

Ordinary Meeting

Meeting Date: Tuesday, 24 February, 2026

Location: The Studio, Shoalhaven Entertainment Centre, Bridge Road, Nowra

Attachments (Under Separate Cover)

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Shoalhaven
City Council

Delivery Program Operational Plan

Quarterly Performance Report

2025-26 (*October - December*)

CL26.24 - Attachment 1

Acknowledgement of Country

Walawaani (welcome),

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

Walawaani njindiwan (safe journey to you all)

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

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All Council's Corporate Planning documents can be sourced from shoalhaven.nsw.gov.au Published by Shoalhaven City Council 2025





Shoalhaven City Council - Performance Report Oct - Dec 2025



“
A place of natural
beauty with
compassionate,
resilient and thriving
communities.
”

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“
Our values guide our behaviour and help us live in balance with our unique environment and each other to fulfill our goals. We are committed to behaving and acting in ways that reflect our values.
”



Our values

Respect

We are mindful of and care about the feelings, wishes and rights of others.

Integrity

We are committed to maintain high ethics and standards.

Adaptability

We are ready for change and willing to embrace a new situation.

Collaboration

We enjoy working together to deliver for our community.



Where are we now?



Population
110,611

(ABS ERP 2024)
13.5% born overseas
8.1% need disability assistance

Median age
48

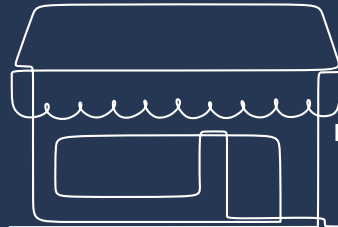
19.2% aged 0-17
36.1% Population of avg. age 60+



Labour Force
49,164

In workforce
50.1%

Unemployed
4.9%



Local Businesses
8,281



Largest Industry
Health care and social assistance



21%
of households are made up of couples with children

18%
Older couples without children

26%
Single person

5.2%
Single parent

Total Households
45,894

25.8% Mortgage
23.1% Renting
3.4% Social housing



6.5%
identify as Aboriginal and Torres Strait Islander



Our councillors

Shoalhaven City Council - Performance Report Oct - Dec 2025



Patricia White
Mayor
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Ward 1



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Deputy Mayor
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Matthew Norris
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Brett Steele
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Ward 2



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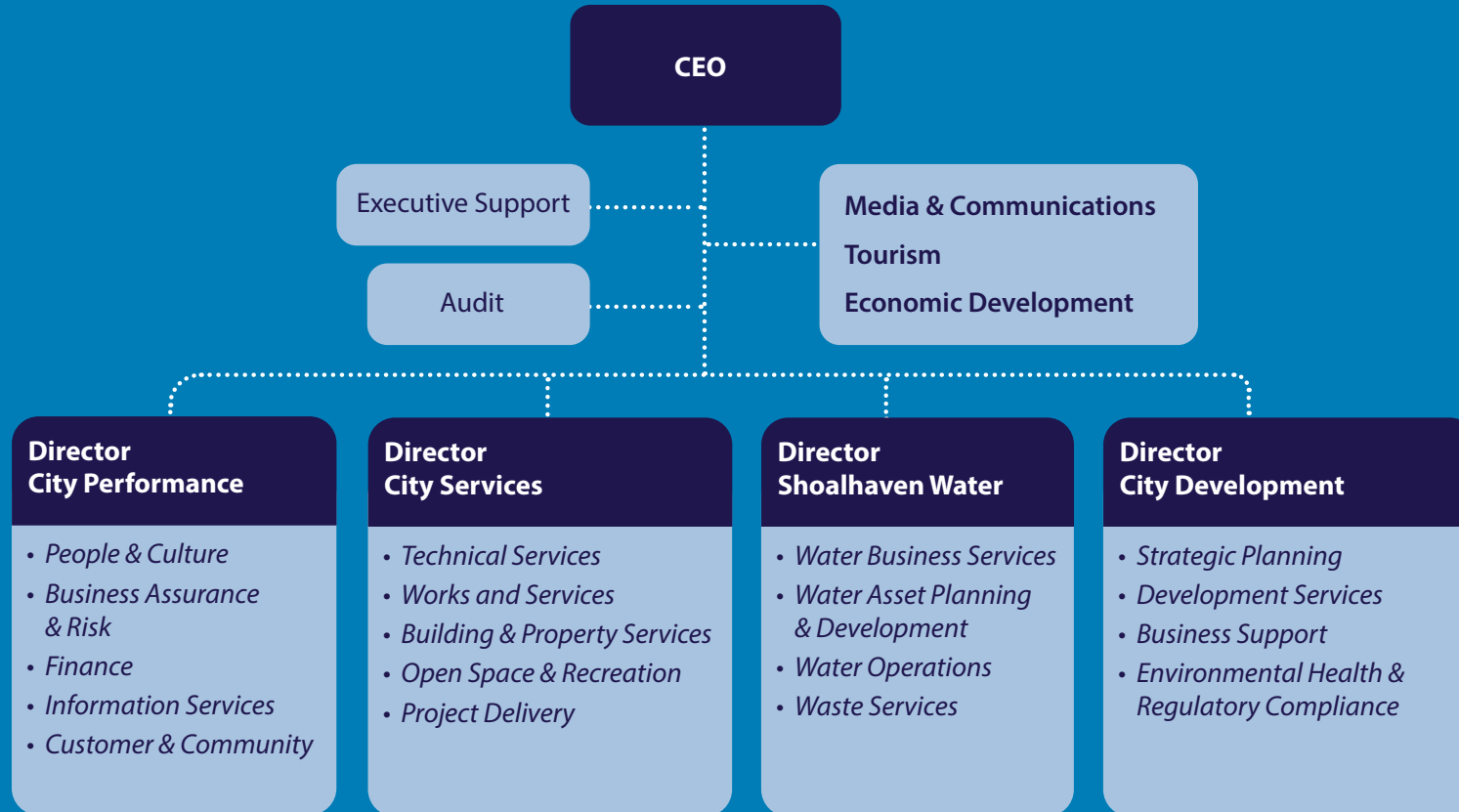
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Executive and organisational structure



Shoalhaven City Council – Performance Report Oct – Dec 2025

This structure was effective from 27 October 2025



Shoalhaven City Council - Performance Report Oct - Dec 2025

Shoalhaven's integrated plan structure

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

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

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

This report provides an overview of Council's performance between October and December in delivering the 2025-26 delivery program and operational plan.

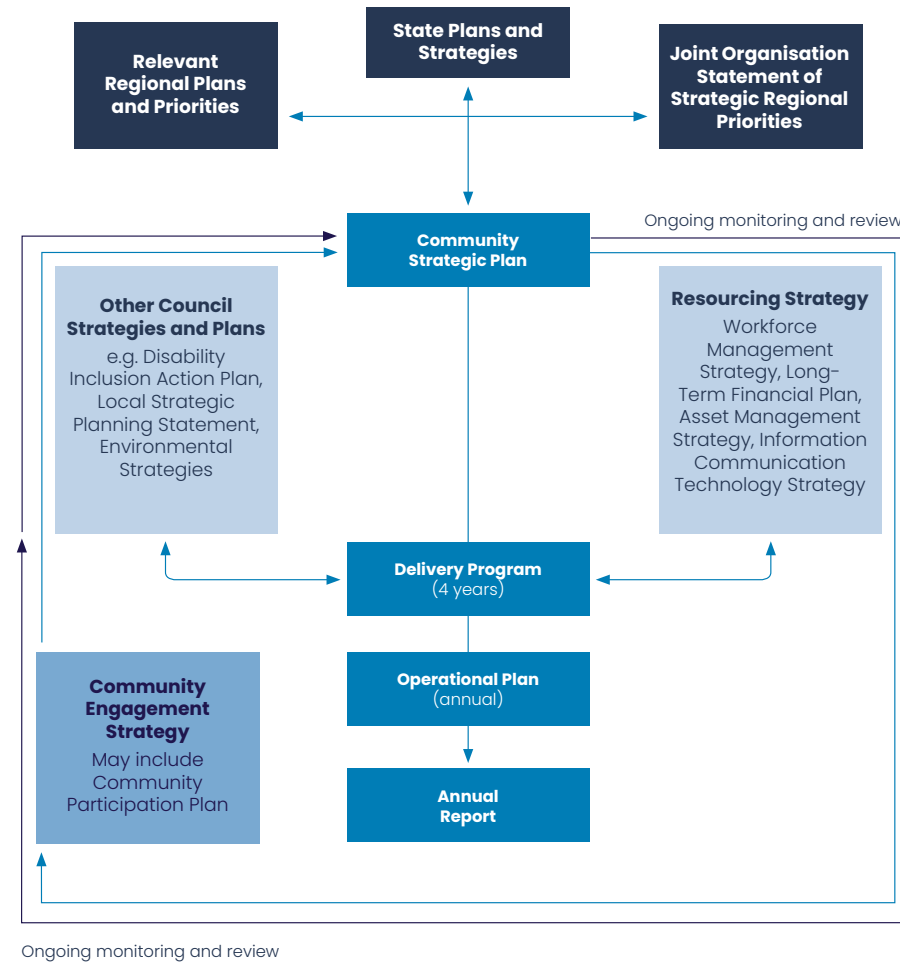


Figure 1. Integrated Planning and Reporting Framework



Performance overview

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

This report provides a performance update on the 122 deliverables across the four key pillars (themes) and fourteen priority areas to 31 December 2025.

Overall progress shows:



Vibrant, Active and Safe Communities

- 1.1. Community life, civic engagement and community support
- 1.2. Creativity, culture and lifelong learning
- 1.3. Active lifestyles
- 1.4. Safe behaviour and relationships
- 1.5. Preparedness for disasters and emergencies

Sustainable environments and liveable communities

- 2.1. Sustainable management of the natural environment
- 2.2. Liveable neighbourhoods and sustainable development
- 2.3. Safe built environment and business operations

Resilient local economies and enabling infrastructure

- 3.1. Economic opportunity and diversity
- 3.2. Transport facilities and services
- 3.3. Housing for all

Transparent leadership with good governance

- 4.1. Financial sustainability
- 4.2. Transparent leadership
- 4.3. Effective collaboration and engagement



Vibrant, Active and Safe Communities

Shoalhaven City Council - Performance Report Oct - Dec 2025



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CL26.24 - Attachment 1

QBRS Overview

Description	Prior Year Actual	Current Year Original Budget	Carry forward from	Approved Changes for 2025/2026	Revised Budget	Recommended changes for Council Resolution	Projected Year End (PYE) Result	Variance Original Budget vs. PYE	Year To Date Actual	
	2024/2025 (\$'000)	2025/2026 (\$'000)	2024/2025 (\$'000)	September QBR (\$'000)	2025/2026 (\$'000)	(\$'000)	2025/2026 (\$'000)	2025/2026 (\$'000)	2025/2026 (\$'000)	
Net Operating Results before grants and contributions provided for capital purposes	General Fund	(17,441)	(18,508)	2,339	(202)	(16,372)	2,273	(14,099)	4,410	66,213
	Water Fund	3,140	3,637	150	485	4,272	1,206	5,478	1,841	2,048
	Sewer Fund	12,272	15,011	0	11	15,022	(15)	15,007	(4)	9,333
	Consolidated	(1,242)	(1,404)	2,489	294	1,379	3,465	4,843	6,247	77,593
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non-financial assets	Consolidated	171,606	144,714	7,682	10,548	162,944	(5,056)	157,888	13,174	151,333
Borrowings	Total borrowings	175,951	154,381	0	0	154,381	(12,562)	141,819	(12,562)	161,600
Liquidity	External Restrictions	191,645	146,265	11,159	10,952	168,376	6,749	175,125	28,860	205,269
	Internal Restrictions	49,331	50,590	2,107	(182)	52,515	6,787	59,302	8,712	56,404
	Unallocated	0	22,301	(1,261)	85	21,125	(7,439)	13,686	(8,615)	7,958
	Total Cash and Cash Equivalents	240,976	219,156	12,005	10,855	242,016	6,097	248,113	28,957	269,630
Capital	Capital Funding	114,337	138,004	14,691	(308)	152,388	(30,517)	121,871	(16,134)	44,171
	Capital Expenditure	114,337	138,004	14,691	(308)	152,388	(30,517)	121,871	(16,134)	44,171
	Net Capital	0	0	0	0	0	0	0	0	0

	Opening Balance	Total Cash Contributions Received	Total Interest Earned	Total Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of Internal Borrowings (to)/from
	As at 1 July 2026 (\$'000)	As at this Q (\$'000)	As at this Q (\$'000)	As at this Q (\$'000)	As at this Q (\$'000)	As at this Q (\$'000)	As at this Q (\$'000)
Developer Contribution	41,388	3,510	1,272	4,488	0	41,683	0

