash Adjustments								
Capital Expenditure	(14,178)	(18,802)	4,624	(23,950)	(25,005)	(1,917)	(26,922)	57%
Loan Principal Repayments	(1,944)	(1,944)	0	(6,023)	(6,023)	0	(6,023)	32%
Disposal of Assets	93	50	43	100	100	0	100	93%

Depreciation Adjustment	12,586	12,586	0	16,191	16,782	7	16,789	75%
Dividend to General Fund	0	0	0	(1,654)	(1,654)	0	(1,654)	0%
Debtor / Credit Movement	(1,216)	0	(1,216)	0	0	0	0	0
Net Cash Movement	3,539	(3,500)	7,038	(5,693)	(9,086)	845	(8,242)	

The net operating result (before capital revenue) is \$3.2M higher (favourable) when comparing the year-to-date actuals to the current adopted budget. This is because our income received is \$2.8M9greater than expected, and operating expenses are \$738K less than expected.

As a result of the proposed budget adjustments, the cash movement forecast has reduced to \$8.2M (unfavourable).

Current Operating Revenue Position and Budget Adjustments

The table below summarises the key movements by revenue category

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Revised Budget
Rates & Annual Charges	39,749	38,196	1,553	51,384	51,544	1,472	53,017	77%
User Charges and Fees	3,856	3,198	658	3,990	4,050	663	4,713	95%
Interest and Investment Revenue	756	639	117	750	750	150	900	101%
Other Revenues	15	3	12	5	5	8	13	342%
Internal Revenue	1,482	1,399	83	1,765	1,865	43	1,908	79%
Total Operating Income	45,858	43,436	2,423	57,895	58,215	2,336	60,551	79%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Rates & Annual Charges	1,553	+ 1,205K of sewer availability received more than expected + 348K of state pensioner subsidy accrued more than budgeted for. The budget is allocated in Q4
User Charges and Fees	658	+ 489K of sewer usage income greater than budgeted for + 168K of private works received greater than budgeted for
Interest and Investment Revenue	117	+ 117K interest income received greater than expected

Other Revenues	12	+ 8K of fuel tax credit received more than budgeted
Internal Revenue	83	+ 63K internal effluent income greater than budgeted + 20K internal plant charge greater than expected

The March Quarterly Budget Review proposes an increase in operating revenue of \$2,336K. Proposed major budget adjustments to operating revenue are summarised in the table below

Category	Amount (\$'000)	Reason
Rates & Annual Charges	1,472	+ 1,472 increase of sewer availability income budget. This increase is so actuals received is 75% of budget YTD
User Charges and Fees	663	+ 537K increase of sewer usage income + 126K increase of private works income
Interest and Investment Revenue	150	+ 150K increase of interest income
Other Revenues	8	+ 8K increase if fuel tax credit income
Internal Revenue	43	+ 23K increase in internal effluent income + 20K increase in plant charge income

Current Operating Expenditures Position and Budget Adjustments

The table below summarises the key movements by expense category

Category	Variance (\$'000)	Comment
Employee Benefits and On-Costs	(251)	+ 71K of other employee costs budgeted but not spent - 156K of wages and on costs spent over budget - 174K of costs transferred from water greater than budgeted
Materials and Contracts	10	+ 210K materials spent under budget + 175K of electricity not yet spent + 75K of motor vehicle and machinery parts not spent + 49K of other contracts spent under budget - 123K chemicals spent over budget - 375K of infrastructure contracts spent over budget
Other Expenses	(28)	- 28K of donations overspent
Internal Expenses	1,007	+ 939K savings of internal waste charge - plan to dispose of biosolids changes since last review + 236K savings of other internal expense + 76K savings in effluent internal charge - 245 of net plant charge overspent - budget not sufficient after fleet increased rates

The March Quarterly Budget review proposes a budget decrease in operational expenditure of \$738K. Comments on major proposed adjustments are summarised in the table below:

Category	Amount (\$'000)	Reason
Employee Benefits and On-Costs	(28)	- 71K of other employee costs banked savings - 66K of casual salaries banked savings + 55K increase in allowances to cover Q3 and Q4 shortfall + 48K increase in net job costing budget
Materials and Contracts	558	+ 215K in other contracts in anticipation of Q4 expenses + 187K in infrastructure contracts to cover shortfall + 160K in materials, chemicals, gas, and tools
Depreciation and Amortisation	7	+ 7K for expected Q4 depreciation expense
Other Expenses	28	+ 28K to cover shortfall of donations
Internal Expenses	(1,036)	- 920K of internal waste charge - banked savings (*) - 285K of other internal costs - banked savings + 30K of mechanics + 140K of net plant charges request for budget increase

(*) In the previous Quarterly Review, a large budget increase was requested to dispose biosolids internally at the waste depot. A more cost-effective method of disposing the biosolids has been identified and the internal expense is no longer needed.

Capital Revenue Position and Budget Adjustments

	Year to Date (\$'000)			Full Year (\$'000)				
	March Actuals	Adopted Budget	Favourable/ (unfavourable) Variance	Original Budget	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Actual % of Adopted Budget
Capital Grants	916	916	0	305	1,273	(52)	4,020	72%
Capital Contributions	1,360	934	426	1,800	1,800	0	1,000	76%
Grants and Contributions provided for Capital Purposes	2,276	1,849	426	2,105	3,073	(52)	5,020	74%

Comments on major variances are tabled below:

Category	Variance (\$'000)	Comment
Capital Grants	0	NIL
Capital Contributions	426	+ 426K of developer contribution - received more than expected

The March Quarterly Review proposes to reduce capital income by \$52K. Comments on major changes are summarised below:

Category	Amount (\$'000)	Reason
Capital Grants	(52)	- 52K of grant money reduced - budgeted to receive money in Q4 but this is no longer the case, now receiving this in Q1 2025
Capital Contributions	0	Nil request until Q4 to increase budget

Capital Expenditures Position and Budget Adjustments

Capital expenditure at 31 March is 56.70% of the current adopted budget. The total proposed budget adjustment for capital expenditure is an increase of \$1.9M (unfavourable).

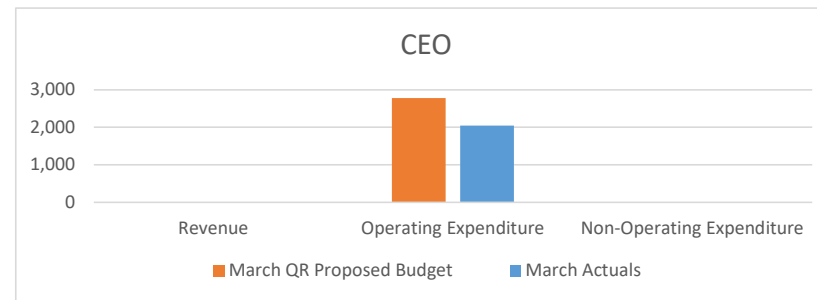
As a result of the March budget review, the following major adjustments, greater than \$100k, were made to the capital projects.

Project Description	March Actuals	Current Adopted Budget	March QR Adjustments	March QR Proposed Budget	Full Year Variance	Comments
Moss Vale Rd expansion area - WWtr	3,990,265	5,119,919	480,001	5,599,920	1,609,655	Requested adjustment from Sewer
Sewer Land Purchases	721,720	200,000	1,242,000	1,442,000	720,280	To cover the cost of an acquisition not budgeted for
Sewer NW AE	2,127,333	7,547,358	(1,353,358)	6,194,000	4,066,667	Requested adjustment from Sewer
Sewer Renewals	2,211,385	6,699,631	509,678	7,209,309	4,997,924	Requested adjustment from Sewer
Sewer Vehicle Purchases	425,694	240,591	478,409	719,000	293,306	Carry forwards not implemented, and vehicles ordered from prior financial years realised this financial year. Gone over budget by requested amount.
Sewer Plant Purchases	1,699,207	1,794,000	411,000	2,205,000	505,793	Carry forwards not implemented, and plant ordered from prior financial years realised this financial year. Gone over budget by requested amount.
Ulladulla Depot - Sewer Fund Contribution	111,500	0	111,500	111,500	0	Supply budget for this project. No further expenses expected

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	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	6	6	0	6	8	138.25%
Operating Expenditure	2,594	2,855	(81)	2,773	2,043	73.67%

Comments:

The **Chief Executive Officer** group finished the quarter under budget mainly due to savings in vacancies in Media and Communications team.

Media and Communications savings in vacancies have been returned to general fund to fund other shortfalls across Council in this quarter.

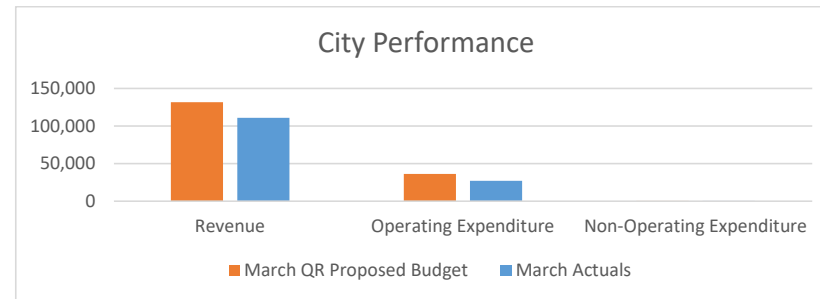
Significant projects have been undertaken by the Communications team this quarter including the design, promotion and support of community consultation of the proposed Special Rate Variation, Community Engagement Framework and the responsible dog ownership campaign.

Council continues to deliver the promotions of events and activities being delivered across the organisation, with a particular focus this quarter on the proactive distribution of information about the proposed Special Rate Variation, the decision of Council and the actions being taken to improve financial sustainability, to both community and Council staff.

There has been an increase in requests received from internal customers for designing works, reducing Council's costs of outsourcing for this service. Website updates have been conducted to improve accessibility and the customer experience, including the installation of translation and legibility software to support people with a disability and special needs.

Internal Audit finished the quarter slightly over budget due to overspend in employee costs.

City Performance Directorate



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

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	129,755	130,348	1,398	131,746	110,962	84.22%
Operating Expenditure	35,037	35,734	300	36,034	26,933	74.74%
Non-Operating Expenditure	500	140	(65)	75	53	70.08%

Comments:

The Directorate had an income surplus primarily driven by realised gains in the long-term growth fund and additional rates income. Meanwhile, overall operating expenditure remains within budget, with minor overruns in employee costs offset by underspending in material and services.

Financial Services

Council had a surplus of \$1M in investment return mainly due to the realised gains long-term growth fund. \$800K of this uplift in income is recognised this quarter.

Ordinary rates have exceeded the full year budget by \$172k with expectation of additional surplus in the last quarter.

There was overspending of \$47k in operations, attributed to unanticipated employee costs for the completion of the financial year end process. These costs were not accounted for in the original budget. This should balance in upcoming quarters due to staff vacancies and staff on leave arising from start of Q4.

Information Services

Operational Revenue tracked \$103k above budget mainly driven by internal revenue from printing services and contribution from other council for the Smart Illawarra project officer position. This was used to offset the employee costs for the same.

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

As a part of financial sustainability review, \$135k was returned to general fund to fund shortfalls across council.

Business Assurance & Risk

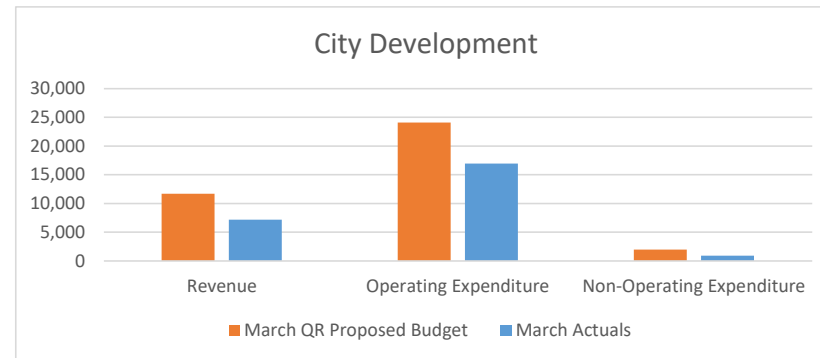
The operational revenue tracked below budget by \$62k due to Insurance claims yet to be received. There is an additional income of \$418k anticipated in Q4 regarding legal dispute over cattle seizure at Wondalga Farm.

The overruns in expenditure budget by \$46k was driven by employee cost due to the increase in grades of 3 staff members as part of job evaluation. Budget adjustment is made in the Quarter 3 review to offset this cost.

People & Culture tracked close to budget in Q3 with savings mainly in employee costs. As a part of financial sustainability review, \$50k was returned to general fund to fund shortfalls across council.

Customer Experience remained in line with the budget for the quarter with savings of \$34k mainly in employee costs. As a part of financial sustainability review, \$45k was returned to general fund to fund shortfalls 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	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	11,339	12,533	(852)	11,681	7,157	61.27%
Operating Expenditure	21,234	24,919	(831)	24,088	16,945	70.35%
Non-Operating Expenditure	3,741	2,103	(136)	1,967	913	46.43%

Comments:

Overall income is tracking under budget, mainly in Certification and Compliance fines income. Excluding grants income, operating income has achieved 68% of the current adopted budget.

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

As part of financial sustainability review, City Development returned \$220k to general fund to fund shortfalls across council.

Development Services

Development Services revenue tracked below budget by \$227K due to reduction in the number of development applications lodged. This was offset by the savings in employee cost. Resulting in net operating deficit of \$10k.

Environmental Services

Overall, operating income tracked above budget by \$171k with the surplus attributed to Environmental Health fees and charges and grant incomes. Budget adjustments are made to offset the surplus income against the employee cost in Environmental health due reduced internal water sampling service required for rainwater tanks that are now UV treated.

Operating Expenditure was below budget by \$123K which is mainly driven by the delays imposed on recruitment until such a positive financial result could be derived.

Capital expenditure is tracking at 46% YTD. Increased work is expected in Q4 as per financial projections which will lead to an increase in capital expenditure to meet the 100% target and grant commitments associated with such projects. Proposed carry forwards to FY 2024/25 are \$600k.

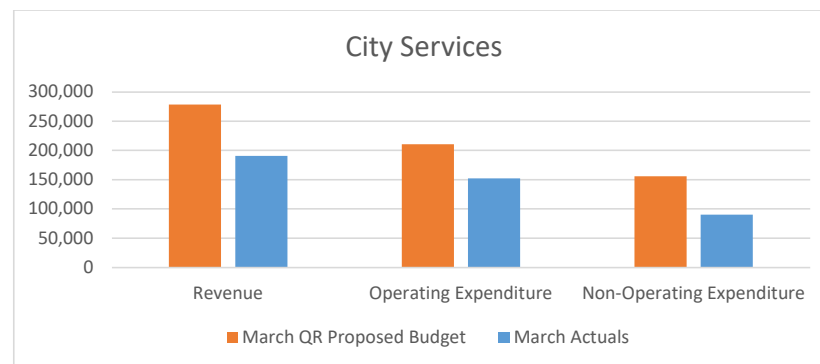
Certification and Compliance Services

For Quarter 3, overall operating revenue shortfall of \$356k is attributed to both long-term historic forecasts in revenue, decline in animal adoptions and outstanding payments in animal registrations. Rangers team performed well, achieving an additional \$132k in additional revenue, although the surplus was offset by the hiring of additional casual rangers and additional costs in NSW Revenue processing fees. These extra processing fees for fines were covered by the additional income generated.

Operational expenses tracked to the budget, resulting in overall savings of \$158k with a total salary savings of \$162k being achieved. Budget adjustment of \$203k are made in the Quarter 3 review to offset the unanticipated legal cost.

Business Support finished the quarter with salary savings of \$63K. As a part of financial sustainability review, \$60k was returned to general fund to fund shortfalls across council.

City Services Directorate



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

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	164,003	271,479	6,660	278,139	190,417	68.46%
Operating Expenditure	204,236	209,293	1,005	210,298	152,182	72.37%
Non-Operating Expenditure	92,710	162,238	(6,320)	155,918	89,973	57.71%
Asset Sales	1,975	2,265	630	2,895	1,337	46.17%

Comments:

Revenue budgets have been adjusted at Q3 to a proposed annual budget of \$278M with \$190M received year to date. Expenditure budgets have been adjusted and the revised capital works program is \$156M with \$90M spent and a further \$42.8M committed equating to 85.12% of the proposed capital works program. Operational expenditure is ahead of budget by \$741K overall. Commentary on specific items is detailed below:

Roads and Transport

Operating Income is ahead of budget by \$34K primarily from additional income received from design services and external contributions bringing the total revenue received to date to \$2.1M. Operating Expenditure finished under budget by \$447K primarily in local roads maintenance. Budgets associated with street lighting invoicing have been rephased to Q4 in line with the delayed invoices for payment. The identified savings in local roads maintenance were utilised to fund over expenditure in parks and reserves. The fixing local roads potholes program has been fully expended and the regional and local roads repair program is \$2.19M spent as at Quarter 3 with a further \$160K committed equating to 71.30% of the \$3.296M program which is due for completion by October 2027.

Capital revenue has been reduced by \$14.2M primarily due to carry forwards in unreceived grant funding - \$15.8M (Federal Stimulus – Local Roads Upgrades (\$10M); South Cost Footpaths (\$2.5M), Local Roads & Community Infrastructure Phase 4 (\$1.6M)) ,and projects either abandoned or completed under budget of \$638K. This is offset by an additional \$3M in grant funding for the Far North Collector Road project.

Capital expenditure finished on track. Overall net Quarter 3 adjustment was a reduction of \$15.4M to the capital works program, which consisted of carry forwards totalling \$17.2M (primarily \$9.7M from the federal stimulus – local roads upgrade program, \$2.5M Regional Emergency Road Repair Fund, \$1M Sydney/Bowen Street roads construction, \$950K Lake Conjola Entrance Rd) and \$775K reduction for projects completed under budget or abandoned. This has been offset by an increase of \$3M in funding for the Far North Collector. After adjustments the revised remaining capital works program is \$31.65M of which \$19.78M has been spent with a further \$7.37M committed equating to 86% of the revised roads and transport capital works program.

Parks and Reserves

Operating expenditure is \$574K over budget primarily due to parks and reserve maintenance of \$329K, urban landscape maintenance of \$231K and roads tree management of \$59K. This is offset by savings in parks tree management \$40K, reallocation of budgets between operating programs and savings in roads and transport.

Drainage

Operating expenditure was over budget by \$35K in stormwater infrastructure maintenance and is offset by savings in roads and transport. Capital expenditure finished on track. The \$814K capital works program of is \$391K with a further \$196K committed equating to 72% of the drainage capital works program.

Fire Protection and Emergency Services

Natural disaster claims continue for the 1012 – March 2022 Flood event, 1025 – June 2022 Flood Event, 1034 – September 2022 Flood Event and 1086 – November 2023 flood event. The emergency works and immediate reconstruction works for the November 2023 flood event have been completed and costs and claims have been submitted to the value of \$959K.

Operating expenditure was \$400K over budget primarily due to emergency works from the November 2023 Flood Event 1086 (331K) and budgets has been adjusted for additional grant funding primarily from Transport for NSW. Capital expenditure was over budget by \$5.2M in natural disasters with budgets being

adjusted for additional grant funding primarily from Transport for NSW and Private Works Authority and reallocation of the regional and emergency road repair fund and Local Roads & Community Infrastructure Phase 4 programs totalling \$19.4M.

The capital works program is progressing and with additional approved funding from Natural Disaster the revised capital listing is now \$91.6M with \$46.5M spent with a further \$30.9M committed equating to 85% of the capital works. Budgets will continue to be adjusted as scope of works are defined and budgets are approved by Transport for NSW and Private Works Authority.

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

Building and Property

Operating income is tracking above budget at Q3 due to higher than anticipated internal building maintenance income plus additional revenue from property rental income.

Operating expenditure excluding depreciation is overspent by \$74k but is on track for the proposed annual budget of \$19m.

Capital expenditure has been revised downwards by \$2.9m to a revised annual budget of \$5.5m. Adjustments include carry forward balances of \$3.7m to FY25, additional expenditure for Lake Conjola RFS upgrade of existing station due to additional Grant Funding received (\$844k) and \$52k was returned to General Fund.

Tourist Parks

Holiday Haven operating income is \$851k ahead of budget at Q3. As a result, \$1.0m has been returned to General Fund.

Operating expenditure is 3% below budget at Q3 due to less than expected expenditure on materials and services.

Capital expenditure is under budget at Q3 by \$465k but is on track for the proposed annual budget of \$3.1M which includes carry forwards from Q4 FY23. Adjustments of \$37k relates to amounts returned to General Fund.

Waste Services

Operational income is 3% higher than budget due to higher-than-expected internal revenue and interest income.

Operational expenditure is over budget by \$171k but on track for the proposed annual budget of \$74m. The budget has been revised upwards by \$945k to \$74m due to operating income being ahead of budget.

Capital expenditure is \$2.6m under budget for Q3 FY24. Adjustments of \$4.9m primarily relate to carry forward balances of \$5m offset with additional grant funding for Waste Shoalhaven Rubber Crumb Plant (\$103k).

Bereavement Services

Bereavement Services operating income is 4% behind budget.

Operating expenditure is within 1% of budget at Q3.

Capital expenditure has been revised downwards by \$22k to a revised annual budget of \$220k.

Fleet and Mechanical Services

Operational revenue for Fleet and Mechanical Services is \$58k ahead of budget, with positive variances in revenues offset by negative variances in Employee Costs and Materials and Services.

Operating expenditure is \$411k over budget at Q3 due to Employee Costs and Materials and Services. As a result, adjustments of \$823k to increase the proposed annual budget from \$15.43m to \$16.25m due to additional income year to date.

Capital expenditure has been increased by \$126k to a revised annual budget of \$7m. Adjustments have been returned to General Fund. The increase has been funded from Works and Services for upgrades to flowcon truck central and northern.

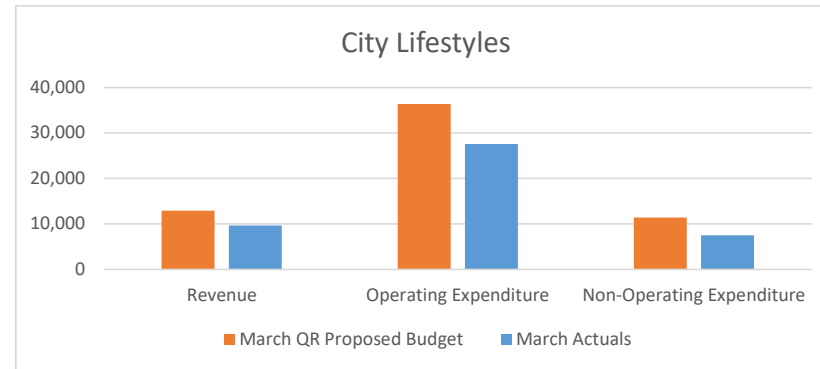
Technical Services

Operating revenue is above budget by \$221k (90%) due to refund from Sustainable Infrastructure Systems for materials not received for Ulladulla Headland Trails (Sustainable Tourism Infrastructure Grant) (\$99k), ShoalWater contribution for Far North Collector Road (\$11k), User Fees and Charges (\$6k), additional grant funding (\$6k) and other revenues (\$99k).

Operating expenses are over budget by 42% due to wages costs under recovery of \$827k.

Capital expenditure is overbudget at Q3 by \$1.5M but is on track for the proposed annual budget of \$16.2m which includes carry forwards from Q4 FY23. Adjustments amount to a \$8M reduction of FY24 budget. These adjustments include to carry forward balances to FY25 (\$12M), additional income for Far North Collector Road (\$3M), reduction to grant funding for Larmer Ave/The Park Drive - Roundabout - Blackspot Program (\$371K) and a reduction to Nowra CBD Renewal budget for amounts quarantined for FY25 (\$347K).

City Lifestyles Directorate



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

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	14,897	12,536	331	12,867	9,633	74.87%
Operating Expenditure	33,907	36,344	38	36,382	27,589	75.83%
Non-Operating Expenditure	43,788	16,571	(5,201)	11,371	7,453	65.55%

Comments:

Shoalhaven Entertainment Centre (SEC)

Q3 is a traditionally quiet period for venue hires. This is the first time the SEC has traded in Q3 since 2019 due to compliance works and COVID. The Entertainment Centre was over budget by \$38.7K at the close of Q3, however strong programming and subsequent trade in May has addressed this deficit and the SEC is almost \$87K under budget YTD.

There is a focus on more timely account settlements to improve cashflow. The Centre accrues all costs, particularly for labour and items for resale for events delivered within the reporting period, however income isn't recognised until final show / event settlements are completed.

This focus seeks to ensure settlements are completed within seven days of large events and venue hires so that quarterly results are more reflective of how the business is performing.

Swim, Sport and Fitness (SSF)

Northern

Northern Aquatics and Precincts are performing within budget and are tracking well leading into end of financial year.

Income across the Northern Aquatic Facilities continues to exceed budget, arising from business processes focused on driving continued growth in Learn to Swim and Squads where increased participation is also driving growth in secondary spend through cafe and retail.

The increased income has offset unfunded maintenance activities and some operational overspend towards the end of the quarter. Discretionary spending continues to be conservative across all facilities and precincts, further strengthening the overall budget position for the remainder of the year.

Central

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

Southern

Southern Aquatics and Precincts is tracking well and on budget with ongoing efficiencies identified.

Income across Health and Fitness and Learn to Swim continues to exceed budget. Increased revenue has offset higher than expected expenses, namely reactive maintenance across Aquatics due to ageing pool plant equipment.

Libraries

Shoalhaven Libraries: Shoalhaven Libraries budget has tracked well over the third quarter and there are no concerns with income and expenditure. State Library Subsidy has now been received however, income from collection services provided to Kiama Municipal Council have not been receipted for the third quarter. This income is invoiced quarterly, and the third instalment will be received in the during the last quarter of the financial year.

Expenditure is slightly higher than expected, however a lot of annual costs are paid for in the first half of the financial year, which skews the budget. In the first half of the financial year the annual Library Management Systems subscription is paid, along with other annual payments for databases and systems.

Building maintenance costs and use of casual staff are being monitored to ensure they remain within budget for the FY.

Ulladulla Civic Centre: The Ulladulla Civic Centre budget has tracked well over the third quarter, with higher-than-expected income from the function side of the business. The Function Centre is seeing a high demand for its meeting rooms, lounge and auditorium. .

Staffing costs are tracking slightly higher this is due to the increase in casual staffing costs which has been incurred due to increase in centre bookings and use of the Function Centre which is on-costed to the hirer and recovered.

Shoalhaven Regional Gallery

At the conclusion of Q3 the Gallery budget is tracking to the forecast budget. – The gallery has operated with a high reliance on a casual workforce due to staff turnover this quarter.

Recreation Projects – Planning & Delivery

Recreation Project Delivery

The third quarter saw the capital works delivery budget significantly reduced due to Francis Ryan Reserve Amenities, Ulladulla Skate Park, Sanctuary Point Skate Park, Boongaree stages 5 and 7, all placed on hold following a capital projects review.

Open Space & Recreation Planning

Capital works spending has largely ceased in response to the Council's decisions to pause a range of capital works projects during this quarter. These projects will be paused at the agreed milestones. Accordingly, close out processes have commenced during this quarter, with termination of contracts and reconciliation of project budgets being undertaken into Q4.

Community Connections

Community Capacity Building

Sponsorship for the Local Government Regional NAIDOC awards has exceeded expectation and the team have secured over \$65k from local organisations. Additionally, the Community Connections team have been successful in a grant application of \$10k from the National Indigenous Australians Agency (NIAA) towards the event and \$3k secured from the Department of Aboriginal Affairs. An application has been made to the Bendigo Bank for further grants – the outcome of this grant applications has not yet been announced.

Funding for the Homelessness Officer ceases at the end of June 2024. There continues to be a need in this space and this role has been key in regularly connecting people experiencing homelessness with services and agencies working in the crisis relief and response space. This position facilitates the Community Led Plan for Homelessness with regular liaison with relevant State and other agencies and sector coordination, collaboration, and support with local service providers.

The team will be unable to resource all of the work of the Homelessness Officer within BAU but will still provide support to the Homelessness Taskforce, the Thrive Together annual event and the primary homelessness response meetings. Organisations collaborating on Community Led Plan for Homelessness will be able to report their achievements through the Homelessness Advisory Committee, but Council will not be able to drive this piece of work.

The team are updating the scripting for the Customer Experience team to ensure that enquiries relating to homelessness supports are diverted to the correct agency.

Social Recovery

Social Recovery budgets are tracking well. The team are funded through Disaster Recovery Funding Arrangements funds. The focus has been on providing social support and referral at Councils Community Recovery Hub in Ulladulla as well as providing support to communities affected by the April storms.

It should be noted that the funding for the 3 staff working in this area will cease at the end of June 2024. Despite representations to the State Government, NSW Reconstruction Authority and Department of Regional NSW, no further funding has been identified despite there being a continued need for social recovery support in the Shoalhaven post natural disasters. This is specialist work and cannot be absorbed into the business-as-usual activities of the Community Connections Team.

To manage the transition out of this work, the team have been providing warm referrals to other agencies where people can go for help and assistance. The Customer Experience script is being updated to ensure that people are referred to appropriate services through the main switchboard. The interagency that Council established will now be coordinated by NSW Health, Bushfire Mental Health Clinicians.

Social Planning

The application to the Local Government Social Cohesion Grants to fund the development of a Community Safety Strategy was unsuccessful.

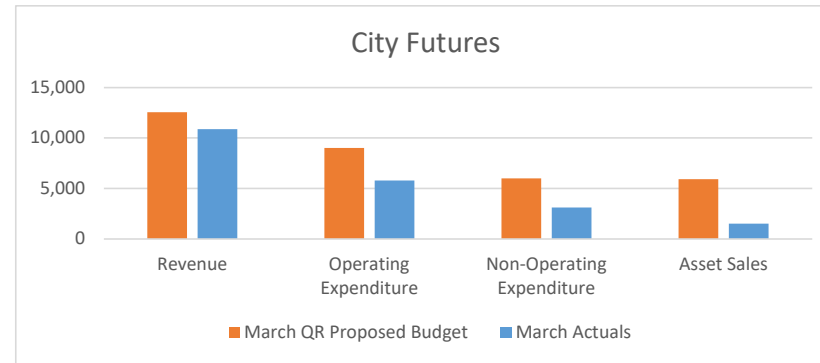
The work on the Reconciliation Plan project continues with staff engagement sessions being delivered. A short film encouraging staff participation has been developed and community engagement will commence in Q1 of FY 24/25. The Working Group (comprising of Council staff) and Yarning Group (comprising of Aboriginal organisations/community members and staff) continue to meet every 4 weeks.

Family Day Care

Family Day Care is currently operating with 23 educators. This is an increase of 2 educators since Q2 with another educator due to commence in Q4. The budget is tracking in line with expectations, following adjustments made in Q2. An additional 7 educators (31 total) are required for Shoalhaven Family Day Care to become cost neutral.

A Business Plan has been developed, which will be complemented by a service review and presented to Councillors in Q4.

City Futures Directorate



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

\$'000	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	5,618	13,778	(1,227)	12,551	10,860	86.53%
Operating Expenditure	8,007	9,662	(671)	8,992	5,782	64.30%
Non-Operating Expenditure	6,202	17,958	(11,978)	5,979	3,108	51.98%
Asset Sales	3,318	3,422	2,473	5,895	1,494	25.34%

Comments:

Strategic

Strategic Property operating revenue is ahead of budget for the quarter by \$582k. Adjustments include carry forward balances for AATP Stage 5 – Subdivision (\$236k) and AATP Fire Water Storage (\$903k) plus additional grant funding for AATP Fire Reticulation (\$81k).

Property

Capital expenditure has been reduced by \$2.3m to align with updated expectations for the remainder of the year. This \$2.3M has been carried forward to FY25.

Strategic Land Use Planning

Land Use Planning operating revenue has ended the quarter \$611k ahead of budget. This is due to s 7.11 interest revenue being higher than anticipated.

Operating expenditure is \$1.1M ahead of budget due lower than anticipated Employee Costs and Materials and Services. Adjustments of \$431k include Financial Sustainability Review \$119k, completed/inactive projects \$279k and FY25 carry forward of \$33k.

Capital expenditure has been reduced by \$9.7M and carried forward to FY25. This brings the annual budget to \$6M including carry forwards from Q4 FY23.

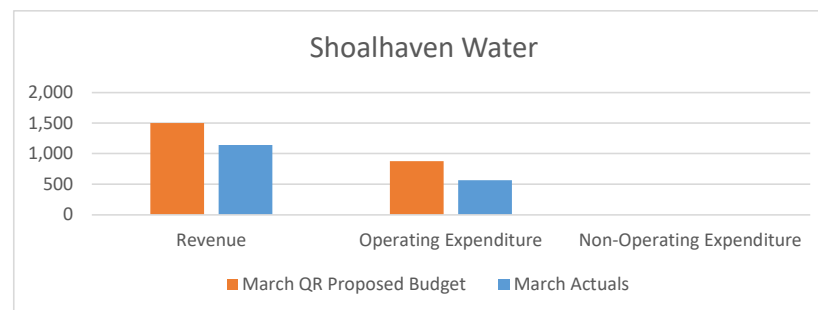
Tourism and Economic Development

Tourism and Events operating income is down 35% on budget primarily due to the reduction in income received by the Visitor Information Centre. Adjustments total \$169k, including a reduction to Visitor Information Centre income (\$136k) to align with full year estimate of \$85k. Similarly, Shoalhaven Water Events Partnership Program income has reduced by \$33k to \$15k for the full year to align with expenditure budget.

Operating expenditure for Tourism is over budget by \$147k primarily due to higher than anticipated Employee Costs and Other Expenses (more specifically, the Donation Program).

Operating expenditure for Economic Development is \$167k below budget with savings in Employee Costs and Materials and Services. Adjustments include \$14k per Financial Sustainability Review.

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	March Review Adjustment Recommended	March QR Proposed Budget	March Actuals	%
Revenue	1,421	1,421	80	1,501	1,141	76.01%
Operating Expenditure	603	607	270	877	565	64.42%

There are no major capital works in Shoalhaven Water (General Fund).

Comments:

General Fund Communication Towers

Communications income is \$85K above year-to-date budget, and there is a proposed budget increase of \$80K. Internal income is \$246K under budget – this is due to the timing of when the income is being received, the budget will be realised in the 4th quarter.

Operating expenditure is 21% less than expected (favourable). This year-to-date variance is \$102K. The proposed budget adjustments net out to nil - a favourable adjustment of \$89K less an unfavourable adjustment of \$89K.

ShoalWater Communications

Revenue is \$8K behind year-to-date budget. This is a 3% variance against the year-to-date budget. No adjustment has been recommended in this review.

Operating expenditure is \$264K over budget. This is because SW Communications were not given an appropriate job cost budget, and have gone over budget by \$494K. The proposed budget adjustment of \$270K includes an adjustment of \$375K (unfavourable) to job cost expense.

Cash and Investments

Cash & Investments – Estimated Balance at Year Ending 30 June 2024

At 31 March 2024, Council has spent \$16.8M of General Fund cash in advance for grant funded projects whereby the grant monies have not yet been receipted. This resulted in negative unrestricted cash of \$18.8M. Meetings have been held with relevant stakeholders at the NSW reconstruction authority to seek receipt of \$28m in natural disaster funding prior to 30 June 2024 in order to meet the anticipated natural disaster amount of these shortfalls.

To restore unrestricted cash back to NIL, most of council's internal restrictions were utilised. The table below shows the "Actual" reserves balance and the "Revised" reserves balance.

	Estimated Balance 30 June 2024				March 2024 Actual Balance	March 2024 Revised Actual Balance
	Original Budget	Current Adopted Budget	March Review Adjustment Recommended	March QR Proposed Budget		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Externally Restricted						
Specific Purpose Unexpended Grants	6,598	13,556	(963)	12,593	19,260	19,260
Specific Purpose Unexpended Loans	8,045	20,159	14,520	34,679	22,452	22,452
Developer Contributions - General Fund	12,628	18,805	5,748	24,553	26,979	26,979
Developer Contributions - Water Fund	23,760	18,301	0	18,301	17,946	17,946
Self Insurance Claims	4,047	6,094	0	6,094	6,094	6,094
Special Rates Variation	(2,365)	80	3	83	1,420	1,420
Stormwater Levy	(361)	87	(86)	1	330	330
Domestic Waste Management	5,971	4,156	953	5,109	8,939	8,939
Water Supplies	12,083	13,185	1,218	14,404	22,728	22,728
Sewer Services	9,398	10,584	756	11,340	20,472	20,472
Total Externally Restricted	79,804	105,007	22,150	127,157	146,619	146,619
Internally Restricted						
Arts Collection	39	45	0	45	45	0
Cemeteries	92	92	0	92	160	0
Coastal Management	198	127	44	171	25	0
Committed Capital Works	(801)	0	1,643	1,643	1,643	0
Communication Towers	(12)	12	0	12	12	0
Critical Asset Compliance	(42)	200	26	226	293	0

Dog-Off leash	(70)	16	0	16	51	0
Economic Development Projects	274	105	0	105	229	0
Employee Leave Entitlement	5,881	5,880	0	5,880	5,880	226
Financial Assistance Grant	3,904	14,882	0	14,882	3,720	0
General Insurance	430	467	(46)	421	820	0
Industrial Land Development	8,365	58	4,413	4,471	475	0
Jervis Bay Territory Contract	56	56	0	56	144	144
Jetty Licensing	19	19	0	19	19	0
Land Decontamination	(59)	0	0	0	0	0
Plant Replacement	(92)	0	0	0	1,950	0
Refund Reserve	21	234	0	234	235	0
S7.11 Matching Funds	0	0	0	0	0	0
S7.11 Recoupment	1,050	384	1,247	1,631	1,624	0
Shoalhaven Foreshore Development	917	916	0	916	875	0
Sporting Facilities	73	45	215	260	264	0
Strategic Projects	(445)	0	0	0	0	0
Strategic Property Reserve	1,104	660	1,256	1,916	738	0
Trust - General Trust	4,862	4,761	0	4,761	3,468	3,468
Water Communication Towers	6,155	3,481	0	3,481	4,784	4,784
Total Internally Restricted	31,919	32,440	8,798	41,238	27,454	8,622
Total Restricted	111,723	137,447	30,948	168,395	174,073	155,241
Total Cash and Investments	128,621	138,417	30,948	169,365	155,240	155,240
Available Unrestricted Cash	16,898	970	0	970	(18,832)	(0)

Notes:

External restrictions are funds that must be spent for a specific purpose and cannot be used by council for general operations. Internal restrictions are funds that council has determined will be used for a specific future purpose. All other available cash is classified as Unrestricted.

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

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

Cash and Investments

Statements

Investments

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

Cash

Cash was last reconciled with the bank statement for this quarterly budget review on the 31 March 2024

Reconciliation

Bank Balance per statement	7,766,241
Unpresented cheques / Deposits	361,188
Cash on hand	21,645
Total Cash on Hand Balance	8,149,074
Term Deposits	78,000,000
AMP At Call Account	688
AMP Notice Account	2,332,960
CBA Business Saver	23,745,587
Managed Funds	-
Bonds	5,000,000
FRN	33,900,000
Restrict Invest - Trust	-
Fair Value adjustment	(2,896)
Bank Guarantee	4,115,000
Total Investments	147,091,338
Total Cash & Investments balance	155,240,412
Total Cash & Investments per Ledger	155,240,412

Contracts and Other Expenses

Consultancy and Legal Expenses

Expense	Expenditure YTD	Budgeted Y/N
Consultancies	1,433,357	Yes
Legal Fees	1,369,836	Yes

Definition of Consultant:

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

Responsible Accounting Officers Report

Responsible Accounting Officer's Statement Quarterly Budget Review

For the period 1 January 2024 to 31 March 2024

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

It is my opinion that the Quarterly Budget Review for Shoalhaven City Council for the quarter ended 31 March 2024 indicates that Council's projected financial position at 31 March 2024 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.



Katie Buckman

Responsible Accounting Officer



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

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

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

Program Description	Project Description	Actuals	Actuals & Commits	Proposed Budget	% Complete Inc Commits	Directorate Description	Current Status	Status Date	Last Comment
Bridges	FCB-2A - Boondabah Bridge-Brooman, The River Rd	52,547	541,294	578,743	94%	City Services	●	Apr-2024	Construction expected to commence mid May 2024.
	FCB-2A - Bridge Creek Bridge-Mogood, The River Rd	366,872	531,955	574,576	93%	City Services	●	Apr-2024	Bridge construction is complete. Construction of the road approaches is in progress. Full project completion expected mid May 2024.
	Western Distributor, MEMS Currowan Creek Fish Passage	22,514	43,941	500,000	9%	City Services	●	Apr-2024	Project unable to proceed to tender under existing funding availability. Discussions are being had with the grant provider.
	FCB-2B - Boxsells Bridge, Meroo Meadow	43,575	414,382	440,000	94%	City Services	●	Apr-2024	RFT for Design and Construction closed 21/2/24 - Tender award authorisation approved by CEO for Jirgen Civil Pty Ltd. draft contracts and letter of acceptance in progress.
Buildings and Property	16 Berry Street - Betta Electrical Building - Demolition	76,834	99,167	1,300,000	8%	City Services	●	Apr-2024	Development Consent required for demolition. Waste Management Plan complete. Site Survey complete. Demolition plans complete. Statement of Environmental Effects (SEE) is currently in progress. DA to be submitted when SEE complete.
	Depot safety improvement works	516,504	990,629	1,037,795	95%	City Services	●	Apr-2024	Ulladulla Works Depot - Carpark & Entrance Upgrade works has been delayed by recent weather events, with 938mm of rain recorded onsite since the commencement of works in late January. The works are 65% complete with anticipated completion date of 30 June. Bomaderry Works Depot - Coastal Data Solutions has confirmed commencement of the upgrade to the McIntyre Way vehicular & pedestrian entrances on 10 June with an estimated duration of 4 weeks.
	Ulladulla Civic Centre Improvements	108,426	902,000	902,000	100%	City Services	●	Apr-2024	Batmac Constructions Pty Ltd commenced works on site on 6 May 2024 and have an estimated construction period of 19 weeks. The works are programmed to be completed late September 2024.
	Woollamia Depot - Administration Office Building Upgrade	7,613	7,613	515,000	1%	City Services	●	Apr-2024	Stakeholder meeting was held on 21 May to discuss amendment of design and further staging considerations of depot masterplan to within budgetary constraints. Additional funding mandate has been submitted for FY 25.
	Berry Showground - fire, electrical compliance	45,712	132,418	401,442	33%	City Lifestyles	●	Apr-2024	30% Complete Tender has been evaluated and signoff of Tender Award Authorisation Memo underway. Forecast commencement on site mid June 2024.
Commercial Undertakings	Fleet Plant Purchases	1,362,635	3,000,000	3,000,000	100%	City Services	●	Mar-2024	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered. Cost recovery for Project Management to continue until completion of Grant Deed and grant commitments.
Community and Culture	Project Management / Design (Sus Tour Infr Grant)	96,803	105,153	1,593,099	7%	City Services	●	Apr-2024	Cost recovery for Project Management to continue until completion of Grant Deed and grant commitments.
	Bherwerre Walking Track (Sus Tour Infr Grant)	833,257	833,257	626,190	133%	City Services	●	Apr-2024	Project 98% complete - Line marking of carpark to be undertaken and interp. signs to be installed. Wet weather delays.
	Basin Walking Track Stage 2 (Sus Tour Infr Grant)	-	-	577,062	0%	City Services	●	Jul-2023	Works under Grant completed.
Economic Development	EDO - Huskisson Mangrove Boardwalk	2,026,127	2,168,434	2,397,154	90%	City Futures	●	Apr-2024	Works under contract complete. Variation request submitted and approved to utilise remaining grant money to formalise parking off Dent St. New date Sept 30th 2024.
	EDO - Ulladulla Boardwalk and Ulladulla Harbourside	144,871	187,164	1,909,372	10%	City Futures	●	Apr-2024	Project is currently paused in accordance with the resolution of Council on 8 April 2024. Actions from Council resolution have been completed. Financial expenditure statements are currently being reviewed by the grant funding bodies.
	Flinders Industrial - Stage 10 - Roadworks (Grant funded)	1,647,215	1,647,215	1,120,324	147%	City Services	●	Apr-2024	All works completed and registration process is underway. Registration expected by end of May for lots to be sold in FY24.

Fire Protection and Emergency Services	AATP Stage 5 - Subdivision	553,416	560,417	1,071,998	52%	City Futures	●	Apr-2024	Surveyor being engaged to undertake LRS submission to register lots. Expected to be completed in 2 months time
	Flinders Industrial - Stage 11 - Land Development and Sales	13,008	58,580	1,000,000	6%	City Futures	●	Apr-2024	Lengthy delays have resulted from slow turnaround times obtaining the Subdivision works certificate, this is now expected in the coming weeks. Tender documentation is being assembled and will be released once SWC is received.
	AATP Fire Water Storage	17,204	916,913	916,913	100%	City Futures	●	Apr-2024	Contractor to commence works on site in the next week for the reticulation contract. Still awaiting contractors works and PI insurance for the tanks contract.
	1012-Burrier Rd-Major Landslip Package	13,358,951	17,015,459	17,647,394	96%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works have commenced
	1025-Bunkers Hill Rd-Major Landslip Package	4,493,241	6,650,149	7,316,485	91%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works are complete at 4 of 5 locations expect full completion June 2024
	1012-NQ00001-Illaroo Rd-Pavement-Betterment Grant	145,361	258,411	5,959,254	4%	City Services	●	Apr-2024	Design and pavement investigation stage commenced
	1025-Woodhill Mountn Rd-Major Landslip Package	4,826,464	4,826,464	4,646,576	104%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works complete
	1012-Upper Kangaroo River Rd-Major Landslip Package	2,639,089	4,120,339	4,120,339	100%	City Services	●	Apr-2024	Design work has commenced
	1025-DM00922-Yalwal Rd-Pavement - OLG,LRCI-4A,ND,SCC	918,038	2,628,387	2,749,771	96%	City Services	●	Apr-2024	Cleary Bros. commenced preliminary works 25/3/24. Contract documents are in place. Project scheduled for completion late Q4
	1012-Wattamolla Rd-Major Landslip Package	2,667,338	2,727,967	2,727,967	100%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works have commenced
	1025-Mt Scanzani Rd-Major Landslip Package	1,999,967	2,255,675	2,610,159	86%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works complete
	1012-Foremans Rd-Major Landslip Package	1,353,370	1,546,807	2,471,592	63%	City Services	●	Apr-2024	Major landslip package; contractor assigned; Works commenced
	1034-DM00946-O'KeeffesAv-P5L1-Levee-PWA	192,469	401,416	2,303,821	17%	City Services	●	Apr-2024	Partially complete. Remaining works to go to tender in June.
	1012-SQ00037 Bendalong Rd-SQ00016 Inyadda Dr-Pavement	361,074	1,323,166	1,914,945	69%	City Services	●	Apr-2024	Contract awarded. Works have commenced
	1012-DH00001-Burrier Rd-Downslope Slip CH3.56	1,403,562	1,403,562	1,684,223	83%	City Services	●	Apr-2024	Works completed. Claim submitted.
	1012-Bamarang Rd-Major landslip package	1,319,541	1,350,405	1,676,599	81%	City Services	●	Apr-2024	Major landslip package; contractor assigned; Major works complete
	1012-SH00276-Wogamia Rd-Major Landslip Package	1,138,616	1,342,486	1,673,075	80%	City Services	●	Apr-2024	Works complete
	BLD Manyana Bendalong new RFS station	37,134	119,439	1,585,361	8%	City Services	●	Apr-2024	The Tender Issue design documentation has been received from consultants. An application for a Construction Certificate is being submitted and the Request for Tender documentation is being developed. Council awaits the revised Grant Funding Deed for execution from Regional NSW Grants Management Office.
	1012-DM00716-Scott/Noakes St-Sinkhole	873,187	1,394,541	1,547,149	90%	City Services	●	Apr-2024	Major works are now complete. Pipe lining to commence May 2024
	BLD Lake Conjola RFS Upgrade Existing Station	8,165	1,405,369	1,533,618	92%	City Services	●	Apr-2024	The works have been awarded to Edwards Constructions Pty Ltd who are due to establish site later this month. The works are forecast to have a 22 week construction period with an estimated completion date of 28 October 2024.
	1034-BM00374-CammarayDr-Pavement-CH.08to0.14	1,232,942	1,232,942	1,372,237	90%	City Services	●	Apr-2024	Works completed. Claim submitted.
	1012-SQ00066 Woodstock Rd-SQ00116 Woodburn Rd-Pavement	367,736	891,346	1,305,560	68%	City Services	●	Apr-2024	Contract awarded. Works have commenced
	1012-Hughes Rd-Major Landslip Package	690,796	724,149	1,153,184	63%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works complete
	1034-BM00467-DM01036-DM01038-DM01056-Braidwood Rd-Pvmt	75,958	75,958	966,269	8%	City Services	●	Apr-2024	Tender closed. Tender recommendation report to go to council meeting 20th May.
	1012-SH00287-Burrier Rd-Independent Landlip CH3500	852,600	952,593	952,593	100%	City Services	●	Apr-2024	Works nearing completion. Road seal to be completed in May.
	1034-DM00947-ComerongIs.Rd-P11L1-Levee-PWA	28,866	893,885	893,885	100%	City Services	●	Apr-2024	duplicate action.
	1034-DM00945-TeraraRd-P1L1/P1L2-Levee-PWA	389,050	559,913	839,566	67%	City Services	●	Apr-2024	Works scheduled to be undertaken mid 2025 due to land owner constraints.
	1034-BM00463-Naval Pde-Pavement	40,435	40,435	833,512	5%	City Services	●	Apr-2024	Works completed. Claim submitted.
	1012-NQ00004-Coolangatta Rd-Pavement Repairs	435,715	497,072	833,512	60%	City Services	●	Apr-2024	Project manager has receipted contractors final invoice, civil asset handover sheet and financial completion outstanding.

	1012-REPA-BM00468-Turpentine Rd-Pavement-ND/LRCI-4B	354,173	387,157	751,071	52%	City Services	●	Apr-2024	Scheduled for linemarking in May 2024.
	1012-Kangaroo Valley Rd-Major Landslip Package	481,921	568,929	746,785	76%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works complete
	1012-SA00006-Greenwell Point Rd-Pavement	682,884	682,884	720,862	95%	City Services	●	Apr-2024	Works completed. Claim submitted
	1025-DM00865-Abernethy's Rd-Major Landslip Package	412,465	452,597	711,582	64%	City Services	●	Apr-2024	Major landslip package; contractor assigned; works complete
	1012-DM00678-Lake Conjola Entrance Rd-Pavement	139,955	361,826	675,687	54%	City Services	●	Apr-2024	Contract awarded. Works have commenced
	1012-DM0551-Wattamolla Rd-Independent Landslip CH6800	421,601	421,601	638,574	66%	City Services	●	Apr-2024	Works are complete - Asset handover and financial completion in progress
	1012-SH00279-Burrier Rd-Pavement	103,577	103,577	616,058	17%	City Services	●	Apr-2024	Tender and contract award process in progress, construction to start early June 2024.
	1012-DM00523-Suffolk Rd-Major Landslip Package	378,482	447,687	576,277	78%	City Services	●	Apr-2024	Major landslip package; contractor assigned; major works complete
	1034-BM00364-IslandPointRd-Jetty-PWA	2,390	2,390	572,717	0%	City Services	●	Apr-2024	Procurement in progress, target award date 1st June. Tentative intent for works complete prior to Summer holiday period pending contractor capacity.
	1025-Browns Mtn Rd - Major Landslip Package	305,522	340,666	488,938	70%	City Services	●	Apr-2024	Major landslip package; contractor assigned; Major works complete
	1034-DM00903-GerroaRd-PavementRepairs	331,912	355,630	488,384	73%	City Services	●	Apr-2024	Major repairs required. Roadwork have advised they are available to redo the pavement late May. Practical completion not yet provided for this project
	1012-NQ0003 - Jacks Corner Rd - Pavement	320,186	321,168	402,805	80%	City Services	●	Apr-2024	Works completed - awaiting financial completion.
Internal Corporate Services	Fleet Vehicle Purchases	4,736,363	4,736,363	3,268,867	145%	City Services	●	Apr-2024	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
Open Space, Sport and Recreation	Southern SCARP - Artie Smith	1,494,154	1,921,515	2,007,440	96%	City Lifestyles	●	Apr-2024	Project is in defect liability period with minor alterations being made as user groups familiarise themselves with the facility and additional embellishments to complete the project - these include additional fencing, way finding signage, seat / row numbering, concreting etc.
	Sanctuary Point Library - Design & Invest	9,872	755,333	1,496,878	50%	City Lifestyles	●	Apr-2024	Council staff are now working to close off the current project, terminate contracts and reconcile budget prior to a project initiation meeting to give effect to this minute and commence preparation of a project plan following the adoption of MIN24.241 - That Council: 1.Acknowledge the commitment made to the community of Sanctuary Point for the delivery of a district library. 2.Subject to fulfilling Council's own procurement obligations, seeks to secure the rights to utilise the designs prepared by Brewster Hjorth Architects for the Warilla Library in Shellharbour City. 3.Seeks to have those plans adapted by Brewster Hjorth Architects for the Warilla Library, to suit the Sanctuary Point site, and for that adaptation to reflect potential design changes of the project to incorporate as many features of the original design as possible. 4.Have a cost estimate prepared of the revised and re-scoped project reported to Council as soon as practicable, and then subject to a resolution of Council, be delivered by the City Services Directorate, with the project owner being the City Lifestyles Directorate. 5.Receive a report from staff to Councillors on two-monthly basis to include timeframes and level of compatibility with grant schedules, and any variations which may need to be applied for. 6. Send a copy of this resolution to the Federal Member for Gilmore, Fiona Phillips MP and the Member for South Coast, Liza Butler MP.
	SCARP Croquet	117,369	123,562	1,173,281	11%	City Lifestyles	●	Apr-2024	No further works were undertaken during the period. This is in Defect Liability Period. Only remaining contract item to be completed is the masterkeying. Working with Property Services and Croquet for Lease Agreement. Grounds are still settling and work is ongoing to establish to required playing standard. The Project Manager is reconciling the budget to facilitate transition to City Lifestyles after which a number of minor works are to be completed on site these include fencing to the playgrounds, completing installation of the oval fencing, way finding and directional signage.

	Boongaree - Stage 2 to 7	469,328	516,287	837,131	62%	City Lifestyles		Apr-2024	50% Complete Stages 2, 3, and 4a complete. Tender ready design for stages 5 & 7 completed. RESOLVED - MIN24.149 That Council endorses placing the Boongaree Stages 5 - 7 constructions (unfunded \$5.4 million) on pause until the Councils financial position improves. Variation submitted to grant administrator on 03.01.2024 for extension of time and scope reduction removing stage 7 deliverables from grant scope. Approval requires Ministerial signoff. Council to write to Grant Management Office to withdraw variation request and terminate the grant funding agreement.
	Ray Brooks Reserve Boardwalk	696,224	696,224	671,185	104%	City Lifestyles		Apr-2024	97% Construction complete PC is predicted for June 2024
	SSF - Milton Showground - Internal Roads Upgrade	468,403	468,403	468,133	100%	City Lifestyles		Apr-2024	100% construction complete Practical completion was reached on 21st September 2023. Fire service upgrade was also completed as part of this project. Project close out continuing Grant acquittal yet to occur - this is part of a larger grant claim for LRCI program.
	Moss Vale Road South URA Open Space Embellishment - Inv & Des	-	-	448,700	0%	City Lifestyles		Apr-2024	Project has been handed over to City Lifestyles for further design work / delivery. Eastern open space area has not yet been acquired by Council (part of future planning agreement).
Roads and Transport	Local Road Upgrades Program - \$40M Federal Grant	-	-	9,769,214	0%	City Services		Apr-2024	Final PPR with agreed changes were submitted to Department 19 April. Shortlisting of partner consultant submissions from EOI to be finalised once funding timeline is confirmed.
	100% LED Street Lighting Upgrade	1,278,114	1,278,114	2,646,743	48%	City Services		Apr-2024	Last status update from Endeavour was that the rollout is functionality complete, with only a handful of sites requiring further works. These to be addressed over the next few months. Audit of inventor to follow the process to ensure project is complete. Industrial dispute has halted some Endeavour projects.
	Meroo Rd - LRRP CH0.3 CH1.5 Cons Urban Renewal (R2R)	2,410,896	2,472,290	2,512,747	98%	City Services		Apr-2024	W/O commitment for 14/7DD costs. PC and defect liability period commenced 18/10/23. 14/7DD scheduled for application late May 2024
	Lake Conjola Ent Rd - CH6.0-CH6.14 (R2R)	228,749	1,599,026	2,057,224	78%	City Services		Apr-2024	Construction scheduled to commence May 2024
	St Vincent St - Pedestrian High Schl Safety Const Urban New	1,923,227	1,975,724	1,978,127	100%	City Services		Apr-2024	Construction is complete and asset is in use. Grant acquittal and capitalisation of assets in progress.
	Terara Rd - Various Constr Renewal - LRCI-4A/RERRF	1,051,847	1,135,988	1,372,224	83%	City Services		Apr-2024	Primer seal completed 28th March 2024. Seal and pavement defects to be rectified.
	Road Stabilisation (co contribution Natural Disasters)	-	-	1,100,000	0%	City Services		Apr-2024	Funds required for co-contribution for "OPT in" contribution.
	JCB Pothole Pro - Northern (RERRF)	-	-	986,897	0%	City Services		Apr-2024	Funds have been isolated for the leasing of a JCB pothole Pro. Onboarding of the pothole pro is in progress
	Basin (RERRF)	-	-	986,897	0%	City Services		Apr-2024	This is not a project. The Regional Emergency Road Repair Fund is a grant funded 'fund' that will be used to fund one or several priority projects.
	Lake Conjola, LC Entrance Road - SUP Bridge - BLERF	772,722	774,085	922,314	84%	City Services		Apr-2024	Asset in use. Final grant claim in progress.
	Murramarang Rd Bawley Pt CH0.320-1.360 (Fixing Local Roads)	918,013	918,013	918,013	100%	City Services		Apr-2024	Construction complete. Asset capitalised. Waiting for final grant payment.
	Basin Walk Sanctuary Point - NSW Betterment Program - BP0068	4,773	26,503	763,926	3%	City Services		Apr-2024	Received Signed Deed. Undertaking the installation of the steps at Milsons Lane separate to Tender. Tender to be released 21st May 2024
	Central (RERRF)	-	-	745,998	0%	City Services		Apr-2024	Schedule of works prepared. Work commenced late April 2024.
	River Rd, Shoalhaven Heads- SUP Stage 3-CH 0.020 to CH0.440	272,884	397,811	733,248	54%	City Services		Apr-2024	Stage 3 works are progressing in place of Stage 2 works. Construction is underway and progressing on track. A delay is possible with the power pole relocation due to the endeavor energy industrial action, however at the moment poles are booked in to be moved on 6 June 2024.

	Placemaking for Vincentia Village BBRF	541,300	622,944	715,909	87%	City Services	●	Apr-2024	Project complete with the exception of the delivery of some playground equipment which is currently being installed.
	Southern (RERRF)	-	-	703,497	0%	City Services	●	Apr-2024	Wheelbarrow Rd, Wilfords Ln, Kyeema Dr and St Vincent Street are complete. South Pavement Round 1 package has commenced with Sussex Inlet Rd complete and Bandalong Rd work in progress. Fishermans Paradise Rd, Lake Conjola Entrance Rd, Woodstock Rd & Woodburn Rd are expected to be completed in June.
	Currambene/Bowen St, Huskisson - R/bout Safer Roads Project	656,912	684,474	699,734	98%	City Services	●	Apr-2024	Final defect rectification ongoing.
	Upper Kangaroo River Rd, Kangaroo Valley - Safer Roads Proj	547,467	547,467	685,000	80%	City Services	●	Apr-2024	Asset in use - Grant acquittal pending
	George Evans Rd - Traffic Fac Yalwal Int Urban Upgrade/New	2,665	2,665	680,200	0%	City Services	●	Apr-2024	The project construction estimate is over the allocated budget. On hold, pending allocation of more funds to the project.
	Callala Bch Rd - LRRP CH0.54 - CH1.82 Rd&Culv - LRCI-4B	70,570	71,058	630,000	11%	City Services	●	Apr-2024	Detailed design 95% complete. Planned for construction in Q1 of FY 25, once funding is confirmed.
	Woodstock Rd - CH0-0.34 and CH2.4-3.3 Rural Upgrade-LRCI-4A	487,007	544,971	552,063	99%	City Services	●	Apr-2024	Road Construction crew finished February 2024. Minor repairs to Woodstock pavement surface between CH50m and CH700m scheduled for mid May 2024
	Old Southern Rd - Various Local Invest Urban Renewal-LRCI-4A	358,819	358,819	406,957	88%	City Services	●	Apr-2024	Stage 2 works complete, still awaiting financial completion.
Strategic Roads and Bridges	Far North Collector Road D & C	9,033,166	9,033,166	6,300,113	143%	City Services	●	Apr-2024	Works on the Taylor's Lane connection are nearing completion but has been delayed by recent wet weather. Completion is expected in the coming week or two. The northern lane of Moss Vale Road has been completed and traffic running one way under control on this lane. Works on the southern lane and roundabout were progressing well but have recently been delayed by wet weather. Currently the budget is expected to overrun by \$2.36M. Request for additional funding has been made to the Federal government. The cost overrun in FY24 is forecasted to be as high as \$3.9M due to the final milestone payment of \$1.6M not due to be received until Dec 24. We expect a response from the Fed Gov mid May.
	Mossvale Rd South URA - Land Acquisitions (Open Spaces)	-	-	633,782	0%	City Services	●	Apr-2024	Funding set aside for land acquisitions for open space in the URA as they materialise as part of developments. No movement in the last reporting period.
Waste and Recycling Program	Materials Recovery Facility - Capital	5,463,009	9,225,740	9,225,740	100%	City Services	●	Apr-2024	Work is progressing to re-engage trades providers to complete the work remaining following the contractor entering administration. Exemption to tendering report will be referred to Council so trades providers can be re-engaged directly with Council.
	Waste Plant and Vehicle Purchases	2,216,405	2,792,373	3,153,513	89%	City Services	●	Apr-2024	Procurement of budgeted vehicles and plant continuing.
	Waste Hardstands and Roads	1,293,555	1,293,555	1,255,720	103%	City Services	●	Apr-2024	No further expense expected this FY.
Water and Sewer Services	Water Moss Vale Road expansion area	7,788,023	9,084,784	9,371,293	97%	Shoalhaven Water	●	Apr-2024	Project progressing well with pipework mostly now installed within Cambewarra, and final testing, disinfection and commissioning still largely on track for May 2024. Remaining works associated with the Bomaderry water connection are also now progressing following site clearance from the Heritage Consultant. The new Illaroo Water Pumping Station has now been commissioned, with the new Cambewarra Reservoir now tested, and final site works being completed.
Shoalwater	Sewer NW AE	2,569,423	3,634,657	7,547,358	48%	Shoalhaven Water	●	Aug-2023	- 26/3/2024. Project on track, Grp gravity main delivered to site
	Water Renewals	5,303,541	6,524,997	6,710,630	97%	Shoalhaven Water	●	Apr-2024	Barrier Construction works completed, remaining works include submission of completion documentation and minor defects. Additional Variation for Barrier awarded relating to Endeavour Energy Compliance - works anticipated to occur in July 2024. Brundee Construction works completed with remaining items including submission of completion documentation and minor defects.

	Sewer Renewals	3,085,938	6,699,631	6,699,631	100%	Shoalhaven Water	●	Aug-2023	Husk_Vin SPS7 RM & GM upgrade: Contractor providing project documents and commencing procurement; early works progressing. Mains replacement Program: Works Package 1 (WP1) Complete. Draft Detailed Designs by SW for WP2 and WP3 complete. WP2 and WP3 Final Detailed Designs progressing and expected to be completed by end of March. Electrical Design Finalised and accepted by SW Electrical Department on 23/12/22. Manufacturing of the SCA panels has commenced by Metroid Electrical Engineering and first progress claim has been paid. Will attend the Factory First Batch of SCA panels are on track to be delivered to SW Flinders Depot in March. FY22 - Sewage Pumping Station Electrical Control Panel Replacement:
	Moss Vale Rd expansion area - WWTr	4,402,704	5,119,919	5,119,919	100%	Shoalhaven Water	●	Apr-2024	Major pipeline installations 95% complete, remaining pipeline works being the gravity main along Illaroo Rd to pumping station 21. Access roads to be completed at new pumping station sites.
	Nowra Sth, Flinders Depot electrical work	1,921,743	1,921,743	1,920,881	100%	Shoalhaven Water	●	Mar-2024	The project is complete.
	Sewer Plant Purchases	1,901,396	1,901,396	1,794,000	106%	Shoalhaven Water	●	Apr-2024	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Water Plant Purchases	795,515	1,197,000	1,197,000	100%	Shoalhaven Water	●	Apr-2024	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Sewer NW Growth	291,451	435,238	1,110,572	39%	Shoalhaven Water	●	Apr-2024	Project progressing well with pipework mostly now installed within Cambewarra, and final testing, disinfection and commissioning still largely on track for May 2024. Remaining works associated with the Bomaderry water connection are also now progressing following site clearance from the Heritage Consultant. The new Illaroo Water Pumping Station has now been commissioned, with the new Cambewarra Reservoir now tested, and final site works being completed.
	Yalwal tourist upgrade	539,967	902,937	1,063,100	85%	Shoalhaven Water	●	Apr-2024	Project progressing well with pipework mostly now installed within Cambewarra, and final testing, disinfection and commissioning still largely on track for May 2024. Remaining works associated with the Bomaderry water connection are also now progressing following site clearance from the Heritage Consultant. The new Illaroo Water Pumping Station has now been commissioned, with the new Cambewarra Reservoir now tested, and final site works being completed.
	Water Vehicle Purchases	1,407,915	1,407,915	826,000	170%	Shoalhaven Water	●	Apr-2024	Vehicle replacement forms sent out. Those forms returned are being quoted. Those forms which have been finalized are ordered
	Water New services instal & relocate	641,602	641,602	500,000	128%	Shoalhaven Water	●	Apr-2024	Project progressing well with pipework mostly now installed within Cambewarra, and final testing, disinfection and commissioning still largely on track for May 2024. Remaining works associated with the Bomaderry water connection are also now progressing following site clearance from the Heritage Consultant. The new Illaroo Water Pumping Station has now been commissioned, with the new Cambewarra Reservoir now tested, and final site works being completed.
	Water Other Assets	209,909	209,909	456,000	46%	Shoalhaven Water	●	Apr-2024	Project progressing well with pipework mostly now installed within Cambewarra, and final testing, disinfection and commissioning still largely on track for May 2024. Remaining works associated with the Bomaderry water connection are also now progressing following site clearance from the Heritage Consultant. The new Illaroo Water Pumping Station has now been commissioned, with the new Cambewarra Reservoir now tested, and final site works being completed.
Waterways Infrastructure	Conjola Park Rehabilitation	823,043	823,043	870,858	95%	City Services	●	Apr-2024	Asset in use. Grant acquittal, asset capitalisation and financial completion in progress.

	Woolamia Industrial - Stage 5 - APZ Trail	41,065	49,705	493,505	10%	City Services	●	Apr-2024	Escalation for support / intervention. Additional requirements have been requested from Councils subdivision team for Stage 5A fire trail prior to proceeding with the remediation work. This will cause further delays and add significant costs.
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