

Ordinary Meeting

Meeting Date: Tuesday, 26 August, 2025

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

Attachments (Under Separate Cover)

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	Idea	Status	Category
1	Deliver Water invoicing service for Jervis Bay Territory	Complete	Water & Sewer
2	Review of mandatory safety /operational training	Closed	Human Resource Management
3	Fortnightly Pay	On Hold	Human Resource Management
4	Reduce the amount of conferences staff attend	Complete	Human Resource Management
5	Review the financial support provided for educational assistance	Complete	Human Resource Management
6	Cease processing pays for ISJO (Illawarra Shoalhaven Joint Organisation)	Complete	Human Resource Management
7	Conduct a staff survey	Closed	Human Resource Management
8	Invest in paid parking	Closed	Transport
9	Reduction of Strategic Planning Consultancy Budget	Complete	Planning & Development
10	Reduce consultancy budgets	Closed	Planning & Development
11	Increase the DA 'urgency fee' for 2025/26	Complete	Planning & Development
12	Removal of vacant [REDACTED] Position	Complete	Planning & Development
13	Consider a fee for providing strategic planning advice	Complete	Planning & Development
14	Passing on 10% project management fee when planning consultant engagement is required	Work In Progress	Planning & Development
15	Review and enhancement of contributions process	Work In Progress	Planning & Development
16	Review mobile device allocation and expense	Work In Progress	Information Technology Management
17	Review the Section 64 Discount Policy	Complete	Water & Sewer
18	Removal of long term vacancy, [REDACTED] position	Complete	Planning & Development
19	Externally charge for graphic designer, a photographer, digital content services	Closed	Economic Development & Tourism
20	Review mobile device allocation and expense	Closed	Information Technology Management
21	Review use of software licences eg SurveyMonkey, Dropbox, mailchimp	Work In Progress	Information Technology Management
22	Impose charge for Woollamia boat ramp	Closed	Sport, Recreation & Waterways
23	Sell Council assets that are running at a loss eg Shoalhaven Entertainment Centre	Closed	Asset Design & Management
24	Install coffee machine in visitor services van	On Hold	Economic Development & Tourism
25	Design and sell maps in Visitor Services	Work In Progress	Economic Development & Tourism
26	Sell merchandise at all local markets and events	Complete	Economic Development & Tourism
27	Stop putting advertisements for Tenders in newspapers	Closed	Customer Service & Engagement
28	Tour guides – offer step on guide for buses/groups	Complete	Economic Development & Tourism
29	Offer a mural walking tour of Nowra	Work In Progress	Economic Development & Tourism
30	Visitor services open days – supplier markets	Closed	Economic Development & Tourism
31	Sell hampers to real estate's and holiday homes	Complete	Economic Development & Tourism
32	Invest in a wine centre which has all local wines and an experience/attraction	Closed	Economic Development & Tourism
33	Marketing subscription service, guide delivery, maps	Closed	Economic Development & Tourism
34	Commercialise our guide delivery service for other regions	Closed	Economic Development & Tourism
35	Shared data resources with other Local Councils, rather than individual subscription	On Hold	Economic Development & Tourism
36	Sell council building, move into smaller building and more staff work from home	Closed	Civil Operations
37	Market community facilities to increase bookings	Work In Progress	Customer Service & Engagement
38	Greater coverage of roles covered by casuals	Closed	Human Resource Management
39	Train staff in traffic control and eliminate external expense	Closed	Transport

40	Offer booking of showgrounds for events	Closed	Sport, Recreation & Waterways
41	Visitor service to become Ticketek Agents	Closed	Economic Development & Tourism
42	Distribute/logistics for other LGA's	Closed	Economic Development & Tourism
43	Operate a café in lifesaving buildings	Closed	Civil Operations
44	Rent out kayaks/bikes/equipment	Closed	Economic Development & Tourism
45	Review how council advertise across all council	Closed	Customer Service & Engagement
46	Sell print services to the public	Closed	Information Technology Management
47	Reduce traffic controller contractor expense	Closed	Transport
48	Utilise new recruitment packages and support from HR rather than engage agencies for Mgr roles	Complete	Human Resource Management
49	Reduce employees accessing inventory from stores	Work In Progress	Financial Management
50	Consider 6 month probation for senior roles	Closed	Human Resource Management
51	Do not fill the [REDACTED] role	Complete	Human Resource Management
52	Introduce Safety KPIs for SLT	Closed	Human Resource Management
53	Reduce materials budget for Environmental Services	Complete	Public Health & Safety
54	Reduce contracts budget for Environmental Services	Complete	Public Health & Safety
55	Reduce contracts budget for Land Management	Complete	Public Health & Safety
56	Reduce contracts budget for Biosecurity	Complete	Public Health & Safety
57	Inspection of service stations	Closed	Public Health & Safety
58	Inspection of swimming pools at short term rental accommodation (STRA)	Closed	Public Health & Safety
59	Removal of administration officer position	Complete	Human Resource Management
60	Remove Subscription to MUSIC-link	Closed	Public Health & Safety
61	Review the level of pre-employment medicals	Complete	Human Resource Management
62	Review of current insurance arrangements for Property, Motor Vehicles and Public Liability insurance	Complete	Civic Governance & Risk
63	Reduce quality of Council Dinners for Council meetings to reduce costs	Complete	Civic Governance & Risk
64	Reduction in number/timing of Council Meetings and reschedule during work hours	Closed	Civic Governance & Risk
65	Review advertising spend - tender, DA, media, newspaper	Complete	Customer Service & Engagement
66	Remove Council soft drinks and other refreshment budget	Complete	Civic Governance & Risk
67	Review of Photocopier maintenance contract	Closed	Information Technology Management
68	Return responsibility for collector roads to the State Government	Closed	Transport
69	Reduce community donations and eliminate duplicate donations	Complete	Community and Culture
70	Replace casuals with cadetship/trainees	Closed	Human Resource Management
71	Electronic Committee Meetings - printing of agenda for meetings to cease	Complete	Civic Governance & Risk
72	Sell art and cultural assets	Closed	Community and Culture
73	Implement hot desking to reduce footprint size of Office space needed by Council	Not Started	Human Resource Management
74	Permanently discontinue [REDACTED] position	Complete	Public Health & Safety
75	Sell unused survey equipment	Complete	Asset Design & Management
76	Removal of budget for supporting sustainability education and monitoring activities	Closed	Public Health & Safety
77	Reduce the budget for CBD Place Manager	Work In Progress	Economic Development & Tourism
78	Replace Executive Planner Dev Project with a new [REDACTED] position	Complete	Planning & Development
79	Develop internal Heritage capability and reduce Consultant spend	Complete	Planning & Development

80	Discontinue one vacant [REDACTED] position in City Development	Complete	Planning & Development
81	Hold vacancy of [REDACTED] position pending approval of [REDACTED]	Complete	Planning & Development
82	Introduce new fee, charging for Subdivision Certification compliance review	Closed	Planning & Development
83	Investigate alternative options for disposal of biosolids that is more cost effective	Complete	Water & Sewer
84	Reduction of telecommunications costs	Complete	Information Technology Management
85	Reduce Ulladulla Counter Services operating hours to 10-2pm (from 9-5pm)	Complete	Customer Service & Engagement
86	Reduce investment in record storage and digitisation	Complete	Information Technology Management
87	Increase the size of the Shoalhaven Water Internal Major Construction team to deliver capital projects more cost efficiently	Complete	Water & Sewer
88	Reduced cost for printing/stationery etc	Complete	Planning & Development
89	Installing in-house IoT devices on Pressure Sewer Units	Complete	Water & Sewer
90	Discontinue backfilling maternity leave vacancies	Complete	Human Resource Management
91	Remove funding of managed service supporting ICT Server/Microsoft Azure	Complete	Information Technology Management
92	Extend the timeframe for laptops/end user device replacement	Complete	Information Technology Management
93	Advertise determined DAs digitally and not in newsprint	Closed	Planning & Development
94	Increased span of control for building services managers and reduction in external contractors	Complete	Civil Operations
95	Discontinue afterhours security services to Nowra Administration Building.	Complete	Asset Design & Management
96	Review the Community Rental Subsidy for Community Buildings calculator	Work In Progress	Asset Design & Management
97	Consolidate City Services staff into 4 McIntyre Way from 2 other leases in McIntyre Way	Work In Progress	Asset Design & Management
98	Promote use of Internal Drainage Diagram "urgency fee"	Closed	Planning & Development
99	Amalgamate property teams and eliminate admin assistant role	Complete	Asset Design & Management
100	Manage all council lease and licence agreements through the property department.	Not Started	Asset Design & Management
101	Combine the 2 roles [REDACTED] and [REDACTED]	Closed	Customer Service & Engagement
102	Relocate staff out of 51 Graham Street into Administration Building	Work In Progress	Asset Design & Management
103	Remove the 'media' car from the fleet.	Complete	Customer Service & Engagement
104	Replace the current Councillor Portal with existing Open Cities website	Closed	Civic Governance & Risk
105	Pre-vetting all Development related Applications received through the NSW Planning Portal	Work In Progress	Planning & Development
106	Increased recovery of DA fees for cost of development variations	Complete	Planning & Development
107	Reduction of Council's Corporate Software budget	Complete	Information Technology Management
108	Implement Water Quality sampling and reporting SLA for Env. Health and City Dev.	Closed	Asset Design & Management
109	Replace printed, posted overdue account reminders with SMS or email	Closed	Financial Management

110	Charging for customer errors, copies of accounts, direct debit dishonour fee and a processing fee	Complete	Financial Management
111	Charging interest on overdue Account receivable debt	Not Started	Financial Management
112	Replace printed and posted AR invoices with electronic distribution	Work In Progress	Financial Management
113	Create a fee for administration time and postage cost for previously issued customer accounts	Complete	Financial Management
114	Review of Reimbursement of expenses and rebates provided to Shoalhaven Water customers	Work In Progress	Water & Sewer
115	Review and reduce Shoalhaven Water subscriptions and donations	Closed	Water & Sewer
116	Provide DA fees calculator on Council's website to reduce requests to quote fees	On Hold	Planning & Development
117	Reduce headcount in [REDACTED] department	Complete	Customer Service & Engagement
118	Enforce the preferred supplier program	Complete	Financial Management
119	Move all management committees to Bookable	Work In Progress	Customer Service & Engagement
120	Novated leasing - review benefits/costs with view to cease	Closed	Asset Design & Management
121	Reduce printed content and utilise the digital screen in the foyer	Complete	Customer Service & Engagement
122	Remove advertising budget	Closed	Financial Management
123	Stop plant hire in Nowra Admin Building	Complete	Asset Design & Management
124	Reduce the use pre-employment medicals	Closed	Human Resource Management
125	Reduce [REDACTED] casual budget	Complete	Customer Service & Engagement
126	Collect DA fees for unauthorised dev. Building Information Certificates (BIC)	Complete	Public Health & Safety
127	Investigate venue hire - Regional Gallery	Closed	Community and Culture
128	Investigate long term lease of meeting rooms	Work In Progress	Community and Culture
129	Increase length of exhibitions in the Regional Gallery	Work In Progress	Community and Culture
130	Strategic programming of Regional Gallery retail outlet	On Hold	Community and Culture
131	Review Regional Gallery commission rates	Work In Progress	Community and Culture
132	Review Shoalhaven Arts Advisory Committee Grants	Work In Progress	Community and Culture
133	Investigate SEC screen advertising	Complete	Community and Culture
134	Charge SEC patrons a fee to Transfer tickets	Complete	Community and Culture
135	Review SEC membership fees	Complete	Community and Culture
136	Consider offering SEC ticketing insurance	Closed	Community and Culture
137	Close SEC venue on Sundays	Complete	Community and Culture
138	Reduce professional memberships/subscriptions	Closed	Community and Culture
139	Reduce SEC cleaning schedule	Complete	Community and Culture
140	Consider smaller seasons for SEC	Closed	Community and Culture
141	SEC Café hours close 2.30pm instead of 3pm	Complete	Community and Culture
142	Introduce SEC ticketing transaction fee for counter sales	Complete	Community and Culture
143	Review SEC approach for quoting for future financial years	Closed	Community and Culture
144	Increase café prices	Complete	Community and Culture
145	Reduction in Season Launch	Complete	Community and Culture
146	Implement policy for SEC to be the sole provider of alcohol & food for events @ venue	Complete	Community and Culture
147	Reduce SEC window cleaning to every 2 years instead of annual	Closed	Community and Culture

148	Reduce SEC carpet cleaning to every 2 years instead of annual	Closed	Community and Culture
149	Reduce SEC marketing spend	Closed	Community and Culture
150	Increase SEC fees & charges	Complete	Community and Culture
151	Reduce SEC venue Hire discounts	Closed	Community and Culture
152	Explore options for SEC to provide ticketing service for other Council venues, plus Council grant supported festivals & events	Work In Progress	Community and Culture
153	Reduce box office opening hours	Closed	Community and Culture
154	Improved SEC discounting and transparency	Closed	Community and Culture
155	Review of procurement processes for commercial services	Closed	Community and Culture
156	Streamline media buying across Council businesses	Closed	Community and Culture
157	Community Grants centralised management	Closed	Community and Culture
158	Discontinue Community Grants Program	Complete	Community and Culture
159	Review of 355 Committees	Not Started	Community Connections & Social Support
160	Introduce fee for Service Letter of Support	Closed	Community Connections & Social Support
161	Reduce budget for Crime Prevention Plan	Complete	Community Connections & Social Support
162	Family Day Care - Explore options for preschool	Closed	Community Connections & Social Support
163	Family Day Care - Cease operating from Family Day Care offices	Work In Progress	Community Connections & Social Support
164	Family Day Care - Educator Recruitment	Closed	Community Connections & Social Support
165	Review CCB model for efficiencies	Closed	Community Connections & Social Support
166	Dis-endorse CCB's	Closed	Community Connections & Social Support
167	Cease music CD purchasing at Libraries	Complete	Community and Culture
168	Reduce purchasing uniforms	Work In Progress	Community and Culture
169	Bring overdue notice printing and distribution in house for Libraries	Complete	Community and Culture
170	Cease tea, coffee and milk supplies	Closed	Community and Culture
171	Maintenance fees for library products	Closed	Community and Culture
172	Hire of library public spaces when closed	On Hold	Community and Culture
173	Restructure [REDACTED] team	On Hold	Community and Culture
174	Sell stationary at Libraries	Closed	Community and Culture
175	Close Nowra Library at 5pm in winter months	Closed	Community and Culture
176	Reduce Security for Nowra Library	Closed	Community and Culture
177	Investigate paid facilitator led programs for Libraries	On Hold	Community and Culture
178	Increase Libraries meeting room fees	Work In Progress	Community and Culture
179	Close Nowra Library at 2pm on Saturdays	Complete	Community and Culture
180	Close Sanctuary Point Library on Saturday	Complete	Community and Culture
181	Cut back Library cleaning from three to two days per week	Work In Progress	Community and Culture
182	Cease purchase of newspapers, reduce magazines for Libraries	Complete	Community and Culture
183	Reduce air conditioner servicing	Work In Progress	Community and Culture
184	Closure of Milton Library	Closed	Community and Culture
185	Ulladulla Library Sunday closure and shorter hours on Saturdays	Complete	Community and Culture
186	Introduce study room fee at Libraries	Closed	Community and Culture
187	Stop buying Saturday newspapers for Libraries	Complete	Community and Culture
188	Room hire option at Ulladulla Civic Centre	On Hold	Community and Culture
189	Increase bookings for events and functions at Ulladulla Civic Centre	Not Started	Community and Culture
190	Improved procurement strategy for Ulladulla Civic Centre	Closed	Financial Management
191	Consider Ulladulla Civic Centre café management model	Closed	Community and Culture
192	Consider not renewing the Shoalhaven Libraries app.	Work In Progress	Community and Culture

193	Reduce Nowra Library Cleaning	Complete	Community and Culture
194	Ulladulla Leisure Centre 50m outdoor pool open in summer months only	Closed	Sport, Recreation & Waterways
195	Close Ulladulla Leisure Centre at 12:30pm on Saturdays	Closed	Sport, Recreation & Waterways
196	Ulladulla Leisure Centre closed on Sundays (between April - Sept)	Closed	Sport, Recreation & Waterways
197	Close Bay & Basin Leisure Centre at 2pm on Saturdays	Closed	Sport, Recreation & Waterways
198	Reduce operating hours at Bay & Basin Leisure Centre by 2 hours on Sundays	Complete	Sport, Recreation & Waterways
199	Bay & Basin Leisure Centre closed on Sundays	Closed	Sport, Recreation & Waterways
200	Close Bomaderry Aquatic Centre at 3pm on Saturdays	Complete	Sport, Recreation & Waterways
201	Bomaderry Aquatic Centre outdoor pool closure (winter only)	Closed	Sport, Recreation & Waterways
202	Bomaderry Aquatic Centre closed on Sundays (winter only)	Closed	Sport, Recreation & Waterways
203	Sussex Inlet Aquatic Centre closed on Sundays	Complete	Sport, Recreation & Waterways
204	Summer hours in the holiday period only - Bomaderry Aquatic Centre/Nowra Aquatic Park	Complete	Sport, Recreation & Waterways
205	Nowra Aquatic Park closure for 4 months (May-August)	Complete	Sport, Recreation & Waterways
206	All facilities closed on Public Holidays	Closed	Sport, Recreation & Waterways
207	Inflatables in holidays and birthday parties only	Complete	Sport, Recreation & Waterways
208	Revoke corporate SSF memberships	Work In Progress	Sport, Recreation & Waterways
209	Review stock markup percentage	Work In Progress	Sport, Recreation & Waterways
210	Review chemical supplier	On Hold	Sport, Recreation & Waterways
211	Introduce paid parking	Closed	Sport, Recreation & Waterways
212	Review nightly Security patrols at Shoalhaven Swim Sport Fitness Buildings	Work In Progress	Sport, Recreation & Waterways
213	Village Pools - Reduction in weekend operating hours (non-school holidays)	Complete	Sport, Recreation & Waterways
214	Village Pools - Reduce season length - 16 weeks	Complete	Sport, Recreation & Waterways
215	Village Pools - Reduce season length - 6 weeks only	Closed	Sport, Recreation & Waterways
216	Close Village Pool - Kangaroo Valley	Closed	Sport, Recreation & Waterways
217	Close Village Pool - Greenwell Point Village Pool	Closed	Sport, Recreation & Waterways
218	Close Village Pool - Milton Village Pool	Closed	Sport, Recreation & Waterways
219	Close Village Pool - Shoalhaven Heads Village Pool	Closed	Sport, Recreation & Waterways
220	Close Village Pool - Berry Village Pool	Closed	Sport, Recreation & Waterways
221	Closure of Ulladulla and Huskisson Sea Pools during winter	Complete	Sport, Recreation & Waterways
222	Closure of Ulladulla and Huskisson Sea Pools altogether	Closed	Sport, Recreation & Waterways
223	Sporting Groups - Building Occupancy	Work In Progress	Sport, Recreation & Waterways
224	Leases/Licences on statutory minimum	Not Started	Sport, Recreation & Waterways
225	Cease all current fee reductions / discounts , particularly at Shoalhaven Indoor Sports Centre	On Hold	Sport, Recreation & Waterways
226	Cease annual donation to Illawarra Academy of Sport	Closed	Sport, Recreation & Waterways
227	Cease annual Surf Club donation.	Closed	Sport, Recreation & Waterways
228	Reduce service levels maintaining at Shoalhaven Swim Sport Fitness Sports Fields, Destination Parks,	On Hold	Sport, Recreation & Waterways
229	Reduce service levels at Nowra Showground	On Hold	Sport, Recreation & Waterways
230	Maintenance schedule reduction	Work In Progress	Sport, Recreation & Waterways
231	Introduce spectator fee for Aquatics	On Hold	Sport, Recreation & Waterways

232	Spectator fees for Shoalhaven Indoor Sports Centre	Closed	Sport, Recreation & Waterways
233	Allied health professional use of Aquatic and Leisure facilities	Complete	Sport, Recreation & Waterways
234	Reduce service levels maintaining at SSF Sports Fields, Destination Parks,	On Hold	Sport, Recreation & Waterways
235	Increase Fees & Charges at SSF Aquatic Centres and Shoalhaven Indoor Sport	Complete	Sport, Recreation & Waterways
236	Floodlighting cost recovery – per hr fee based on avg electricity use and general asset maint	On Hold	Sport, Recreation & Waterways
237	Camping Fees at Showgrounds	Work In Progress	Sport, Recreation & Waterways
238	Sale of land parcel	Not Started	Asset Design & Management
239	Sale of land parcel	Not Started	Asset Design & Management
240	Sale of land parcel	Not Started	Asset Design & Management
241	Decommission of Court 5 Erawal Bay Tennis	Closed	Sport, Recreation & Waterways
242	Remove beach patrol contract	Closed	Sport, Recreation & Waterways
243	Playground operations/ inspections Boongaree. Inspectors attending Boongaree while place based staff	Complete	Sport, Recreation & Waterways
244	Cease weekend overtime to clean up playground mulch, litter etc	Complete	Sport, Recreation & Waterways
245	Artie Smith place based staff carry out all works at SCaRP - Bomaderry Sporting Complex	Complete	Sport, Recreation & Waterways
246	Place based staff Boongaree, Nowra Showground, Milton Showground	On Hold	Sport, Recreation & Waterways
247	Artie Smith place based staff to carry out all spraying and turf product applications	Complete	Sport, Recreation & Waterways
248	Cylinder Mower operations on sports fields with turf cricket wickets	Complete	Sport, Recreation & Waterways
249	Cylinder Mower operations on sports fields with turf cricket wickets	Complete	Sport, Recreation & Waterways
250	Investigate capacity for Place based staff to mow surrounding reserves in suburb within 1km of site	On Hold	Sport, Recreation & Waterways
251	Reduce roving staff attending place based sites	On Hold	Sport, Recreation & Waterways
252	Set up crews to mow all reserves in localities in close proximity - Reduce travel time	Complete	Sport, Recreation & Waterways
253	Crews set up with smaller mowers and brush cutters complete smaller reserves and surrounds	On Hold	Sport, Recreation & Waterways
254	Attend large reserves as a unit with 2 crews as combined unit to ensure completion of maintenance	On Hold	Sport, Recreation & Waterways
255	Use of turf grass growth regulator in appropriate sports fields and reserves (Primo) to reduce mowing	On Hold	Sport, Recreation & Waterways
256	Use wide area mowers to mow large areas of turf.	On Hold	Sport, Recreation & Waterways
257	Create Village mowing Depots - Sussex, Cudmirrah, Berrara, Berry, Culburra, Currarong	On Hold	Sport, Recreation & Waterways
258	Outsource maintenance of remote locations	On Hold	Sport, Recreation & Waterways
259	Spread RDO's to ensure staff on hand 5 days a week	Complete	Sport, Recreation & Waterways
260	Rugby Park Management Committee	Work In Progress	Sport, Recreation & Waterways
261	Huskisson Tennis Management Committee (s355 committees)	Work In Progress	Sport, Recreation & Waterways
262	Ison Park Soccer - Shoalhaven Football (s355 committees)	Not Started	Sport, Recreation & Waterways
263	Bill Andriske Oval Operational Management (s355 committees)	Complete	Sport, Recreation & Waterways

264	Frogs Holla Sporting Complex Operational Management (s355 committees)	Complete	Sport, Recreation & Waterways
265	Milton Showground Operational Management (s355 committees)	Work In Progress	Sport, Recreation & Waterways
266	Stop charging statutory minimum for sites	Work In Progress	Sport, Recreation & Waterways
267	Move single sporting user group Management Committee's on to lease or licence	Work In Progress	Sport, Recreation & Waterways
268	Lease review of sporting organisations	Work In Progress	Sport, Recreation & Waterways
269	Remove end of life small playgrounds	On Hold	Sport, Recreation & Waterways
270	Rationalise assets not in use or at end of functional life eg. surplus Tennis courts	On Hold	Sport, Recreation & Waterways
271	Reduce schedule to ensure only high usage amenities are cleaned on weekends	On Hold	Sport, Recreation & Waterways
272	Cleaning Sporting Club toilets - cease cleaning locked toilets, or hand responsibility to clubs	On Hold	Sport, Recreation & Waterways
273	Close amenities where there are multiple amenities blocks on site.	On Hold	Sport, Recreation & Waterways
274	Precinct Cleaners hours of work	On Hold	Sport, Recreation & Waterways
275	Outsource weekend cleaning only	On Hold	Sport, Recreation & Waterways
276	Outsource all Precinct amenities cleaning to contract	On Hold	Sport, Recreation & Waterways
277	Hire of Sportsgrounds and courts for use as per CT Management workshop	On Hold	Sport, Recreation & Waterways
278	Introduce user pay for floodlight use to sporting clubs and user groups	Work In Progress	Sport, Recreation & Waterways
279	Reduce irrigation of sports fields - Only irrigate fields with summer sports being played	Complete	Sport, Recreation & Waterways
280	Reduce irrigation of sports fields - Stop irrigation all together. Save on water costs.	Complete	Sport, Recreation & Waterways
281	Non-mains water irrigation of sports fields	Complete	Sport, Recreation & Waterways
282	Paid parking at Destination Parks	On Hold	Sport, Recreation & Waterways
283	Event Fees & Charges - appropriate bond for events that historically accrue costs for damages	On Hold	Sport, Recreation & Waterways
284	Event Fees & Charges - charge bump out fees to events that have damaged the site	On Hold	Sport, Recreation & Waterways
285	Investigate staff secondment opportunities	Closed	Sport, Recreation & Waterways
286	Reduce [REDACTED] role	Closed	Sport, Recreation & Waterways
287	Remove [REDACTED] position	Closed	Sport, Recreation & Waterways
288	Remove [REDACTED] position	Closed	Sport, Recreation & Waterways
289	Levy fees for planning services	Not Started	Sport, Recreation & Waterways
290	Project Management resourcing review - reduce external project management costs	Complete	Sport, Recreation & Waterways
291	Project Management resourcing review - use internal PM resources	Work In Progress	Sport, Recreation & Waterways
292	Remove [REDACTED] position	Closed	Sport, Recreation & Waterways
293	Remove Local Preference Policy	Not Started	Financial Management
294	Improved controls of uniform and PPE, in order to reduce costs.	Work In Progress	Financial Management
295	Corporate approach to donations and discounts, increase visibility of financial support	Work In Progress	Community and Culture
296	Consider options to reduce the cost of providing waste vouchers	Work In Progress	Waste Services
297	Reduce extended opening days for Dec 27-Jan 31 period at Berry, Callala, Sussex Inlet waste depots, from 7 to 6 or 5 days	Complete	Waste Services
298	Reduce weekday opening hours by 1hr at Huskisson Waste Depot (8:30-4:30)	Closed	Waste Services

299	Reduce weekend opening hours by 2hrs at Huskisson Waste Depot (9-4)	Closed	Waste Services
300	Claim back waste levy paid for nonreportable materials	Complete	Waste Services
301	Potential further Operational Purpose Deductions off waste levy	Complete	Waste Services
302	Increase on budgeted revenue from kerbside recyclables	Not Started	Waste Services
303	Charging for shared flood model data	Work In Progress	Civil Operations
304	Reduce Contact Centre Operating House to be 8.30am-4.30pm (from 8.30-5pm)	Complete	Customer Service & Engagement
305	Reduce Nowra Counter Services operating house to 9am-4pm (from 8.30-5pm)	Complete	Customer Service & Engagement
306	On exit staff should be required to take LIL prior to annual leave or long service leave	Complete	Human Resource Management
307	Limit use of fuel cards for lease back vehicles	Closed	Asset Design & Management
308	Better use of resources across the organisation to save costs - secondment opportunities	Closed	Human Resource Management
309	Retailing of council vehicles instead of sending straight to auction after the handover period	Closed	Asset Design & Management
310	Review of design software that requires annual licensing	Work In Progress	Information Technology Management
311	Stop providing tea, coffee and biscuits	Closed	Civil Operations
312	Remove uniform requirement	Not Started	Customer Service & Engagement
313	Cost-saving ideas and initiatives in the Open Space area	Not Started	Civil Operations
314	Supply Uniform Jumpers with logos	Closed	Customer Service & Engagement
315	Staff Resource Sharing	Closed	Human Resource Management
316	Council wide approach to saving work documents (not official records)	Closed	Information Technology Management
317	Grow our staff resources - cadets and trainees	Closed	Human Resource Management
318	Potential sale of carpark at Owen Street, Huskisson	Closed	Asset Design & Management
319	Community Facilities Rationalisation Project	Not Started	Asset Design & Management
320	Installing waterless urinals in the men's toilets	Not Started	Civil Operations
321	Only provide Councillors with a mobile phone and choice of 1 other device	Closed	Corporate Management Services
322	No staff from across the organisation to attend conferences of any kind	Closed	Human Resource Management
323	Change catering for Council meetings to sandwiches/wraps or none at all	Complete	Civic Governance & Risk
324	Council to implement paid parking for timed carparks	On Hold	Transport
325	Increase the employee contribution for leaseback vehicles	Complete	Asset Design & Management
326	Don't provide any tea/coffee in tea bays across the organisation	Closed	Civil Operations
327	Implement design thinking (DT) principles into change management process and frameworks	Closed	Human Resource Management
328	Ulladulla Leisure Centre closed on Sundays (full year)	Closed	Sport, Recreation & Waterways
329	Encourage staff to turn off lights when leaving meeting rooms	Closed	Transport
330	Mailing Lists - managing subscription lists	Not Started	Community & Culture
331	Cease hard copies of Newspapers and go to digital subscriptions	Closed	Customer Service & Engagement
332	Claiming wins for careful risk management practices	Not Started	Human Resource Management
333	Claiming wins for management of pressure from NSW Govt - monitoring of cost and risk shifting	Not Started	Human Resource Management

334	Setup composting system made up of paper towels from bins in the bathrooms	Closed	Civil Operations
335	Create a separate paper towel plus food waste bin in the kitchens	Closed	Civil Operations
336	More flexibility with 'work from home' opportunities to reduce mid-summer air-conditioning costs	Closed	Human Resource Management
337	Recognition of tasks which are already very efficient	Closed	Corporate Management Services
338	Review parking fees in popular tourist areas such as Hyams Beach, Vincentia, Ulladulla	On Hold	Transport
339	Reduce electricity bills by dropping temperature setting by 0.5 to 1 degree	Closed	Asset Design & Management
340	Reduce postal charges by using email options where possible	Closed	Information Technology Management
341	Centralise and deliver essential services internally	Closed	Corporate Management Services
342	Rationalise floor plans and bring more staff back into Council owned assets	Closed	Asset Design & Management
343	Rapid 3D modelling of council projects and contentious DAs for communication and assessment	Work In Progress	Planning & Development
344	Charge more for use of Council assets - hall hire how much is subsidised?	Not Started	Customer Service & Engagement
345	Levy Air BnB properties	Closed	Planning & Development
346	Bereavement Services charge more for their services	Not Started	Community and Culture
347	Save on staff wages by each department being responsible for picking up their mail	Closed	Information Technology Management
348	Incoming documents - correct naming - allocation	Closed	Information Technology Management
349	Recovery into Resilience Project - is Council still behind this project and use of technology?	Closed	Customer Service & Engagement
350	Early retirement scheme	Not Started	Human Resource Management
351	Other Council's Rangers fine shopping trolley dumpers - could we?	Closed	Public Health & Safety
352	Staff who have Fleet vehicles should not be allowed to work from home	Closed	Asset Design & Management
353	Discontinue Gallery Artist payments	Not Started	Community and Culture
354	Offer staff Sabbaticals/Career break from 2 months to 1 year - paid or unpaid	Closed	Human Resource Management
355	Saving on printing and postage of marketing material	Closed	Customer Service & Engagement
356	Employing additional staff to save on extremal contractor costs	Not Started	Planning & Development
357	Train staff to do Electrical Test & Tagging to save on contractor costs	Closed	Human Resource Management
358	Set a 200km radius limit on leaseback fuel cards	Closed	Asset Design & Management
359	Review of Council paid fuel cards	Closed	Asset Design & Management
360	Review of mobile phone usage	Closed	Information Technology Management
361	Paid advertising billboard space	Closed	Customer Service & Engagement
362	Debt recovery of outstanding debtor accounts		Financial Management
363	Review of professional memberships and subscriptions	Complete	Corporate Management Services
364	Review of support of Shoalhaven Mobile Preschool - historic arrangement	Work In Progress	Community Connections & Social Support
365	Improve efficiency and reduce administrative costs by addressing how timesheets are processed	Closed	Human Resource Management

366	Use of electrical/plumbing contractors vs employees	Closed	Human Resource Management
367	Cost cutting measure - official Christmas parties should be considered a discretionary expense	Complete	Community and Culture
368	Reduce Nowra Libraries magazines and newspapers	Complete	Community and Culture
369	Disestablish role [REDACTED]	Complete	Financial Management
370	Disestablish role [REDACTED]	Complete	Sport, Recreation & Waterways
371	Disestablish role [REDACTED]	Complete	Economic Development & Tourism
372	Disestablish role [REDACTED]	Complete	Economic Development & Tourism
373	Tourism & Economic Development - budget reduction	Complete	Economic Development & Tourism
374	Flexible rostering practices	Not Started	Human Resource Management
375	Sell the SEC and Leisure Centres	Closed	Community and Culture
376	Moving away from petrol/diesel vehicles - embarking changes - Hybrid/electric/smaller vehicles	Not Started	
377	Staff skills capabilities register	Not Started	Human Resource Management

Shoalhaven
City Council

Sustainable Financial Futures Plan 2024–29

June 2025 *update*

 Huskisson Mangrove Boardwalk

CL25.260 - Attachment 2

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Introduction

Financial sustainability continues to be the key risk that defines Local Government in NSW. Managing ageing assets and infrastructure while rebuilding and recuperating from the natural disasters of COVID, floods and bushfires of 2020-23, has put significant pressure on the financial health of Shoalhaven City Council.

During the last few decades, the role of local governments has undergone significant changes in response to evolving community needs and the occurrence of cost shifting. Local governments are now responsible for delivering more than 150 services, despite minimal increases in funding to support these additional responsibilities.

Councils also face challenges in meeting community expectations in the delivery of not only essential services but also providing other services that make the community a great place to live.

Sustainable Financial Futures Plan June 2025 update

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Narrawallee

CL25.260 - Attachment 2



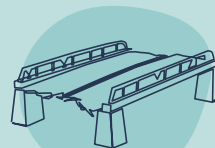
What contributed to the financial challenges?



Cost shifting

Councils across the state are required to do more without any additional resources.

This has increased the cost to Council for waste and emergency services levies, libraries, rate exemptions, development assessment and regulation.



Aging infrastructure

A growing infrastructure backlog has resulted from insufficient investment and assets not being replaced at the rate required.

In 2023, almost half of our assets were categorised as being in 'satisfactory to poor' condition.



Costs increasing faster than income

Growth in construction costs (5 yr increase 32%) and inflation (19.4%) has been higher than the 'rate peg' (11.7%), which is the amount rates are allowed to increase. Developer contributions have been frozen since 2012.



Additional infrastructure

Acquisition of new and upgraded assets has increased the asset maintenance costs each year.

Council acquired \$149m in new and upgraded assets between 2018 to 2023.



Inadequate grant funding

The Financial Assistance Grant from Federal Government has eroded as a percentage of federal taxation revenue from 1% to 0.53%. In FY2022, 54 of 128 councils had an operating deficit.



Density challenges

Compared with Group 5 councils, Shoalhaven has a very low population density, which means there are less households per square km but more road to maintain.

Shoalhaven has 2nd longest road length and 3rd lowest rates income per square km.



Lower than average rates

Compared with Group 5 councils, Shoalhaven had the lowest rates from 1995 to 2018, when an SRV brought them up to the 3rd lowest.

If the Group 5 average was charged, this would have generated an additional \$200m over 30 years.



Impact of natural disasters

COVID and 15 natural disasters in the last 5 years has taken significant financial resources.

Three disasters in 2023/24 cost \$1.7 million. Without savings, other projects were paused to cover this cost.

The Office of Local Government has classified councils into 11 groups, to allow comparison with like councils based on broad demographic variables. Shoalhaven City Council is classified as group 5.



In November 2023, Council received an independent Financial Sustainability Review which identified that:

The general fund net operating position has been in a deficit position over the past eight years

This means that, for each of the last eight years, money spent was more than income received.

There is a structural deficit to fund recurrent expenditure of \$25-35 million per annum.

This indicates that expected income is not enough to cover the full cost each year to provide agreed services and maintain our infrastructure to the required standard.

A list of 27 recommendations, including a Special Rate Variation, all needed to be implemented to ensure Council's financial sustainability.

All 27 actions in the list are required to ensure Council will have money to continue delivering services into the future. One of the actions that is required is a Special Rate Variation, which is an increase of the rates charges above the increase already allowed by IPART.

A council can apply for a Special Rate Variation which allows them to increase land rates charges above the rate peg that is set by Independent Pricing and Regulatory Tribunal (IPART). For more information about the process and requirements for applying, and how IPART assesses these applications, visit: <https://www.ipart.nsw.gov.au/Home/Industries/Local-Government/Special-Variations>

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After receiving the independent Financial Sustainability Review in November 2023, Council carried out community consultation to hear from the community throughout December 2023 and January 2024, which included:

- Community input sought on proposed Special Rate Variation options,
- Community invited to have their say on the value they place on the wide range of services provided by Council.

After receiving the community's input, on 29 January 2024, Council decided to prioritise implementing the actions identified in the Financial Sustainability Review, but not to proceed with a Special Rate Variation at that time. Appendix 1 provides the details of the relevant Council resolutions from November 2023 and January 2024.



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A Financial Sustainability project was established in February 2024 to coordinate Financial Sustainability actions and initiatives. The project covers:

1. Asset and Project Management
2. Financial Management
3. Service Planning



Financial sustainability vision

Shoalhaven City Council is committed to being a financially sustainable organisation. This means having sufficient funds to deliver services for the community at the agreed level and properly maintaining our assets.

Shoalhaven City Council's measures of financial sustainability are:

Improvement in unrestricted cash balance of \$15 million

This is money that is not reserved or allocated to be used – it is money that can be spent freely if there are unexpected costs (e.g. for disaster recovery)

Improvement asset renewal ratio at 85%

For every dollar of depreciation in that financial year, 85 cents is to be reinvested in the replacement of that asset.

Achieve and maintain an operating surplus of at least 4%

For every dollar spent, there is approximately one dollar and four cents income – this indicates that there is money left after covering costs each year.

Maintain infrastructure backlog under 2% benchmark

Less than 2% of assets are in need of significant renewal or replacement.

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Sustainable Financial Futures Plan June 2025 update



Sanctuary Point



These are the objectives for Council to achieve the financial sustainability measures:

1. Council operations are effective, efficient and lean – optimising productivity and efficiency to manage operating costs.
2. Council optimises our revenue-generating services and assets to generate revenue, balancing both cost of service-delivery and accessibility of services to the community.
3. Council delivers services that are relevant, that are delivered at the appropriate service level and that provide value for money to the community.
4. Council generates and maintains sufficient cash reserves to enable community infrastructure and capacity to respond to unforeseen events.
5. Council effectively manages assets, with a focus on investment in and renewal of the right assets.
6. Council effectively manages our finite financial resources through good governance; enabling responsible budget allocation and quality project delivery that aligns to our strategic plans.

This will involve action in the following areas:



Reduce our costs and improve our efficiency



Improve how we manage and allocate finances



Ensure we are delivering services at the right level



Increase the income we receive



Improve our processes for better planning and delivery



Improve how we manage our assets

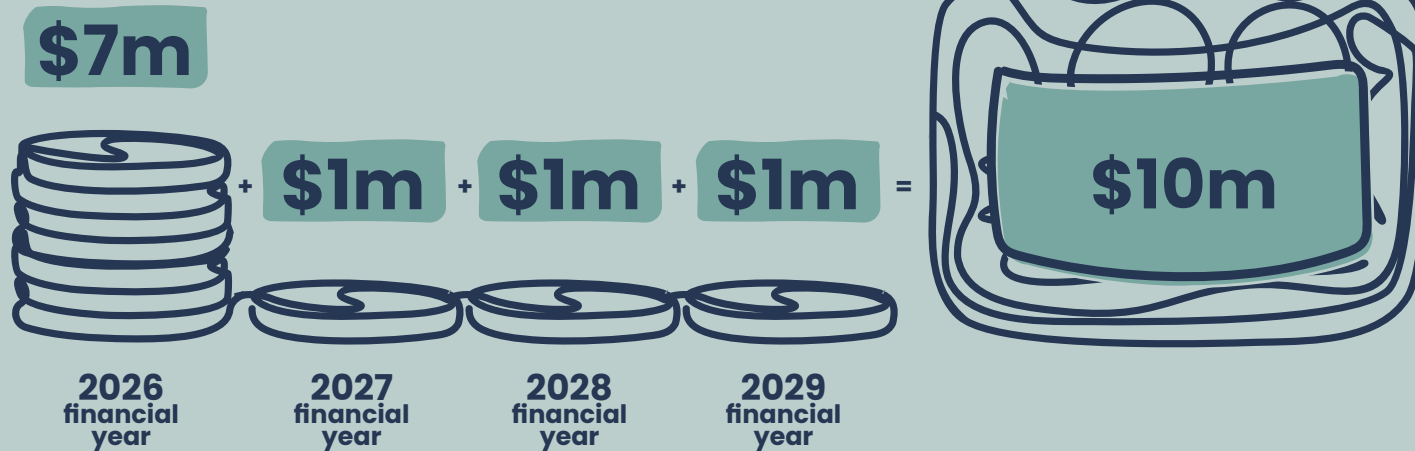


Our commitment to delivering operational savings

Council has committed to a minimum of \$10 million in operational savings over the next four years and this is reflected in the Long Term Financial Plan, which was adopted by Council on 17 December 2024.

This will be delivered through \$7m in general fund operational savings in the 2026 financial year and a further \$1m per annum in savings for the three years after that.

The planned reduction to General Fund operating expenses, along with the land sales program and 12% SRV for the 2026 financial year will reduce Council's structural deficit from \$31 million to less than \$10 million by 2028 financial year.



☰ Savings plan

Savings – financial year 2026			\$7 million committed savings		
In 2026 financial year we will	Increase generation of revenue	through	a further review of general fund fees and charges	saving	\$ 500,000
	Decrease operating costs		continuing to implement staff efficiency ideas through the 3% challenge		\$1,250,000
			completion of the executive level restructure (reducing 20 positions)		\$1,600,000
			a critical vacancy and recruitment review		\$3,500,000
	Review and improve corporate functions		Delivering results of the plant and fleet service review – savings through reduced fleet, fuel efficiencies and reducing FBT payable		\$ 575,000
	Review non-core services		the commercial service review program		\$ 400,000
	Consider the levels of Council's non-mandated services to reduce the cost of the service		a review of our facilities operating hours		\$ 456,000
	Implement initiatives to realise service efficiencies		a targeted service review program		\$ 100,000
			organisation-wide procurement improvements including PPE, uniform, credit card limits, and external plant hire		\$ 50,000
TOTAL SAVINGS PLANNED					\$8,431,000

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The current savings plan aims to attain savings above the target in the first year, to achieve impact sooner.

This savings plan is complimented by \$28 million in planned land sales and \$600,000 in plant and fleet sales. This one-off income will be used to fund critical capital works and repay existing debt.



Savings – financial year 2027, 2028 and 2029			\$1 million savings per year delivering \$3 million total		FY2027	FY2028	FY2029
Across the 2027 – 2029 financial years we will	Increase generation of revenue	through	a further review of general fund fees and charges	saving	\$ 500,000	\$ 250,000	\$ 250,000
	Decrease operating costs		continuing to implement staff efficiency ideas through the 3% challenge		\$ 250,000	\$ 150,000	\$ 100,000
	Review and improve corporate functions		Delivering results of the plant and fleet service review – savings through reduced fleet, fuel efficiencies and reducing FBT payable		\$ 125,000	\$ 25,000	\$ –
	Implement initiatives to realise service efficiencies		a targeted service review program		\$ 50,000	\$ 50,000	\$ 50,000
			organisation-wide procurement improvements including PPE, uniform, credit card limits, and external plant hire		\$ 50,000	\$ 50,000	\$ –
	Review non-core services		the commercial service review program		\$ 400,000	\$ 200,000	\$ 200,000
	TOTAL SAVINGS PLANNED					\$ 1,375,000	\$ 725,000

The current savings plan aims to attain savings above the target in the first year, meaning the balance of target above will be achieved in FY2026.

This savings plan is complimented by \$23 million in planned land sales across the 3 years. This one-off income will be used to fund critical capital works and repay existing debt.

≡ Action plan

Actions we are taking to achieve our vision of financial sustainability

Objective 1: Council operations are effective, efficient and lean – optimising productivity and efficiency to manage operating costs.			
Outcome: Expenditure is managed more effectively leading to reduced wastage and delivery of better value services to the community.			
Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Define Council Productivity and Efficiency Improvement Plan and track the delivery of the agreed actions	• Identification of operational efficiencies through 3% challenge	Complete ✓	\$500,000 reduction to Tourism budget in FY25 (not included in SFFP savings target) \$1,250,000 general fund recurrent savings in FY25/FY26 budget so far \$975,000 Shoalhaven Water recurrent savings to date
	• Implement agreed 2024-25 3% challenge cost saving initiatives	Complete ✓	Internal reserve established in FY25 QBR1.
	• Internal reserve to be established to track operational efficiencies	Complete ✓	
	• Quarantine identified savings and report progress against savings target quarterly	Ongoing throughout project	
Implement Council-wide cost controls to reduce operational spend	• No discretionary spending	Complete ✓	\$1,700,000 one-off savings reported in FY24
	• Recruitment freeze process in place	Complete ✓	\$3,293,557 general fund one-off savings through cost control measures in FY25
	• No overtime, except for emergency repairs	Complete ✓	
	• Encourage leave use to reduce excess leave balances	Complete ✓	\$12,100 Shoalhaven Water one-off savings through cost control measures in FY25
	• Complete review of high-value procurement categories, provide recommendations to EMT and implement recommendations.	September 2025	\$100,000 general fund recurrent procurement savings in FY26



Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Review of corporate functions, focused on areas with largest cost base	<ul style="list-style-type: none"> Complete review of fleet and mechanical services, legal services, workers compensation, visitor services, asset custodian model and customer experience, provide recommendations to EMT and implement recommendations. 	September 2025	<p>Fleet and mechanical services review, workers compensation review, visitor services and asset custodian review complete so far.</p> <p>Executive restructure complete, \$1.6 million savings achieved.</p> <p>Critical vacancy and recruitment review completed, with \$3.5 million savings to be achieved in FY26</p>
	<ul style="list-style-type: none"> Complete executive level restructure 	Complete ✓	
	<ul style="list-style-type: none"> Complete critical vacancy and recruitment review 	Complete ✓	
Budget framework improvements – including activity-based budgeting and increased budget accountability	<ul style="list-style-type: none"> Formalise budget parameters in line with principles of financial sustainability 	Complete ✓	<p>FY25 budget parameters set with financial sustainability emphasis. Minimum of 7.5% increase in general fund fees and charges in FY25 and a minimum of 5% in FY26</p>
	<ul style="list-style-type: none"> Define and measure key productivity and efficiency metrics to benchmark with comparable councils and complete trend analysis as part of budget process 	December 2025	
	<ul style="list-style-type: none"> Implement oversight and control of the funded organisation chart 	Complete ✓	
	<ul style="list-style-type: none"> Build a roadmap and implement best practice budget processes. 	July 2025	
Rationalisation of under-utilised and excess assets	<ul style="list-style-type: none"> Phase 1 – sale of under-utilised plant and equipment determined from the service review 	Complete ✓	<p>\$737,924 received to date through sale of general fund under-utilised plant and fleet</p> <p>\$170,000 received to date through sale of Shoalhaven Water under-utilised plant and fleet</p>
	<ul style="list-style-type: none"> Phase 2 – determine future plant and fleet under-utilised asset sales from asset custodian model changes. 	September 2025	



Objective 2: Council optimises our revenue-generating services and assets to generate revenue, balancing both cost of service-delivery and accessibility of services to the community.

Outcome: Council has adequate revenue to deliver services at agreed levels to the community.

Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Under-performing and excess asset disposal	• Implement new calculator for leases and licenses for Council-owned buildings	September 2025	New calculator for leases and licenses in place from November 2024, will be used in the proposed rental calculations for new and re-newed Council building leases.
	• Apply new calculator to determine rent as leases and licenses come up for renewal	June 2026	
Review fees and charges to reflect cost for services where practical to do so	• Fees and charges % increase for FY 2024/25	Complete ✓	<p>Increase in general fund user fees and charges FY25 \$1,303,000, FY26 \$593,000</p> <p>Increase in Shoalhaven Water user fees and charges FY25 \$9,783,000, FY26 \$1,180,000</p> <p>Increase in Sewer user fees and charges FY25 \$2,463,000, FY26 \$1,175,000</p> <p>\$60,000 additional general fund revenue generation ideas implemented in FY25</p> <p>\$28,000 Shoalhaven Water revenue increase in FY25</p>
	• UPDATED: Complete a service review of Aquatic, leisure and sporting facilities, incorporating a review of revenue and costs to provide sports and fitness services	September 2026	
	• Coordinated review of all fees and charges prior to FY26 budget process. Present proposal in a Councillor workshop.	Complete ✓	
	• 3% challenge revenue generation ideas	Complete ✓	
Review of deferred rates	• Review of deferred rates currently in place and present findings in a Councillor workshop	September 2025	



Objective 3: Council delivers services that are relevant, that are delivered at the appropriate service level and that provide value for money to the community.			
Outcome: Value for money services delivered to the community.			
Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Conduct a Service Review Program to strategically assess the range and levels of service provided to the community	<ul style="list-style-type: none"> Agree comprehensive calendar of service reviews 	Complete ✓	\$100,000 general fund recurrent savings from targeted service review program in FY26
Complete service reviews of Council's Commercial business entities	<ul style="list-style-type: none"> Complete Family Day Care review 	Complete ✓	Family Day Care complete, with Council endorsing service review recommendation to transition out of the service, will save \$90,000 in future years.
	<ul style="list-style-type: none"> Complete Bereavement Services review 	Complete ✓	
	<ul style="list-style-type: none"> Complete Holiday Haven service review Complete Shoalhaven Entertainment Centre service review 	December 2025 July 2025	
Review of operating hours at Council facilities	<ul style="list-style-type: none"> Review of proposed changes to facility operating hours and consider community impact and cost savings 	Complete ✓	\$250,925 recurrent savings realised to date (reduced due to reversal of some operating hours changes)
	<ul style="list-style-type: none"> Communicate results of operating hours review 	Complete ✓	
Continue work on the Business Improvement Review Framework, by documenting and reviewing service levels	<ul style="list-style-type: none"> As service reviews are completed, the agreed service levels will be captured. 	July 2025	In progress. Service level changes captured through service review program.
Review non-core service levels and recommendations to be presented to a Councillor workshop	<ul style="list-style-type: none"> Non-core service review with current service levels and budget in Councillor workshop 	July 2025	



Objective 4: Council generates and maintains sufficient cash reserves to enable community infrastructure and capacity to respond to unforeseen events.			
Outcome: Council retains a sufficient buffer of cash to respond to unexpected events.			
Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Under-performing and excess asset disposal	• Agree land sales strategy in a Councillor workshop.	Complete ✓	Land sales realised so far \$11,300,000
	• Execute sales of category one land.	Complete ✓	12 category one land sales achieved (plus one to settle in July 25)
	• Investigate and report back on category two land sales opportunities.	Complete ✓	
	• Progress category two land planning and sale.	June 2028	
Review capital projects and place on hold	• Review partially funded and unfunded capital works, consider deferral until Council's financial position improves.	Complete ✓	Project cost of \$90 million deferred.
Objective 5: Council effectively manages assets, with a focus on investment in and renewal of the right assets.			
Outcome: Strategically manage assets to operate the asset base at the lowest lifecycle cost and provide infrastructure that supports services in line with community needs.			
Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Improve the strategic and technical asset management capability and practices with a focus on planning to manage assets at the most optimal whole of life cost.	• Asset management policy to be reviewed and updated focusing on training, and roles and responsibilities across the asset lifecycle.	December 2025	Enterprise asset management committee established.
	• Agree process and timeframes for community consultation and adoption of asset management plans.	Complete ✓	A project management plan has been developed for asset management plan updates which includes prioritisation and timing of work.
	• All asset management plans to be updated to better inform the resourcing strategy and long-term financial plan.	June 2026	
	• Establish enterprise asset management committee to ensure successful implementation of the asset management strategy	Complete ✓	Revised asset management responsibilities have been implemented under the new functional asset management model. This supersedes the previous asset custodian model.
	• Develop a state of the assets report.	September 2025	



Sustainable Financial Futures Plan June 2025 update

Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Enhance asset management system integration to enable full asset lifecycle visibility.	• Integration of financial and asset management system	Complete ✓	Finance and asset management system integration complete and additional management reports to support financial statements developed.
	• Integration of maintenance and inspection systems with asset management system	December 2025	
	• Develop & implement an asset service investment model for all new and replaced or proposed to be replaced assets, with whole of life costs.	December 2025	
	• Develop a capital works database to show the priority and whole of life costs of all identified future projects with projects able to be viewed spatially.	June 2026	
Improvement in asset data collection to drive strategic decision-making.	• Update remaining life for all assets.	June 2026	Roads asset condition data collection completed, and summary of key findings published on Councils' website.
	• Undertake stocktakes as identified and condition data audits.	June 2026	Sealed Road Capital Intervention Plan with four-year Renewal Program will received by July 2025.
	• Define current and ideal levels of service and performance measures for each asset management plan.	December 2025	Footpaths condition data collection completed and returned to Council. Stormwater condition capture to commence from mid-2025.
	• Undertake community engagement to review levels of service and agree on the sustainable levels of service for each asset category .	December 2025	



Sustainable Financial Futures Plan June 2025 update

Update Community Infrastructure Strategic Plan	<ul style="list-style-type: none">Complete community infrastructure audit.	Complete ✓	Community infrastructure audit and community engagement activity are complete. Infrastructure needs analysis is underway.
	<ul style="list-style-type: none">Complete community infrastructure needs analysis.	December 2025	
	<ul style="list-style-type: none">Preparation of draft Community Infrastructure Strategic Plan.	December 2025	
	<ul style="list-style-type: none">Final Community Infrastructure Strategic Plan.	June 2026	
Review developer contributions plans to ensure that the current contribution levels are able to support the future development costs	<ul style="list-style-type: none">Complete business case for software to better manage contributions	Complete ✓	Business case for software is complete.
	<ul style="list-style-type: none">Present the progress on the new Contributions Plan in a Councillor workshop	Complete ✓	
	<ul style="list-style-type: none">Finalise contributions plan review	March 2026	
Objective 6: Council effectively manages our finite financial resources through good governance; enabling responsible budget allocation and quality project delivery that aligns to our strategic plans.			
Outcome: Expenditure is managed more effectively leading to the right investment in assets for the community, reduced wastage and the delivery of better value services to the community.			
Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Implement Enterprise Portfolio Management Office (ePMO) and establish a project management framework	<ul style="list-style-type: none">ePMO established	Complete ✓	ePMO established in February 2024.
	<ul style="list-style-type: none">Project Lifecycle Management (PLM) implemented and in place for FY25 budget process	Complete ✓	Project Lifecycle Management (PLM) was implemented April 2024.
	<ul style="list-style-type: none">Monthly project reporting implemented	Complete ✓	Monthly project reporting was implemented in August 2024.
	<ul style="list-style-type: none">Implement standard project management framework across Council	Complete ✓	Project Management framework is complete.
	<ul style="list-style-type: none">ePMO to implement requirement for a Business Case and/or Capital Expenditure Review prior to approving projects that deliver new or upgraded services and assets.	Complete ✓	All projects require a business case for approval via ePMO.
Form Budget Review Committee	<ul style="list-style-type: none">Develop terms of reference	Complete ✓	Budget Review Committee terms of reference established, committee members selected, and committee meetings commenced.
	<ul style="list-style-type: none">Appoint members and launch committee	Complete ✓	



Activity to achieve objective	Sub-activity	Target completion	Outcome achieved to date
Implement a framework for grant applications	• Develop new grants policy and framework.	Complete ✓	Grants policy and framework in place. Staff are trained on new process.
	• Train staff.	Complete ✓	
	• Implement process to ensure all internal funding sources are identified and approved.	Complete ✓	
Develop the financial governance (defined roles, financial planning processes, performance reporting and accountability) and the financial acumen of staff all levels of management.	• Develop a budget policy	September 2025	In progress, work rescheduled to complete in late 2025.
	• Internal reporting system improvements	December 2025	
	• Develop training plan for managers and supervisors for financial management	December 2025	
Review internal reserves to ensure alignment with the intended purpose	• Complete review of internal reserves and present findings in a Councillor workshop.	December 2025	Not started, work rescheduled to complete in late 2025.
Implement a monthly reconciliation and reporting process for all external restrictions.	• Develop an external restriction reporting and reconciliation process.	December 2025	Not started, work rescheduled to complete in late 2025.
Revise the Resourcing Strategy including the Long-Term Financial Plan (LTFP) informed by funding requirements from strategic asset management, workforce planning and strategic service planning.	• Revise the resourcing strategy and LTFP once Asset Management Plans are updated, and financial sustainability led service planning is complete.	February 2026	Not started, work scheduled for early 2026.



Appendix A

In November 2023, Council considered a report (CL23.420) on its financial sustainability. In this report, Council was informed that the general fund net operating position has been in a deficit position over the past eight years and there is a structural deficit to fund recurrent expenditure of \$25-35 million per annum. The report made 27 recommendations, including a Special Rate Variation, and all recommendations needed to be implemented to ensure Council's financial sustainability.

Resolution MIN23.667 – 20 November 2023

The following resolution from 20 November 2023 Ordinary Meeting was adopted:

RESOLVED (RECOMMENDATION FROM THE COMMITTEE OF THE WHOLE)

(Clr Christen / Clr Findley)

MIN23.667

That Council:

1. Thank the staff and AEC for the work done to date on the financial sustainability of Shoalhaven City Council. The work presented is a good starting place to investigate all options available to council to return council to a better financial position. In this acknowledgement we also understand that Council has been through the most tumultuous period in its history so far and has been heavily impacted upon by unforeseen events globally and locally. We further acknowledge that in responding to these events, Council has received significant financial support from the State and Federal Government. However even with that financial support the net cost of disasters, including the subsidies and waivers on fees and charges, and the \$300 per ratepayer COVID reimbursement reduced the unrestricted cash position of Council by \$14.6 million.
2. Receive the Financial Sustainability Review November 2023 report prepared by AEC Group which informs the community of the financial position of council.
3. Adopts the following policy positions:
 - a. Council should budget for and maintain an unrestricted cash reserve of at least \$15 Million to enable management of unforeseen circumstances such as those experienced between 2019/2022, mainly natural disaster and global pandemic.
 - b. That no new or increased services or infrastructure be taken on without a full business case being in place, including full assessment of lifecycle costs of the service or asset.
 - c. Grant applications must focus on projects that have a full business case and lifecycle costs and have been supported by the community and council. Grant applications that have a negative impact on the financial position of Council must be approved by Council.
 - d. In the event of a capital project not having commenced at the end of a financial year, that the project's priority be reconsidered and Council (re)vote on its continuation or otherwise.
 - e. Commit to reducing any duplication and rationalisation of services delivered with a structural review once a new Chief Executive Officer commences. This will provide much needed continuity on a project that will require full focus over the coming years.

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4. Prepare a priority report to explore options to rationalise land and facilities assets with a clear timeline and budget for achieving swift results, including any efficiency savings that have already been identified with staff as part of the AEC Group review, that can be implemented swiftly and cost effectively.
5. Implements the asset management improvements identified in the financial sustainability review including the establishment of a project management office and project management framework, in order for projects to have tighter fiscal management and implementation.
6. Creates a program to strategically review/update its asset management plans and asset condition data, commencing with road assets in early 2024. Report back to council on a strategy to include other asset classes with quarterly reporting to council.
7. Adopts a minimum target of \$3 million in efficiency savings to be found over the next four years. This will be underpinned by a comprehensive calendar of service review with a quarterly report to council.
8. Engages with the community to obtain their input on the service areas which Council may reduce or increase service to and therefore either cut or increase costs.
9. Engages with the community for no less than 28 days on the proposed Special Rate Variation (SRV) noting that if Council applies for an SRV, and if approved by IPART, this will be the maximum rate Council can levy. Where cost savings (as outlined in this report), or proceeds from any potential asset sales is identified, Council may choose to not levy the maximum approved rate increase in accordance with s511 of the Local Government Act.
10. Place the Financial Sustainability Review (Nov 2023) and updated draft Resourcing Strategy 2022-2026 attached to the report on public exhibition for no less than 28 days. When placed on public exhibition there should also be a plain English summary and FAQs of these documents.
11. Receives a report on the outcomes and feedback from the exhibition of the updated draft Resourcing Strategy at the Council meeting scheduled for 29 January 2024, with the understanding that further refinement of the draft Resourcing Strategy will take place during 2024.
12. The report back on 29 January also include clear precise details of efficiency measures already underway and those proposed for the remainder of the Financial Year ending 30 June 2024 noting that as the service review program evolves options for ongoing efficiencies and productivity measures will be matters for consideration for each annual budget preparation period
13. Establish a get involved page and a community engagement plan to obtain community feedback on infrastructure and associated service costs for input into the finalisation of the long term financial plan. This page should also include the progress report and a projections report on how Council is moving forward with the above.
14. Address the following areas of concern as raised by the Councillors:
 - a. Internal legal team vs outsourcing.
 - b. Holiday Haven Parks as a business entity with defined dividend to Council.
 - c. Bereavement services as a business entity with defined dividend to Council.
 - d. Quantity of deferred rates.
 - e. Areas of major/significant procurement are assessed for cost efficiency.

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Community Engagement – December 2023 to January 2024

The Financial Sustainability Report and 2022 – 2026 draft Resourcing Strategy was put on public exhibition throughout December 2023 and January 2024. In the same period, the community was engaged on the proposed Special Rate Variation options and was invited to have their say on the value they place on the wide range of services provided by Council.

Resolution MIN24.44 – 29 January 2024

On the 29 January 2024 Ordinary Meeting, Council considered the results of the community consultation, held through December 2023 and January 2024, and adopted the following resolution:

RESOLVED (Clr Christen / Clr Findley)

MIN24.44

That:

1. Council not submit an application for a Special Rate Variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) at this time.
2. Council continue the practice of workshops and briefings to:
 - a. Progress and monitor the outcomes of the report prepared by AEC titled Financial Sustainability Review and dated November 2023.
 - b. Determine and formalise ongoing budget parameters in line with principles of ongoing financial sustainability.
 - c. Apply financial efficiencies and savings in the organisation commencing immediately and ongoing over the next four years. A report is to be provided to the Council every quarter to outline efficiencies and savings. Savings Target of \$5 million per year. i.e. Motor fleet, Outdoor Staff precinct model back to basic.
 - d. Consider placing a staffing freeze on all recruitment positions except where the EMT determines whether the position is required or to be filled by internal recruitment to provide a career path for existing staff. There will be no redundancies.
 - e. Cap the capital budget in financial years 2023/24, 24/25 and 25/26 at \$120 million depending on available grant fundings.
 - f. Review Council's Commercial Undertakings and Services to a conservative return on capital of at least 10% or 5% on selected asset classes where there is clear additional social, or community benefit and this benefit is stated as a note in the financial statements.
 - g. Dispose of the under-performing or excess assets, commencing immediately.
 - h. Substantially reduce annual revotes/carry forwards unless approved by Council and should not represent more than \$10 million of the capital works/renewals budget for the previous year. Secured grant funding projects to take priority in any approved revotes/carry forwards. A Project Manager to design a project plan to significantly reduce the carry-overs of capital works/recurrent projects each year.
3. The budget review committee be stood up, a terms of reference be developed and recommendations from the committee to be reported to Council.
4. Councillors assume a greater political discipline in the nomination of priority projects, not putting forward additional unfunded projects and calling for reports and investigations which may jeopardise existing priority projects and the Council's financial position. The Community Strategic Plan, Delivery Program and Annual Operational Plan are the avenues whereby councillors can define their priorities.
5. Every new expenditure proposal to be accompanied by an assessment of impact on the Long-Term Financial Plan prior to the Council considering the proposal – in particular the consideration of whole of life costs, both capital and recurrent.



6. Council implement a well-resourced asset management process and a proficient road pavement management system as a matter of high priority.
7. Capital projects to be placed on hold and identified into-redundant for future years once the financial position of the Council improves. Projects to be identified into-redundant include but may not be limited to:
 - a. Consideration of the new Sanctuary Point Library facilities.
 - i. Following the workshops and briefings, an urgent meeting be held with Fiona Phillips MP, Liza Butler MP, available Councillors, staff to discuss the way forward including the scope and budget for the project.
 - b. Boongaree; Bay and Basin Leisure Centre Expansion; BMX/Pump track projects.
 - c. Focus on assets renewal and rehabilitation with transitioning the organisations priority to fixing and maintaining assets over next 3 to 4 years.
8. Councillors assume greater financial discipline in nominating projects on an as needs basis, accompanied by a business case including assessment of whole of life cycle costs, both initial capital and recurrent operational and maintenance.
9. Council prioritise the assessment and disposal of underperforming assets to continue on while there is work going on the briefing.
10. Council prioritise the progression of a Project Management Office, and Asset Management Framework review to ensure clear asset maintenance and management priorities.
11. In conjunction with the executive staff, Council review the capital works program and give priority to asset renewal and rehabilitation.
12. Council directs the CEO to pursue actions 1(b) to 27, as appearing on pages 6 to 9 inclusive of the report prepared by AEC titled Financial Sustainability Review and dated November 2023.
13. Council acknowledge that the discussion of rates within the community has had a negative impact on staff within the organisation and it is not the Council's intention to see job losses.
14. Council support the staff to respond appropriately to abuse and harassment and request that any incidents be reported under the organisation's Zero Tolerance approach.
15. Council staff provide a monthly report back to Council on all of the above matters.
16. Council expresses its thanks to the community in the next rates notice for its patience during this process.
17. Council expresses its thanks to staff during this process.



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

shoalhaven.nsw.gov.au f @ in v



Delivery Program Operational Plan

Quarterly Performance Report

2024-25 (*April - June*)



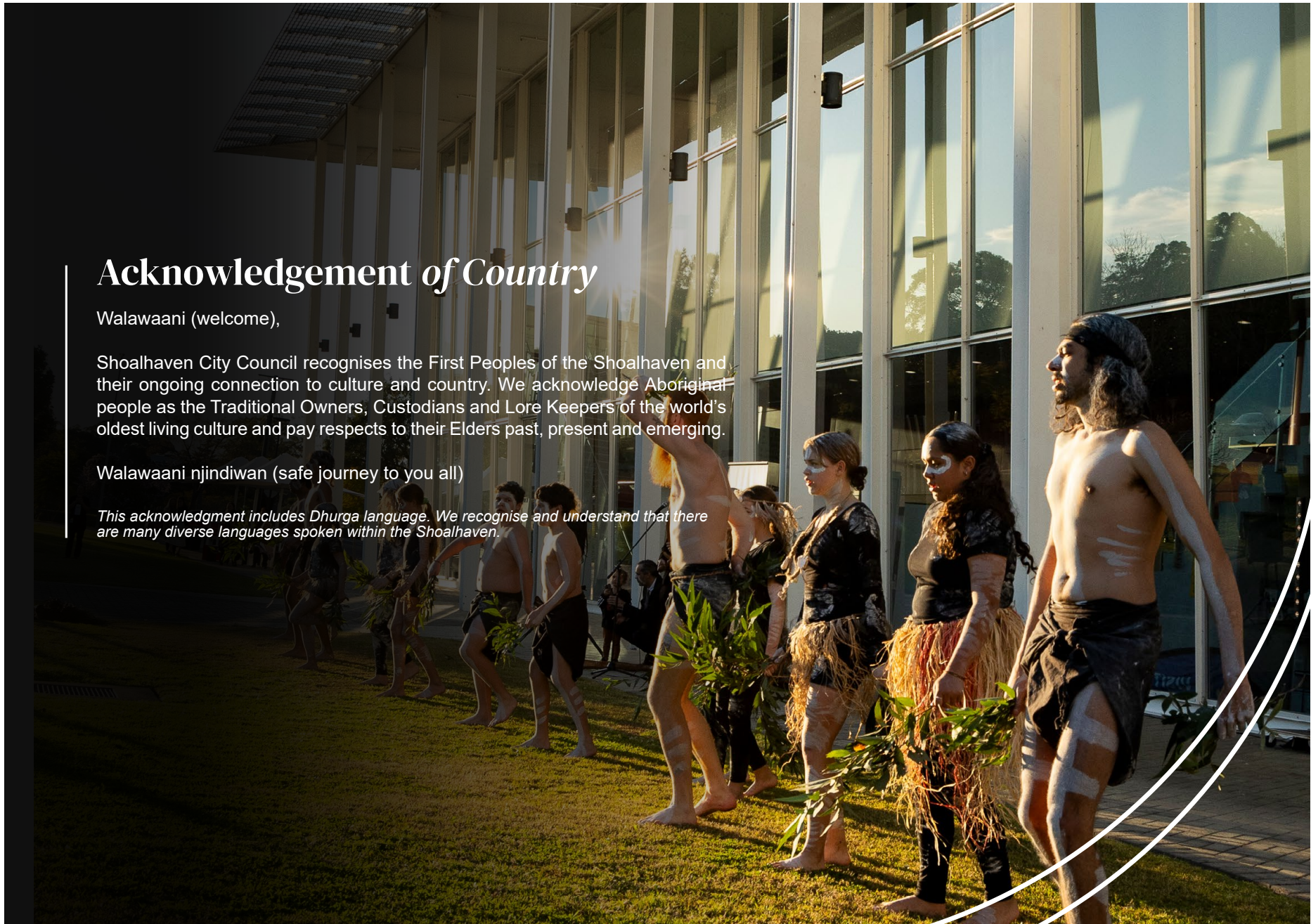
Acknowledgement of Country

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

 Kangaroo Valley

CL25.261 - Attachment 1



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

“
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+

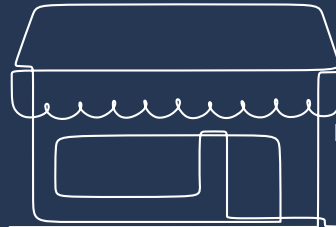


Labour Force

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

Total Households

45,894

(ABS 2021)

25.8%
Mortgage

23.1%
Renting

3.4%
Social housing



6.5%

identify as Aboriginal and Torres Strait Islander

18%
Older couples without children

26%
Single person

5.2%
Single parent

6



Our councillors

Shoalhaven City Council – Performance Report April – June 2025



Patricia White
Mayor
0447 416 329
patricia.white@shoalhaven.nsw.gov.au

Ward 1



Peter Wilkins
Deputy Mayor
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Matthew Norris
Asst. Deputy Mayor
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Selena Clancy
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Jason Cox
Councillor
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Ward 2



Bob Proudfoot
Councillor
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bob.proudfoot@shoalhaven.nsw.gov.au



Jemma Tribe
Councillor
0498 801 548
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Ben Krikstolaitis
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0455 614 198
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Ward 3



Gillian Boyd
Councillor
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Karlee Dunn
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Natalee Johnston
Councillor
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Denise Kemp
Councillor
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Executive and organisational structure





Shoalhaven City Council – Performance Report April – June 2025

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NAIDOC Family Fun Day

CL25.261 - Attachment 1

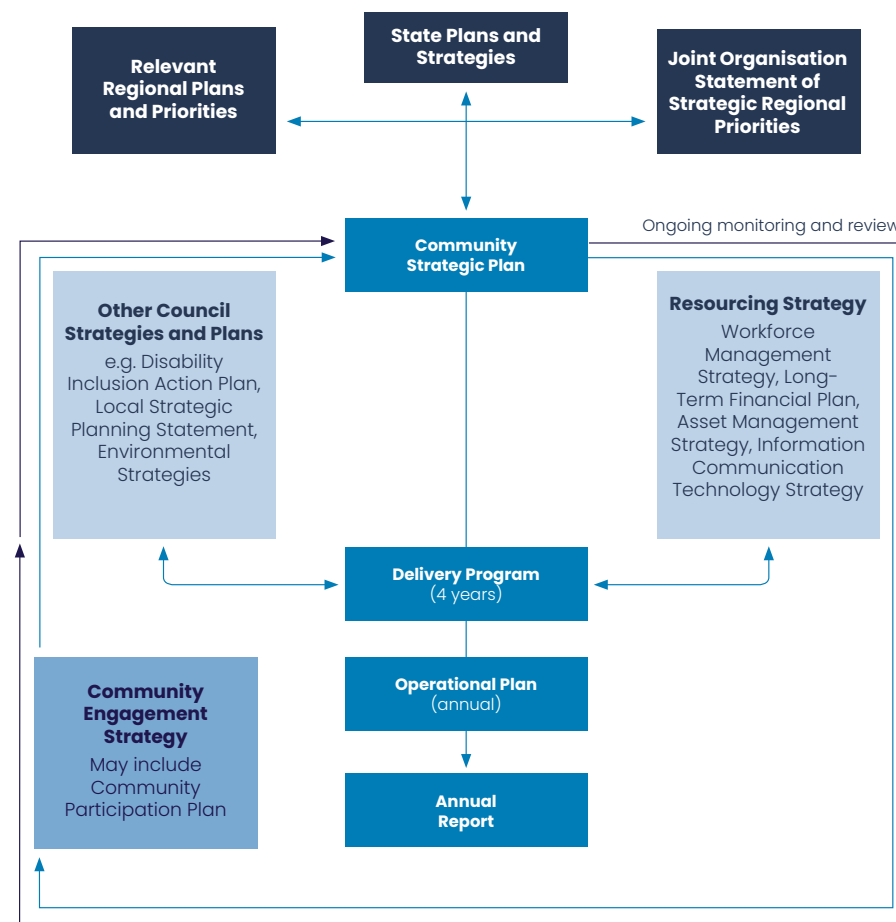
☰ Shoalhaven's *integrated plan structure*

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

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

The resourcing strategy is used to address the budget needs through the long term financial plan, assets required through the asset plan and Council's workforce through the workforce plan. The 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 April and June in delivering the 2024-25 delivery program and operational plan.



Ongoing monitoring and review

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 135 deliverables across the four key themes and eleven priority areas to 30 June 2025.

Overall progress shows:

 **107**
Completed

 **12**
On Track

 **3**
On hold

 **11**
Requires Attention

 **2**
Deferred

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 and 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

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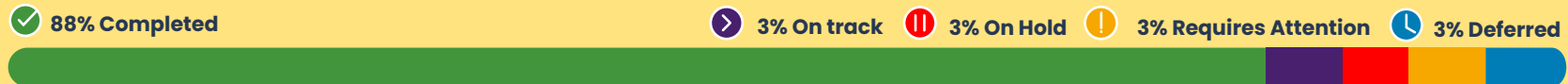
Resilient, Safe, Accessible & Inclusive *Communities*



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Progress snapshot



Highlights

- Initiatives which support and foster connections in the community ranged from Thrive Together Pop Ups, ClubGRANTS 2025, NAIDOC Awards Committee, Youth Week, Disability Forum and Doing It Tough Guide.
- The Reconciliation Action Plan was launched on 28 May 2025 at the Nowra Regional Gallery with local Elders, Aboriginal Community, Councillors, Members of Parliament, community and council staff.
- Ranger Services undertook 6,434 proactive patrols during 2024/25. In Q4, there were 1,192 completed with 576 beach patrols, 224 parking patrols, 90 school zones and 302 other patrols ranging from Council showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves.
- Swim Sport Fitness continue to provide programs and services to cater for community demand for aquatics, health and fitness programs such as the introduction of Pickleball at the Indoor Sports Centre which has led to the inception of the Shoalhaven Pickleball Association in June 2025.
- Shoalhaven Libraries continue to provide online services, resources and information to the community with 852,432 virtual visits at Council's Libraries for 2024/25.

Our performance for the last 3 months

A 'good' to 'excellent' food safety rating for
95%
of 272 food businesses

Swimming pool safety inspections
76

Attendances at Aquatic and Leisure Centres
991,650

Shoalhaven Regional Gallery attracts
40,137
guests



RAP launch – Shoalhaven Regional Gallery














Council Rangers



Thrive Together Pop Ups





☰ Resilient, Safe, Accessible and Inclusive Communities

 Completed
  On Track
  On hold
  Requires Attention
  Deferred
 KPI Status
  Critical
  Requires Attention
  On Track



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.01 Coordinate Local Emergency Management Committee (LEMC) meetings and collaborate with combat agencies and functional areas to educate and prepare communities						
	The LEMO is working with new/additional stakeholders to ensure that the LEMC is working collaboratively across all organisations and agencies to ensure that the LEMC is working to its potential.	Maintain the Emergency Management Plan (EMPLAN) via a review either annually or after a major event	1	1		Manager – Works & Services	The EMPLAN is checked monthly in conjunction with the Local Contact Directory.
		Number of promotional activities to inform the community of the presence and functionality of the Community Information Hubs	6	7		Manager – Works & Services	<p>The LEMO has continued to meet with Community and Community Organisations to discuss Emergency Management arrangements across the whole of the Shoalhaven LGA.</p> <p>The LEMO has taken on the additional responsibility to write a training package to engage and educate the users/managers of our Community Centres that have the CIH about their use and how to use the facilities (ie VoIP phone etc) during an incident or emergency.</p> <p>This training will be ongoing and conducted at regular intervals and different locations to ensure that we have engaged across the entire 26 CIH</p>

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	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.02 Develop community profiles in consultation with each town and village within the Shoalhaven identifying hazards, critical infrastructure and vulnerable facilities/groups						
	<p>The Emergency Management Expo for Sussex Inlet, Vincentia/Huskisson and Kangaroo Valley have been locked in and there has been a good update from the members of the Local Emergency Management Committee to engage with these communities.</p> <p>Additional locations such as Bomaderry, Nowra, Berry and Shoalhaven Heads will be added if resources and finances allow.</p>	Number of community profiles developed which identify hazards, critical infrastructure and vulnerable facilities/groups	8	8		Manager – Works & Services	<p>Working closely with the members of the Local Emergency Management Committee, we have worked to identify communities that are now classed as Vulnerable Communities (using the Australian Institute for Disaster Resilience definition) that will need additional or increased support.</p> <p>This will ensure that we are spending time and energy on communities that need additional support and therefore become more resilient.</p>
	1.1.01.03 Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities as per allocated funding						
	<p>RFS Strategic Planning Committee & District Liaison meetings planned for 28 May 2025.</p> <p>Monthly Project Update meetings held on 01 May, 30 May, 09 July 2025.</p> <p>Status of all current projects discussed and recorded in corresponding minutes.</p>	Number of RFS Strategic Planning Committee meetings held	2	2		Manager – Building & Property Services	<p>RFS Strategic Planning Committee & District Liaison meeting 28 May 2025.</p> <p>Monthly Project Update meetings held on 01 May, 30 May, 09 July 2025.</p> <p>Status of all current projects discussed and recorded in corresponding minutes.</p>





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.04 Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines						
	<p>Approx. 100% of all of the APZ sites have been inspected during Q4.</p> <p>APZ's are at approx. 90% compliance at the end of Q4, up from 65% in Q3. Planning is now underway for the 25/26 Financial year of all APZ with additional requests being received for inclusion of new APZ's.</p> <p>Fire Trails are required to be inspected annually or after a severe weather event. We have just had a weather event and planning is now underway to view/inspect/audit the Fire Trails.</p> <p>Currently Fire Trails are approx. 95% serviceable, with maintenance & repair work identified.</p>	Percentage of Asset Protection Zones inspected	70%	100%		Manager – Works & Services	<p>100% of APZ sites have been inspected during Q4.</p> <p>Many sites have received multiple inspections during ongoing vegetation maintenance</p>








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Percentage of Asset Protection Zones funded for maintenance	100%	100%		Manager – Works & Services	<p>Approx. 98% of APZ sites are funded to cover the APZ Mowing contract for FY24-25.</p> <p>Funding is reimbursed at the end of each Quarter via funding request / claim to the RFS.</p> <p>Non funded APZ sites & additional maintenance works required are financed by the SCC APZ Budget.</p> <p>This has allowed existing SCC funds to be channelled into tree works and other vegetation management across 50% of sites.</p> <p>Next financial year funding by the RFS has been submitted and advice should be received if success will be in the coming weeks.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.01.05 Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan						
	Bushfire Mitigation Officers have been in regular meetings with RFS District staff to ensure compliance with the Shoalhaven Bush Fire Risk Management Plan.	Audit completed, certified bushfire mitigation works assessed and asset custodians notified of rectification works by June 2025	100%	100%		Manager – Works & Services	<p>Annual Audits of APZ sites & Fire Trails were conducted during Q1 & Q2.</p> <p>Recommendations from the APZ Audit have been planned, scheduled & managed during Q3 & Q4 by the Bushfire Mitigation team.</p> <p>Recommendations from the Fire Trail audit have been focused on updating GIS Mapping during Q3. GIS team has worked with Bushfire Mitigation team to update all Fire Trail Mapping via GIS. This has been completed.</p>







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.02.01 Work with the NSW Government to progress the Crown Lands Plans of Management						
	All plans of management assigned to Open Space & Recreation Planning (11 in total) have been submitted to Crown Lands for review, with permission to exhibit received for all documents (as at 7 March 2025). Action completed. Refer to separate action updates for further progress related to individual plan of management documents.	All Crown Lands Plans of Management submitted to the Ministers Office	100%	100%		Manager – Open Space & Recreation Planning	All plans of management assigned to Open Space & Recreation Planning (11 in total) have been submitted to Crown Lands for review, with permission to exhibit received for all documents (as at 7 March 2025). KPI completed.
		Crown Land Plans of Management – General Community Use	100%	100%		Manager – Open Space & Recreation Planning	Completed – Adopted: 4 October 2024
		Crown Land Plans of Management – Parks	100%	90%		Manager – Open Space & Recreation Planning	Public exhibition period concluded 3 March 2025. Next step: internal coordination as necessary (including coordination of mapping for Natural Areas – commenced, ongoing), refer to Council and/or Crown Lands if required prior to adoption.
		Crown Land Plans of Management – Sportsgrounds	100%	90%		Manager – Open Space & Recreation Planning	Public exhibition period concluded 3 March 2025. Next step: undertake internal coordination as necessary (including coordination with mapping for Natural Areas), refer to Council and/or Crown Lands if required prior to adoption.







Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Crown Land Plans of Management – Rotary Park (Ulladulla War Memorial)	100%	100%	●	Manager – Open Space & Recreation Planning	Completed – Adopted: 3 June 2024
	Crown Land Plans of Management – 275 Green Street Ulladulla	100%	100%	●	Manager – Open Space & Recreation Planning	Completed – Adopted: 3 June 2024
	Crown Land Plans of Management – Ulladulla Cemetery	100%	100%	●	Manager – Open Space & Recreation Planning	Completed – Adopted: 3 June 2024
	Crown Land Plans of Management – Lady Denman Reserve	100%	100%	●	Manager – Open Space & Recreation Planning	Completed – Adopted: 19 April 2024
	Crown Land Plans of Management – Nowra Showground	100%	85%	●	Manager – Open Space & Recreation Planning	Public exhibition period commenced: 7 July 2025.
	Crown Land Plans of Management – Berry Showground	100%	85%	●	Manager – Open Space & Recreation Planning	Public exhibition period commenced: 7 July 2025.
	Crown Land Plans of Management – Milton Showground	100%	85%	●	Manager – Open Space & Recreation Planning	Public exhibition period commenced: 7 July 2025.
	Crown Land Plans of Management – Kangaroo Valley Showground	25%	85%	●	Manager – Open Space & Recreation Planning	Public exhibition period commenced: 7 July 2025.








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 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 have provided promotional support for Seniors Festival via posters and socials. The team have formed a planning committee to plan and deliver a Southern focused Thrive pop-up in the second half of the year.</p> <p>The team have worked with local clubs, DCJ, NSW Health and community organisations to facilitate the ClubGRANTS Round 2025.</p> <p>The Community Capacity Builder, Aboriginal started in June and has been working with Council teams, other local Councils and external organisations to plan NAIDOC Week events and the Local Government Regional Awards later in July.</p>	Number of initiatives supporting community programs and actions	Count	3		Manager – Cultural & Community Services	There were 3 initiatives supporting community programs and actions this quarter: Youth week, The Youthie, ClubGRANTS Round 2025
	Number of community relationships established and maintained (networks, organisations and individuals)	Count	76		Manager – Cultural & Community Services	76 organisational relationships and over 110 individual relationships across numerous interagencies and initiatives including: – Primary Homelessness Response Group, Thrive Together Pop-Ups, youth week planning and other service provider meetings.
	Number of initiatives which support and foster connections in the community	Count	6		Manager – Cultural & Community Services	There were 6 initiatives which support and foster connections in the community this quarter: Thrive Together Pop ups, ClubGRANTS 2025, NAIDOC Awards Committee, Youth Week, Disability Forum, Doing It Tough Guide.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.03.01 Collaborate across departments to provide a range of programs to activate Destination Parks and showgrounds						
	<p>Teams prepared destination parks and showgrounds for monthly markets and events at Huskisson, Ulladulla, Milton, Berry, Nowra, Kangaroo Valley and Mollymook.</p> <p>Collaborated with Tourism to prepare for events such as, Jervis Bay Ultratrail, Fine Wine Festival Berry, Group 7 Magic Round Footy Festival at Artie Smith Oval, Milton Folk, Jazz and Blues Festival, South Coast Beef School Steer Spectacular, Blessing of the Fleet Ulladulla Harbour and Anzac Day memorial services across the LGA.</p>	Number of programs implemented at Destination parks across the Shoalhaven	4	40		Manager – Shoalhaven Swim Sport Fitness	<p>Pilates in the Park, Boot Camp and Yoga programs delivered throughout the year in Mollymook and Huskisson.</p> <p>Teams prepared Destination Parks and Showgrounds for yearly events such as Husky Triathlon, Agricultural Shows, Mollymook Ocean Swim and Huskisson Joylands Carnival.</p> <p>Monthly markets and events prepared in collaboration with the Events team at Huskisson, Ulladulla, Milton, Berry, Nowra, Kangaroo Valley and Mollymook.</p> <p>Collaborated with Tourism to prepare for events such as, Jervis Bay Ultratrail, Fine Wine Festival Berry, Group 7 Magic Round Footy Festival at Artie Smith Oval, Milton Folk, Jazz and Blues Festival, South Coast Beef School Steer Spectacular, Blessing of the Fleet Ulladulla Harbour and Anzac Day memorial services across the Shoalhaven.</p>
	1.1.03.02 Conduct accessibility audits of public & community buildings						
	<p>2 audits completed this FY (Berry School of Arts & 4 McIntyre Way).</p> <p>Funded works that include Accessibility improvements to 4 McIntyre Way building have commenced and planned for completion prior to September 2025.</p>	Number of accessibility audits of public & community buildings undertaken	2	2		Manager – Building & Property Services	Accessibility Audit report completed on the Berry School of Arts and 4 McIntyre Way buildings








	Action Comment	Reporting Measure	Target / Timeframe	Q4 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 and continue to deliver priorities from the Disability Inclusion Action Plan						
	The team provided support to Council's Social Planner to implement a review of the DIAP. Engaged with young people through Youth Week and a workshop with the Youth Advisory Committee. The Disability Expo Committee continue to plan for the 2025 Disability Expo, with our team supporting.	Number of initiatives which advocate for and empower community to support equitable access to opportunities	Count	1		Manager – Cultural & Community Services	This quarter there was 1 initiative which advocated for and empowered community to support equitable access to opportunities which was the Disability Forum.
		Number of initiatives which raise awareness of community access and inclusion needs, and demonstrate best practice in inclusion and accessibility	Count	2		Manager – Cultural & Community Services	This quarter there were 2 initiatives that raised awareness of community access and inclusion needs, and demonstrated best practice in inclusion and accessibility. They were Disability Forum and DIAP Review.
	1.1.03.04 Provide social planning advice to improve understanding of social needs and inform decision-making						
	Coordinated Reconciliation Action Plan (RAP) Yarning and Working Group agendas, prepared EOI for additional Working Group members. Participated in Reconciliation Australia RAP Learning Circle to investigate implementation strategies. Commenced consultation for implementation of Social Planner RAP actions and guidelines for staff with actions. Reviewed current Disability Inclusion Action Plan with all staff and community surveys, engagement presentations with Council's Inclusion and Access, Youth and Aboriginal Advisory Committees. Completed Review Report in line with NSW government requirements.	Advice provided on social planning, including through co-ordination of social planning projects	Count	10		Manager – Cultural & Community Services	Coordination of RAP Launch event and continuing RAP Yarning and Working Groups. Reconciliation Australia RAP Learning Circle implementation strategies. Commenced consultation for Social Planner RAP actions and guidelines for staff with actions. Reviewed current DIAP with all-staff and community surveys, engagement presentations for Council's Inclusion and Access, Youth and Aboriginal Advisory Committees. Completed Review Report in line with NSW government requirements.



Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Reconciliation Action Plan endorsed by Reconciliation Australia, adopted by Council and launched by June 2025	100%	100%		Manager – Cultural & Community Services	The RAP was successfully launched 28 May 2025 at Nowra Regional Gallery, with local Elders, Aboriginal community, Councillors, Members of Parliament, community and staff. The RAP Yarning Group and RAP Working Group continue to meet, supporting implementation of the RAP actions by Council staff.
 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						
During the reporting period, Council staff continued to be involved and provided input and feedback into a range of strategic transport planning projects being undertaken by Transport for NSW including the following projects – Nowra Bypass, Illawarra Shoalhaven Strategic Regional Integrated Transport Plan, South East and Tablelands Strategic Regional Integrated Transport Plan, Princes Highway upgrade, and Milton-Ulladulla Bypass	Number of advocacy efforts made with government agencies which actively contribute to transport strategy development (submissions and meetings)	3	4		Manager – Strategic Planning	Responses provided to requests from Transport for NSW and meetings attended regarding Princes Highway Upgrade Projects generally, Nowra Bypass, Ulladulla Bypass and related projects.








	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.05.01 Update the Affordable Housing Strategy and commence the preparation of a City-wide Housing Strategy						
	Affordable Housing Strategy adopted by Council in August 2024. Expressions of Interest sought for membership of the proposed Taskforce that will be established to assist with the Actions in the Strategy. EoI process concluded in April 2025 and reported to Council for consideration. Strategic Growth Principles to inform and provide the basis for the proposed City-wide Housing Strategy adopted by Council in Dec 2024. Incorporated into the LSPS. Housing Strategy background work continued.	Publication of the Affordable Housing Strategy and City-wide Housing Strategy by June 2025	100%	60%		Manager – Strategic Planning	New Shoalhaven Affordable Housing Strategy adopted and released late 2024, Settlement principles to inform Citywide Housing Strategy work also adopted. Discussions held with Council regarding its Strategic Planning focus, including a possible Housing Strategy continuing.
	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 are implementing the inspection regime for on-site sewage management systems. Where systems have failed the inspection appropriate compliance action is undertaken to achieve compliance which is supported by education on the operation of the respective system and the associated health and environmental risks associated with poorly performing or managed systems.	Number of on-site sewage management systems inspections completed	300	472		Manager – Environmental Services	The team have exceeded the target number of inspections and are continuing to work to catch up with the program requirements, completing 157% of planned inspections.
		Number of failed on-site sewage requiring regulatory action	Count	101		Manager – Environmental Services	21% of onsite sewage management inspections failed inspection during the reporting period. 41 properties rectified their systems and were issued an approval to operate, 11 properties were issued a Notice or Order requiring repairs.






Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
1.1.06.02 Undertake environmental health regulatory inspections to ensure compliance with legislative standards						
The following Environmental Health inspections were completed: 472 On-site sewage management systems 257 Food hygiene inspections 4 Underground petroleum storage systems 63 Constructions site audited for adequate sediment and erosion controls	Number of planned environmental health inspections completed	80	75	●	Manager – Environmental Services	75 caravan parks were inspected for approval, which is 100% of the applications that were due. 13 caravan parks were not due for inspection this year.
	Number of failed environmental health inspections requiring regulatory action	Count	0	●	Manager – Environmental Services	The team completed 75 caravan park inspections during the quarter and no premises required serious regulatory action.
1.1.06.03 Undertake swimming pool inspections in accordance with the adopted program						
Compliance completed 74 swimming pool inspections between April – June, resulting in the issue of 36 certificates of compliance and 21 certificates of non-compliance.	Percentage of planned swimming pool inspections completed	95%	97.4%	●	Manager – Certification & Compliance	Compliance completed 76 swimming pool inspections between April – June which is 97.4% of the planned swimming pool inspections for that period.
1.1.06.04 Ranger Services undertake proactive patrols in order to meet the needs of the community and council						
Year to date Rangers have completed 6,434 proactive patrols . Q4 which falls in Autumn / Winter period, Rangers completed a total of 1,192 proactive patrols during the period. Of these, there were 576 beach patrols, 302 other patrols (Council Showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), 224 proactive parking patrols and 90 school zone patrols. End of year results have exceeded targets.	Number of proactive ranger patrols	3,000	6,434	●	Manager – Certification & Compliance	Rangers completed a total of 1,192 proactive patrols during the period. Of these, there were 576 beach patrols, 302 other patrols (Council Showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), 224 proactive parking patrols and 90 school zone patrols. Q1 – 1,781 Q2 – 1,964 Q3 – 1,497 Q4 – 1,192






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.1.06.05 Undertake retail food premises regulatory inspections to ensure compliance with legislative standards						
	272 food hygiene inspections, re-inspections and pre-opening inspections were undertaken during quarter 4 with 40% receiving an Excellent, 47% receiving a Very Good, and 8% receiving a Good food safety rating. 5% of inspections did not receive a rating.	Percentage of food businesses achieving 'good', 'very good' or 'excellent' food safety star rating	95%	95%		Manager – Environmental Services	272 food businesses were inspected during Quarter 4. 27 achieved a 'good', 125 achieved a 'very good' and 108 achieved an 'excellent' food safety star rating. 12 food businesses did not achieve a rating.
		Number of failed food hygiene inspections requiring regulatory action	Count	8		Manager – Environmental Services	8 premises required an improvement notice to bring the premises into compliance.
	1.2.01.01 Increase visitation to the Shoalhaven Regional Gallery						
	Visitation numbers for Shoalhaven Regional Gallery increased between June 2024 and June 2025 by 30%. Key factors driving this increase has been a targeted connection between exhibition and public programming, for example, the May to July exhibition of First Nations artists and the Reconciliation Action Plan launch.	Number of visitors to Shoalhaven Regional Gallery	40,000	40,137		Manager – Cultural & Community Services	The number of visitors to Shoalhaven Regional Gallery exceeded target and achieved a 30% increase on the previous year. The highest visitation rate was 4639 people attending the Finding Hope in Afghanistan and New Horizons exhibitions. Exhibitions of artworks by First Nations artists were also well attended with visitation numbers lifted through public events connected with these exhibitions such as the launch of the Council's Reconciliation Action Plan.








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of exhibitions which improve community access to works from the Shoalhaven City Arts Collection	Count	1		Manager – Cultural & Community Services	The Gallery curated exhibitions that included works from the collection across the year. During this quarter visitors were able to view Jaz Corr's artwork Woven and connect with the work of Cheryl Davison whose art was featured in HOME, a year-long partnership with the Department of Education and the Art Gallery of NSW, to connect primary school students with First Nation's art making practices.
	Number of people paying to attend Shoalhaven Regional Gallery public programs	1,000	996		Manager – Cultural & Community Services	The Gallery sold 596 individual tickets to 28 events and welcomed approximately 400 school students and community bookings as part of paid tours and excursions. In April this year the Education and Audience Engagement Officer position was filled after being vacant for a significant period of time. This will increase the capacity of the Gallery to reach this target going forward.
	Percentage of visitors 'likely or very likely' to recommend Shoalhaven Regional Gallery	70%	85%		Manager – Cultural & Community Services	The overall percentage of visitors likely to recommend the gallery was 85% which exceeded the goals for the reporting period. Specific public events, such as ANALOG NOWRA, received a much higher approval rating of 100% for attendees feeling that the event improved their enjoyment of life.








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 1.2.01.02 Shoalhaven Entertainment Centre will curate and deliver inclusive annual seasons of performing arts, events and public programs reflective of our diverse community						
<p>The last quarter of 24/25 saw 6 curated shows, including 2 morning melodies, 2 classical theatre works, 1 music and a unique dining experience “Behind the curtain”</p> <p>Attendances were down 37% and ticket sales down 23% on the same period for 23/24 [12 performances].</p> <p>The full year reporting as at June 30 2025 is actually the last half of the 2024 season and the first half of the 2025 season.</p> <p>For the past 12 months 8,421 patrons attending 25 performances of curated shows. This is down from 15,256 patrons in 23/24 [30 performances]</p> <p>New genres introduced this year were a sing-a-long movie “Wicked” and a unique dining experience on the main stage “Behind the curtain”.</p> <p>The largest 3 grossing events were</p> <ul style="list-style-type: none"> * Sydney Symphony Orchestra [Classical Music], *1984 [Classic theatre], *The Visitors [Indigenous theatre] 	Grow ticketed attendance at Shoalhaven Entertainment Centre	57,000	44,441		Manager – Commercial Services	<p>There were 15 less shows in 2024/25 compared to the previous year. Down from 89 to 74. Coupled with an increase in hirers opting to have their events not ticketed has seen the ticketed attendances drop.</p> <p>This KPI has changed in 2025/26 to “Grow event attendance at Shoalhaven Entertainment Centre” rather than “Grow Ticketed attendance....”</p>
	Shoalhaven Entertainment Centre’s Season shows make a positive contribution to cultural life in the Shoalhaven	86%	86%		Manager – Commercial Services	Due to the nature of 2 recent productions, 1984 & Macbeth, both quite “dark” pieces of work, which by their nature would not make a positive contribution, the result is very pleasing.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.01.03 Shoalhaven Regional Gallery will diversify and increase income generated by profitable programming initiatives						
	Over the last twelve months Shoalhaven Regional Gallery unfortunately lost its highest earning regular workshop with a long-term watercolour art educator retiring. The Gallery is looking for alternatives to fill this popular offering. Key new initiatives that have diversified income for the Gallery have come from working with artists engaged with exhibitions and public programs to supply items for the shop.	Shoalhaven Regional Gallery to submit a minimum of two grant applications per year to support programming	2	6		Manager – Cultural & Community Services	Shoalhaven Regional Gallery submitted six grant applications over the last twelve months. The Gallery was successful in two small applications for marketing and public programs. The Gallery successfully acquitted a grant from Museum and Galleries of NSW for audience development.
		Number of local visual artists contracted to deliver exhibition related programs	5	15		Manager – Cultural & Community Services	This year the Gallery exceeded the number of local artists contracted to deliver exhibition related programs. The gallery continued with the successful Art After School and regular Holiday Workshop activities and launched Koori Kids Art After School a new First Nations led public programming initiative.
	1.2.02.01 Progress development of a new Library at Sanctuary Point in line with adopted position of Council						
	Report presenting outcome of feasibility investigations provided to Council 15 April 2025. At this meeting, Council determined to abandon the project and has directed staff to investigate alternative sites including Francis Ryan Reserve (owned by Council) and the location of the existing Sanctuary Point Library (owned by NSW Dept. of Education) – ref. MIN25.175.	Complete operational plan and budget for new Sanctuary Point Library	100%	0%		Manager – Open Space & Recreation Planning	Due to council resolution MIN25.175, The current Project as outlined in the feasibility report (CL25.114) be abandoned and council investigate alternative sites. Operational Plan and budget on hold pending alternative site research.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.2.02.02 Staged implementation of Shoalhaven Entertainment Centre's Strategic Business and Marketing Plan						
	The Strategic Plan continues to be on hold pending the service review and any adopted changes	Percentage increase of food and beverage sales at Encore Cafe and Dining	5%	4.6%		Manager – Commercial Services	Impacted by the having 15 less shows this year than the previous year, down from 89 to 74, which saw a drop in ticket sales of more the 5700.
		Increase the number of Season Memberships to build audience engagement and revenue	570	598		Manager – Commercial Services	The increase was due to the introduction of a "Bring a friend" for free and the continued marketing drive to exceed this important KPI.
	1.2.03.01 Work with community to improve the recognition, protection and celebration of the diverse community, history and cultural heritage of the Shoalhaven						
	NAIDOC 2025 Week planning was the primary focus over the quarter.	Number of activities that recognise, protect or celebrate the diverse make up and cultural heritage of the Shoalhaven	Count	5		Manager – Cultural & Community Services	Continued to support NAIDOC Week planning through the Local Government Regional Awards Planning Committee in partnership with local councils as well as NAIDOC Family Funday and NAIDOC Flag raising ceremony. Assisted with the launch of Council's first Reconciliation Action Plan in May. Supporting Strategic Planning's Jerry Bailey project.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
	Library events are held at all our main branches to create opportunities for diverse communities to be welcomed and celebrated for adults and children alike including inclusive storytime, Seniors Week celebrations, LGBTQ+ Q&A events and NAIDOC celebrations. Number of events have been reduced due to staff shortages across all branches. An internal Library Services Review is currently underway to assist with future guidance and planning of events and services.	Number of Library events delivered	500	622		Manager – Cultural & Community Services	Library events are held at all main branches and provide lifelong learning and enjoyment for adults and children alike. Staff have moved some programming and events to a self-led model to continue providing this service under current staff resources.
		Number Library Visits	420,000	310,386		Manager – Cultural & Community Services	Change to operational hours across the service continues to affect library visits. Visits for people borrowing library items remain steady, however numbers are down on this quarter due to staff shortages in the team delivering programs and events which has reduced the capacity to deliver and facilitate programs. Staff continue to promote library services and membership through social media platforms, outreach visits and local media platforms.
		Number of Virtual Visits at Council's Libraries	800,000	852,432		Manager – Cultural & Community Services	Shoalhaven Libraries provide online services, resources and information to the community. The use of online resources are increasing due to the changing way in which library users access the library. Changes to operational hours across the services are also contributing to increased virtual visits.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of actions implemented from the Shoalhaven Libraries Strategic Plan 2024-2027	12	12	●	Manager – Cultural & Community Services	A number of actions from the Strategic Plan have been delivered. Including access to Local Heritage items, promoting and delivery tech savvy classes at branches, and continuing to seek out and strengthen partnerships with community groups and organisations
		Percentage increase in library memberships	5%	3%	●	Manager – Cultural & Community Services	SLNSW report (Oct 23) showed Shoalhaven Libraries membership is approx 11% below the cohort medium. Shoalhaven Libraries Membership Campaign underway (July-August 2025) to increase membership
✓	1.3.02.01 Deliver improved playing surfaces at Precincts and Destination Parks in the Shoalhaven						
	100% Complete. Playing surface improvements program successfully completed: - Broadleaf herbicide: 41 precincts - Spring fertilizer and soil amendments: 28 precincts - Top Dressing: 2 precincts (Thomson St, Sussex Inlet & Frogs Hollow, Milton) - Aeration: 17 precincts - Growth Regulator: 10 Precincts - Turf Pesticide Control: 3 precincts - Autumn Seed over-sowing – 9 fields - Autumn fertilizer – 11 fields	Undertake annual sportsfield improvement program	100%	100%	●	Manager – Shoalhaven Swim Sport Fitness	100% Complete. Playing surface improvements program successfully completed: - Broadleaf herbicide: 41 precincts - Spring fertilizer and soil amendments: 28 precincts - Top Dressing: 2 precincts (Thomson St, Sussex Inlet & Frogs Hollow, Milton) - Aeration: 17 precincts - Growth Regulator: 10 Precincts - Turf Pesticide Control: 3 precincts - Autumn Seed over-sowing – 9 fields - Autumn fertilizer – 11 fields







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.02 Continue to progress delivery of a new Community Infrastructure Strategic Plan by December 2025, in accordance with agreed methodology						
	65% complete (overall). Community Infrastructure Audit 100% complete. Community Infrastructure Needs Analysis: 60% complete. Draft CISP 25% complete. Community Engagement 75% complete (3 of 4 engagement activities). Timeline for delivery of CISP has been revised and accepted by Council. Project is on track for completion in June 2026.	Updated draft Community Infrastructure Strategic Plan finalised for distribution to key stakeholders for feedback by June 2025	100%	100%		Manager – Open Space & Recreation Planning	65% complete (overall) and 100% progressed through the program for 24/25. Community Infrastructure Audit 100% complete. Community Infrastructure Needs Analysis: 60% complete. Draft CISP 25% complete. Community Engagement 75% complete (3 of 4 engagement activities). Timeline for delivery of CISP has been revised and accepted by Council. Project is on track for completion in June 2026.
	1.3.02.03 Support Parkcare Group Volunteers to improve local parks and reserves						
	This function has now been transferred to Swim Sport and Fitness under a different staffing arrangement to seek to improve the way in which park care groups are supported.	Maintain Annual Parkcare volunteer hours	3,500	3,500		Manager – Works & Services	It is estimated that volunteer hours target was achieved for 2024-25 as up-to-date records were unable to be collated due to staff vacancy.





Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 1.3.02.04 Implement the Shoalhaven Swim Sport Fitness Business Plan						
Shoalhaven Swim Sport Fitness Business Plan was completed and implemented in Q4 2023 / 24. The business plan will continue to be reviewed and updated throughout 2024 / 25 as necessary, with consideration given to any resulting changes to Shoalhaven City Council's broader organisational structure.	Identified strategies from Shoalhaven Swim Sport Fitness Business Plan implemented	100%	100%		Manager - Shoalhaven Swim Sport Fitness	<p>Strategies implemented across 24/25 include:</p> <ul style="list-style-type: none"> • Customer focus – Surveys and ongoing reviews • Updated marketing plan • Technology – new point of sale system selected – Explor Rec (implementation planned for mid 2026) • Specific Business Plans for all aquatic facilities underway • Updating of SSF procedures • Investigations into reducing the use of LPG and investigations into converting pool heating to electricity underway (budget dependent) • Increased training and support for Management Committees and recommendations from audit implemented • Fee structure – development of a strategy to present to Council on fees and charges for commercial and professional hirers underway • Support provided in developing the Plans of Management



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	1.3.02.05 Progress the delivery of agreed open space and recreation projects						
	Delivery program for 2024/25 closed.	Open space and recreation projects delivered to agreed timelines	100%	100%		Manager - Open Space & Recreation Planning	Progression in accordance with available resourcing (staff, funding as allocated in DPOP 2024/25, and external inputs). See also updates provided in separate, project-specific Actions and KPIs.
	1.3.03.01 Provide a range of programs and services to cater for community demand for aquatics, health and fitness programs						
	<p>Throughout 2024/25 Swim Sport Fitness continues to provide an extensive range of services and programs, catering to the vast majority of target demographics and being reactive to community expectations. 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. Swim Sport Fitness continues to experience growing participation in all areas, while also looking to non-traditional sporting activities to further activation of the facilities.</p> <p>With the rising demand for pickleball in the Shoalhaven, Swim Sport Fitness invested in the introduction of pickleball at the Indoor Sports Centre which after 8 months has led to the inception of the Shoalhaven Pickleball Association in June 2025.</p>	Maintain the number of attendances at Council's aquatic and leisure centres	800,000	991,650		Manager – Shoalhaven Swim Sport Fitness	Excellent participant numbers for Learn To Swim and memberships for Health & Fitness, programs and services catered for the customer along with strong aquatics numbers saw record numbers (almost 1,000,000 visitors) attend Council's aquatic and leisure facilities across the 2024/2025 financial year.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 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 Community Consultative Bodies (CCBs) including any upcoming grant opportunities, connecting CCBs with ongoing information to foster rapport and provide Council strategic updates and ongoing support with community group queries. Additionally, CCB meeting minutes are documented and to ensure the group is aligning with the CCB guidelines.	Information and opportunities shared with community and ongoing support and guidance for the Community Consultative Body network	Count	12		Manager – Cultural & Community Services	Emails sent to all CCBs including, Weekly DA Tracker Reports, CCB Executive Meeting Invitation Reminder, Notification of Maternity Leave of Community Connections Officer, Introduction of Fixed Term Community Connections Officer, provision of CCB Executive Presentations, Road Network Site Update & Local Character Proposal, Community Participation Plan Amendment, Coastal Management Plan Update. Targeted support to individual CCBs including support with CCB Guideline adherence, completion of the CCB Executive meeting in May, preparation of annual subsidy from Council to be sent in July and key information being communicated in a timely manner.





Sustainable, liveable *environments*





Progress snapshot



61% Completed



22% On track



17% Requires Attention

Highlights

- Council's Flood Alert network (rain gauges, water level gauges and repeater stations) are fully operational and all site audits and maintenance is up to date.
- All funded pathways were designed, and construction commenced on Myola Pathways project, Dolphin Point Road and Murramarang Road, River Road and Sheaffe Street Callala Beach.
- Critical water supply and wastewater mitigation projects are in development, including the Coonemia Recycled Water Plant (CRWP), Bamarang to Milton Stage 2 (B2M2) and the mains replacement program. Risk assessment and mitigation actions undertaken as part of Hydraulic model assessment and strategy development project.
- There were 34 actions completed within Council's Sustainability and Climate Action Plan (2023–2027) with 10 currently in progress.

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Our performance for the last 3 months

Environmental
assessments on
Development Applications

29

Invasive weed
inspections

2,262(ytd)

75









Works in Natural
Area Reserves






44%

of Development Applications
processed within 40 days
target 65%






☰ Sustainable, livable *environments*

 Completed
  On Track
  On hold
  Requires Attention
  Deferred
 KPI Status
  Critical
  Requires Attention
  On Track



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.01.01 Complete the Local Road Repair Program as listed in the 2024–25 adopted capital works program						
	Local Road Repair Program Works undertaken this financial year have been largely comprised of a mix of funding stemming from Disaster related funding but also included final stages of Roads to Recovery and LRCI. Major projects involved Yalwal Rd, Lake Conjola Entrance Rd and Brinawarr St.	Percentage of planned road rehabilitation projects completed	80%	100%		Manager – Technical Services	Projects completed include Jervis Bay Road repair, Burrier Road repair, Greenwell point road repair, Yalwal Road Pavement Rehabilitation and Widening, Forrest Road repair.
		Percentage of reportable road defects addressed within corporate timeframes in the procedure	60%	60%		Manager – Technical Services	Reporting processes have been disrupted due to the roll out of Works On Line. Once Works On Line is fully implemented these metrics are planned to be tracked in real time. Accordingly, the reported 'Achieved YTD' is an educated estimate.
	2.1.02.01 Undertake Flood Studies and develop Floodplain Risk Management Studies and Plans						
	Floodplain Risk Management Studies and Plans (FRMSP) were completed for the Clyde River and Willinga Lake in March 2025. The Lower Shoalhaven River and St Georges Basin FRMSP's are underway and expected to be completed in late 2025. Flood investigations are also underway for Broughton Creek and Callala Creek.	St Georges Basin Floodplain Risk Management Study and Plan adopted by Council by December 2025	75%	75%		Manager – Environmental Services	St Georges Basin FRMSP on track for public exhibition at the end of 2025 and adoption by Council in early 2026.

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Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Lower Shoalhaven River Floodplain Risk Management Study and Plan adopted by Council by December 2025	75%	75%		Manager – Environmental Services	Lower Shoalhaven River FRMSP on track for public exhibition at the end of 2025 and adoption by Council in early 2026.
	Updated Broughton Creek Flood Study adopted by Council by June 2025	100%	90%		Manager – Environmental Services	Draft Broughton Creek Flood Study completed. Awaiting NFRMC endorsement to commence public exhibition. On track to be completed and adopted by Council in 2025.
	Clyde River and the Willinga Lake Flood Studies and Floodplain Risk Management Studies and Plans adopted by Council by June 2025	100%	95%		Manager – Environmental Services	The Clyde River and the Willinga Lake Flood Studies and FRMSP's were completed in March 2025. There have been delays obtaining SFRMC endorsement. On track to be adopted by Council in August 2025.









Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Complete the Intermittently Closing and Opening Lakes and Lagoons (ICOLL) Catchments Flash Flood Warning System Scoping Study, and Flood Evacuation Capability Assessment investigations by June 2025	100%	100%	●	Manager – Environmental Services	The Intermittently Closed and Open Lakes and Lagoons (ICOLL) Catchments Flash Flood Warning System Scoping Study was completed in March 2025.
 2.1.02.02 Complete the Stormwater Drainage Program as listed in the 2024–25 adopted capital works program						
All Districts completed Pipe Inspection / Renewal / Refurbishment at various locations. Roskell sinkhole project and Harry Sawkins pond were completed.	Percentage of planned stormwater drainage projects completed	85%	100%	●	Manager – Technical Services	<p>This information is captured by reporting undertaken by the ePMO.</p> <p>Projects completed include Scott Street sinkhole and Callala Beach sinkhole.</p> <p>Projects commenced include Harry Sawkins Park Drainage Pond Reconstruction Desilt and Fountain.</p>
 2.1.02.03 Review the flood mitigation asset database and ensure it is up to date						
Ongoing review with Floodplain Engineering team to be undertaken for the remainder of 2025.	Length of flood mitigation assets inspected	30	4	●	Manager – Technical Services	Flood mitigation drains inspected this quarter impeded by weather
	Percentage of reported critical / urgent flood mitigation assets repaired as funded for maintenance	85%	84%	●	Manager – Technical Services	Flood mitigation works value represents 84% of budget expended.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.02.04 Manage Council's Flood Alert Network						
	Council's Flood Alert network (rain gauges, water level gauges and repeater stations) are fully operational and all site audits and maintenance is up to date. Site upgrades are being undertaken as budget permits.	Percentage of network operational	100%	100%		Manager – Environmental Services	Council's Flood Alert Network gauges are 100% operational.
	2.1.03.01 Complete the Pathways Program as listed in the 2024-25 adopted capital works program						
	All funded pathways were designed and construction commenced on Myola Pathways project, Dolphin Point Road and Murramarang Road, River Road and Sheaffe Street Callala Beach.	Percentage of planned pathways projects completed	85%	100%		Manager – Technical Services	<p>This information is captured by reporting undertaken by the ePMO.</p> <p>Projects completed include the Myola Active Transport (South Coast Footpaths) and River Road, Shoalhaven Heads.</p> <p>Projects commenced include Dolphin Point Road Pedestrian Footpath, Sheaffe Street pedestrian and drainage, Murramarang Road path Kioloa Shelly Beach, Murramarang Road path Shelly Beach (transfer station), Old Southern Road shared path, Matron Porter Drive shared path and Lake Conjola to Conjola Park shared path (preliminary investigation).</p>






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.04.01 Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years						
	With the formal creation of the Enterprise Project Management Office, major projects are now required to have separate design phases to ensure thorough planning and budgeting. Exceptions are made on a case by case basis.	Percentage of works greater than \$250,000 staged in separate financial years (excluding newly identified Council priority projects)	85%	100%		Manager – Technical Services	There are no works for Works and Services in this category
	2.1.05.01 Analyse roads condition inspection data to inform asset renewal planning						
	Comprehensive road inspection data received with condition information being loaded against the relevant asset components to support the revaluation. Photos migrated to internal file share for officers to access. Councillor and community briefings conducted to highlight the key findings and the renewal strategy underway utilising the data.	Completion of projects to increase the quality of condition data for transport assets	100%	100%		Manager – Technical Services	All road condition information received, imported into the asset register and utilised for financial revaluation.
	2.1.05.02 Support the organisation to review and update Asset Management Plans						
	Prioritisation of road revaluation, along with recruitment and on-boarding of key staff into the section prevented detailed focus on this action this quarter. Progress made in support of Plant & Fleet developing an RFQ to seek external support in developing an Asset Management Plan in accordance with actions arising from the service review. Renewed focus on this action planned for the coming financial year.	Establish a hierarchy / priority list for the update of Asset Management Plans	1	1		Manager – Technical Services	Hierarchy and four streams of plan delivery developed.








	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.05.03 Establish the Maritime Commercial Services Unit, identify key assets and determine future actions and performance measures						
	West St Greenwell Point Slipway closed due to safety and risk matters, PCG for the Comerong Island 5-yearly compliance and survey works to commence Sep-25 for 12 weeks. Additionally, updating crown land licences for Woollamia	Prepare Maritime Asset Management Plans for adoption by Council by June 2025	100%	25%		Manager – Commercial Services	Review of assets continuing, that has been delayed due to closure of West St Greenwell Point Slipway and compulsory refurbishment of Comerong Island Ferry
	2.1.06.01 Investigate asset resilience and security of water supply opportunities						
	<p>The Bamarang WTP electrical upgrade project is in early development, with design and investigation work currently underway. The mains replacement program is in its 3rd year, with \$12M invested over 16 projects.</p> <p>The Bamarang to Milton Stage 2 (B2M2) design project is well underway, with constructability assessment and investigations underway.</p>	Develop Northern to Southern Water Supply Project to Construction Phase	100%	100%		Manager – Water Asset Planning & Development	Constructability assessment now in delivery phase in conjunction with geotechnical investigations and landowners consultation.








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.1.06.02 Identify and mitigate risk to critical water supply and wastewater assets						
<p>Critical water supply and wastewater mitigation projects are in development, including the Coonemia Recycled Water Plant (CRWP), Bamarang to Milton Stage 2 (B2M2) and the mains replacement program.</p> <p>All projects are currently underway, with early works on CRWP and B2M2, with the constructability assessments and concept options. The mains replacement program is well advanced.</p>	Develop asset risk assessment and mitigation contingencies for critical water and wastewater assets	20	20		Manager – Water Asset Planning & Development	Risk assessment and mitigation actions undertaken as part of Hydraulic model assessment and strategy development project. Ongoing risk mitigation tasks to be developed through the asset management system.
	Review and assess redundancy in water supply schemes	100%	100%		Manager – Water Asset Planning & Development	Completion of models and strategies have provided redundancy and mitigation measures for high risk assets such as Pitt St water main and B2M2 pipeline projects. Projects now being developed into designs phase with delivery being incorporated into capital works program.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.06.03 Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas						
	Both projects are on track for delivery in line with development delivery. West Culburra is now in the delivery phase, well in advance of the subdivision delivery. The Mundamia water and sewer projects are currently in detailed design and is on program for delivery in line with the developer's works certificate.	Deliver Sewer & Water infrastructure concept design to support Mundamia Urban Release Areas	100%	100%		Manager – Water Asset Planning & Development	Concept design completed. Detailed design now underway with 50% DD submitted and being reviewed. Workshop Early July to review and provide comments for further updates to support 80% detailed design milestone.
		Deliver Sewer & Water infrastructure concept design to support West Culburra Urban Release Areas	100%	100%		Manager – Water Asset Planning & Development	The concept design phase and procurement of equipment have been completed. The Detailed design is on track and due for completion in late 2025. Construction work will commence in Q4 of 2025 with the programmed completion due Q2 in 2026.
	2.1.06.04 Implement new regulatory and assurance framework for local water utilities						
	Annual check-in submitted to DCCEEW for assessment and reviewed with a follow up Request For Information (RFI) received. Response to RFI provided along with response to RAF review and interviews. Current assessment is still in place on DCCEEW Website.	Achieve regulatory compliance for local water utilities	100%	100%		Manager – Water Asset Planning & Development	Check-in submitted and follow-up RFI addressed.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.07.01 Implement the funded Building Fire Compliance Action Plan						
	Essential fire safety measures within Council Buildings are being maintained to 100% funding. The annual fire safety statement program is on track. 55% of Council Buildings with a current Fire Safety Schedule are compliant.	Number of Building Fire Audits Reviewed	2	50		Manager – Building & Property Services	Business Planning and Compliance organised two Internal Building Fire Audits to be completed by the Building Surveyor Fire Safety. Erowal Bay Hall has been inspected and report completed and reviewed. Callala Bay Progress Hall has not been completed due to resourcing issues and time constraints. The report for Callala Bay is due by the end of July 2025.
		Maintain existing Fire Safety Measures for Council buildings as funded	100%	100%		Manager – Building & Property Services	Business Planning and Compliance has maintained the fire safety measures within Council buildings as funded.
	2.1.07.02 Ensure serviceability of public amenity buildings to budget and or community expectations						
	A total of 12 customer feedback forms assisted in staff maintenance and corrective actions.	Complete public amenity refurbishment or renewals as funded	100%	75%		Manager – Building & Property Services	The design for Dolphin Point amenity has been finalised. A conceptual design has been completed for Callala Bay boat ramp amenity. The design for the Callala Bay Boat ramp amenity is currently being finalised. Both amenities will be ready for construction in 25/26 FY depending on funding availability.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.1.07.03 Implement initiatives to reduce the number of dry weather sewage overflow events						
	Manhole 'Internet Of Things' devices have been installed in Shoalhaven Heads, Culburra Beach, Vincentia and Ulladulla. Manhole installations are being prioritised based on sensitivity of receiving waters.	Number of monitoring sensors installed and monitored using "Internet of Things" technology	100	100		Manager – Water Operations & Maintenance	Manhole IOT sensors have been installed at Vincentia and Ulladulla in critical locations
	2.2.01.01 Finalise the local planning documents to guide the development of the Moss Vale Road North Urban Release Area						
	Public Exhibition outcomes for Draft Development Control Plan Chapter and Infrastructure Funding Options Paper for the Urban Release Area reported to Council in February 2025 for consideration. Council resolved to 'defer' the matter to a briefing. Council Briefing occurred May 2025, involving representative of Owners Group. Continued dialogue with the Owners Group via Working Group Meetings and associated Technical Workshops in an attempt to resolve issues. Further report to Council envisaged August 2025.	Publication Moss Vale Road North URA local planning documents	100%	70%		Manager – Strategic Planning	Draft Development Controls and a Proposed Local Infrastructure Contributions Framework is in preparation to support the release and development of this new residential area. The draft Development Controls continue to be refined with the Moss Vale Road North Owner/ Developer Group and are due to be considered by elected Council during the second half of 2025. The Proposed Local Infrastructure Contributions Framework identifies the local infrastructure to enable the development of the area and support the future community. The infrastructure now needs to be designed and costed, and a funding and delivery mechanism(s) needs to be identified.








Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.2.01.02 Develop planning controls and character statements to manage the contribution new development makes to neighbourhood or local character, including contemporary development and heritage controls for Berry						
<p>Work progressing including:</p> <p>City Wide LEP Character aims/objectives – Council resolved in June 2025 to discontinue the work and consider a possible character provisions in the DCP as part of Stage 2 work on the New Land Use Planning Scheme.</p> <p>Strategic Growth Principles – adopted by Council in Dec 2024 following public exhibition. LSPS document updated to incorporate.</p> <p>Additional Heritage Conservation Area and listings in Berry – Planning Proposal to amend the LEP submitted to NSW Government for required initial Gateway Determination in Dec 2024 – response received June 2025 requiring consultation with RFS.</p> <p>New Development Control Chapter, Berry East – Council resolved in April 2025 to exhibit draft DCP Chapter alongside the related PP. Awaiting advancement of the PP.</p>	<p>Amendment of City-wide Local Environmental Plan to include new aims, objectives and heritage conservation areas; publication of development controls for Berry; and publication of character statements</p>	100%	70%		Manager – Strategic Planning	Varying progress made.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.2.01.03 Preparation of a new local infrastructure contributions scheme and governance framework						
	Work continued on the preparation of the new Local Infrastructure Contributions Scheme (Contributions Plan) for Shoalhaven. Progress reports provided to Council's Executive Management Team. The infrastructure projects review and basic needs analysis is now complete. Work to determine new infrastructure list is close to completion. Staff resources taken off line to enable focus on this key project. Internal Developer Contributions Advisory Group established to assist with finalization of the plan and associated matters.	Annual report on progress of preparing the new contributions scheme and governance framework	100%	70%		Manager – Strategic Planning	Range of progress made.
	2.2.02.01 Assess and determine development applications within legislative timeframes and community expectations						
	The percentage of DAs which have been determined within 40 statutory days has declined in the latest quarter to 44% of DAs determined within 40 days, which is down from 56% in the previous quarter. Timeframes within the last quarter have been affected by staffing levels including the loss of internal senior staff members. Notwithstanding, the overall performance of Development Services has officially complied with the Minister's Statement of Expectations Order for 2024-25, the purpose of which is to provide an increased focus on total assessment days as opposed to statutory days.	Percentage of Development Applications processed within 40 days (DAs & S4.55s)	65%	44%		Manager – Development Services	The result is 44% of DAs and s4.55 Modifications having being determined within the statutory period. Planning staff implementing strategies to minimise assessment delays.









	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.2.02.02 Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations						
	There were only 2 applications determine during this period. The Development Engineering Team once again has a position vacancy and has had to focus their time on more urgent matters such as engineering referrals for development applications and Section 138 approvals. Results should improve once the team is adequately resourced again which should occur over the next reporting period.	Percentage of Subdivision Certificates resolved within 14 days	75%	100%		Manager - Development Services	Above target. Results should continue to achieve above target.
		Percentage of Subdivision Works Certificates completed in 28 days	65%	0%		Manager - Development Services	There was only x2 applications and neither achieved 28 days
	2.2.03.01 Provide development compliance services to the community						
	Compliance received 119 new requests in the April to June quarter. This consisted of 74 requests for development related issues, 34 requests relating to stormwater concerns and 11 swimming pool requests. 10 of the 11 swimming pool requests were referrals from private certifiers.	Number of development non-compliance actions completed	Count	6		Manager – Certification & Compliance	Compliance received a total of 119 development non-compliance requests in the period. 31 of the 119 new requests are now in progress and 6 have been completed. Long term staff absences have contributed to lower than usual numbers this period.







Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
Feedback and submissions provided during the quarter on/to: - Low & Mid Rise Housing Reforms - Planning Pathways for Affordable Housing Pattern Book - OLG Affordable Housing Guide - DHPI Bushfire Planning Audit - Nowra City Centre Strategic Planning Roadmap - Proposed reforms: Illegal Tree and Vegetation Clearing - Exempt & Complying SEPP Changes - Industrial Lands Action Plan - Planning Responses to Climate Risk - Illegal Tobacco Trade Inquiry	Number of submissions regarding strategic land use made to Federal and State Government	Count	25		Manager – Strategic Planning	Submissions made on range of strategic land use planning matters
 2.3.01.01 Deliver the Shoalhaven Adaptation Plan						
Delivery of the Shoalhaven Adaptation Plan is ongoing, with individual risks rolled into Council's risk management system.	Number of actions delivered from the approved Shoalhaven Adaptation Plan	20	0		Manager – Environmental Services	Adaptation Plan embedded into the organisational risk register. Performance is captured within the existing risk reporting framework.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.01.02 Continue implementation of Council's Sustainable Energy Strategy 2020–25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainability and Climate Policy targets						
	Delivery of key actions within the Sustainable Energy Strategy continues including Towards Net-Zero Annual energy review. Strategy due for update in 2025.	Number of Sustainable Energy Strategy initiatives implemented	Count	6		Manager – Environmental Services	Work continues within the energy portfolio in lieu of an Energy Coordinator. Projects delivered include REF management, LED streetlighting conversion, Community Renewables Project, Ulladulla Aquatic Centre electrification report and continuing work with community groups to facilitate energy projects regionally.
		Estimated emissions reduced through Revolving Energy Fund projects (tonnes CO2e-)	Count	300		Manager – Environmental Services	300 tCO2e
		Emissions saved through Sustainable Energy Strategy projects (tonnes CO2e-)	1,000	7,249		Manager – Environmental Services	Emissions saved (from baseline): 7,249 tCO2e Solar estimate: 1,232 tCO2e
	2.3.02.01 Delivery of the Sustainability and Climate Action Plan						
	The Sustainability and Climate Change Action Plan is a multi-year plan (2023–2027) that contains both business-as-usual and project-based actions. As of Q4, 34 of 80 actions have been completed.	Number of resourced actions implemented from the approved Sustainability and Climate Action Plan	30	34		Manager – Environmental Services	During Q4, there were 34 actions completed with 10 currently in-progress.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.03.01 Undertake works within natural area reserves to improve biodiversity						
	Around 75 reserves have been worked on each season by either Bushcare volunteers, Council's Bush Regenerators, or contractors.	Number of natural area reserves with works completed towards maintaining or improving biodiversity	Count	75		Manager – Environmental Services	75 reserves have been worked on during the fourth quarter by either Bushcare volunteers, Council's Bush Regenerators, or contractors.
	2.3.03.02 Support organisational environmental due diligence						
	<p>This action includes the completion of environmental assessments by Council's Land Management Unit to support the activities of Council. For this quarter, a Review of Environmental Factors (REF) was completed for the existing dog off-leash access area at Cormorant Beach. The Shoalhaven Heads Seven Mile Beach REF has been updated and undergoing management review. There remains a number of REFs to be completed for dog off-leash areas.</p> <p>Land Management has also actively been involved in the DA referral process providing advice on biodiversity matters. 29 Development Application referrals were assessed in the last quarter. In total, 103 were completed in the 2024/25 financial year (99 new referrals were received).</p>	Number of development application referrals for which required assessment of potential biodiversity impacts have been completed	Count	103		Manager – Environmental Services	29 Development Application referrals pertaining to potential biodiversity impacts were assessed in the last quarter. In total, 103 were completed in the 2024/25 financial year (99 new referrals were received).



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	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						
	<p>7 catchments were sampled including the Shoalhaven River, St Georges Basin, Lake Wollumboola and Narrawallee.</p> <p>Sampling was also undertaken for Environmental Protection Licenses at the Shoalhaven Heads Bores and Shoalhaven River.</p> <p>Budget cuts have reduced funding for the maintenance/replacement of water quality monitoring equipment. Without this funding equipment will be unable to be replaced.</p>	Percentage of planned water quality monitoring program completed	100%	100%		Manager – Environmental Services	Swan Lake, St Georges Basin, Shoalhaven River, Lake Wollumboola, Currarong, Narawallee and Millards Creek catchments were sampled in Q4.
		Percentage of irregular water quality results whereby follow-up has occurred	100%	100%		Manager – Environmental Services	130 samples were taken across 5 catchments. 6 samples exceeded microbiological criteria. All irregular results were followed up and attributed to the impact of heavy rainfall prior to sampling.



Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.3.03.04 Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual						
<p>The Open Coast & Jervis Bay CMP is in Stage 5 – Implementation. The Lake Conjola CMP, Lower Shoalhaven River CMP, and Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek CMP are currently progressing through Stage 4. These three (3) estuary CMPs have all been endorsed by the relevant CMP Advisory Committee and been reported to Council.</p> <p>CL25.194 Adoption of the Lake Conjola Coastal Management Program. RESOLVED (Clr White / Clr Kemp) MIN25.300</p> <p>That Council:</p> <p>1. Adopt the Lake Conjola Coastal Management Program (CMP) and the CMP be submitted to the relevant NSW Government Minister for certification.</p> <p>CL25.192 Adoption of the Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program. RESOLVED (Clr White / Clr Proudfoot) MIN25.298</p> <p>That Council:</p> <p>1. Adopt the Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program (CMP) and the CMP be submitted to the relevant NSW Government Minister for certification.</p> <p>Still waiting for Council endorsement of the Lower Shoalhaven River CMP.</p>	Commence implementation of the Open Coast and Jervis Bay Coastal Management Program	90%	90%		Manager – Environmental Services	DCCEEW Coast and Estuary grant supported projects (aligning with CMP actions) commenced.






Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Lake Conjola Coastal Management Program presented to Council for adoption by June 2025	100%	100%	●	Manager – Environmental Services	Lake Conjola CMP has been endorsed by Council. 10 June 2025 CL25.194 and has been submitted to the State Government for certification.
	Lower Shoalhaven River Coastal Management Program presented to Council for adoption by June 2025	100%	100%	●	Manager – Environmental Services	CMP was reported Council 17 June 2025 CL25.193 Adoption of the Lower Shoalhaven River Coastal Management Program deferred pending another Councilor Briefing and report back to Council.
	Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program presented to Council for adoption by June 2025	100%	100%	●	Manager – Environmental Services	CMP has been endorsed by Council CL25.192 Adoption of the Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek Coastal Management Program 10 June 2025. Awaiting letters of support before submission to the State Government for certification.
	Secure external funding to implement the South Mollymook Coastal Protection Works	100%	0%	●	Manager – Environmental Services	Funding application submitted to National Emergency Management Agency (NEMA) 10 April 2025 grant ID FA000012. No external funding secured as of 8 July 2025.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	2.3.03.05 Prepare new, or review existing Bushcare Group Action Plans in consultation with community						
	Eight Bushcare Group Action Plans were completed during the 2024/25 financial year.	Number of Bushcare Group Action Plans reviewed	8	8		Manager – Environmental Services	<p>The following Bushcare Group Action Plans were reviewed:</p> <ul style="list-style-type: none"> • Orient Point • Red Head Villages (Cunjurong Manyana) • Basin Walking Track • River Road Shoalhaven Heads • Shoalhaven Heads • Currarong Village • Huskisson Woollamia • Bundewallah Reserve



Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 2.3.03.06 Undertake all actions required under Council's responsibility as Local Control Authority for weeds under the Biosecurity Act 2015 (NSW)						
Programs for controlling state-priority weeds for eradication have been ongoing. These weeds include Parthenium Weed, Salvinia, Boneseed, Alligator Weed, Bitou Bush, Frogbit, Kidney-leaf Mud Plantain and two species of Ludwigia. One new incursion of State Prohibited Matter species Frogbit was found on private property and controlled. Monthly inspections throughout the year are being conducted. The priority weed Inspection Plan was reviewed and updated with priority inspection areas, High Risk Sites and High Risk Pathways. Capacity Building and education included updating Council's Weed Management website pages, and engagement activities with community groups and residents.	Number of priority weed inspections	1,560	2,262		Manager – Environmental Services	A total of 2262 inspections were performed during the year, far exceeding the target. This was in part because of additional funding for 'State Priority Weed Response', and there were numerous small property inspections in Q4 for Bitou Bush, in particular.
	Percentage of failed priority weed inspections whereby corrective actions have been implemented	100%	100%		Manager – Environmental Services	1,213 priority weed inspections were completed in the quarter. There were 105 infestation reports sent for priority weeds, and 1,108 'Nil Infestation' inspections. There were numerous small property inspections in Q4 for Bitou Bush, in particular.

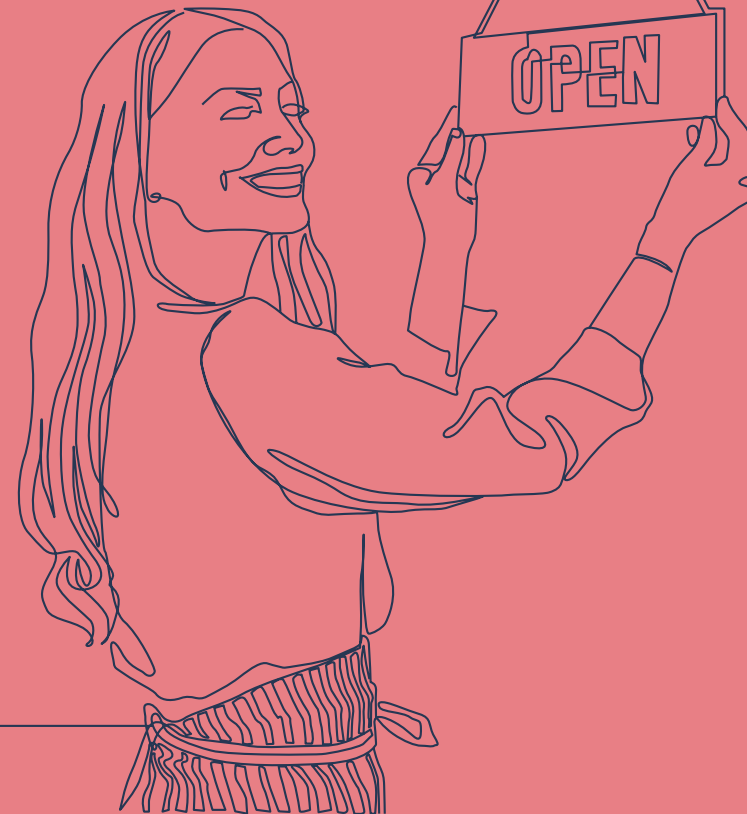
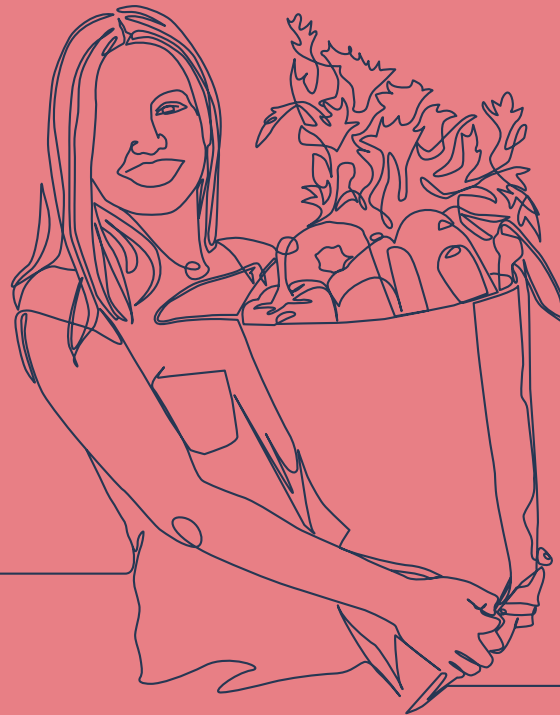


Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Number of prioritised natural areas undergoing vertebrate pest control eradication activities such as red fox baiting	5	0	●	Manager – Environmental Services	No pest animal control work has been undertaken directly by Council staff in Natural Areas as there is currently no funding available. A funding application was submitted for a control program through the Crown Reserves Improvement Fund but was unsuccessful. NPWS undertakes fox control under its shorebird and Brush-tailed Rock Wallaby protection projects with support from Council.
2.3.03.07 Progress finalisation of Council's Urban Greening Strategy						
Canopy Study supplier selected. Urban Tree Strategy project brief in development.	Urban Greening Strategy finalised by June 2025	100%	50%	●	Manager – Environmental Services	Delivery moved to FY26 due to staffing vacancy and project complexity.
2.3.04.01 Deliver the Sustainable Living Program for community members						
Sustainable living guide readily available for residents along with energy saving kits, sunspot solar program and website resources. No workshops currently planned due to resource constraints.	Number of funded workshops or events delivered under the Sustainable Living Program	10	0	●	Manager – Environmental Services	Work remains to be completed to determine the future direction and resourcing of workshops under the sustainable living program.
	Number of environmental awareness programs disseminated to the community	4	20	●	Manager – Environmental Services	The Environmental Awareness Working Group continues to deliver an awareness campaign for environmental programs.
2.3.05.01 Maximise recycling opportunities at Council's waste facilities						
Soft plastics and embedded batteries have been added to the range of materials collected for diversion from landfill.	Increase the number of material types recycled year on year	2	2	●	Manager – Waste Services	Soft Plastics and embedded batteries have been added to the range of materials that are targeted for recycling.





Thriving local economies that meet *community needs*





Progress snapshot

✓ 83% Completed

⚠ 11% Requires Attention

🕒 6% Deferred



Highlights

- Economic Development participated in events and networking opportunities to build relationships with external networks, organisations and government agencies. This included showcasing the region's capabilities at the Illawarra Career Expo and supporting the School Steer Spectacular to promote a career in the local agriculture sector.
- During 2024/25 Council submitted 77 grant applications to external funding sources with 26 successful grants that have brought in over \$3.2M in additional funding to help deliver projects to the community.
- There were six successful Regional Event Fund grant applications securing over \$100,000 from DNSW through advocating and supporting events coming to Shoalhaven. The Economic Development team are actively engaging with external event organisers to showcase Shoalhaven's venues for large events.
- Nowra and Ulladulla Visitor Centres maintain strong Google ratings of 4.3 and 4.4 stars, achieving a solid average of 4.35 and consistently delivering high-quality service throughout 2024/25.
- Key Council staff continue to participate in the Illawarra Shoalhaven Joint Organisation (ISJO) facilitated projects including the recently launched Community Renewables program which is making it easier for residents and small businesses to access affordable solar and battery solutions, helping cut bills and boost energy resilience.

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Our performance for the last 3 months

Number of events
on Council owned or
managed land

245(ytd)

Number of Council
grant applications

77(ytd)

356(ytd)

Business
networking
opportunities
attended

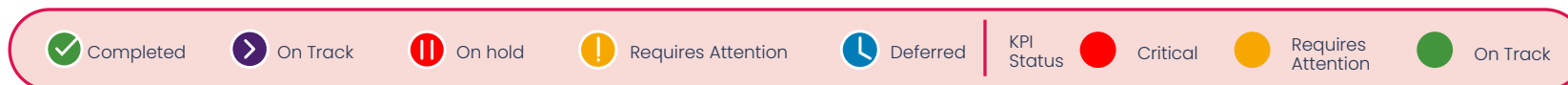
4.35 stars

Shoalhaven Visitor Centre
Rating









☰ Thriving local economies that meet *community needs*







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
✓	3.1.01.01 Actively participate in events and networking opportunities with industry groups and businesses that support growth of the Shoalhaven economy						
	<p>This quarter the team regularly participated in events and networking opportunities to build relationships with external networks, organisations and government agencies.</p> <p>The team showcased the region's capabilities at the Illawarra Career Expo and supported the School Steer Spectacular in order to promote a career in the local agriculture sector. Meetings and collaboration occurred with external organisations such as RDA Illawarra Shoalhaven, DSSS, Destination NSW, and TfNSW.</p>	Number of external meetings, events and networking opportunities attended or facilitated to support businesses and industry groups	300	356	🟢	Manager – Cultural & Community Services	Year to date, the team have participated in 356 meetings, events and networking opportunities to build relationships with external networks, organisations and government agencies.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.01.02 Develop and implement a combined Tourism and Economic Development strategy						
	<p>The Economic Development and Tourism Strategy 2025 has developed a full communications plan, with stakeholder engagement scheduled for August/September 2025. Completion of this project was deferred and carried forward into the 25/26 financial year.</p> <p>This strategy is being developed wholly in-house due to financial resources, and therefore the timelines may be constrained due to staff capacity.</p>	Deliver a combined Tourism and Economic Development Strategy and Action Plan by June 2025	100%	50%		Manager – Cultural & Community Services	The Economic Development and Tourism Strategy 2025 commences stakeholder engagement in August/September 2025 with surveys and workshops. Staff are completing this strategy in-house and therefore completion has been carried forward into the 25/26 financial year.
	3.1.01.03 Support business networks and industry groups to allow businesses and employees to establish, develop and thrive in the Shoalhaven						
	<p>The Economic Development and Tourism team support individuals/networks/groups within the region in order to assist businesses and the Shoalhaven economy.</p> <p>Council collaborates and partners with individuals and organisations to realise our shared goals for supporting and growing the Shoalhaven economy with business development.</p>	Number of networks, groups or individuals supported by the Economic Development Team	Count	64		Manager – Cultural & Community Services	<p>The Economic Development and Tourism team have supported 64 (year to date) individuals/networks/groups within the region in order to assist businesses and the Shoalhaven economy.</p> <p>This quarter, it included promotion of the region to potential future investors, the support of many events, and presentation to Council's CCBs in order to outline process for event applications and approvals.</p>







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.01.04 Progress work to unlock the economic growth and employment generating opportunities of zoned but undeveloped land in the South Nowra Industrial Area						
	<p>Matter reported to Council (Jan 2025) to determine continued work to attempt to progress this matter, including the possible preparation of an 'interim' Development Control Plan Chapter.</p> <p>Continued to also liaise with NSW Government staff on the Regional Plan project related to this important area. Council briefed on progress in April 2025.</p>	Amount of employment land delivered (hectares)	Count	3		Manager – Strategic Planning	Three lots at Flinders Road sold.
	3.1.01.05 Actively engage with industry groups: Defence, Manufacturing, Farming, Construction, Administration, Tourism.						
	<p>Regular check-ins and meetings with industry groups and individuals assist the team to advocate on their behalf such as agriculture, tourism and aquaculture during disaster events.</p> <p>Council remains on the Steering Committee of the Illawarra Shoalhaven Regional Defence Network, which are delivering a schedule of events over the 2025 calendar year.</p> <p>Liaison with organisations such as Flagstaff, Transport for NSW, Department of Home Affairs, Department of Primary Industries and Regional Development, Regional Development Australia assist in connecting industry with resources.</p>	Facilitate and participate in industry networking groups by attending, presenting and advocating for needs	8	64		Manager – Cultural & Community Services	<p>Year to date, the team have engaged in, presented or advocated at 64 workshops, events and meetings by providing data, insights, support or advocacy to connect opportunities, along with liaising with government organisations to present opportunities and challenges that need more support.</p> <p>This quarter, it included State of the Workforce report launch, and workshops with TAFE NSW on how they deliver to community needs.</p>






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Develop “Business Champions” content series to celebrate business success stories in the region	1	1		Manager – Cultural & Community Services	Content is continually being captured by Council’s in house photographer and videographer. This includes obtaining marketing material for any Shoalhaven business, in any sector. Council’s work in the Illawarra Shoalhaven Regional Defence Network also saw the launch of a video series, that promotes careers in defence industry.
	3.1.01.06 Develop and create InvestShoalhaven.com website as a hub for resources, news and connection for Shoalhaven businesses						
	The new business website investshoalhaven.com was launched in May 2024 and includes news, toolkits and resources for local businesses and investors. The Economic Development and Tourism Teams continue to maintain, update and promote the website to increase engagement and promote the region. During this quarter there were 1,400 active users and 2,600 total page views. A newsletter with recent articles is sent every month to subscribers. There were 42 blogs/articles published, including information on training, networking and development and opportunities for businesses of all sizes.	Publish regular news items on investshoalhaven.com and send monthly targeted emails to businesses	12	42		Manager – Cultural & Community Services	There were 42 news articles published on investshoalhaven.com this quarter. The articles included information on training, networking and development and opportunities for businesses of all sizes.





Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Grow engagement and pageviews of investshoalhaven.com	10%	27%		Manager – Cultural & Community Services	During this quarter there were 1,400 active users and 2,600 total page views. This is a 27% increase from the 1,100 active users at the commencement of the 2024/25 reporting cycle. The Economic Development and Tourism Teams will continue to update, maintain and promote the website to further enhance engagement.
 3.1.02.01 Provide advice and support to Council on external funding opportunities that are aligned to strategic objectives						
Year to date Council has submitted 77 grant applications to external funding sources with 26 successful. The successful grants have brought in over \$3,200,000 in additional funding to help deliver projects for Council and community. The Grants Officer continues to provide an ongoing service to Council, researching and scanning both state and federal landscapes and briefing internal teams on funding opportunities that align with strategic projects.	Number of Council applications to external grant funding programs	100	77		Manager – Cultural & Community Services	There were 10 applications for external funding coordinated in the last quarter of 2025, with 77 applications for Council year to date. This is short of the desired target due to the financial rationale of Council's asset plans.
	Number of successful grant applications bringing additional investment into projects/ programs within the Shoalhaven	60	26		Manager – Cultural & Community Services	The Grants Officer is continuing to promote external funding opportunities and advocate for delivery ready projects. The 2024/2025 Financial Year brought in 26 successful applications, 19 unsuccessful and 32 funding applications still pending outcomes. This is a 34% success rate with grant applications.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of grant programs promoted externally to Industry via groups such as chambers of commerce and local community groups	60	62		Manager – Cultural & Community Services	Council's Grants Officer continues to work with local business networks and internal business units to promote funding opportunities to community. Council has shared 62 various funding opportunities with external business and community groups in 2024 – 2025 Financial Year.
	3.1.02.02 Advocate for key initiatives and strategic projects that will assist in attracting investment and boosting the Shoalhaven economy						
	Advocacy actions and feedback into policy from the Economic Development team are ongoing such as: a Key Moves project for Nowra is managed by the team to create actions that will enhance the CBD, supporting businesses in the Uptown Project Districts to enhance vibrancy through the office of the 24-hour Commissioner, and Visitor Economy Workshops with neighboring regions. Promotion of available employment land at Albatross Technology Park. Feedback and involvement in policy making such as Special Entertainment Precinct, Community Improvement Districts and Short Term Rental Accommodation. Assisting to advocate for resilience across several sectors such as local dairy and beef farmers, retail, hospitality and oyster growers.	Number of active contributions to regional, state or federal governments (meetings, phone conversations or written advice)	150	62		Manager – Cultural & Community Services	The Economic Development and Tourism team provided 33 contributions to regional, state or federal governments (YTD 62). This included a workshop with TAFE NSW in how they meet needs in the community, and the launch of the State of the Workforce report by RDA Illawarra Shoalhaven.






Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
3.1.02.03 Maintain Council's Key Projects Advocacy Document as a living prospectus to drive government investment						
The team compiled and published the one digest of game-changing projects for the region focused on Federal priority areas and on time for the election. The project included an interactive landing page, press release and video overview. This document was the talking point of meetings with Federal Candidates to advocate for the key projects for our City. The document has been distributed and discussed throughout many stakeholder groups via the Mayor and CEO.	Update content of Key Projects Guide, print and distribute to align with Local Government and Federal Election campaigns	Count	2		Manager Cultural & Community Services	The Advocacy document was updated to a small one-page version of game changing projects. This was complemented by a video, press release and meetings with the candidates before the Federal Election.
3.1.02.04 Advocate on behalf of businesses and community for connectivity upgrades and expansion of mobile and internet networks						
Council has continued to liaise with Telstra to update the action-oriented connectivity plan, with actions both for Telstra and Council. Council has a predominate role of advocacy in relation to telecommunications connectivity, where Council regularly relays concerns and difficulties being experienced by the community and businesses.	Number of actions addressed in Council's Connectivity Plans	4	11		Manager – Cultural & Community Services	A total of two actions have continued progression in the Connectivity Plan this quarter (11 YTD). These include advocacy and increasing reception in the town of Kangaroo Valley and securing a site for an additional tower in Berry.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.03.01 Promote the Shoalhaven as a diverse region with a focus on off-season visitation						
	A reduction in funds for direct tourism marketing has decreased the engagement on shoalhaven.com, and reduced campaign budgets by around one third. Data shows that spend is down between 15-20% year on year, although visitation remains stable. However a co-operative marketing campaigns such as “Go Grand” and support from Destination NSW with inclusion in the winter Feel New campaign assisted with brand exposure. Huskisson won Top Tiny Town in NSW for the third year running, and one of our team represented the region and it's products at Australian Tourism Exchange in May.	Grow unique users to Shoalhaven.com website to in turn drive leads to business listings	5%	4.8%		Manager Cultural & Community Services	Web users declined 0.2% in the year ending June 2025 with 414,000 users compared to 415,000 users the year before. This is due to budget cuts to tourism marketing activity to the affect of around one third.
	3.1.03.02 Advocate for and support events coming to Shoalhaven in the off-season to increase visitation, provide employment and boost the visitor economy						
	Following the removal of the Tourism Event Support Program, the team has adopted a new approach to support Shoalhaven event organisers. They assist by promoting grant funding, providing letters of support, economic and tourism data, and conducting one-on-one marketing and sponsorship workshops. This led to six successful Regional Event Fund grant applications, securing over \$100,000 from DNSW. The team is also actively engaging with external event organisers to showcase Shoalhaven's venues for large events.	Number of meetings, discussions and networking with event holders / businesses to encourage and support off-season events in Shoalhaven	25	44		Manager – Cultural & Community Services	Number of meetings, discussions and networking with event holders / businesses to encourage and support off-season events in Shoalhaven.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.03.03 Deliver Visitor Servicing Strategy including operational centres, mobile tourism services, industry support and merchandise sales						
	The Shoalhaven Visitor Services team delivered a strong performance in the 2024–2025 financial year, successfully implementing the Visitor Servicing Strategy. Merchandise sales totaled \$61,701, with Nowra surpassing Ulladulla in retail performance. The online store attracted 7,206 visits and generated \$4,826.80 in revenue. The tourism van distributed over 50,000 guides, strengthening industry engagement. Staff actively participated in community events like the Viking Festival and Ulladulla High School careers day, promoting tourism careers. Visitor centres maintained solid performance amid financial sustainability efforts, while the team's presence at events helped foster stronger connections with locals and operators, enhancing the visitor experience.	Maintain a high quality of service and achieve Google business reviews above 4 stars for the Shoalhaven Visitor Centre	4	4.35		Manager – Cultural & Community Services	Nowra and Ulladulla Visitor Centres maintained strong Google ratings of 4.3 and 4.4 stars, achieving a solid average of 4.35 and consistently delivering high-quality service throughout the financial year.
		Increase total merchandise sales across all Shoalhaven Visitor Service sales channels	60,000	61,701		Manager – Cultural & Community Services	Merchandise sales for the June 2024 – June 2025 financial year reached \$61,701.17, exceeding the \$60,000 target despite reduced weekend hours at Ulladulla Visitor Centre which likely impacted potential sales growth.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.1.03.04 Deliver support to aboriginal tourism operators in developing tourism businesses						
	There are nine Aboriginal Cultural products and experiences in our region, all who work with the team on building the presence of product in the region and jobs for our community. Many of these businesses are working with Destination Sydney surrounds South, Destination NSW and Tourism Australia to build capacity whether it be in getting marketing ready, developing product for the international market or simply discussing product ideas. The Council team ensures they work alongside and at the pace that the businesses require.	Number of additional Australian Tourism Data Warehouse listings for Aboriginal Tourism Operators	12	9		Manager Cultural & Community Services	Product development and support for Aboriginal businesses continues where the team has capacity. There are currently 9 experiences on shoalhaven.com some which have started work on their international market readiness.
	3.2.01.01 Investigate opportunities for strategic development of key projects in our City						
	<p>The team is collaborating with the Strategic Planning team to investigate opportunities for Special Entertainment Precincts and are participating in Webinars and Training with office for the 24 Hour Economy Commissioner, to help develop and grow the Night time Economy in Nowra.</p> <p>Industrial land sales in Flinders Industrial Estate have recently settled and Albatross Aviation Technology Park are in open for EOI. This will attract businesses to expand or relocate to the region.</p> <p>The team created Council's new advocacy guide featuring key game-changing projects for the city to attract external funding.</p>	Actively promote investment opportunities such as hotels and other commercial ventures to potential markets, with a focus on CBD projects such as Nowra and the Shoalhaven Riverfront	200	834		Manager – Cultural & Community Services	The team is collaborating and investigating opportunities for Special Entertainment Precincts to help develop and grow the Night time Economy in Nowra. Promotion of available employment land at Albatross Technology Park has also occurred to in an attempt to attract/grow the aviation and advanced manufacturing sectors in the Shoalhaven. A review of the https://investshoalhaven.com/ website has occurred and it was determined that there were 834 clicks to investment specific pages over the 12 month period.




	Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
	Key Council staff continue to participate in ISJO facilitated projects including the recently launched Community renewables program which is making it easier for residents and small businesses to access affordable solar and battery solutions, helping cut bills and boost energy resilience.	Number of partnership initiatives for mutual benefit of ISJO stakeholders	4	4	●	Manager - Corporate Performance & Reporting	Partnership initiatives throughout the year include: Community Renewables Program, Disaster Risk Reduction Fund Program, Regional Illegal Dumping Program and Regional Soft Plastics Collection program.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	3.2.02.01 Progress master planning for the Nowra Riverfront Precinct and planning reviews to assist the revitalisation of the Nowra City Centre						
	<p>Nowra Riverfront Precinct – Council continued to participate in the NSW Government's Nowra Riverfront Advisory Taskforce that is overseeing planning for this precinct that is identified in the Illawarra-Shoalhaven Regional Plan, with a meeting held in March 2025.</p> <p>Council was awarded grant of \$5 million in January 2025 under the Australian Government's Regional Precincts and Partnerships Program (RPPP) to finalize the master planning work. Funding deed concluded June 2025 to enable release of funding. Early project work continued ahead of receipt of funding.</p> <p>NSW Government Announcements also made in March 2025 re State Significant Rezoning Proposal for the sub precincts in the western part of the precinct adjacent to Bridge Road/Hyam Street. The proposal was identified by the NSW Department of Planning, Housing, and Infrastructure in partnership with the council as suitable for state-led rezoning to accelerate the process. This will allow the Department to coordinate stakeholders to accelerate technical studies including traffic and transport, urban design and stormwater. Under the rezoning, mid-rise housing of up to 23 metres in height could be facilitated allowing for up to 270 new homes.</p>	Quarterly/Annual Progress reports issued to Council	100%	100%		Manager – Strategic Planning	<p>Q4 Update report provided to the Audit Risk & Improvement Committee on 7 May 2025. Previous quarterly updates reported to ARIC in February, November & August.</p> <p>Supporting studies have been engaged/commenced.</p> <p>Homes NSW Led Rezoning Proposal, Mandalay Avenue sub precinct – Homes NSW is preparing to submit a rezoning proposal for this sub-precinct that will potentially enable 260 new social and affordable homes. The proposal will then be assessed by the NSW Department of Planning, Housing and Infrastructure. Draft material reviewed by Council staff.</p> <p>Nowra CBD – The NSW Government's Illawarra-Shoalhaven Regional Plan includes the development of a Strategic Road Map for the Nowra City enter as a key action. In May 2024 the Council reaffirmed its support for this project and noted it would await its outcomes before undertaking any planning review. Council continued to work collaboratively with the NSW Department of Planning</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
	There were 71 events processed and approved on Council land in April to June, which is a significant increase of 75% from the same period last year. There were a number of new events held in the area during this period including Youth Week Markets, Film Premieres, the Milton, Jazz and Blues Festival, and a Magic Round Beer, Food and Footy Festival. The event toolkit has continued to be rolled out to local event organisers to assist with the event application process and promote best practice event management across the region.	Number of approved events on Council owned or managed land	120	245		Manager – Cultural & Community Services	70 events were approved on Council owned or managed land from April – June (245 YTD). The team interacted with 25 other events, approving traffic plans or offering support and advice. Additionally, 6 approved events/markets were cancelled due to significant rain.



Shoalhaven City Council – Performance Report April – June 2025

Huskisson Sports Ground

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CL25.261 - Attachment 1



Effective, responsible and authentic *leadership*





Progress snapshot

✓ 86% Completed



6% On track



4% On Hold



4% Requires Attention



Highlights

- Council's self-insurance case management activities have shown sustained strong performance over more recent audits. Compliance for the 2024 claims period audit is 98%, up from 97% in 2023.
- Highlights within the Strategic Work Health & Safety Plan initiatives implemented included the Inspection Testing and Monitoring system in OneCouncil, 908 staff attended the 'Let's Talk About Safety' events, and 120 leaders trained in Managing for Team Wellbeing.
- The Community Engagement Strategy and Framework has been adopted by Council which now includes the updated Community Participation Plan.
- Several engagement activities were completed this quarter, including the Community Infrastructure Strategic Plan, Margie Sheedy Memorial Project, Draft Community Strategic Plan 2035, Draft Delivery Program Operational Plan and Budget 2025-26, and initial Disability Inclusion Action Plan review.
- Shoalhaven Animal Shelter works tirelessly to ensure minimal returns of adopted animals with 142 adoptions and 7 returns this quarter, resulting in overall 6.1% (YTD) of adopted animal return rate, well below the 10% target.

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Our performance for the last 3 months



1.87min

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



84.1%

of IT service desk requests completed within SLAs

Customer service enquiries resolved at first contact
(80% target)

82.2%

49

Number of media releases





Community Engagement















'Let's Talk About Safety'



Draft Delivery Program Operational Plan and Budget 2025-26

Effective, responsible and authentic *leadership*

 Completed
  On Track
  On hold
  Requires Attention
  Deferred
 KPI Status
  Critical
  Requires Attention
  On Track


Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
 4.1.01.01 Provide an excellent customer experience by meeting Council's customer service standards for Contact Centre Operations						
<p>In 24/25, the Contact Centre answered 70% of calls within the 30 second target (average answer time of 36 seconds) and we are consistently achieving above 80% first contact resolution.</p> <p>The calls abandoned rate is 3%, which is an excellent result as industry standard is 7%.</p> <p>34.85% of customer requests were created by customers online via the website.</p> <p>Average customer wait time at the Nowra counter is 2 minutes.</p> <p>Customer satisfaction was measured via customer requests and by phone resulting in a score of 86%.</p>	Average wait time at the Customer Service Counter	5	2		Manager - Customer Experience	YTD average wait time at the Nowra Admin counter is 1.87 minutes. The average serve time was 9.9 minutes
	Percentage of customer contacts that abandoned before being answered by the Contact Centre	7%	3%		Manager - Customer Experience	In 24/25, only 3% of calls were abandoned before being answered by the Contact Centre.
	Percentage of customer enquiries resolved at first point of contact	80%	82%		Manager - Customer Experience	In 24/25, Customer Experience resolved 82.2% of calls at the first point of contact.

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	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Calls to Contact Centre answered within 30 seconds	30	36	●	Manager – Customer Experience	Average speed of answer (ASA) in Q4 was 30 seconds. ASA for 24/25 was 36 seconds. In Q4, 74% of calls were answered within 30 seconds. For 24/25, 70% of calls were answered within 30 seconds.
		Percentage of customer requests conducted online	25%	35%	●	Manager – Customer Experience	In 24/25, 34.85% of requests were created online by the customer.
✓	4.1.01.02 Run ‘Voice of the Customer’ programme by responding to feedback and identifying process improvements to close the feedback loop						
	Customer Satisfaction (CSAT) surveys were enabled in customer requests for the full year and enabled for phone calls for part of the year. A process is in place to review the feedback and identify improvements. In 24/25, the overall CSAT score was 86%.	Measure quality of customer service provided through customer satisfaction (CSAT)	85%	86%	●	Manager – Customer Experience	In 24/25, Customer Satisfaction (CSAT) was measured via customer requests and by phone. The combined CSAT score for the year was 86%.
✓	4.1.01.03 Provide graphics and cartography support to the organisation and issue 10.7 planning certificates and dwelling entitlement certificates						
	Total of 1,269 certificates issued during the quarter. Range of mapping and graphic support provided to projects in the Strategic Planning Team and also elsewhere in Council.	Number of 10.7 planning certificates and dwelling entitlement certificates issued	Count	5,256	●	Manager – Strategic Planning	Number of certificates issues in the year up on the previous year.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.02.01 Coordinate the delivery of a high quality Family Day Care service						
	In spite of the impending closure of the service, the team remained dedicated to coordinating the delivery of a high-quality Family Day Care program. The service continued to align with sector best practices and responded proactively to the evolving policy and regulatory environment to ensure ongoing compliance.	Maintain and increase the number of Family Day Care Educators	32	0		Manager – Cultural & Community Services	This target could not be achieved due to the decision to close our service and the subsequent need for educators to find an alternate provider. At the time Council made the decision to close the service, we had 23 active educators registered with our service. In the past quarter we have had 5 educators close their doors and 18 register with another provider.
		Percentage of scheduled Family Day Care inspections undertaken	100%	100%		Manager – Cultural & Community Services	All required annual Family Day Care educator inspections were 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.
		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	0		Manager – Cultural & Community Services	While the service continued to actively promote cultural safety and inclusiveness through newsletters and other communications, the impending closure of the service meant that further engagement activities, programs, or initiatives were not pursued, as there was no practical benefit in implementing changes within a service scheduled to cease operations.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.1.03.01 Review and update the Bereavement Services Business Plan to reflect updated licencing requirements and legislation						
	Service Review in progress. Business Plan will be updated once service review completed and outcomes considered. Interment Industry Scheme and Licencing requirements will be included in the updated plan	Bereavement Services Business Plan considered by Council before 31 December 2024	100%	70%		Manager – Commercial Services	Service review in progress – Business Plan will be updated once service review has been completed and recommendations considered
	4.1.04.01 Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter						
	Q4, 142 adoptions with 7 returns, resulting in a return rate of 4.92%. Reason for returns were 2 x existing animal didn't get along with, 1 x doesn't get along with existing animal, 1 x children not good with, 2 x timid/fearful, 1 x behavioural issues. YTD 6.1%	Percentage of adopted animal return rate	10%	6.1%		Manager – Certification & Compliance	Q4, 142 adoptions with 7 returns, resulting in a return rate of 4.92%. Reason for returns were 2 x existing animal didn't get along with, 1 x doesn't get along with existing animal, 1 x children not good with, 2 x timid/fearful, 1 x behavioural issues. YTD 6.1%
	4.1.05.01 Provide excellent customer service for waste and recycling collection services						
	Council's Waste and Recycling Collection Services strive to provide high levels of customer service to the community. For 'compliments' received, the full year target has been achieved. For 'complaints' received, the inclusion of complaints made direct to the contractor about missed bin collections, which are generally acceptably rectified within 2 days per contract requirements, has added a transparency level that has made the target rates more difficult. The exclusion of these, except where contract requirements were not met, reduces complaints to 387 for the year, or 6% above the full year target of 365.	Number of waste and recycling collection service compliments from customers	5	11		Manager – Waste Services	In Q4, there were 11 compliments reported (37 YTD). This represents 3.08 compliments each month for the year, better than the set target of 1.67.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of justified waste and recycling collection service complaints from customers	80	143	●	Manager – Waste Services	In Q4, there were 143 complaints reported, 594 YTD. This represents a YTD rate of 1.57 complaints for every 10,000 pickups (the target measure is set to less is better and is equivalent to approximately 1 complaint for every 10,000 bin pickups). The rate reduces to 1.02 complaints when excluding 207 complaints made direct to the contractor as result of missed bin collections that were rectified within 2 weekdays per contract requirements.
✓	4.1.06.01 Provide potable water supply in accordance with Australian Drinking Water Guidelines						
	Council continues to provide the community with water that meets the Australian Drinking Water Guidelines.	Number of E-Coli incidents encountered through testing program	Count	0	●	Manager – Water Operations & Maintenance	Council has had no E-Coli incidents
✓	4.1.06.02 Ensure effective and efficient recording of water consumption through continuation of water meter replacement program						
	Replacement program continued this quarter with 387 meters replaced	Deliver the annual water meter replacement program	100%	90%	●	Manager – Water Business Services	Work continued this quarter using an effective method of replacement
✓	4.1.06.03 Increase the community awareness of the Shoalhaven Water financial support program and provide additional support and training to all key agencies that administer the Payment Assistance Scheme on behalf of Shoalhaven Water						
	This work continues with the focus on training for support agencies and general promotion of the Payment Assistance Scheme to raise awareness in the community of the support that is available.	Deliver targeted communications and engagement activities to increase awareness of the Payment Assistance Scheme across the community	100%	100%	●	Manager – Water Business Services	Ongoing focus to engage with Services agencies that administer the scheme, and utilising various channels to promote the scheme to the community







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.01.01 Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting						
	<ul style="list-style-type: none"> • Jan – March Q3 2024-25 Delivery Program Operational Plan (DPOP) Performance report completed and reported to 27 May Ordinary Meeting • Public exhibition for new suite of Integrated Planning & Reporting documents from 1 – 29 May • 61 submissions received from community members, Community Consultative Bodies and business organisations 	Produce the Annual Report by November 2024	100%	100%		Manager – Corporate Performance & Reporting	Annual report endorsed in November 2024 and available on Council's website. Planning underway for completion of 2024-25 Annual report due by 30 November.
		Adopt the new suite of Integrated Planning & Reporting documents including the Community Strategic Plan and Delivery Program Operational Plan 2025-29 by June 2025	100%	100%		Manager – Corporate Performance & Reporting	Community Strategic Plan 2035 and 2025-26 Delivery Program Operational Plan, Budget, Fees & Charges adopted by Council at the 19 June Extra Ordinary meeting.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.01.02 Coordinate Audit, Risk and Improvement Committee functions and responsibilities and deliver the planned internal audits						
	ARIC is discharging their responsibilities as per the adopted ARIC Charter and the ARIC annual plan. All the meetings have occurred as planned. Internal audits are progressing as per the approved internal audit plan.	Audit, Risk and Improvement Committee meetings delivered as per the Charter requirements	5	5		Chief Executive Officer	The ARIC meeting for the 1st quarter occurred on 14 August 2024, 2nd Quarter on 14 November 2024, 3rd Quarter on 19 February 2025 and 4th Quarter on 07 May 2025. The meeting covered the activities as per the approved ARIC annual plan which reflects the ARIC Charter requirements. The meeting to discuss the Financial Statement occurred on 23 October 2024.
		ARIC annual report on its key activities and functions presented to Council	1	1		Chief Executive Officer	The ARIC Chair, Donna Rygate presented the ARIC annual report on 15 April 2025 Ordinary Council meeting.
		Conduct audits as per approved internal audit plan	100%	90%		Chief Executive Officer	Internal audits are progressing as per the approved internal audit plan. The Procurement audit has been completed. Stock Management audit at management comments stage. Drives24 annual compliance audit completed. These two reports will be tabled at the August ARIC meeting. Currently in planning stage for Project Management and Finance General Control audit.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.01.03 Process application requests for access to public information						
	Council continues to receive high numbers of both informal and formal GIPA applications. A four day per week Information & Privacy Officer has been recruited to assist with the workload which is reducing the processing times. Council continues to see a year on year increase in the number of both informal and formal access applications under the GIPA Act.	Percentage of formal GIPA requests met within statutory requirements	100%	90%		Manager – Business Assurance & Risk	Four applications out of a total of forty were not determined within the required timeframe.
	4.2.01.04 Review and update Council's Business Continuity Planning Documents						
	The Business Continuity Planning documents were reviewed and endorsed by ELT on the 15 September 2024. Another update is in progress to align with the organisational structural change. For those departments deemed critical functions, the sub-plans will remain current. There will be a change in the Directorate Plans, to ensure the new structure is captured. In May ELT updated the Continuity Management Team representatives and contact list. BCP Directorate Plans to be reviewed and finalised.	Staff provided training on revised Business Continuity Plans	100%	0%		Manager – Business Assurance & Risk	Training to be completed after the completion of the updated BCP.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.01.05 Complete review and update of the key strategic business documents and plans of Shoalhaven Water as required under the Regulatory and Assurance framework for local water utilities						
	Council endorsed the Development Servicing Plan that is progressing through public consultation, this will inform the Long term Financial plan of each fund and the finalisation of the Shoalhaven Water Strategic Business Plan. Upon appointment of Shoalhaven Water Director the draft Plan will be presented to Council during the next financial year for consideration and approval.	Completion of long term financial model for both Water and Sewer funds	100%	100%		Manager – Water Business Services	Model completed for 10 year Long Term Financial Plan commencing 2025-26 for both the Water and Sewer funds. Models will be updated on a regular basis to support decisions and planning with the continued focus on the long term financial sustainability of both funds.
		Gain Council approval of Shoalhaven Water Strategic Business Plan	100%	70%		Manager – Water Business Services	With the completion of the Development Servicing Plan and Long-term financial Plan model, work has begun to a draft the Strategic Business Plan ready for the final review once the Director Shoalhaven Water has been appointed. This plan will be presented to Council during the next financial year






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.02.01 Ensure currency of Council's Risk Management Framework						
	On 15 Oct 2024, Executive Leadership Team reviewed the Risk Management Policy, ERM Framework overview document, and the strategic risk register and drafted the Risk Appetite Statement. ARIC reviewed all documents at the following meeting on the 4 November 2024. Council approval will be required for the Risk Management Policy and finalisation of the Risk Appetite Statement. The operational risk register is under constant review with the management team.	Operational Risk Register, Risk Appetite Statement and Strategic Risk Register reviewed annually by Executive Management Team and Audit, Risk & Improvement Committee and operational risk register reviewed by relevant management teams annually	1	1		Manager – Business Assurance & Risk	All operational and strategic risks reviewed in 2024/25 period and reported to ELT and ARIC. The Risk Appetite Statement was reviewed by ELT and ARIC in Sept to Nov 2024. Risk Appetite Statement to be finalised with consultation and approval from Council.
		High level risks reviewed regularly by relevant Managers, Directors and the Audit, Risk & Improvement Committee	2	2		Manager – Business Assurance & Risk	High level risks have been reviewed by relevant management teams, with an update to ELT in April and ARIC in May.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.02.02 Manage Workers Compensation Self-Insurers Licence						
	Council's self-insurance case management activities have shown sustained strong performance over more recent audits. ProCare's last audit of Council was for the 2023 period of claims. Compliance for the 2024 claims period audit is 98% (up from 97% in 2023), case management practice 96% (up from 93% in 2023) and data quality 95% (up from 94% in 2023). The overall audit score was 96.3%.	Achieve SIRA Auditing requirements for Workers Compensation Insurers Licensees	96%	96.3%		Manager – Business Assurance & Risk	Council's self-insurance case management activities have shown sustained strong performance over more recent audits. ProCare's last audit of Council was for the 2023 period of claims. Compliance for the 2024 claims period audit is 98% (up from 97% in 2023), case management practice 96% (up from 93% in 2023) and data quality 95% (up from 94% in 2023). The overall audit score is 96.3%.
	4.2.03.01 Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented						
	The review of the Workforce Plan was completed in October 2024.	Number of Equal Employment Opportunity Plan initiatives implemented	Count	0		Manager – People & Culture	EEO Management Plan for 2025-2028 is in draft.
		Percentage of staff with updated Performance Development Plan	90%	85%		Manager – People & Culture	85% of staff have an updated Performance Development Plan.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.03.02 Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan						
	<p>The Safety team attended 43 site visits covering investigations, audits, inspections and safety committee meetings.</p> <p>The newly established Inspection Testing and Monitoring (ITM) system is live in OneCouncil and allows for consistency and reporting of plans.</p> <p>Interactions with SafeWork NSW included resolved notices relating to fatigue management and psychosocial safety.</p> <p>The revised depot site safety training video was issued to all workers and included creation of a new video, reinforcement of site safety rules and review questions.</p> <p>One High Risk Work Permit book has replaced 4 previously required books and supports meaningful and adequate completion of site-specific safe work method statements.</p>	Number of Strategic WHS Plan initiatives implemented	8	8		Manager – People & Culture	Highlights were implementation of the Inspection Testing and Monitoring system in OneCouncil, 908 workers attending Let's Talk about Safety events and 120 leaders trained in Managing for Team Wellbeing.
		Reduction in Lost time Injury Frequency Rate compared to previous 3 year period	5%	5%		Manager – People & Culture	31 LTIs / 1,791,647.12 x 1,000,000 = 17.30. This is lower than the previous 3 year average of 17.70.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.03.03 Provide effective, proactive and strategic support to the organisation for Human Resources						
	A project to deliver streamlined onboarding process for new employees has commenced. A workplace change consultation process to update the HR business partner model to align to the current organisation structure has commenced.	Number of workplace change initiatives implemented	Count	6		Manager – People & Culture	There were 6 workplace changes in the period: Revenue Management in Finance within the City Performance Directorate. Business Support/Customer Experience across City Development and City Performance. Environmental Services Administration and Business Support within the City Development Directorate. Shoalhaven Family Day Care within the City Development Directorate. Shoalhaven Swim Sport & Fitness and Works & Services within the City Services Directorate. Media and Communications within the Office of the CEO.
	4.2.03.04 Continue to improve operating efficiencies in Payroll Unit						
	Continuing to improve operating efficiencies in Payroll, through ongoing training and upskilling of all staff. Procedures and process notes are continually reviewed for currency and accuracy.	Complete transition to new electronic time and attendance system	100%	95%		Manager – People & Culture	95% of staff have now been transferred to Dayforce, the new electronic time and attendance system. Final 5% on track to be completed by the end of July 2025.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.04.01 Implement an effective business partnership structure in supporting corporate information systems						
	Inaugural Business Partner meetings held in June with all four directorates. Feedback from the participants on our engagement was mostly positive, with staff appreciative of introducing the IT business partner role. Most participants did not have the need to meet each quarter and would prefer to meet as required.	Number of Corporate Information Systems business partnership meetings facilitated	7	7		Chief Information Officer	<p>Target is for 7 meetings a financial year. Five system administration meetings have been conducted so far in the 25 FY.</p> <ul style="list-style-type: none"> - 4 September 2024 - 16 October 2024 - 10 December 2024 - 18 February 2025 - 20 March 2025 - 16 April 2025 - 9 July 2025 (rescheduled from postponement in June) <p>Strong engagement for participants. Minutes have been recorded for each meeting. Next Meeting scheduled Wednesday 20 August 2025.</p>





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.04.02 Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing						
	<p>Achievements completed during the period include:</p> <ul style="list-style-type: none"> - Developed the Property GIS layer - Developed VertiGIS maps for the external online maps - Conducted GIS enquiries for Shoalhaven Water asset team - Reviewed and reported the Addressing and Road Naming Policy - Applied the new changes on Asset GIS layers model - Processed Road Naming and Addressing applications in timely manner. - Maintained Council's Cadastre, and processed Land and Property creation in GIS and OneCouncil. 	Percentage of Addressing and Road Naming applications processed within 7 days	100%	100%		Chief Information Officer	100% of Addressing and Road Naming applications have been processed within 7 days. 2 Road Naming applications and 477 Addressing allocations were processed within seven days in the last 3 months.
		Percentage of registered plans processed within 2 days of Land Registry Services notification	100%	100%		Chief Information Officer	100% of registered plans processed within 2 days of Land Registry Services notification. In total 172 lots mapped in GIS and recorded in OneCouncil.






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.04.03 Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security						
	OneCouncil access is continuously reviewed and refined to ensure access is secure as per staff delegations and privacy considerations, whilst staff are able to perform their delegated tasks appropriately. An internal technical working group has been established to review report queries, access to create them and governance to ensure reports are written robustly and do not affect the integrity of the system performance.	Council software licences renewed within budget in a timely manner and compliance maintained	100%	100%		Chief Information Officer	Council's Corporate Software continues to operate in a compliant manner and the corporate software budget tracking well for this financial year. Audits on system usage has realised savings on some licence renewals. Effective planning of upcoming licence renewals and regular discussions have allowed for analysis and effective decision making to forecast budget projections.
		Progress two of the following OneCouncil Regulatory processes by June 2025: Certificates, Enforcements, BAGs/Section 68 or Health/ Licencing applications	2	2		Chief Information Officer	10.7 – Go live 24th June. Certificates and Maintenance of Land Attributes are now processed in OneCouncil. Food Shop Inspections – Go Live on 1st July. All food shop inspections are now processed in OneCouncil.
		Ensure core information systems are regularly upgraded to ensure currency and effective operation (i.e OneCouncil and Content Manager)	2	2		Chief Information Officer	Plans to upgrade TechnologyOne (OneCouncil) to 2025B in December 2025. This will place us at the current release which is fully supported. Trim upgrade to 10.1 scheduled for Aug 2025. This is to keep us in a fully supported release.




	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.04.04 Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation						
	Council continues to meet its record keeping obligations in an increasingly challenging environment. Statistical monitoring is showing correspondence processing times have fallen during this period due to loss of staff resourcing and freeze on staff appointments. Financial constraints have hampered further advancement in record keeping digitisation program.	Carry out a records management maturity self assessment and submit it to State Records NSW	1	0		Chief Information Officer	Records Management Maturity Self-Assessment was put on hold this year by State Records NSW. The next audit is expected to be due in March/April 2026






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.04.05 Provide efficient and secure Information Technology Support Services and Systems						
	Information Technology Support and Services continue to be delivered in an efficient and secure manner. Continual improvements are being made to enhance our cyber security posture and maturity in line with the ASD Essential 8 framework.	Percentage of service desk requests completed within service level agreements	80%	84%		Chief Information Officer	<p>Previous Quarter Results IT Support Level 1 and Level 2 Requests Created</p> <p>Period Total Requests = 1772</p> <p>Number Resolved within SLA = 1570</p> <p>Percentage Resolved within SLA = 88.6%</p> <p>YTD = 84.1% 6847 Total Requests 5761 Inside SLA</p> <p>Q1 = 86.5% 1995 Total Requests 1725 Inside SLA</p> <p>Q2 = 77.8% 1620 Total Requests 1261 Inside SLA</p> <p>Q3 = 82.5% 1460 Total Requests 1205 Inside SLA</p> <p>Q4 = 88.6% 1772 Total Requests 1570 Inside SLA</p>
		Critical systems Up Time	99.9%	99.9%		Chief Information Officer	No major outages outside maintenance windows occurred with critical systems during last quarter resulting in no significant loss in productivity.







Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	Maintain satisfaction score for completed service desk requests	95%	99.8%		Chief Information Officer	<p>For all of Information Services</p> <p>YTD – Satisfaction score 99.8 % 2506 tickets Surveyed – 2166 rated Excellent, 309 rated Good, 27 rated OK, 4 rated Bad</p> <p>Quarter 1 – Satisfaction score 99.7 % 702 tickets Surveyed – 591 rated Excellent, 98 rated Good, 11 rated OK, 2 rated Bad</p> <p>Quarter 2 – Satisfaction score 98.9 % 706 tickets Surveyed – 613 rated Excellent, 85 rated Good, 7 rated OK, 1 rated Bad</p> <p>Quarter 3 – Satisfaction score 99 % 493 tickets Surveyed – 427 rated Excellent, 61 rated Good, 4 rated OK, 1 rated Bad</p> <p>Quarter 4 – Satisfaction score 99 % 605 tickets Surveyed – 535 rated Excellent, 65 rated Good, 5 rated OK, 0 rated Bad</p>









	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.05.01 Council's principles of Financial Sustainability are considered in financial decision making						
	<p>As part of the Council's financial sustainability review project, several initiatives have been implemented:</p> <ul style="list-style-type: none"> - Regular engagement with the Senior Leadership Team on budget principles, long-term financial planning, current financial results, and budget management expectations. - Implementation of the Enterprise Project Management Office (ePMO) to review business cases before funding capital works projects. <p>Business case reviews for grant applications, with additional approval required for grants needing council co-contributions not in the current budget.</p> <ul style="list-style-type: none"> - Cost-saving measures endorsed by Council through the Quarterly Budget Reviews, focusing on improving financial sustainability. 	Improvement in Operating Performance Ratio (OLG Measure)	0%	N/A		Chief Financial Officer	The result for this KPI is not known until end Q1 2026FY when the Financial Statements have been produced
	4.2.05.02 Meet legislative and statutory requirements for financial reporting						
	<p>The 2023/24 financial statements, together with the auditor's reports, were presented to Council on 26 November 2024.</p> <p>Nil submissions were received from the public on the financial statements or the auditor's reports.</p>	Annual audited statement adopted without qualified comments by October 2024	100%	100%		Chief Financial Officer	Council received an unqualified audit opinion on 31 October 2024.







	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.05.03 Coordinate delivery of the Financial Sustainability Project to address the recommendations outlined in the 2023 financial review across key pillars of Asset and Project Management, Financial Management and Service Planning						
	<p>This quarter, the focus continues to be on delivering Council's Sustainable Financial Futures Plan (SFFP), which was developed to document Councils agreed action plan to deliver a minimum of \$10 million in operational savings over the next 4 years. Progress against the Plan has been communicated monthly to Council and the community through Council's website and CEO video updates.</p> <p>Achievements this quarter include additional sales of excess plant and fleet, bringing the total general fund sold to date to \$737,000; land sales program achieving \$11.3 million as at end June 2025; and the Financial Sustainability Reserve balance growing to \$4.1m.</p>	Quarterly Productivity and Efficiency report on Financial Sustainability project outcomes provided to Council	100%	100%		Project Manager – Financial Sustainability	Quarterly productivity and efficiency outcomes were reported to Council on 27 May 2025, and reported on Financial Sustainability outcomes achieved during FY25 QBR3. During January to March 2025, Council has achieved one-off savings/income of \$1.684 million and no recurrent general fund savings/income. This holds the total recurrent general fund savings at \$2.548 million and brings the one-off general fund savings/income to \$95.731 million.
	4.2.06.01 Deliver Council's Business Improvement and Service Review Program						
	Delivery of endorsed service review program is underway with Work Health Safety and Libraries reviews being completed in quarter 4. Shoalhaven Entertainment Centre current service assessment has been finalised with options assessment now underway. The Bereavement Services review is also complete, and an action plan has been developed to improve the service.	Endorsed Business Improvement and Service Review Program implemented by June 2025	100%	95%		Manager – Corporate Performance & Reporting	Delivery milestones to end of financial year substantively achieved with Communications and Engagement, Work Health & Safety, Waste Tipping Vouchers and Library Services reviews finalised. Customer Service review will be next area to recommence delivery.









	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.06.02 Continue the identification and delivery of Business Improvements initiatives to support the efficient operation for Shoalhaven Water						
	During this quarter, 10 new improvements were identified, with 5 successfully completed and 3 currently in progress. In total, 12 improvements were completed, including previously identified initiatives	Delivery of the program of business improvement activities planned for 2024/25	100%	100%		Manager - Water Business Services	This quarter, we supported the development and release of Phase 2b of the 603 certificate improvements project, which has now delivered all planned enhancements to the process, including the implementation of all conditions and workflow changes. We continued progressing the Effluent Management Service Improvements Project and initiated the Backflow Prevention Administration Upgrade and Improvement Project
	4.2.07.01 Analyse fleet replacement schedule, ensure appropriate budget planning and order completion						
	In accordance with the AEC report on Fleet and Plant, the replacement program for leasebacks and operational vehicles has been extended to improve utilisation and reduce capital expenditure.	Order plant and vehicles in accordance with the approved Replacement Program	95%	95%		Manager – Commercial Services	Plant and fleet replacement program for general and restricted funds completed for the 12 months to 30 June 2025
	4.2.08.01 Actively monitor and maximise tenancy rates to ensure council's property are let						
	All habitable buildings are occupied under agreement (100% tenanted) NB: Uninhabited buildings that are vacant: - 16 Berry Street Nowra- long term vacant and demolition order issued 12/11/24	Vacancy rate (across all categories) of Council tenanted buildings	5%	1%		Manager – Building & Property Services	Annual target = 5% vacancy rate Achieved <1% vacancy rate across total of leases/licences Council owned and managed property








	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.08.02 Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams						
	The strategy was prepared, presented and completed at the 8 April 2024 Ordinary Meeting. The work on selling land is continuing with 12 properties sold FY25. Further properties are being prepared for sale FY26. Moving forward community land identified within the strategy requires reclassification and rezoning, and this is underway.	Progress land sales of underperforming assets, and prepare other land for sale (including commencing land reclassification, rezoning or other preparatory works)	100%	100%		Manager – Building & Property Services	Land sales achieved a final result of \$11.3m from 12 properties sold in FY25.
	4.2.09.01 Review and update the Holiday Haven Business Plan to reflect the current operating environment						
	Strategic plan currently being reviewed and in the process of being finalised after inclusions of proposed future capital works programs that will enable the completion of the draft ready for review and input. This shall enable the finalisation of the business plan going forward.	Deliver capital works program per adopted 2024/25 Holiday Haven capital plan	100%	100%		Manager – Commercial Services	Capital program was delivered with only a few projects carrying forward that were in progress and not completed due to site availability and weather events
		Deliver Holiday Haven occupancy growth	100%	100%		Manager – Commercial Services	Holiday Haven achieved occupancy growth during this period and has exceeded income budget targets






	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.09.02 Finalise Holiday Parks Plans of Management ready for Crown Lands approval						
	Plans of Management are progressing with stage 2 works in progress which is the strategic direction document that supports the POM outcomes and provides the detail of what is proposed within in parks going forward. Both documents are in the final stages and shall be ready for peer review and input in Quarter 1 2025/26.	Crown Lands plans of management finalised by June 2025	100%	90%		Manager – Commercial Services	Plan of Management are currently in draft awaiting the completion of the Holiday Haven strategic document that is currently in review and shall be finalised in Q1 this will enable the Plans of management to be completed ready for senior management review and endorsement prior to Councillors endorsement and being open to public consultation
	4.2.10.01 Establish an Enterprise Project Management Office to oversee and support project governance through management of the corporate Project Management Framework and assess project readiness for inclusion in capital budgets						
	Enterprise Project Management Office established formally as of 14/10/2024. Projects now being assessed and managed through Project Lifecycle Management (PLM) for readiness and prioritisation.	Project Initiatives assessed in accordance with capital budget cycle	40%	5%		Manager – Technical Services	All projects assessed for delivery in FY26. Small percentage of projects returned for further information.
	4.2.10.02 Provide accurate information to Council and the community on Council's financial activities						
	The March 2025 Quarterly Budget Review Statement and the 2026 Budget were both adopted prior to the required due date.	Quarterly Budget Review Report submitted to Council	100%	100%		Chief Financial Officer	All Quarterly Budget Review Statements for the 2025 financial year submitted to Council prior to the statutory due date.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.2.10.03 Develop a fair and equitable rating system that also improves Council's financial sustainability						
	During the quarter Council engaged with the community via the draft DPOP placed on public exhibition, showing both rate-peg and special variation rating scenarios. On 16 May 2025, IPART approved Council's application for a 12% special variation increase to Council's rate base for 2025/2026, from 1 July. A single year, permanent increase. Council at their meeting of 19 June 2025, adopted the DPOP with the 12% special variation increase to 2025/26 rates.	Percentage of Overdue Rates and Annual Charges (OLG Measure)	10%	N/A		Chief Financial Officer	The target is to achieve the percentage possible that should not exceed the 10% OLG benchmark. This result% for this KPI is not known until end Q1 2026FY when the Financial Statements have been produced.
	4.2.10.04 Ensure best practice procurement and contract management that is focused on value for money outcomes, compliance and sustainability						
	An Internal Audit Report on procurement was completed in April 2025. The report has been presented and endorsed by the Executive Leadership Team. Internal resources have been allocated to implement the agreed management actions to enhance procurement outcomes across the organisation.	Purchase Orders raised after invoice	5%	5%		Chief Financial Officer	The percentage of orders raised after invoice remained below 5% for the 4th quarter. Improvement has been noted in the engagement of trade services and external plant hire.
	4.3.01.01 Facilitate staff education and awareness of the International Association for Public Participation (IAP2) Framework						
	Executive Leadership Team is now considering budget for any possible IAP2 training for key staff members who engage with the community on a regular basis. The Community Engagement Officer position has been advertised and recruitment about to proceed in July/August.	Update the Community Engagement Strategy 2022-26 to include the Community Engagement Framework ready for adoption by Council by December 2024	100%	100%		Manager – Media & Communications	The Community Engagement Strategy and Framework have been adopted by Council and the updated Community Participation Plan has been adopted and integrated into the CES as one document.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
	Two formal strategic land use planning related exhibitions and consultations undertaken or underway during the quarter: – Variation to Planning Agreement, Subdivision, Suncrest Ave, Sussex Inlet – Draft Shoalhaven Local Approvals Policy (LAP) 2025	Number of formal strategic planning exhibitions or consultations	Count	7		Manager – Strategic Planning	Range of Planning Proposals, DCP amendments, contributions planning related matters exhibited during the year.
		Number of submissions received on strategic planning consultations	Count	100		Manager – Strategic Planning	Range of submissions received on the following consultations/ engagements: Draft Shoalhaven Affordable Housing Strategy, Proposed VPA's, Draft Strategic Growth Principles, Character Controls Planning Proposal and Draft Release Plans for the Moss Vale Road Urban Release Area.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 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>Several engagement activities were completed this quarter, including the Community Infrastructure Strategic Plan (CISP), Margie Sheedy Memorial Project, Draft DPOP and budget 2025-26, initial DIAP review and Draft Community Strategic Plan.</p> <p>The CISP was very labor intensive, requiring the development of an interactive map that displayed the 637 facilities, two surveys and a particular type of engagement platform, known as a 'hub' in the Get Involved website.</p> <p>Work has also started on the Tourism and Economic Development Strategic Plan engagement program to develop the surveys and methodology for consultation later this year.</p>	Community engagement programs developed for all consultation activities that include evaluation and reporting back to the community	100%	100%		Manager – Media & Communications	<p>There were 13 community engagement projects active during Q4. Get Involved had 19,123 visits with 3,657 completed surveys.</p> <p>The top 3 survey responses were for:</p> <ul style="list-style-type: none"> * CISP- Survey 1 * CISP – Survey 2 * Bayswood Estate, Vincentia – Bollards <p>Developed new community engagement material for the Draft Delivery Program Operational Plan & Budget 2025/26 (DPOP).</p> <p>Focused on closing the loop and reporting back on key consultation outcomes. Including for Conjola Memorial Project and Lake Conjola Coastal Management Plan (CMP).</p> <p>We also had 49 new people registered for Get Involved and 19.3% of visitors to Get Involved contributed to surveys.</p>





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.01.04 Support the conduct of the 2024 Local Government elections						
	2024 Local Government Election conducted and completed, countback for vacancy also complete and induction arranged and being completed and will be reported in annual report. Awaiting invoice to close out expected this month.	Effective support of the local government election and onboarding of New Council	100%	100%		Manager – Business Assurance & Risk	The Local Government election results were declared on 14 September 2024, and the new elected body met for the first time on 14 October 2024. The new Council has been effectively supported with onboarding by being provided all the necessary facilities to undertake their role as a public official and have been put through a comprehensive induction program. All induction sessions, including the 2024/25 'Hit the Ground Running' webinars by OLG, have been uploaded and made easily accessible via the Councillor portal for any Councillors that missed a session, and should Councillors wish to revisit the training.





	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.02.01 Produce written and visual content that is informative and readily available to its target audience						
	<p>Between 1 April and 30 June, there were 97 design requests completed, including large scale projects including the Delivery Program and Operational Plan and Budget 2025-26, and the Community Strategic Plan. There was a brand refresh for the Doing it Tough Guide, weekly email signature designs and website banners, and a new design test chapter created for the upcoming Community Infrastructure Strategic Plan.</p> <p>Videos included monthly financial update videos by the Acting CEO for both internal and external audiences, Mangrove ecosystems promotion and four Pet Talk videos.</p> <p>Our staff member also voiced the advocacy campaign video and the protocols for the Council meetings.</p> <p>During two extreme weather events, we updated the community information digital screens with current SES messaging for the duration.</p>	Strategic communication and marketing plans developed for all campaigns	100%	100%		Manager – Media & Communications	There have been plans developed for all major communications initiatives, including the Jerry Bailey Grave site, the RAP launch, the Community Infrastructure and Strategic Plan consultation and the Shoalhaven Family Day Care service exit.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.02.02 Optimise communication channels to directly reach target audiences						
	<p>Social media was leveraged to reach target audiences during the heavy rain events of the April long weekend and flooding that occurred in June. Weekly newsletters were directly distributed to Councillors and a weekly message from the Mayor was published on the website and sent to subscribers.</p> <p>Monthly videos of the Acting CEO providing an update about how Council is tracking against the financial sustainability action plan, was shared on social media platforms. The new email signature has been updated to provide a direct link to educational or promotional information about a community engagement activity or initiative. A new Leaders Pack was initiated to share information with people-leaders in the organisation to share with their staff. A webpage was developed that provides lists of roads that could potentially be flood affected in a rain event, ready to promote during an event. Other updates include:</p> <ul style="list-style-type: none"> - a new Community-Led projects webpage - new interactive map to support the CISP engagement - created a solution for the Code of conduct induction training (via OpenForms) - built the EOI form for Shoalwater's uniform redesign - Created 'Check Outages' map and button for Shoalwater - Rebuilt the Rates Calculator for 2025-26 	Maintain Council websites and regularly review content to enhance user experience and accessibility	100%	100%		Manager – Media & Communications	<p>* A dedicated webpage was launched to support community-led projects, improving visibility and access to local initiatives.</p> <p>* The Advocacy Map was developed into an interactive digital format, enabling users to explore advocacy efforts across the Shoalhaven.</p> <p>* An interactive map was developed for the community consultation of the CISP, labelling each of the 637 open space and public facilities.</p> <p>* A customised solution was designed to facilitate Code of Conduct induction training.</p> <p>* An Expression of Interest form was created to support Shoalwater's uniform redesign, simplifying data capture and improving submission tracking.</p> <p>* The Check Outages functionality was enhanced with a map and action button to inform Shoalwater users of service interruptions in real time.</p> <p>* The Rates Calculator was rebuilt and optimised for 2025-26.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
	4.3.03.01 Provide accurate and timely information to promote activities, programs and policies of Council						
	<p>Large scale business and operational requirements of Council have been promoted through media, including the draft and finalisation of the annual budget 2025-26, Delivery Program Operational Plan and review of the Community Strategic Plan. Council's response and the impacts of the rain events during the April long weekend were promoted through several social media posts, media releases and emails to Councillors during the course of the event. This included the mechanical intervention to open Lake Conjola and the series of media enquiries that resulted.</p> <p>A webpage was developed after the event that provides lists of roads that could potentially be flood affected in a rain event, ready to promote during an event. This occurred late June, when the Shoalhaven experienced significant rain. We supported the SES messaging during this time with constant updates to the community information hub digital screens, social media and multiple media releases. Community engagement activities included the Community Infrastructure Strategic Plan, Lake Conjola and Shoalhaven River Entrance Management Plans and the Margie Sheedy memorial were all promoted. The team constructed weekly newsletters to Councillors, providing information of interest, as well as a weekly message from the Mayor to the community.</p>	Number of media releases issued	120	182		Manager – Media & Communications	<p>In the final quarter, we issued 49 media releases about the DPOP and 2025-26 budget, consultation about EV Charging Stations, entrance management plans for Shoalhaven River and Lake Conjola, launch of the RAP, mechanical intervention to open Lake Conjola, flood weather warnings and Artie Smith Oval Cricket Australia award.</p> <p>Monthly video updates were completed for the Acting CEO to inform staff and communities about the financial sustainability action plan, which was shared on relevant platforms. A new Leaders Pack was initiated to share information with people-leaders in the organisation to share with their staff and the e-signature for emails has been updated each week.</p>



	Action Comment	Reporting Measure	Target / Timeframe	Q4 Achieved	KPI Status	Responsible Manager	Reporting Measure Comment
		Number of social media posts	960	960	●	Manager – Media & Communications	Facebook: 120 Instagram: 98 LinkedIn: 58 = 276 Q4 (960 YTD)
✓	4.3.03.02 Proactively respond to misinformation and provide factual information on all media platforms						
	<p>Responding to misinformation continues to be a challenge during this quarter, with inaccurate information being dispersed about Council's management of the mechanical opening of Lake Conjola; potential for Council redundancies and ongoing questioning about Council finances.</p> <p>Council contacted journalists directly to clarify that the opening of Lake Conjola had been done appropriately and in accordance with the NSW Government issued license, and that Holiday Haven was not being evacuated.</p> <p>Council monitored social media pages to respond wherever possible to concerns communities had to water over roads and regularly posted SES updates and provided links to Live Traffic for road closure information.</p> <p>Council responded to 27 media enquiries this quarter, of which 8 were media requesting a response to the USU's claims that the Mayor was going to cut 20% of staff. The Mayor issued a media release to clarify her position on this as well.</p> <p>The monthly video updates by the Acting CEO and the website updates indicating that we're on track to achieve the \$10 million savings over four years appears to be helping to reduce enquiries about this matter.</p>	Responses to information requests from journalists	100%	100%	●	Manager – Media & Communications	Council responded to 27 media enquiries this quarter, including questions about 'Mayor staff cuts 20%', damage caused by large seas, elections signage, ticketless parking and Depot Beach Road.



	Action Comment	Reporting Measure	Target / Timeframe	Q4 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						
	Media attended the Reconciliation Action Plan launch event in May, which was held in the Nowra gallery with community and Council staff involved in the development of the project. Journalists from ABC Radio Illawarra and the Sth Coast Register attended and promoted the initiative. Media were also invited to Artie Smith Oval where staff were presented with the Community Australia Cricket award for the best new facility, and the IAS Mayor reception event, recognising the efforts of elite sports children in the area.	Media events are held for completion of major projects	100%	100%		Manager – Media & Communications	Media were invited to attend the Reconciliation Action Plan launch event, to which journalists from ABC Radio Illawarra and the South Coast Register attended, as well as the Cricket Australia award for Artie Smith cricket facility, to which local radio attended.



Shoalhaven City Council – Performance Report April – June 2025

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CL25.261 - Attachment 1



Address all correspondence to:
The Chief Executive Officer
PO Box 42, Nowra NSW 2541
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1300 293 111

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Uncompleted Notice of Motion and Mayoral Minutes Action Sheets Report - as at 14 August 2025

Notice of Motion - Old Nowra Bridge - Request Transport for NSW (TfNSW) - Quarterly Updates of Works - Approach TfNSW - Intention			
Ordinary Meeting 12/11/2024	MIN24.602	CL24.348	City Services
RESOLVED (Clr Cox / Clr Krikstolaitis) That Council 1. Request Transport for NSW (TfNSW) to provide quarterly updates regarding progress of works on Old Nowra Bridge. 2. Direct the CEO to approach TfNSW to find out whether they intend to pass the asset to Council or retain the asset. FOR: Clr White, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston, Clr Krikstolaitis and Clr Clancy AGAINST: Nil CARRIED		MIN24.602	Notes: 11 Aug 2025 11:28am TfNSW have been providing quarterly updates. The structural components of the old Nowra bridge to remain in TfNSW ownership. Ownership of any enmeshments (such as lighting) and maintenance is subject of on-going conversations with TfNSW.
Notice of Motion - Memorial Seat & Plaque - Angus Craig - CEO Identify Funding			
Ordinary Meeting 12/11/2024	MIN24.600	CL24.346	City Services
RESOLVED (Clr Proudfoot / Clr Casmiri) 1. That a memorial seat with the appropriate plaque, for Angus Craig, be installed at the Illfracombe end of Collingwood Beach overlooking Jervis Bay as soon as is practicable. 2. That this matter be referred back to acting CEO to identify funding, noting that the Sanctuary Point Men’s shed will undertake installation, and the Craig family will pay for materials. FOR: Clr White, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston, Clr Krikstolaitis and Clr Clancy AGAINST: Nil CARRIED		MIN24.600	Notes: 07 Aug 2025 11:51am Waiting on wording for memorial plaque from applicant, request sent on 29/05/2025., Applicant has been on overseas holiday and will reply on return.

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Notice of Motion - Call in DA MA24/1370 - Huskisson Hotel - Modification Trading Hours			
Ordinary Meeting 10/12/2024	MIN24.656	CL24.385	City Development
<p>RESOLVED (Clr Tribe / Clr Norris) MIN24.656</p> <p>That Council ‘calls in’ DA MA24/1370 ‘Modification of Trading Hours for Huskisson Hotel’ to consider public interest and give the community a say.</p> <p>FOR: Clr White, Clr Dunn, Clr Cox, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Clr Kemp, Clr Casmiri, Clr Wilkins, Clr Proudfoot and Clr Clancy</p> <p>CARRIED</p>			<p>Notes:</p> <p>31 Jul 2025 11:19am</p> <p>A report to Council will be finalised on provision of additional information from the applicant</p>
Notice of Motion - Feasibility Study for Establishment of a Traffic Control Function - Prepare Report - Financial & Practical Feasibility - Traffic Control Business - Progress Report May 2025			
Ordinary Meeting 21/01/2025	MIN25.9	CL25.10	City Services
<p>RESOLVED (Clr Boyd / Clr Johnston) MIN25.9</p> <p>1. That the Council direct the Acting Chief Executive Officer to prepare a report to Council, which includes a study into the financial and practical feasibility of establishing an appropriately trained, licensed and fully equipped traffic control business unit, or the integration of traffic management skill sets within appropriate current job roles, with that feasibility study including:</p> <ul style="list-style-type: none"> a. Case studies of minor Council projects showing high level costing/expenditure, indicating the amount that is paid for traffic control services; b. What support such a business unit, or integrated traffic management skill sets, could provide Council for projects and initiatives that require the services of Traffic Controllers including road repair and renewal, erecting or repairing roadside fences, clearing roadside drains, and maintaining roundabouts and roadside vegetation; and c. Consideration of a fee-for-service function to external agencies or businesses that require Traffic Control services while conducting their business. <p>2. That a progress report be provided to Council on the findings in May 2025.</p> <p>FOR: Clr Clancy, Clr Casmiri, Clr Dunn, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p>			<p>Notes:</p> <p>13 Aug 2025 4:43pm</p> <p>A progress report was presented to Council on 27 May 2025 (CL25.171). Final report is being prepared for an upcoming Council meeting.</p>

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<p>AGAINST: Clr White, Clr Kemp, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>CARRIED</p>			
<p>Notice of Motion - Report Request - History of Investigations Sanctuary Point Shopping Centre Rear Area and Laneway - Survey - Health & Safety Issues - Government Funding</p>			
Ordinary Meeting 21/01/2025	MIN25.5	CL25.6	City Services
<p>RESOLVED (Clr Proudfoot / Clr White)</p> <p>That Council directs the CEO to prepare a report which details the history of investigations of the area and laneway at the rear of the Sanctuary Point shopping centre, Paradise Beach Road. In particular the report will focus on the following:</p> <ol style="list-style-type: none"> 1. Previous resolutions of Council designed at working with shopkeepers in order to tidy up the overall appearance of the location. 2. The most recent survey which clearly defines the common boundary of the laneway and the rear of the shops. 3. Any identified health or safety issues with the location of large garbage disposal bins. 4. The availability of government funding which could be used to provide an aesthetically pleasing facelift of the location, which can best be described as neglected. <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.5	<p>Notes:</p> <p>12 Aug 2025 3:18pm</p> <p>Report has been completed and is schedule for presentation at the 26 August Ordinary Council Meeting</p>
<p>Notice of Motion - Mens Shed Organisations - Prepare Historical Report of Past 5 Years - Comment on Financial Relief in Future</p>			
Ordinary Meeting 28/01/2025	MIN25.23	CL25.19	City Services
<p>RESOLVED (Clr Proudfoot / Clr Cox)</p> <p>That Council direct the CEO to:</p> <ol style="list-style-type: none"> 1. Prepare a historical report on the evolution of the current financial commitment incurred by the Men's Shed organisations regarding leases, licences, rates, garbage collection and other charges, over at least the past five years. 		MIN25.23	<p>Notes:</p> <p>08 Aug 2025 10:23am</p> <p>Report to Council currently being prepared for 26 August 2025.</p>

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<p>2. Make comment on the capacity of Council or other organisations to provide some form of financial relief in the future, particularly as Council's own financial position makes a significant turn for the better.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Notice of Motion - Southern Water Services Entity			
Ordinary Meeting 25/02/2025	MIN25.68	CL25.46	City Performance
<p>RESOLVED (Clr Cox / Clr Proudfoot)</p> <p>That the Acting CEO prepare a report to Council including the following information:</p> <ol style="list-style-type: none"> Why, when and if the policy was updated/changed to replace a nominated SCC Councillor with the CEO or nominated delegate. What dividends Southern Water Services paid to Council over the past 3 years, including the Directors fees and payments made over the term of its operations. An assesment as to the ongoing operations for dissolution of the entity. <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.68	<p>Notes:</p> <p>12 Aug 2025 1:34pm</p> <p>Offsite records have been recalled, and Finance have commenced further investigation into Southern Water Services.</p>
Notice of Motion - Shoalhaven City Council Apply the Statutory Minimum for the Cambewarra Pony Club - Annual Rental Amount - Report Arising from Negotiations - Retain Ability to Sub-lease - Waive Rates			
Ordinary Meeting 25/02/2025	MIN25.66	CL25.28	City Services
<p>RESOLVED (Clr Cox / Clr Wilkins)</p> <p>That Council:</p> <ol style="list-style-type: none"> Resolves to apply the minimum statutory annual rental amount for the duration of the terms of its lease with the Cambewarra Pony Club. 		MIN25.66	<p>Notes:</p> <p>12 Aug 2025 5:20pm</p> <p>Report being prepared for Council with the Lessee's comments to the proposed lease terms.</p>

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<p>2. Direct the Acting CEO (or delegate) to enter into negotiations with the Pony Club executive around various provisions of the lease including, but not limited to, rates; waste services; and, effluent pump-out arrangements, and that staff report the outcomes/options arising from negotiations to Council.</p> <p>3. The Pony Club retain the ability to sub-lease and/or rent the property for use by others to assist the Clubs ongoing viability.</p> <p>4. Waive rates of approximately \$3,200 per annum, for the term of the lease.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Dunn, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED</p>			
Notice of Motion - Council's Green Electric Vehicle Policies - Detailed Report - Cost of Acquiring & Running - Costing Analysis - Previous Mayors Electric Vehicle			
Ordinary Meeting 25/02/2025	MIN25.67	CL25.45	City Services
RESOLVED (Clr Cox / Clr Kemp)		MIN25.67	Notes: 11 Aug 2025 3:38pm Reviewing details provided by Governance and Fleet administration to prepare a report to Council
It is requested that the Acting CEO furnish a detailed report on the cost of acquiring and running these vehicles, in particular a full detailed costing analysis of the previous Mayors Electric Vehicle, itemised running including FBT, breakdown and any other relevant expenses.			
FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Boyd and Clr Krikstolaitis			
AGAINST: Clr Tribe, Clr Norris and Clr Johnston			
CARRIED			
Notice of Motion - Call in DA25/1028 - 30 Tallowa Dam Road, Kangaroo Valley - Function Venue / Camp Ground			
Ordinary Meeting 11/03/2025	MIN25.97	CL25.68	City Development
RESOLVED (Clr Norris / Clr Clancy)		MIN25.97	Notes: 31 Jul 2025 11:20am Revised plans and associated document received. To be renotified and re-referred.
That Council call in DA25/1028 30 Tallowa Dam Road, Kangaroo Valley due to significant community interest.			
FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis			

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AGAINST: Nil CARRIED			
Notice of Motion - Shoalhaven Family Day Care Administrative Function Transfer - Transition - Not for Profit - Independent Providers - On or Before 1 January 2026 - Representative be Included in Consultation - Available Providers			
Ordinary Meeting 11/03/2025	MIN25.95	CL25.66	City Development
MOTION (RESOLVED) (Clr Clancy / Clr Kemp)		MIN25.95	Notes: 05 Aug 2025 3:19pm 1. Recognise the importance of childcare in the Shoalhaven and thank current and past educators with Shoalhaven Family Day Care for their dedication in supporting Shoalhaven families and children., Educators have been given a letter to thank them for their dedication and contribution to community and the work they have done to provide an excellent quality service. , 2. Recognise that the provision of Family Day Care coordination in the Shoalhaven can be delivered through other Family Day Care providers, and there is no legislated requirement for Council to deliver this service., Staff note that the provision of Family Day Care coordination in the Shoalhaven can be delivered through other Family Day Care providers, and there is no legislated requirement for Council to deliver this service, as such staff have worked with FDC team, educators and new providers to support the transition process. , 3. Commences the necessary steps to support and transition current Shoalhaven Family Day Care educators into another service., Staff have met with the FDC team, educators and new providers to identify how they can support educators and families in their next steps. , Staff worked with new providers to facilitate an information session and meet and greet for educators to assist in their selection of a new provider. Educators have now moved to their new providers with the last day Educator moving on 3 July 2025. , 4. Notes the financial sustainability outcome achieved through transitioning out of the Family Day Care service is an ongoing benefit to
That:			
1. Council transition Shoalhaven Family Day Care administration to suitable and agreed available not for profit or independent providers on or before 1 January 2026 or at a suitable date			
2. For accounting efficiencies it is prudent that the administrative functions of Shoalhaven Family Day Care transitions occur on or before 1 January 2026 or at a suitable date			
3. Along with Council, a representative from Shoalhaven Family Day Care be included in the consultation of available not for profit or independent providers			
FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot and Clr Norris			
AGAINST: Clr Tribe, Clr Boyd, Clr Johnston and Clr Krikstolaitis			
CARRIED			

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	<p>Council of \$90,000 per annum., Staff note that the financial sustainability outcome achieved through transitioning out of the Family Day Care Service is an ongoing benefit to Council of \$90,000 per annum and as such are working to transition educators to their new provider by the EOFY to assist with these cost savings. , 5. Commences the necessary communications with educators and families that use the Shoalhaven Family Day Care service to prepare them to transition to a new provider., Staff have been in regular communication with Shoalhaven Family Day Care (SFDC) team, educators and families throughout the process to provide updates on the progress of the transition through email and online meetings. , 6. Immediately commence the necessary communications with relevant staff in line with the Local Government Award requirements., Staff facilitated a workplace change process which was conducted in accordance with the Local Government Award, 7. Share enrolment documents with each educators chosen provider (if educator consents), subject to privacy provisions., Families are required to complete a new enrolment form when registering their child with the new provider. , SFDC team have supported families to send the child's immunisation documents and birth certificate to the new provider at the request of the parents to assist in making this process easier. , 8. Reimburse families for annual enrolment fee., Staff have worked with Debtors team to credit note family accounts for their 2025 enrolment fees. Families have been sent instructions and offered support on how to claim their 2025 enrolment fees. , 9. Council reimburse educators for any reasonable costs arising from required amendments to existing signage at their premises., Staff have worked with educators to reimburse them for costs arising from the required amendments to existing signage.</p>
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Uncompleted Notice of Motion and Mayoral Minutes Action Sheets Report - as at 14 August 2025

Notice of Motion - Review and Cost Controls of Media Spend - Report request			
Ordinary Meeting 15/04/2025	MIN25.156	CL25.100	CEO
RESOLVED (Clr Cox / Clr Dunn) That through the Acting CEO, a report be compiled on the annual print media spend breaking down specific mediums and including public notices to confirm in 2025 and whether this is still a regulatory requirement and if so, what are those specific categories/classifications. FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis AGAINST: Nil CARRIED		MIN25.156	Notes: 07 Aug 2025 9:24am Information is being collated and a report will be completed in September 2025.
Notice of Motion - AEC Fleet & Plant Service Review - Fuel Card Restrictions - Allowance limit reduction - Logging registration/odometer - Audit - Report request			
Ordinary Meeting 15/04/2025	MIN25.155	CL25.99	City Services
RESOLVED (Clr Cox / Clr Clancy) That Council: 1. Direct the A/CEO to undertake the following (in line with the AEC Fleet & Plant Service Review Report of June 2024 pertaining to P.89) to review as below: a. Consider an immediate reduction of the \$3000 monthly fuel allowance limit on Fuel cards and that the issuer adhere to the strict use of the fuel card. To follow processes for fraud reduction and ensuring fiscal responsibility through use of fuel cards issued by Council so that they cannot be used for refuelling of a different asset by appropriately capturing fuel usage through logging Vehicle plate and odometer at time of purchase. b. Request a redacted (non-identifiable) report be compiled on the top 20 monthly fuel card utilisers to compare mileage versus fuel spend for any discrepancies including interstate. c. Implement an audit (external independent) of all fuel card purchases over the last 2 years. 2. Receive a report to a future meeting following items a, b & c above. FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis		MIN25.155	Notes: 11 Aug 2025 3:34pm Report being prepared responding to information requested regarding fuel card usage and restrictions

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AGAINST: Nil CARRIED			
Notice of Motion - Health & Safety Hazards - Fire Risk - 146 The Wool Road St Georges Basin - Immediate removal			
Ordinary Meeting 15/04/2025	MIN25.153	CL25.97	City Development
RESOLVED (Clr Proudfoot / Clr Casmiri) That Council direct the Acting CEO as a matter of urgency, to commence all necessary steps to remove both the obvious health hazards and significant fire risks at the house and yard at 146 The Wool Road, St Georges Basin. FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis AGAINST: Nil CARRIED		MIN25.153	Notes: 31 Jul 2025 10:29am Outgoing letter sent by Councils Environmental Health Unit to the property manager requesting a signed letter from the owners granting access to enter the property for inspection. Once Council receives approval to enter the property, Council can discuss clean up options with the owners.
Notice of Motion - National Emergency Management Agency (NEMA) - Funding application - Stormwater drainage - Culburra Beach / Orient Point			
Ordinary Meeting 13/05/2025	MIN25.223	CL25.143	City Services
RESOLVED (Clr Tribe / Clr Norris) That Council: 1. Apply for funding via the NEMA (National Emergency Management Agency) to scope the extent of works required to address stormwater drainage at Orient Point and Culburra Beach. 2. Note that the scoping study will inform the extent of works required over the long term to address drainage matters, and future grant applications. 3. Note that there is no allocated co-contribution for this scoping study, or undertaking of works within current budgets, and if successful, internal funding will need to be assessed for allocation. 4. Keep the CBOP CCB Water Management Sub-Committee informed of progress of the grant application, any study arising, and future funding arrangements to ensure they are fully appraised. 5. Apply for a specific project noting broken and aging infrastructure as identified by current investigations.		MIN25.223	Notes: 11 Aug 2025 11:27am The appropriate grant funding program managed by NEMA would be the Disaster Ready Fund. Applications for Round 3 have closed. If and when Round 4 (expected next year) opens, an application can be made for a study to review Councils drainage infrastructure in Culburra Beach., A letter to the Federal Member for Gilmore seeking written endorsement for this project is being drafted., Initial survey work has been undertaken.

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6. Write to the Federal Member for Gilmore Ms Fiona Phillips MP and seek written endorsement to advocate for the Shoalhaven on behalf of this issue. FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis AGAINST: Nil CARRIED			
Notice of Motion - Reinstatement - Central Blenheim Beach Access - Vincentia			
Ordinary Meeting 13/05/2025	MIN25.220	CL25.140	City Development
RESOLVED (Clr Casmiri / Clr Cox) MIN25.220 That Council reinstate and make safe the access way to Blenheim Beach recently closed by Council at some time in the future. FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Cox, Clr Wilkins and Clr Proudfoot AGAINST: Clr Dunn, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis CARRIED ON THE CASTING VOTE OF THE CHAIR			Notes: 31 Jul 2025 10:31am Report to be submitted to Council providing funding details
Notice of Motion - Addressing Illegal Tobacco and Vaping Concerns in Shoalhaven - Nowra CBD - Revise LEP - NSW Health - Advocates NSW Government - Educational Program			
Ordinary Meeting 27/05/2025	MIN25.248	CL25.160	City Development
RESOLVED (Clr Clancy / Clr Krikstolaitis) MIN25.248 That Council: 1. Acknowledges that smoking remains the leading cause of preventable disease and death in Australia, and that vaping is an emerging public health challenge, particularly among young people. 2. Notes with concern that Shoalhaven, particularly Nowra CBD, has seen a proliferation of tobacco retailers with approximately 9 stores in the central Nowra locale, all within walking distance of schools. 3. Notes with concern that according to NSW Health data, there has been an increase in the number of tobacconists opening across NSW, rising from 14,500 four years ago to 19,500 today.			Notes: 31 Jul 2025 3:21pm Part 5 - Submission made to the NSW Government Inquiry into Illegal Tobacco. Implementation of Part 8 with Councils communications team for consideration/implementation. 27 July 2025 - NSW Government announced intended new suite of laws on sale of tobacco and vaping goods.

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4. Acknowledges that from July 1, 2024, all vapes and vaping products, regardless of whether they contain nicotine, can only be legally sold by pharmacies to people with a prescription from a medical doctor. This change in legislation effectively bans the sale of vapes by any other retailers, such as tobacconists, vape shops, and convenience stores.
5. Advocates to the NSW Government in support of the proposed Upper House inquiry into illegal tobacco sales, which would examine:
 - a. The proliferation of tobacco and vape outlets
 - b. Departmental responsibility for compliance and enforcement
 - c. Licensing schemes for tobacconists
 - d. Landlord responsibilities
 - e. Money laundering schemes operating via tobacconists
 - f. Impact on human health and business profits
6. That Shoalhaven City Council revise the LEP through the current review process to mandate that tobacconist stores require approval through a development application.
7. Recognises the collaborative efforts between NSW Health and NSW public schools in delivering comprehensive, curriculum-based training and education to students regarding the dangers to tobacco, vapes and e-cigarettes.
8. Shoalhaven City Council undertakes an educational program via social media to inform the community on:
 - a. The dangers of vaping
 - b. The legislation and regulations regarding the sale and purchase of tobacco, vapes and e-cigarettes
 - c. How community members can report incidents where they believe that store owners are breaking tobacco retailing laws, including selling illicit tobacco or illegally selling vaping goods via the online reporting tool or by calling the Tobacco Information Line in 1800 357 412.

FOR: Clr Clancy, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis

AGAINST: Clr Kemp

CARRIED

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Notice of Motion - Shoalhaven War Memorials - Establish Register - Remembrance - Maritime - Voyager Park - RAAF - Establish Advisory Committee - Councillor Briefing			
Ordinary Meeting 27/05/2025	MIN25.249	CL25.161	City Development
RESOLVED (Clr Clancy / Clr Casmiri) That Council: <ol style="list-style-type: none"> Establish a War Memorials Register for the Shoalhaven that: <ol style="list-style-type: none"> Documents all war memorials on public and private land in the Shoalhaven LGA. Ensures all memorials are listed on the NSW War Memorials Register. Includes condition assessments and maintenance requirements. Identifies which memorials are included in Council's asset register. Take immediate action regarding the following specific memorials: <ol style="list-style-type: none"> Formally assess and document the condition of the Wall of Remembrance at the JB Maritime Museum and the Court of Remembrance in Voyager Memorial Park. Register the RAAF 107 Squadron memorial on Island Point Road with the NSW War Memorials Register. Investigate the discrepancies in the Court of Remembrance regarding tri-service representation and the absence of Merchant Navy recognition. Verify the dedication of the Court of Remembrance War Memorial element (No record has ever been located that the Court of Remembrance has been dedicated as a War Memorial, and it remains unregistered. Review and standardise the criteria for inclusion on war memorials, addressing the inconsistency where names range from the Fallen to civilian committee members of local RSL. Establish a War Memorial Advisory Committee to: <ol style="list-style-type: none"> Review grant applications. Provide ongoing advice to Council on memorial management. Ensure appropriate recognition of all service branches. Include representatives from Council, RSL, historical societies, representatives from HMAS Albatross (including Chaplain services), Special Operations Command and relevant community members. 		MIN25.249	Notes: 11 Aug 2025 4:29pm Staff are currently in the process of collecting asset data for all war memorials located on both public and private land within the Shoalhaven Local Government Area. A Councillor Briefing will be scheduled once the data collection is complete

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4. Receive a briefing on the following parts of the published Notice of Motion:
 - a. Develop a comprehensive War Memorials Management Policy that:
 - i. Clearly defines responsibilities for memorial management between Council and other stakeholders (e.g., RSL).
 - ii. Establishes maintenance standards and schedules.
 - iii. Sets out processes for applying for grants, including from the NSW Office for Veterans Affairs Community War Memorials Fund.
 - iv. Ensures inclusion of all service branches in appropriate memorials.
 - v. Establishes protocols for new memorial proposals.
 - b. Apply for funding through the NSW Office for Veterans Affairs Community War Memorials Fund for:
 - i. Restoration and ongoing maintenance of the Wall of Remembrance.
 - ii. Appropriate recognition of the 50 personnel who lost their lives locally during WWII, including immediate reversal or justification of the Council policy that excludes fallen listed on the Wall of Remembrance from being commemorated on the Court of Remembrance on the grounds that it is a 'Single Service' memorial.
 - iii. Improvement of signage and interpretive materials at local war memorials.
 - c. Direct the CEO to prepare a report on:
 - i. The status of all war memorials in the Shoalhaven, their condition, and maintenance requirements.
 - ii. The current process for managing memorial applications and maintenance. Noting that the Shoalhaven City Council Plaques and Memorials Policy dated 28 October 2022 states a review of the forementioned policy within 12 months of the date of the election of the new Council is available on request. Confirmation that this is the correct policy is also requested.
 - iii. Historical grant applications and allocations for memorial maintenance.
 - iv. Recommendations for improved coordination between Council, RSL, and other stakeholders.
 - v. Budget implications for implementing a comprehensive memorial management system.

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<p>vi. Implementation status of Ordinary Meeting resolution of 07 February 2022 to promulgate both Heritage Consultants report and Working Groups report with identified errors and omissions.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Dunn, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED ON THE CASTING VOTE OF THE CHAIRPERSON</p>			
Mayoral Minute - Recent Disaster Declarations for 16 LGA'S in the Mid North Coast Region - Hunter - Weather - Assistance - Recovery			
Ordinary Meeting 27/05/2025	MIN25.245	MM25.11	CEO
<p>RESOLVED (Clr Wilkins / Clr Clancy)</p> <p>That Council note the natural disaster declarations in the Mid North Coast and Hunter LGA's following the recent significant weather events across NSW and write to each council to express our support and offer any assistance we may be able to provide to aid in their recovery efforts.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.245	<p>Notes:</p> <p>07 Aug 2025 4:37pm</p> <p>Responses received are to be considered by the mayor and reported back to council</p>
Notice of Motion - CL25.152 Post exhibition report - Planning Proposal: 131 St Vincent Street, Ulladulla - Adopt - Amend SLEP MU1 - FSR - Liaise affordable housing			
Ordinary Meeting 27/05/2025	MIN25.247	CL25.159	City Development
<p>RESOLVED (Clr Casmiri / Clr Kemp)</p> <p>That Council:</p> <ol style="list-style-type: none"> Adopt the Planning Proposal (PP-2024-109) for 131 St Vincent Street, Ulladulla as exhibited, to amend the Shoalhaven Local Environmental Plan 2014 as follows: <ol style="list-style-type: none"> Rezone the land to MU1 Mixed Use Increase the maximum height of buildings to 15m, 17m and 21m Introduce a Floor Space Ratio of 3.5:1 Liaise with the NSW Department of Planning, Housing & Infrastructure (DPHI) on a potential local provision to be included in the amendment that requires the delivery of the promised 		MIN25.247	<p>Notes:</p> <p>12 Aug 2025 9:46am</p> <p>Working with PCO and DPHI on finalising the amendment, with a view to publishing on the NSW Legislation website in the coming weeks.</p>

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<p>50 (or an equivalent percentage) of affordable housing outcomes, given that the gateway determination does not require a Voluntary Planning Agreement to be entered into before the LEP is amended.</p> <p>3. Forward the endorsed Planning Proposal to the NSW Parliamentary Counsel's Office to proceed to finalisation.</p> <p>4. Advise stakeholders, including those who have made a submission, of this decision and when amendments will be effective.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Tribe, Clr Norris, Clr Boy, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED</p>			
Notice of Motion - Shoalhaven Motorsports Complex - Community Strategic Plan - Business Case - Reinstate Working Group - Terms of Reference / Membership			
Ordinary Meeting 10/06/2025	MIN25.281	CL25.181	City Performance
<p>RESOLVED (AMENDMENT) (Clr Tribe / Clr Krikstolaitis)</p> <p>That Council:</p> <ol style="list-style-type: none"> Make provision in the Community Strategic Plan for a Motorsports Complex and associated business enterprises to be constructed in the Shoalhaven and once fully documented, a business case prepared, and deemed appropriate include in the Long Term Financial Plan.. Resolve to reinstate the Shoalhaven Motor Sports Working Group as a formal Committee of Council, reversing resolution CL24.396 which paused the Committee. Reinstate the Committee under its existing Terms of Reference, with the following updates: <ol style="list-style-type: none"> Replace references to the City Futures directorate with the relevant current Council director or manager responsible for infrastructure. Include new community representatives who have participated in the Mayor's Motorsport Panel meetings. Provide standing invitations to the State Members for Kiama and South Coast (or delegates) and the Federal Member for Gilmore (or delegate) to participate in the Committee. <p>FOR: Clr Casmiri, Clr Dunn, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p>		MIN25.281	<p>Notes:</p> <p>06 Aug 2025 12:48pm</p> <p>Terms of Reference updated - Advice sent to members 3 July 2025 - Waiting for advice from City Development re next meeting date</p>

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<p>AGAINST: Clr White, Clr Clancy, Clr Kemp, Clr Cox and Clr Wilkins</p> <p>AMENDMENT WAS CARRIED AND BECAME THE MOTION.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
<p>Notice of Motion - Shoalhaven Motorsports Complex - Community Strategic Plan - Business Case - Reinstate Working Group - Terms of Reference / Membership</p>			
Ordinary Meeting 10/06/2025	MIN25.281	CL25.181	City Development
<p>RESOLVED (AMENDMENT) (Clr Tribe / Clr Krikstolaitis)</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Make provision in the Community Strategic Plan for a Motorsports Complex and associated business enterprises to be constructed in the Shoalhaven and once fully documented, a business case prepared, and deemed appropriate include in the Long Term Financial Plan.. 2. Resolve to reinstate the Shoalhaven Motor Sports Working Group as a formal Committee of Council, reversing resolution CL24.396 which paused the Committee. 3. Reinstate the Committee under its existing Terms of Reference, with the following updates: <ol style="list-style-type: none"> a. Replace references to the City Futures directorate with the relevant current Council director or manager responsible for infrastructure. b. Include new community representatives who have participated in the Mayor's Motorsport Panel meetings. c. Provide standing invitations to the State Members for Kiama and South Coast (or delegates) and the Federal Member for Gilmore (or delegate) to participate in the Committee. <p>FOR: Clr Casmiri, Clr Dunn, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Clr White, Clr Clancy, Clr Kemp, Clr Cox and Clr Wilkins</p> <p>AMENDMENT WAS CARRIED AND BECAME THE MOTION.</p>		MIN25.281	<p>Notes:</p> <p>31 Jul 2025 11:07am</p> <p>1: Corporate Performance and Reporting have referenced the Motorsports Complex in the Shoalhaven 2035 Community Strategic Plan., 2: Noted, 3: The Economic Development and Governance Teams have amended the terms of reference for the Working Group to list new membership and make current to Council's structure. Upcoming meeting dates are currently being determined and members will be notified once scheduled.</p>

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<p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Notice of Motion - CL25.164 Councillor Expenses and Facilities Policy - Adoption - Petition submission investigation - Report request			
Ordinary Meeting 10/06/2025	MIN25.279	CL25.179	City Performance
<p>RESOLVED (Clr Kemp / Clr Clancy)</p> <p>That Council:</p> <ol style="list-style-type: none"> In accordance with Section 252 of the Local Government Act 1993, adopt the draft Councillor Expenses and Facilities Policy (Formerly known as "Council Members – Payment of Expenses and Provision of Facilities Policy") as publicly exhibited and attached. (Attachment 1) to commence from 1 July 2025. Not accept the petition included in the report CL25.164 provided to the 27 May 2025 Ordinary Meeting - and the CEO investigate the inclusion of that petition and the CEO provide a report back on the investigation. <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED</p>		MIN25.279	Notes:
Notice of Motion - Planning & Development Committee - Create Draft Terms of Reference - Report request			
Ordinary Meeting 17/06/2025	MIN25.305	CL25.197	City Performance
<p>RESOLVED (MOTION) (Clr Casmiri / Clr Wilkins)</p> <p>That Council direct the Acting CEO to draft a Planning and Development Committee Terms of Reference and associated documentation, and report back to Council for consideration.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot and Clr Norris</p> <p>AGAINST: Clr Tribe, Clr Boyd and Clr Johnston</p> <p>CARRIED</p>		MIN25.305	Notes: 12 Aug 2025 1:41pm Councillor Workshop held 24/07/25. To be reported to Ordinary Meeting of Council late August - early September.

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Notice of Motion - Affordable Housing Action Taskforce - Collaborate & Drive Strategy - Membership - Commence EOI Process			
Ordinary Meeting 28/10/2024	MIN24.518	CL24.284	City Development
RESOLVED (Clr Tribe / Clr Norris) That: 1. Shoalhaven City Council form a cross government 'Affordable Housing Action Taskforce' to collaborate and drive forward opportunities outlined in the Affordable Housing Strategy 2024. 2. The taskforce membership be comprised of the Mayor, Councillors, relevant staff, local State/Federal Members and external representatives. 3. External representatives will be invited through an Expression of Interest (EOI) process, to be completed by Easter 2025. This will include key stakeholders essential for advancing the strategy from various backgrounds, such as Federal, State and Local political representatives, relevant cross government departments, and key industry leaders for example, housing sector representatives. FOR: Clr White, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston, Clr Krikstolaitis and Clr Clancy AGAINST: Nil CARRIED		MIN24.518	Notes: Completed on 23 June 2025 at 9:07:27 AM - Action Completed. Expression of Interest Closed at end of April 2025 and proposed membership and establishment of the Committee reported to Council 17 June 2025. Resultant MIN25.319 (below) will now be worked through., That Council:, 1. Appoint and elect the following Councillors as representatives to the Affordable Housing Action Taskforce, a. Mayor as Chairperson, b. Three (3) Councillors - Clr Casmiri, Clr Tribe, Clr Dunn , 2.Endorse the Terms of Reference for the Affordable Housing Action Taskforce with inclusions identified in Part 1., 3. Resolve that all applications received for the Taskforce be reviewed by the Chairperson and staff according to the Terms of Reference, to make a recommendation to Council to determine membership., 4. Receive a further report back to determine membership of the Taskforce.
Notice of Motion - Markets, Sporting Events and Commercial Promotions at Huskisson - Costs Benefit Analysis - OHS - Policy - Assessment Process - Report Request			
Ordinary Meeting 10/12/2024	MIN24.659	CL24.388	City Development
RESOLVED (Clr Proudfoot / Clr White) That Council staff prepare a comprehensive report on the cost benefit analysis to Council and subsequently the people of the Bay and Basin area and Huskisson in particular, of the many well-advertised events that take place at the immensely popular residential, business and tourist precinct of Huskisson. The report would focus on, but not be restricted to the following: 1. The income derived by Council. 2. The cost to Council. 3. The requirement for events participants to submit a financial statement outlining their income and expenditure.		MIN24.659	Notes: Completed on 04 June 2025 at 8:39:02 AM - Report Back presented to council and was received for information. No further actions required.

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<div>4. Occupational Health and Safety stipulations especially concerning power and extension leads.</div> <div>5. The acceptance and enthusiasm for, or otherwise, by the local community, local businesses, and tourists, for the use of public land and facilities as part of a private event.</div> <div>6. A copy of the relevant policy or assessment process be included.</div> <div>FOR: Clr White, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston, Clr Krikstolaitis and Clr Clancy</div> <div>AGAINST: Nil</div> <div>CARRIED</div>			
Notice of Motion - Establishment of Playing Fields - St Georges Basin & Jervis Bay			
Ordinary Meeting 18/02/2025	MIN25.35	CL25.31	City Services
<div>RESOLVED (Clr Proudfoot / Clr Wilkins)</div> <div>That Council direct the Acting CEO to prepare a report on the identification of suitable sites for the establishment of at least six new playing fields in the St Georges Basin / Jervis Bay areas.</div> <div>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Wilkins and Clr Proudfoot</div> <div>AGAINST: Clr Dunn, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</div> <div>CARRIED ON THE CASTING VOTE OF THE CHAIR.</div>			<div>MIN25.35</div> <div>Notes:</div> <div>Completed on 24 July 2025 at 1:46:08 PM - Further updates to be provided via future CISP outcome report to Council.</div>
Mayoral Minute - Freedom of Entry 2026 - Hosting Ceremony - Civic Celebration October 2026 - Initial Budget			
Ordinary Meeting 25/02/2025	MIN25.61	MM25.4	CEO
<div>RESOLVED (Clr White / Clr Norris)</div> <div>That Council:</div> <div>1. Support hosting a Freedom of Entry Ceremony and Civic Celebration in October 2026, noting the significance of the Defence connection to the Shoalhaven.</div> <div>2. Investigate initial budget investigations and event planning commencement with key stakeholders.</div>			<div>MIN25.61</div> <div>Notes:</div> <div>Completed on 07 August 2025 at 9:24:16 AM - RSA</div>

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<p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
<p>Notice of Motion - Increase Pensioner Rebates - Rates / Water / Sewerage - Advocate & Write NSW Premier - Endorse Petition - Write Local State Members Liza Butler MP Gareth Ward MP Related Ministers</p>			
Ordinary Meeting 25/02/2025	MIN25.69	CL25.47	City Performance
<p>RESOLVED (Clr Kemp / Clr White)</p> <p>That Council:</p> <ol style="list-style-type: none"> Advocate and write to the NSW premier and state government for an increase in pensioner rebates (funded by the NSW Government) for council rates, water and sewerage. Endorse a petition (intended to be lodged to the NSW government) on increase Pensioner rebates to be placed in Councils Administration Buildings, Gallery and Libraries to collect signatures for support. Write to the local state members Liza Butler MP, Gareth Ward MP, and related ministers providing a copy of this recommendation and seeking their support. <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.69	<p>Notes:</p> <p>Completed on 30 June 2025 at 4:16:36 PM - Item 1 - 25/03/25 - Letter of advocacy written to NSW Premier - refer D25/107192., Item 2 - 03/06/25 - Petition endorsed by Clr White & Clr Kemp and distributed to Nowra, Ulladulla, Milton, Sanctuary Point Libraries, Shoalhaven Regional Gallery and Nowra and Ulladulla Administration Buildings., Item 3 - 25/03/25 - Letter of advocacy written to NSW Minister for Seniors - refer D25/108619. 02/06/25 - Email copies forwarded to Liza Butler & Gareth Ward by Mayor's Executive Assistant.</p>
<p>Mayoral Minute - Freedom of Entry 2026 - Hosting Ceremony - Civic Celebration October 2026 - Initial Budget</p>			
Ordinary Meeting 25/02/2025	MIN25.61	MM25.4	CEO
<p>RESOLVED (Clr White / Clr Norris)</p> <p>That Council:</p> <ol style="list-style-type: none"> Support hosting a Freedom of Entry Ceremony and Civic Celebration in October 2026, noting the significance of the Defence connection to the Shoalhaven. 		MIN25.61	<p>Notes:</p> <p>Completed on 07 August 2025 at 4:43:06 PM - completed as per resolution</p>

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<p>2. Investigate initial budget investigations and event planning commencement with key stakeholders.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Notice of Motion - Soft Plastics Recycling Collection Day - Promotion - Support ISJO initiatives			
Ordinary Meeting 15/04/2025	MIN25.160	CL25.105	City Services
<p>AMENDMENT (RESOLVED) (Clr Tribe / Clr White)</p> <p>That Council instructs the Acting CEO to:</p> <ol style="list-style-type: none"> Promote the success of the Soft Plastics Recycling Collection Day and thank staff / the community for their support on the day. Congratulate the Illawarra Shoalhaven Joint Organisation (ISJO) on their excellent work on organising the Soft Plastics Collection days over the region for ISJO councils As approved by ISJO on Friday 11 April 2025, continue to support ISJO initiatives for Soft Plastics. <p>FOR: Clr White, Clr Clancy, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Clr Kemp</p> <p>CARRIED</p>		MIN25.160	<p>Notes:</p> <p>Completed on 13 August 2025 at 4:53:20 PM - Soft plastics are now being collected at West Nowra, Ulladulla and Huskisson.</p>
Notice of Motion - Development Applications - Affordable Housing - Processes / Procedures improvement - Refer Affordable Housing Taskforce			
Ordinary Meeting 15/04/2025	MIN25.157	CL25.101	City Development
<p>RESOLVED (Clr Casmiri / Clr Cox)</p> <p>That the Acting CEO:</p> <ol style="list-style-type: none"> Advise Council of the ways Council can improve its procedures and processes in approving applications for affordable housing. 		MIN25.157	<p>Notes:</p> <p>Completed on 13 June 2025 at 9:25:58 AM - Report on the Eol process and the final standup of the Taskforce to be considered by Council on 17 June 2025.</p>

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<div>2. Provide a further report to Council on the progress made and recommendations for Council's consideration.</div> <div>3. Refer the matter to the Affordable Housing Taskforce when the committee is established.</div> <div>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</div> <div>AGAINST: Nil</div> <div>CARRIED</div>			
Notice of Motion - Safe Pedestrian Access - 4 Clifton St Sanctuary Point - Nature strip restoration			
Ordinary Meeting 15/04/2025	MIN25.154	CL25.98	City Services
<div>RESOLVED (Clr Proudfoot / Clr Cox)MIN25.154</div> <div>That Council direct the Acting CEO as a matter of urgency, to take all reasonable steps to restore safe pedestrian access to the nature-strip at the front of the property at 4 Clifton Street, Sanctuary Point.</div> <div>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</div> <div>AGAINST: Nil</div> <div>CARRIED</div>			<div>Notes:</div> <div>Completed on 23 May 2025 at 10:44:45 AM - Works were completed on the 13 May 2025</div>
Notice of Motion - Milton/Ulladulla Bypass - Nowra Bypass - Regular updates - State/Federal departments - Write to State/Federal governments			
Ordinary Meeting 29/04/2025	MIN25.191	CL25.125	City Services
<div>RESOLVED (Clr Proudfoot / Clr Cox)MIN25.191</div> <div>That Council:</div> <div>1. Staff request the relevant state and federal departments provide regular up-date reports regarding both design work, funding commitments and potential construction timetables for the Milton-Ulladulla Bypass and the Nowra Bypass; and</div> <div>2. Write to the following:</div> <div>a. Prime Minister The Hon Anthony Albanese MP;</div> <div>b. Premier for NSW – Mr Chris Minns;</div>			<div>Notes:</div> <div>Completed on 27 June 2025 at 9:31:00 AM - Correspondence sent to nominated state and federal representatives.</div>

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<p>c. Local State Member – Ms Liza Butler MP, d. State Transport Minister – Mr John Graham, e. Federal Member for Gilmore – Mrs Fiona Phillips MP; f. Federal Transport Minister – The Hon Catherine King MP, FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis AGAINST: Nil CARRIED</p>			
Mayoral Minute - 50 Year Anniversary of End of Vietnam War - Veterans acknowledgment			
Ordinary Meeting 13/05/2025	MIN25.219	MM25.10	CEO
<p>RESOLVED (Clr Wilkins / Clr Kemp) That Council acknowledge all Vietnam Veterans who served admirably in the Vietnam War and at the same time the Vietnamese community of the Shoalhaven at this poignant marker in history. FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis AGAINST: Nil CARRIED</p>		MIN25.219	<p>Notes: Completed on 26 May 2025 at 11:48:49 AM - Noted as per MIN25.219</p>
Notice of Motion - Culburra Beach/Orient Point Drain Clearing Schedule - Meeting with CCB - Council owned land inspection/clearing - Pipe inspection - Grants			
Ordinary Meeting 13/05/2025	MIN25.222	CL25.142	City Services
<p>RESOLVED (MOTION) (Clr Tribe / Clr Proudfoot) That Council instructs the Acting CEO to: 1. Ensure a schedule of drain clearing works is planned for 4x per year, scheduled and published on Councils website.</p>		MIN25.222	<p>Notes: Completed on 13 August 2025 at 3:37:27 PM - Items 1 – 4 have been completed. Item 5 – Staff have applied for grants and will continue to seek relevant funding sources into the future in conjunction with MIN25.223.</p>

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<p>2. Require relevant council engineers and planners to meet with CBOP CCB flooding subcommittee to discuss long term strategic solutions and allow them to present photos/evidence of flooding hotspots/impact.</p> <p>3. Following the meeting, inspect vegetation on Council owned vacant lots and ensure vegetation undergrowth is cleared/maintained.</p> <p>4. Inspect existing pipes and identify any that require replacement in the Culburra/Orient Point region.</p> <p>5. Consider potential grant sources to assist long term solutions such as drain and pipeline upgrades.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Mayoral Minute - Tom Bingle - Australian Racing / Australian Turf Club honour - Congratulations			
Ordinary Meeting 13/05/2025	MIN25.218	MM25.9	CEO
<p>RESOLVED (Clr Wilkins / Clr Proudfoot)</p> <p>That Council writes to congratulate Tom Bingle on his recent honour from the Australian Turf Club of more than 50 years' service in the colourful art of bookmaking.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.218	<p>Notes:</p> <p>Completed on 26 May 2025 at 11:46:50 AM - Letter of congratulations has been sent to Mr Bingle on 26 May 2025.</p>
Mayoral Minute - Federal Election Results 2025 - Congratulations			
Ordinary Meeting 13/05/2025	MIN25.215	MM25.7	CEO
<p>RESOLVED (Clr Wilkins / Clr Boyd)</p> <p>That:</p>		MIN25.215	<p>Notes:</p> <p>Completed on 26 May 2025 at 2:14:37 PM - Part 1. Letter sent to Fiona Phillips to congratulate her on her re-election as the Federal Member for Gilmore - 26/5/2025.</p>

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<p>1. Council write to congratulate the newly elected Federal Member for Gilmore, Mrs Fiona Phillips MP and extend an invitation to meet Council's elected body and executive leadership team.</p> <p>2. Council recognise and thank all the Federal Election Candidates for their pledges of support to the Shoalhaven made during their Gilmore election campaigns.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Mayoral Minute - Surf Lifesaving NSW - Tragic incidents - Acknowledgment to lifesavers			
Ordinary Meeting 13/05/2025	MIN25.216	MM25.8	CEO
<p>RESOLVED (Clr Wilkins / Clr Johnston)</p> <p>That Council notes the correspondence from Surf Lifesaving NSW dated 28 April 2025 outlining the recent tragic coastal incidents and writes in acknowledgement of the efforts of lifesavers during this horrific period.</p> <p>FOR: Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.216	<p>Notes:</p> <p>Completed on 26 May 2025 at 11:11:07 AM - Letter acknowledging efforts of lifesavers, volunteers and other staff has been sent from A/CEO 26th May 2025 to Surf Life Saving NSW.</p>
Notice of Motion - Shoalhaven Motorsports Complex - Community Strategic Plan - Business Case - Reinstate Working Group - Terms of Reference / Membership			
Ordinary Meeting 10/06/2025	MIN25.281	CL25.181	CEO
<p>RESOLVED (AMENDMENT) (Clr Tribe / Clr Krikstolaitis)</p> <p>That Council:</p> <p>1. Make provision in the Community Strategic Plan for a Motorsports Complex and associated business enterprises to be constructed in the Shoalhaven and once fully documented, a business case prepared, and deemed appropriate include in the Long Term Financial Plan..</p>		MIN25.281	<p>Notes:</p> <p>Completed on 20 June 2025 at 11:53:53 AM - Added reference in the CSP prior to publication:</p>

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2. Resolve to reinstate the Shoalhaven Motor Sports Working Group as a formal Committee of Council, reversing resolution CL24.396 which paused the Committee.
3. Reinstall the Committee under its existing Terms of Reference, with the following updates:
 - a. Replace references to the City Futures directorate with the relevant current Council director or manager responsible for infrastructure.
 - b. Include new community representatives who have participated in the Mayor's Motorsport Panel meetings.
 - c. Provide standing invitations to the State Members for Kiama and South Coast (or delegates) and the Federal Member for Gilmore (or delegate) to participate in the Committee.

FOR: Clr Casmiri, Clr Dunn, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis

AGAINST: Clr White, Clr Clancy, Clr Kemp, Clr Cox and Clr Wilkins

AMENDMENT WAS CARRIED AND BECAME THE MOTION.

FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis

AGAINST: Nil

CARRIED

Notice of Motion - CL25.164 Councillor Expenses and Facilities Policy - Adoption - Petition submission investigation - Report request

Ordinary Meeting 10/06/2025	MIN25.279	CL25.179	City Performance
RESOLVED (Clr Kemp / Clr Clancy)		MIN25.279	Notes: Completed on 01 August 2025 at 9:59:47 AM - Item 1 - Clr Expense claims has been updated in Clr Portal to reflect updates in the new Policy
That Council:			
<ol style="list-style-type: none"> 1. In accordance with Section 252 of the Local Government Act 1993, adopt the draft Councillor Expenses and Facilities Policy (Formerly known as "Council Members – Payment of Expenses and Provision of Facilities Policy") as publicly exhibited and attached. (Attachment 1) to commence from 1 July 2025. 2. Not accept the petition included in the report CL25.164 provided to the 27 May 2025 Ordinary Meeting - and the CEO investigate the inclusion of that petition and the CEO provide a report back on the investigation. 			

Completed Notice of Motion and Mayoral Minutes Action Sheets Report - 22 May 2025 to 14 August 2025

<p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED</p>			
Notice of Motion - Variation to Shoalhaven DCP Chapter G8: Onsite Sewage Management - Tomerong Village - Temporary Approval			
Ordinary Meeting 10/06/2025	MIN25.280	CL25.180	City Development
<p>RESOLVED (Clr Tribe / Clr Kemp)</p> <p>That:</p> <ol style="list-style-type: none"> 1. Council approve a general variation to the requirements of Chapter G8: Onsite Sewage Management in the Shoalhaven Development Control Plan (DCP) 2014 to allow pump out services to be provided (at developers expense) in appropriate circumstances for residential development or subdivisions at Tomerong (area zoned RU5 Village) for any development applications or similar received, acknowledging the planned delivery of a sewerage scheme for the village. 2. Once the sewer is connected, the pump out system for the property be connected to the reticulation sewer and the temporary arrangements be removed. <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.280	<p>Notes:</p> <p>Completed on 18 June 2025 at 3:10:16 PM - Information shared with Leads of Certification & Compliance Department for information on 18/06/2025.</p>
Mayoral Minute - Support for Drug Court Regulation 2020 Regulation 5(a)			
Ordinary Meeting 10/06/2025	MIN25.277	MM25.12	City Development
<p>RESOLVED (Clr White / Clr Proudfoot)</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Note the correspondence from Kiama Council of 28 May 2025 seeking support from Shoalhaven City Council for the amendment to Regulation 5(a) of the Drug Court Regulation 2020. 		MIN25.277	<p>Notes:</p> <p>Completed on 23 June 2025 at 11:24:38 AM - 23 June - Letter written and approved by Director City Development. Letter to be provided to CEO's EA for CEO to sign and send. See D25/258885</p>

Completed Notice of Motion and Mayoral Minutes Action Sheets Report - 22 May 2025 to 14 August 2025

<p>2. Write to the Hon Michael Daley, Attorney General expressing support for the Regulation 5(a) of the Drug Court Regulation 2020 to expand the eligibility of the Drug Court to residents of the Shoalhaven.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Notice of Motion - CL25.164 Councillor Expenses and Facilities Policy - Adoption - Petition submission investigation - Report request			
Ordinary Meeting 10/06/2025	MIN25.279	CL25.179	City Performance
<p>RESOLVED (Clr Kemp / Clr Clancy)</p> <p>That Council:</p> <p>1. In accordance with Section 252 of the Local Government Act 1993, adopt the draft Councillor Expenses and Facilities Policy (Formerly known as "Council Members – Payment of Expenses and Provision of Facilities Policy") as publicly exhibited and attached. (Attachment 1) to commence from 1 July 2025.</p> <p>2. Not accept the petition included in the report CL25.164 provided to the 27 May 2025 Ordinary Meeting - and the CEO investigate the inclusion of that petition and the CEO provide a report back on the investigation.</p> <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins and Clr Proudfoot</p> <p>AGAINST: Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>CARRIED</p>		MIN25.279	<p>Notes:</p> <p>Completed on 26 June 2025 at 4:34:36 PM - Item 1 - Policy finalised in TRIM - Portal updated</p>
Notice of Motion - Weatherproof Seating Area - Clifton Street Park, Sanctuary Point Community Pride - In principle support			
Ordinary Meeting 22/07/2025	MIN25.332	CL25.214	City Services
<p>RESOLVED (Clr Proudfoot / Clr Dunn)</p> <p>That Council give its in principle support for the construction of a weatherproof seating area, by the Sanctuary Point Community Pride organisation, at Clifton Street Park, Sanctuary Point.</p>		MIN25.332	<p>Notes:</p> <p>Completed on 30 July 2025 at 11.43 AM Currently under consideration for a Community Led Project.</p>

Completed Notice of Motion and Mayoral Minutes Action Sheets Report - 22 May 2025 to 14 August 2025

<p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>			
Mayoral Minute - 2025 Kings Birthday Honours			
Ordinary Meeting 22/07/2025	MIN25.326	MM25.14	City Performance
<p>RESOLVED (Clr White / Clr Norris)</p> <p>That Council acknowledge and congratulate the following Shoalhaven recipients of the 2025 King's Birthday Honours:</p> <ul style="list-style-type: none"> • Mr Geoffrey Stapleton AO • Mr Raymond Strong OAM • Mrs Dorothy Crabb OAM • Mr Colin Steven Greef OAM • Mr Gerald McCarthy OAM • Chief Petty Officer Steven Atkins OAM • Commander Christopher Smith CSC <p>FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis</p> <p>AGAINST: Nil</p> <p>CARRIED</p>		MIN25.326	<p>Notes:</p> <p>Completed on 30 July 2025 at 10:33:18 AM - Website updated</p>
Mayoral Minute - 2025 Kings Birthday Honours			
Ordinary Meeting 22/07/2025	MIN25.326	MM25.14	CEO
<p>RESOLVED (Clr White / Clr Norris)</p> <p>That Council acknowledge and congratulate the following Shoalhaven recipients of the 2025 King's Birthday Honours:</p>		MIN25.326	<p>Notes:</p> <p>Completed on 07 August 2025 at 4:37:40 PM - Letters completed - to be sent 8/8/25</p>

- Mr Geoffrey Stapleton AO
- Mr Raymond Strong OAM
- Mrs Dorothy Crabb OAM
- Mr Colin Steven Greef OAM
- Mr Gerald McCarthy OAM
- Chief Petty Officer Steven Atkins OAM
- Commander Christopher Smith CSC

FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis

AGAINST: Nil

CARRIED

Ordinary Meeting 22/07/2025	MIN25.327	MM25.15	CEO
RESOLVED (Clr White / Clr Proudfoot)		MIN25.327	Notes: Completed on 07 August 2025 at 4:15:01 PM - completed as per resolution
That Council notes the success of the 2025 Viking Festival hosted by the Sussex Inlet Business Chamber on Saturday 7 June 2025.			
FOR:	Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis		
AGAINST:	Nil		
CARRIED			

Ordinary Meeting 29/07/2025	MIN25.367C	CMM25.1	CEO
RESOLVED (Clr White / Clr Krikstolaitis) MIN25.367C That: 1. Council appoints Mr Brian Barrett to the position of Interim Chief Executive Officer for the period commencing from 31 July 2025 until such time as a permanent CEO is appointed.			Notes: Completed on 07 August 2025 at 4:13:26 PM - completed as per resolution

Completed Notice of Motion and Mayoral Minutes Action Sheets Report - 22 May 2025 to 14 August 2025

2. The Interim CEO be provided the same delegations, authorities and powers provided to the previous Acting CEO by resolution on 12 November 2024 (CCL24.32).
3. The Mayor be provided the delegated authority to determine the appropriate remuneration to be provided to the Interim CEO.

FOR: Clr White, Clr Clancy, Clr Kemp, Clr Casmiri, Clr Dunn, Clr Cox, Clr Wilkins, Clr Proudfoot, Clr Tribe, Clr Norris, Clr Boyd, Clr Johnston and Clr Krikstolaitis

AGAINST: Nil

CARRIED

MINUTES OF THE COMMUNITY WELLBEING GRANTS PANEL MEETING

Meeting Date: Thursday 31 July 2025
Location: Bendalong Meeting Room
Time: 12:30pm

The following staff were present:

Ms Sara McMahon – Manager Business Assurance & Risk
Mr Peter Swanson – Lead Land Management
Mr Michael Paine – Manager Community Connections
Ms Lisa Brown – Business & Events Coordinator
Ms Jenna Anderson – Governance Coordinator (Observer)
Mr Benjamin Fischer – Governance Officer (Minute Taker)

Note: Mr Phil Schafer – Grants Officer, was unable to attend the meeting and submitted his scoring and comments ahead of time for consideration by the Panel.

Apologies

Mr Phil Schafer – Grants Officer

Applications Received

There were 41 applications received through the application period which was from 27 May to 24 June 2025. One applicant withdrew their application, and so a total of 40 applications were assessed by the Panel.

The applications were broken up into four different categories for assessment, with Panel Members being appointed to each assessment category as shown below:

1. Community & Culture – Michael Paine & Phil Schafer
2. Environmental – Peter Swanson & Sara McMahon
3. Local Events – Lisa Brown & Phil Schafer
4. Community & Culture (Rates and Rental) – Sara McMahon & Michael Paine

Community Wellbeing Grants Budget

The Grants budget for 2025/2026 is \$180,000, noting that the Community Wellbeing Grants Policy only allows for a maximum Grant of %10 of the adopted budget, being a maximum of \$18,000 for this round of Grants.

Funding Recommendations

The total funds requested through the application process was \$243,904.00.

A summary of the applications is attached to the Minutes as **table 1** which provides the following information:

- Grants category;
- Applicant details
- Event / Project / Activity for which the applicant is seeking funds
- Amount requested
- Feedback from the assigned Panel Members regarding the application
- Amount recommended to be paid as a Community Wellbeing Grant for the 2025/2026 financial year as determined by the Grants Panel.

The total amount of funding recommended to be paid for the 2025/2026 financial year by the Community Wellbeing Grants Assessment Panel is \$156,388.26. This leaves an available balance of \$23,611.74 for 2025/2026 financial year. This balance is available for further consideration by Council.

Ineligible Applications and Applications not recommended for Funding.

The Grants Panel has determined \$56,025.00 in applications either ineligible or not recommended for funding. These are shown in **table 2**.

Table 1 – Recommended for Funding

CATEGORY	PROJECT / EVENT SUBSIDY NAME	ORGANISATION NAME	AMOUNT REQUESTED	FEEDBACK FROM PANEL	RECOMMENDED AMOUNT
Community & Culture	PURE Health Local Series – A Blueprint for Healthy Ageing in Shoalhaven	PURE Health Advising	\$3,700.00	The Panel noted that although it was a lower scoring application, and it is untested whether a demand exists in this space, that it is a great initiative to provide health education to Shoalhaven and there is no evidence that similar services exist. The Panel recommends partial funding.	\$2,500.00
Community & Culture	Volunteer Appreciation	North Shoalhaven Meals on Wheels	\$1,500.00	The Panel noted that Meals on Wheels are a great organisation delivering a good community service, and that celebrating volunteers will encourage retention and improve recruitment prospects. The Panel recommended full funding, but noted that in future it should be demonstrated where the funding shortfalls exist, as the broader organisation holds significant funds.	\$1,500.00
Community & Culture	Storytelling Workshops for Young Indigenous Men and Women in the Shoalhaven	Shoalhaven First Nations Film Festival Incorporated	\$8,830.00	The Panel agreed that this is a great initiative to build story telling capacity in the region, and that they have demonstrated their need for funding. The Panel recommended full funding, however, noted it would be beneficial in future to receive some evidence or evaluation of success of previous years programs for any future application.	\$8,830.00
Community & Culture	Vincentia Connections Community Wellbeing Day (Mental Health Month)	Vincentia Matters Incorporated	\$2,400.00	The Panel agreed this is a good community initiative, fostering community connections and local business involvement which will be well received by the community. Full amount recommended.	\$2,400.00
Community & Culture	Milton Ulladulla Community Kindness Initiative	Apex Club of Milton Ulladulla	\$5,000.00	The Panel agreed that it is a great proposal, with a diversification in the audience targeted, including Shoalhaven youth, and recommended full funding. The Panel wished to note that being awarded	\$5,000.00

				Grant funding will be subject to separate approvals, and would need to be returned should these approvals not eventuate.	
Community & Culture	Shoalhaven Lydians "Sing Gloria" Christmas December Concerts	Shoalhaven Lydian Singers Inc	\$4,000.00	The Panel noted that the application lacked detail, but recommended partial funding as the project is unique and appears worthwhile.	\$3,200.00
Community & Culture	Youth Beat Outreach Program	Mission Australia	\$5,386.00	The Panel agreed that this is a great project providing support to young people and assisting with referrals to appropriate supports. The Panel recommended the full amount, but did note that the organisation could attempt fundraising for the program.	\$5,386.00
Community & Culture	Aunties & Uncles Program	CareSouth Ltd	\$5,850.00	The Panel agreed this is a worthwhile initiative which provides mentoring to people to provide support for troubled youth. The full amount was recommended. The Panel however did provide the following feedback: It should be considered whether this initiative could engage more with the Shoalhaven region and local businesses, as the mentoring is delivered by an organisation in Croydon and all excursions are out of the area. It was also questioned why the project is not self-sustaining after 30 years of operation.	\$5,850.00
Community & Culture	First Aid Training for Our Volunteers	Safe Waters Community Care	\$4,725.00	The Panel agreed that although the application did not score well and lacked detail, that Safe Waters provides a critical service for the Homeless Community, and first aid training is very important in that space. The Panel recommended the full amount. It was noted that the applicant could have co-contributed costs to strengthen the application.	\$4,725.00
Environment	Food for Thought - fostering community wellbeing through participation in	Growing Together South Coast	\$11,550.00	That Panel noted that the benefits of the project include providing an impetus to the new community garden and providing social connection to isolated community	\$6,500.00

	sustainable food production			members. The Panel recommended partial funding, noting that further information should be provided in future, such as the following: What are the workshop session lengths? Are the Food for Thought members facilitating the workshops themselves? How is involvement/awareness of the broader community to be achieved?	
Local Events	2025 Shoalhaven Koori Touch Football Competition	South Coast & Country Community Law	\$2,500.00	The Panel agreed that the initiative appears to be a valuable contribution to the community, particularly in its focus on youth health and wellbeing. The Panel recommended full funding, given the positive outcomes for youth wellbeing and the community.	\$2,500.00
Local Events	Noah's Challenge 2025	Noah's Inclusion Services	\$4,000.00	The Panel agreed that the application reflects a strong commitment to community inclusion and wellbeing, particularly through its focus on youth and accessible services. The supporting documentation highlighted the event's role in fostering connection and providing valuable resources to families, which aligns well with the goals of the Community Wellbeing Strategy. Full funding recommended.	\$4,000.00
Local Events	Joint SCC and Bomaderry Nowra Lions Carols in the Park Carols in Harry Sawkins Park, Nowra	The Lions Club of Bomaderry Nowra	\$15,000.00	The Panel notes that this long-standing, free community event is a valued tradition in Nowra, offering families and residents a meaningful opportunity to come together and celebrate annually. While the application acknowledges the event's significance, it would benefit from more detailed information, particularly regarding its alignment with the Community Wellbeing Strategy Foundations and the specific elements of the event itself. For future submissions, we recommend providing a more comprehensive	\$10,000.00

				application that clearly highlights the event's reach, importance, and community involvement. This will help better demonstrate its alignment with strategic priorities and its broader impact. The Panel also notes that additional support is provided for this event, as it's listed under Council's fees and charges as a no charge event which provides a waiver for venue fees. The Panel recommended the minimum amount requested.	
Local Events	South Shoalhaven Community Expo	Community Connect South Shoalhaven	\$15,000.00	The Panel notes that this is an excellent application that clearly aligns with the Wellbeing Strategy Pillars and demonstrates meaningful impact on the broader community. The proposed event stands out as a unique initiative fostering strong community connections across the Southern Shoalhaven region. The Panel recommended the minimum amount requested.	\$10,000.00
Local Events	Spring Into Sanctuary Point fair	Sanctuary Point Community Pride	\$2000.00	While the application outlines a commendable community initiative, it would benefit from a more detailed description of the event itself and a clearer articulation of how it aligns with the wellbeing foundations. Strengthening these areas will enhance the overall impact and clarity of future submissions. That said, the event is clearly valued by the community, as highlighted in the letter of support from Sanctuary Point Public School. It serves as a vibrant gathering that fosters connection and provides access to essential services that may otherwise be unavailable—an important contribution to community wellbeing. The Panel recommended the minimum amount requested.	\$650

				It was also noted that the event organiser has also applied for a fee waiver for the site fees which is currently under assessment. This section was not included in the budget, and they have not applied for additional funding to support this under the grant.	
Local Events	Meet the Makers Festival	Meet the Makers Festival Inc	\$6,000.00	The Panel agrees this is a high-scoring application that effectively addresses the assessment criteria. The inclusion of substantial supporting documentation and letters of support strengthens the proposal and demonstrates strong community backing. The initiative is a fantastic example of local collaboration, showcasing a diverse range of businesses working together to deliver a community-led event that promotes engagement and wellbeing. Full funding recommended.	\$6,000.00
Local Events	Milton Folk, Jazz and Blues Festival 2026	Milton Folk, Jazz and Blues Festival	\$5,000.00	The panel agrees this is a solid application with clear potential and connection of benefits to the region. A great opportunity to encourage more musicians and diversity in types of music and the arts. The event itself is unique to the Lower Shoalhaven region and presents a valuable opportunity for growth and increased community impact in future years. Full funding recommended.	\$5,000.00
Rates & Rental Subsidy	Friends of Callala - A Seniors Group	Friends of Callala Seniors Group	\$952.00	The Panel agreed that although it is a small group, they would otherwise be unable to afford the hall without a Grant and therefore unable to support seniors in the area. It was also noted that the group are contributing \$200 of their own funds. The Panel recommended the full amount.	\$952.00
Rates & Rental Subsidy	Albatross Musical Theatre Company Rental Subsidy	Albatross Musical Theatre Company	\$10,000.00	The Panel noted that the applicant are already supported by receiving discounted rates, but agreed to support partial	\$8,000.00

				funding as the applicant provides free programs to the community.	
Rates & Rental Subsidy	Tomerong School of Arts Rates Subsidy	Tomerong School of Arts	\$4,000.00	In assessing the Panel took into consideration that the Hall gets significant community usage, including for Yarning group meetings, and that there are no other facilities of this kind in the area. The Panel noted that the application itself would benefit by providing more evidence of bookings, diversity of bookings, events held and subsidies provided etc.. It was also noted that the Panel provided the following comment in the previous round: 'it would be expected that if the Tomerong School of Arts Inc applies the following financial year, the balance would have significantly decreased as outlined in the explanatory notes on the application'. In light of this, the Panel recommended partial funding.	\$2,000.00
Rates & Rental Subsidy	Rental support for Sussex Inlet Foundation for Community Development Inc	Sussex Inlet Foundation for Community Development Inc	\$12,000.00	The Panel agreed that this was a strong application and supported full funding.	\$12,000.00
Rates & Rental Subsidy	Community Rent Assistance - Ellmoos Centre Usage	Sussex Inlet District Chamber of Commerce	\$6,000.00	The Panel agreed that this was an excellent application for a good community project. The Panel supported full funding.	\$6,000.00
Rates & Rental Subsidy	Rates Reimbursement for Joint Wandandian Community/SCC Emergency Support Project	Wandandian Progress Association Inc	\$1,880.00	The Panel agreed that this is an important asset for the community and Council does not have another facility like this in the area. The Panel asked that in future more supporting information about how the applicant is meeting Community Wellbeing Foundations. The Panel supported the full amount.	\$1,880.00
Rates & Rental Subsidy	CWA Hall, 79 Victoria St, Berry - rate subsidy	CWA Berry Branch	\$2,500.00	The Panel agreed that the applicant has demonstrated the need for funding and	\$2,500.00

				support from the community. The Panel recommended full amount.	
Rates & Rental Subsidy	Hire of Rehearsal Venue and Assistance for Summer Sounds Workshop	Shoalhaven City Concert Band	\$5,006.00	The Panel agreed that the project provides an opportunity for local musicians and supports various local events and programs, and is attracting young people. The Panel recommended the full amount.	\$5,006.00
Rates & Rental Subsidy	Berry RSL Rates Donation Equivalent	Berry RSL sub-Branch	\$3,300.00	The Panel agreed that the application is worth supporting and that it is positive to see the sub branch actively seeking more users of the hall to offset the costs. The Panel recommended the full amount.	\$3,300.00
Rates & Rental Subsidy	Rental support for the Treading Lightly Hub, Milton	Treading Lightly Inc	\$18,000.00	The Panel agreed that this was an excellent application with many letters of support evidencing how well the community are engaged with the space The Panel recommended the full amount.	\$18,000.00
Rates & Rental Subsidy	Rental Subsidy - Nowra Museum	Shoalhaven Historical Society	\$1,300.00	The Panel agreed to provide full funding, noting that the application did not score highly in line with the overall assessment criteria .Future applications would benefit greatly from evidence demonstrating how well the community embraces the museum. In particular, the Panel would like to see the following: Visitor numbers, membership numbers, number of School/ education groups visiting, items acquired, resources developed -all of which would provide a stronger imperative to support future funding.	\$1,300.00
Rates & Rental Subsidy	Subsidies Council Rates	Cambewarra School of Arts	\$2,500.00	The Panel agreed that this application has improved since the previous round and very clearly demonstrated the need for funding. The Panel recommended the full rates & charges amount.	\$2,259.26
Rates & Rental Subsidy	Shoalhaven Youth Orchestra	Shoalhaven Youth Orchestra	\$16,000.00	The Panel agreed this is a worthwhile application, but that it lacks specific evidence to show how the community has engaged with the Youth Orchestra in the	\$8,000.00

				last financial year, which would be useful and would strengthen the application. The Panel recommended partial funding.	
Rates & Rental Subsidy	Five Villages Community Garden	Five Villages Community Garden Inc	\$2,000.00	The Panel agreed this this is a good way to support the community in Manyana, and recommended Partial funding for rent, insurance and memberships, but not to fund the garden consumables which are not eligible for Grants under the policy.	\$1,150.00

Table 2 – Not Recommended for funding

CATEGORY	PROJECT / EVENT SUBSIDY NAME	ORGANISATION NAME	AMOUNT REQUESTED	FEEDBACK FROM PANEL
Community & Culture	Bush Bursary: Scholarship and Rural Health Placement Program for Healthcare Students (Medical, Nursing and Midwifery).	Rural Doctors Network	\$3,000.00	The Panel deemed this application to be ineligible under the criteria, as it seeks funding for a scholarship, which is a financial benefit to an individual. The Panel also noted that the Rural Doctors Network received significant financial revenue last financial year, and could self-fund the scholarship.
Community & Culture	Music Shoalhaven Inc Classical Concert Series	Music Shoalhaven Inc	\$2,500.00	The Panel noted the application lacked detail and scored quite low. The Panel advised they would have liked to see more evidence of the impact of the program, such as audience feedback and program evaluation from previous years.
Community & Culture	A Postie Ride for Defence and Veterans Suicide Prevention	Soldier On	\$1,000.00	The Panel deemed the application as Ineligible under the criteria as the proceeds will be donated on.
Local Events	Ulladulla Blessing of the Fleet Festival	Ulladulla Blessing of the Fleet Festival Inc	\$18,000.00	The Panel deemed this application ineligible as the significant funds held by the organisation can be used to support the event. The budget only demonstrates expenses and does not show how the funds will be raised to support the event. From that, it's not clear to assess the need for the Council funding to make up short falls. If the applicant applied again in the future, the Panel suggests that the application would benefit from a stronger overall effort, particularly in providing supporting documentation and relevant statistics to substantiate the proposal. It does not clearly establish the need for the initiative or effectively convey the anticipated benefits and outcomes. Additionally, the connection to the wellbeing foundations is not sufficiently demonstrated.
Local Events	Burradise Easter Bash	Love Culburra Beach Festival	\$5,000.00	The application is ineligible due to the organisation holding a significant surplus of funds, without providing evidence that these funds are committed to another project. The Panel congratulate the event organiser in working towards financial self-sustainability over the years. The Panel acknowledges that the proposed

				event is a fantastic free initiative that contributes significantly to community vibrancy, particularly in a coastal town setting. Its potential to foster connection and wellbeing is acknowledged and appreciated.
Local Events	Water Fest Shoalhaven	Water Fest Shoalhaven Inc	\$20,000.00	The Panel notes that the application does not provide a clear understanding of the event and is somewhat confusing as it talks about sustainability and wellbeing but then mentions water fights which is a waste of the natural resource. Supporting documentation was sent through significantly after the due date, making it difficult to assess and then creating a need to reassess. The budget, which was submitted late, still did not provide a clear budget for the event as it did not demonstrate event projected income vs expenditure. For future applications the panel suggests that to strengthen the application, we recommend including more detailed information—particularly regarding how the proposed event aligns with the foundational principles of the Community Wellbeing Strategy, as well as a clearer description of the event's key components, objectives and goals as well a detailed event budget.
Rates & Rental Subsidy	Sussex Inlet RSL sub-Branch Memorial Hall Rates & Charges Subsidy	Sussex Inlet RSL sub-Branch	\$2,500.00	The Panel was of the view that this Grant would be better supported through Club Grants, and noted that significant funds are held by the applicant. It was also noted that very little supporting evidence was provided with the application. The Panel did not recommend funding this application.
Rates & Rental Subsidy	Mollymook Bridge Club	Mollymook Bridge Club Inc.	\$2,552.00	The Panel noted that, although the Bridge Club provide a service to the community, significant funds are held by the applicant and so the need for the subsidy was questioned. The Panel also provided the feedback that a modest increase in fees of less than \$5 per person per session would provide sufficient revenue to cover the rates, while still providing excellent value for money. The Panel did not recommend funding.
Rates & Rental Subsidy	Hall hire for Berry School of Arts	Redberry Quilters	\$1,473.00	The Panel deemed this application ineligible due to proceeds of the Quilt Show for which the grant is sought then being donated to other organisations.



Monthly Investment Review



July 2025

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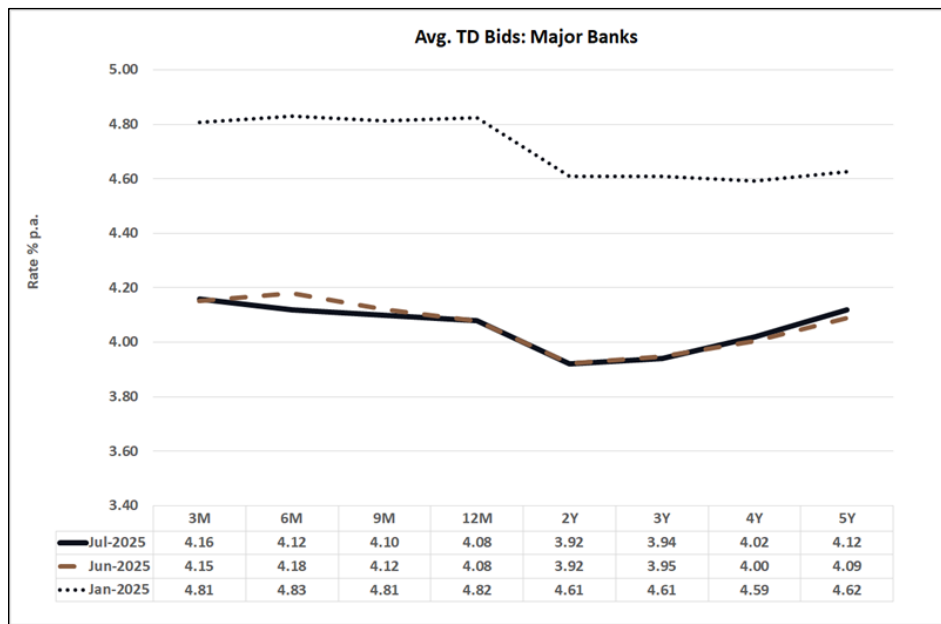
CL25.264 - Attachment 1



Market Update Summary

Global equity markets continue to set all-time highs in July. Despite the ongoing uncertainty surrounding the tariff wars, inflation appears to be trending lower, unemployment remains low, and with interest rates expected to ease further, this is providing support to global growth.

In the deposit market, over July, across the curve (short and long-end), the average deposit rates offered by the domestic major banks remained relatively flat compared to the previous month (June) after the RBA unexpectedly kept official interest rates unchanged. The market continues to price in additional rate cuts over the next few months and if delivered, this should see the deposit curve drop further.



Source: Imperium Markets

With additional rate cuts and a global economic downturn priced in over the next 6-12 months, investors should consider diversifying and taking an 'insurance policy' against a potentially lower rate environment by investing across 1-5 year fixed deposits and locking in rates close to or above 4% p.a. (small allocation only).



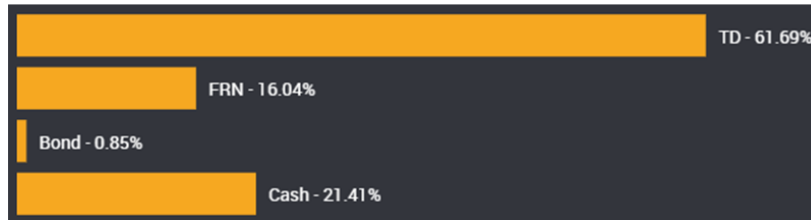
Shoalhaven City Council 's Portfolio & Compliance

Asset Allocation

The majority of the portfolio is directed to fixed term deposits and cash or cash notice accounts. The remainder of the portfolio is directed to liquid senior FRNs and fixed bonds.

Senior FRNs are currently considered 'expensive' on a historical basis but new issuances should continue to be considered on a case by case scenario. In the interim, staggering a mix of fixed deposits between 12 months to 5 years remains a more optimal strategy to maximise returns over a longer-term cycle.

With additional interest rate cuts and a global economic downturn being priced in 2025, investors can choose to allocate a small proportion of longer-term funds and undertake an insurance policy against additional rate cuts by investing across 1-5 year fixed deposits, locking in and targeting yields above 4% p.a. Should inflation be within the RBA's target band of 2-3% over the longer-term, returns around 4% p.a. or higher should outperform benchmark.





Term to Maturity

All maturity limits (minimum and maximum) comply with the Investment Policy. Short-Medium Term (1-2 years) assets account for around 2% of the total investment portfolio, with capacity of ~\$59m remaining.

Any funds excess to surplus requirements should be placed in longer-dated tenors between 1-5 years across fixed term deposits along with any attractive new FRNs (3-5 years) as they come to market (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 90 days	\$83,322,444	35.45%	0%	100%	\$151,705,174
✓	91 - 365 days	\$117,098,810	49.82%	0%	100%	\$117,928,808
✓	1 - 2 years	\$4,712,094	2.01%	0%	70%	\$159,807,238
✓	2 - 5 years	\$29,894,270	12.72%	0%	50%	\$87,619,539
✓	5 - 10 years	\$0	0.00%	0%	25%	\$58,756,904
		\$235,027,618	100.00%			

CL25.264 - Attachment 1



Counterparty

As at the end of July 2025, all counterparty exposures comply within the Policy limits. Capacity limits are also dependent on the movement in the cash balances. Overall, the portfolio is well diversified across the entire credit spectrum, including some exposure to the regional bank (lower rated) ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	DBS Cov	AAA	\$1,003,832	0.43%	100.00%	\$234,023,786
✓	Suncorp Cov	AAA	\$2,017,944	0.86%	100.00%	\$233,009,674
✓	NSW (SIRA)	AA+	\$6,675,000	2.84%	100.00%	\$228,352,618
✓	ANZ	AA-	\$38,991,875	16.59%	100.00%	\$196,035,743
✓	CBA	AA-	\$47,144,050	20.06%	100.00%	\$187,883,568
✓	HSBC Bank	AA-	\$2,017,198	0.86%	100.00%	\$233,010,420
✓	NAB	AA-	\$62,503,873	26.59%	100.00%	\$172,523,745
✓	Northern Terr.	AA-	\$2,000,000	0.85%	100.00%	\$233,027,618
✓	Westpac	AA-	\$14,009,148	5.96%	100.00%	\$221,018,470
✓	Macquarie Bank	A+	\$3,999,308	1.70%	100.00%	\$231,028,310
✓	Rabobank	A+	\$5,326,898	2.27%	100.00%	\$229,700,720
✓	ING Bank	A	\$28,716,095	12.22%	100.00%	\$206,311,523
✓	Bendigo	A-	\$10,601,914	4.51%	20.00%	\$36,403,610
✓	BoQ	A-	\$10,000,000	4.25%	20.00%	\$37,005,524
✓	AMP Bank	BBB+	\$20,483	0.01%	5.00%	\$11,730,898
			\$235,027,618	100.00%		

On 31st July 2024, ANZ's takeover of Suncorp Bank was formalised, and ratings agency S&P upgraded Suncorp's long-term credit rating to that of its parent company immediately (now rated AA-). Investor's exposure to Suncorp is now reflected under the parent company being ANZ.



Credit Quality

The portfolio is well diversified from a credit ratings perspective. The portfolio is entirely invested amongst the investment grade ADIs (BBB+ or higher). All ratings categories are within the Policy limits:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AAA Category	\$3,021,776	1%	100%	\$232,005,842
✓	AA Category	\$173,341,144	74%	100%	\$61,686,474
✓	A+ to A Category	\$38,042,300	16%	100%	\$196,985,318
✓	A- Category	\$20,601,914	9%	40%	\$73,409,133
✓	BBB+ to BBB Category	\$20,483	0%	30%	\$70,487,802
✓	BBB- & NR ADIs	\$0	0%	5%	\$11,751,381
✓	TCorp LTGF	\$0	0%	100%	\$235,027,618
		\$235,027,618	100.00%		



Performance

Council's performance for the month ending July 2025 (excluding cash) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.32%	0.96%	1.95%	0.32%	4.16%
AusBond Bank Bill Index	0.30%	0.97%	2.02%	0.30%	4.31%
T/D Portfolio	0.40%	1.19%	2.40%	0.40%	4.98%
FRN Portfolio	0.39%	1.20%	2.31%	0.39%	4.64%
Bond Portfolio	0.10%	0.30%	0.60%	0.10%	1.15%
Council's Total Portfolio[^]	0.40%	1.19%	2.35%	0.40%	4.80%
Relative (to Bank Bills)	0.10%	0.22%	0.33%	0.10%	0.49%

[^]Council's total portfolio returns excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	3.85%	3.85%	3.97%	3.85%	4.16%
AusBond Bank Bill Index	3.60%	3.89%	4.11%	3.60%	4.31%
T/D Portfolio	4.84%	4.82%	4.89%	4.84%	4.98%
FRN Portfolio	4.73%	4.85%	4.70%	4.73%	4.64%
Bond Portfolio	1.24%	1.21%	1.21%	1.24%	1.15%
Council's Total Portfolio[^]	4.77%	4.79%	4.80%	4.77%	4.80%
Relative (to Bank Bills)	1.17%	0.90%	0.69%	1.17%	0.49%

[^]Council's total portfolio returns excludes Council's cash account holdings.

For the month of July, the total portfolio (excluding cash) provided a return of +0.40% (actual) or +4.77% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.30% (actual) or +3.60% p.a. (annualised). The longer-term positive performance continues to be anchored by the handful of deposits that were originally placed for terms greater than 12 months.



Recommendations for Council

AMP Business Saver & Notice Account

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

Term Deposits

As at the end of July 2025, Council's **deposit** portfolio was yielding 4.61% p.a. (down 14bp from the previous month), with a weighted average duration of ~191 days (~6½ months). We recommend extending the weighted average duration closer to 9-12 months to optimise returns in the long-run.

Going forward, a more optimal strategy would be staggering deposits across 1-5 year terms – this is likely to earn up to ¼-½% p.a. higher compared to shorter tenors in a normal market environment. There is growing belief that additional rate cuts and a global economic downturn is imminent and so locking in rates above 4% p.a. across 1-5 year tenors may provide some income protection against a lower rate environment.

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

Securities

Primary (new) **FRNs** (with maturities between 3-5 years) are now 'fair value' again and remain appealing (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide attractive opportunities from new (primary) issuances.



Council's FRN Portfolio

We recommend that Council retains most its FRNs at this stage. We will continue to monitor them individually and will advise when it is appropriate to sell to boost the overall returns of the portfolio in future. (We also remind Council that FRNs can also be sold in the case of an emergency for cash flow purposes).

The following FRNs (unrealised gains of ~\$24k) are up for consideration to be sold over the next few months. We recommend switching into a new attractive FRN when available or otherwise, medium-term fixed deposits (1-5 years) or fixed bonds yielding above 4% p.a.

Issuer	Rating	Maturity Date	ISIN	Face Value	Trading Margin	~Capital Price (\$)	~Unrealised Gain (\$)
Rabo	A+	27/01/2027	AU3FN0065710	\$2,000,000	+52.0bp	\$100.248	\$4,958
Sunc	AA-	25/01/2027	AU3FN0065994	\$2,700,000	+56.0bp	\$100.264	\$7,136
DBS	AAA	16/08/2027	AU3FN0080313	\$1,000,000	+57.5bp	\$100.383	\$3,832
CBA	AA-	17/08/2028	AU3FN0080396	\$1,000,000	+65.0bp	\$100.804	\$8,037

Council's Senior Fixed Bonds

In August 2021, Council invested into the following NTTC (AA-) fixed bond:

Investment Date	Maturity Date	Principal	Rate % p.a.	Interest Paid
27/08/2021	15/12/2025	\$2,000,000	1.20%	Annually

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

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



Term Deposit Market Review

Current Term Deposits Rates

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

ADI	LT Credit Rating	Term	Rate % p.a.
ING Bank	A	5 years	4.35%
Westpac	AA-	5 years	4.19%
Hume Bank	BBB+	5 years	4.18%
NAB	AA-	5 years	4.15%
ING Bank	A	4 years	4.20%
Hume Bank	BBB+	4 years	4.08%
Westpac	AA-	4 years	4.07%
NAB	AA-	4 years	4.05%
ING Bank	A	3 years	4.05%
Hume Bank	BBB+	3 years	4.00%
Westpac	AA-	3 years	3.99%
BOQ	A-	3 years	3.94%
ING Bank	A	2 years	4.02%
Regional Aust. Bank	BBB+	2 years	4.00%
State Bank of India	BBB-	2 years	4.00%
Hume Bank	BBB+	2 years	3.95%

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

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



ADI	LT Credit Rating	Term	Rate % p.a.
ICBC Sydney Branch	A	12 months	4.19%
Westpac	AA-	12 months	4.17%
Regional Aus. Bank	BBB+	12 months	4.16%
State Bank of India	BBB-	12 months	4.15%
NAB	AA-	12 months	4.10%
Australian Unity Bank	BBB+	12 months	4.10%
State Bank of India	BBB-	9 months	4.30%
Regional Aus. Bank	BBB+	9 months	4.20%
Westpac	AA-	9 months	4.15%
NAB	AA-	9 months	4.15%
BankVIC	BBB+	6 months	4.25%
AMP Bank	BBB+	6 months	4.25%
State Bank of India	BBB-	6 months	4.25%
Bank of Sydney	Unrated	6 months	4.25%
NAB	AA-	6 months	4.20%
State Bank of India	BBB-	3 months	4.30%
NAB	AA-	3 months	4.25%
AMP Bank	BBB+	3 months	4.20%
Bank of Sydney	Unrated	3 months	4.20%

For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

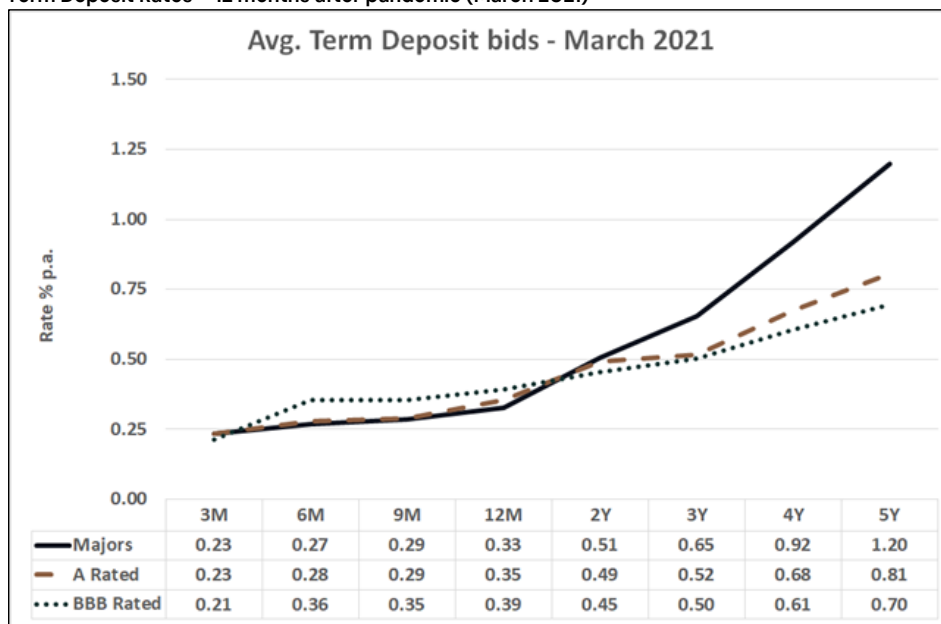
With additional rate cuts and a global economic downturn priced in over the next 6-12 months, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates close to or above 4% p.a. This will provide some income protection if the RBA decides to continue cutting rates over 2025 and into 2026.



Term Deposits Analysis

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

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



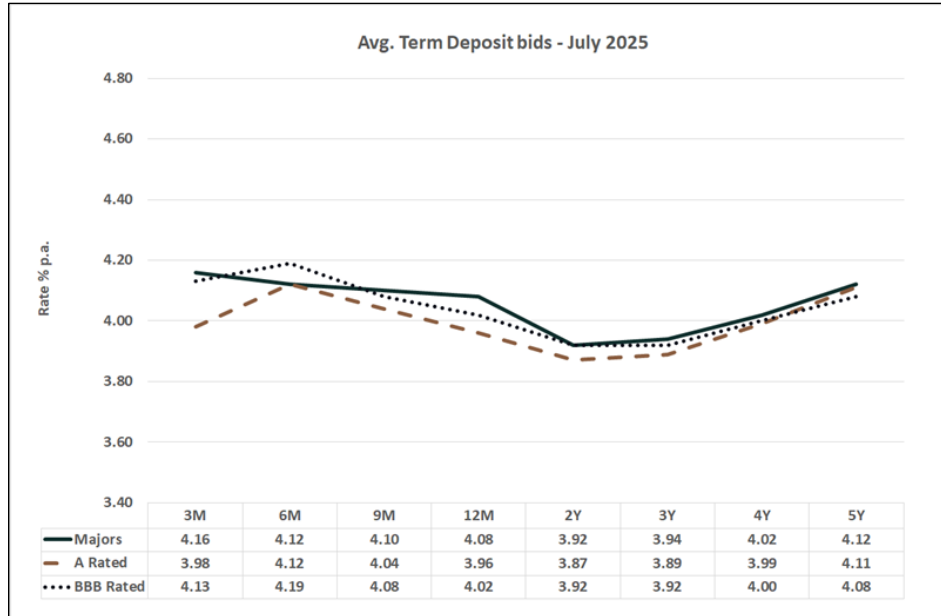
Source: Imperium Markets

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



Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (July 2025)



Source: Imperium Markets

Financial Stability of the Banking (ADI) Sector

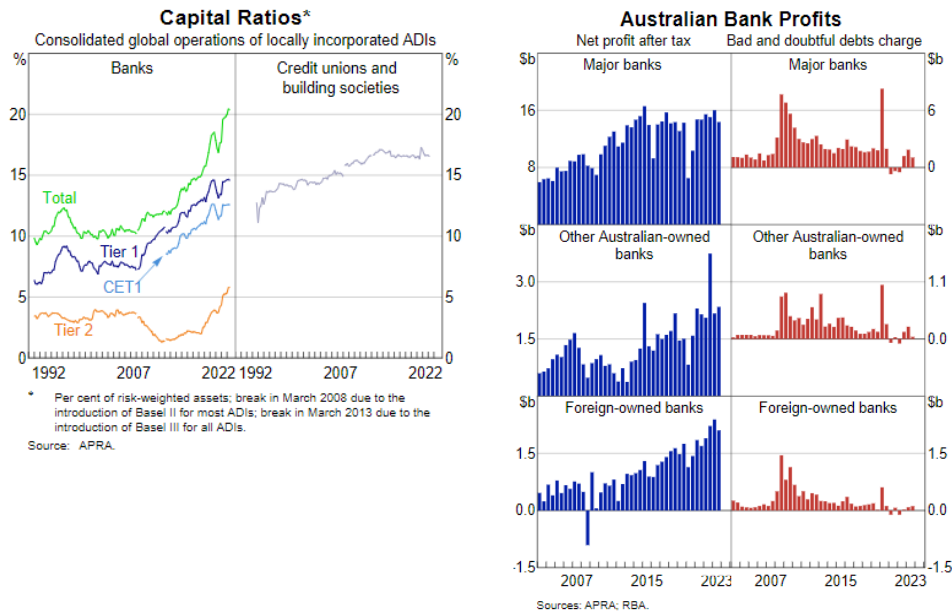
The RBA's latest Financial Stability report of 2024 reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an



increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capital Ratios* chart below). APRA's mandate is to "protect depositors" and provide "financial stability".

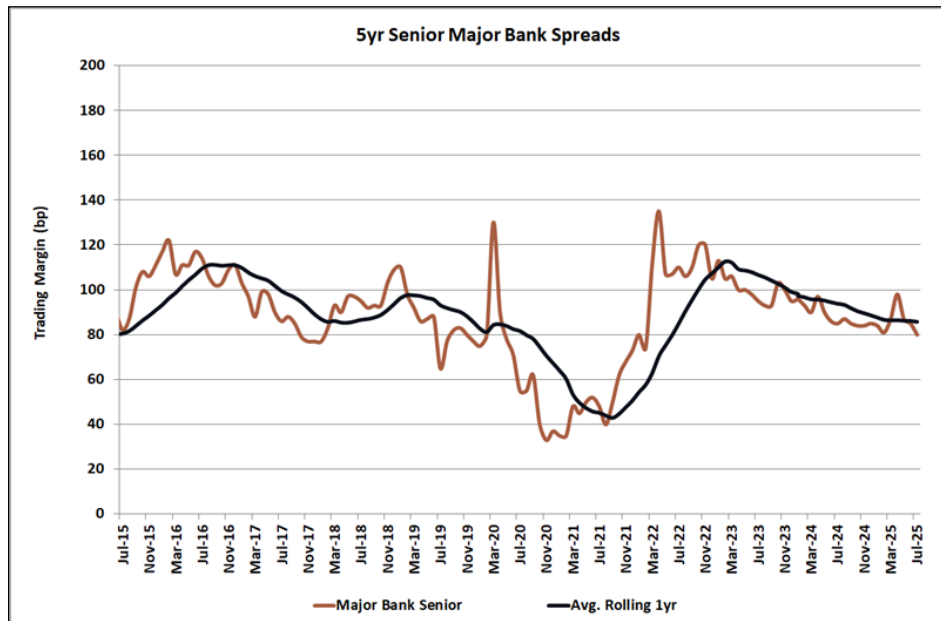
Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits* chart below), which also includes two stress-test environments being the GFC (September 2008) and the COVID pandemic (March 2020):





Senior FRNs Market Review

Over July, amongst the senior major bank FRNs, physical credit securities tightened up to 5bp at the long-end of the curve. Long-term major bank senior securities are looking slightly expensive on a historical basis, noting the 5yr margin has averaged around the +95-100bp range over a cycle (currently around +80bp).



Source: IBS Capital

During the month, there were a handful of new (primary) issuances, from which all were well over-subscribed:

- Suncorp (AA-) 1 year senior FRN at +44bp
- Suncorp (AA-) 3 year senior security at +73bp
- Rabobank (A+) 5 year senior security at +86bp
- Macquarie Bank (A+) 5 year senior security at +82bp
- CIB (AAA) 3 year covered security at +65bp

Amongst the "A" and "BBB" rated sectors, the securities also tightened by up to 5bp at the longer-end of the curve.



Overall, credit securities are slightly expensive on a historical basis but remain a good option for diversification purposes. FRNs will continue to play a role in investors' portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets.

Senior FRNs (ADIs)	31/07/2025	30/06/2025
"AA" rated – 5yrs	+80bp	+85bp
"AA" rated – 3yrs	+65bp	+68bp
"A" rated – 5yrs	+90bp	+95bp
"A" rated – 3yrs	+75bp	+80bp
"BBB" rated – 3yrs	+125bp	+130bp

Source: IBS Capital

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

- On or before early-2028 for the "AA" rated ADIs (domestic major banks);
- On or before 2026 for the "A" rated ADIs; and
- Within 6–9 months for the "BBB" rated ADIs (consider case by case).

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



Senior Fixed Bonds – ADIs (Secondary Market)

With global inflation softening and official interest rates starting to drop progressively, investors may look at some opportunities in the secondary market. We currently see value in the following fixed bond lines (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0314763	Bendigo	A-	Senior	24/10/2028	3.24	4.79%	4.28%
AU3CB0308955	BoQ	A-	Senior	30/04/2029	3.75	5.30%	4.40%
AU3CB0319879	Nova Sco.	A-	Senior	21/03/2030	4.64	5.23%	4.85%



Economic Commentary

International Market

Global equity markets continue to set all-time highs in July. Despite the ongoing uncertainty surrounding the tariff wars, inflation appears to be trending lower, unemployment remains low, and with interest rates expected to ease further, this is providing support to global growth.

Across equity markets, the US S&P 500 Index rose +2.17%, whilst the NASDAQ gained +3.70%. Europe's main indices also rose, with gains across UK's FTSE (+4.24%), France's CAC (+1.38%) and Germany's DAX (+0.65%).

US payrolls for June printed much stronger than the consensus (payrolls +147k vs. +106k expected; unemployment rate 4.1% vs. 4.3% expected).

Headline US CPI rose by +0.3% m/m as expected in June, but +2.7% y/y, up from +2.4% in May and 0.1% above the consensus. Core CPI was +0.2% as expected, with the annual rate up to +2.9% from +2.8%, in line with expectations.

In Canada, June employment was much stronger than expected. Employment was +83k vs flat expected, and the unemployment rate fell 0.1% to 6.9%. Canada's CPI data were broadly in line with expectations, with annual headline inflation ticking up 0.2% to +1.9% as expected.

UK CPI was 0.2% higher than consensus on both the headline and core measure, which rose to +3.6% and +3.7% respectively in June. Services CPI was also stronger than expected, steady at +4.7%. Meanwhile, BoE Governor Bailey hinted at deeper rate cuts if the labour market deteriorates further.

The ECB left rates unchanged as the market had expected, with the Deposit Rate at 2% after 200bp of cuts since the peak. ECB President Lagarde repeated a line from the June meeting that with headline inflation at the 2% target, the ECB was *"in a good place"*.

The RBNZ held rates as expected and reintroduced an easing bias into their communication, noting that if things progress as anticipated, it *"expects to lower the Official Cash Rate further"*.

China's CPI rose +0.1% y/y in June after -0.1% the previous month, and above consensus for -0.1%. The core measure (ex-food and energy) ticked higher to +0.7%.

The MSCI World ex-Aus Index rose +1.70% for the month of July:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+2.17%	+13.83%	+14.80%	+15.35%	+14.15%	+11.65%
MSCI World ex-AUS	+1.70%	+12.10%	+16.70%	+14.40%	+12.30%	+8.90%
S&P ASX 200 Accum. Index	+2.36%	+8.17%	+11.81%	+12.33%	+12.26%	+8.65%

Source: S&P, MSCI



Domestic Market

The RBA surprised markets by holding the cash rate at 3.85% in its meeting in July. The Board is “*looking for confirmation we are still on the path*” but this is a “*decision on timing but not direction*”. The RBA has seemingly shifted their approach from ‘cautious and predictable’ to ‘cautious and gradual’, taking the option to wait and see how the 50bp of cuts is flowing through the economy, and gather further information on the June quarter CPI, the labour force and global developments.

The June quarterly headline CPI came in at +0.7% q/q and +2.1% y/y (slightly below consensus of +0.8%/+2.2%). The quarterly trimmed mean came in +0.6% q/q and +2.7% y/y (consensus +0.7%/+2.7%). The Monthly Inflation Indicator also came in softer at +1.9% y/y and the monthly trimmed mean was +2.1% y/y.

The unemployment rate rose 0.2% to 4.3% in June, the highest since November 2021. This comes after months of remarkably little change in the unemployment rate. The labour market has shown some gradual cooling that was not fully reflected in the steady unemployment rate in recent months.

Retail sales for May disappointed, coming in at just +0.2% m/m (consensus +0.5%), cooling to +3.3% y/y.

Dwelling prices for June rose +0.6% m/m, further sustaining the turnaround seen since February. Price growth had slowed into April (ahead of the 3 May election), but with the election firmly in the rear vision mirror and further RBA cash rate cuts on the horizon, price growth has picked. On a three-month annualised basis, dwelling price growth is running at a +5.8% y/y pace.

Residential building approvals for May rose +3.2% m/m, rebounding after April’s -4.1% m/m, and broadly in line with the consensus of +4.0% m/m.

The Australian dollar fell around -1.24%, finishing the month at US64.69 cents (from US65.50 cents the previous month).

Credit Market

The global credit indices tightened again this month in the risk-on environment. They remain near the levels seen in early-mid 2022 (prior to the rate hike cycle from most central banks):

Index	July 2025	June 2025
CDX North American 5yr CDS	51bp	54bp
iTraxx Europe 5yr CDS	53bp	57bp
iTraxx Australia 5yr CDS	69bp	76bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	July 2025	June 2025
Bloomberg AusBond Bank Bill Index (0+YR)	+0.30%	+0.32%
Bloomberg AusBond Composite Bond Index (0+YR)	-0.04%	+0.75%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.43%	+0.38%
Bloomberg AusBond Credit Index (0+YR)	+0.26%	+0.62%
Bloomberg AusBond Treasury Index (0+YR)	-0.23%	+0.77%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+0.03%	+0.80%

Source: Bloomberg

Other Key Rates

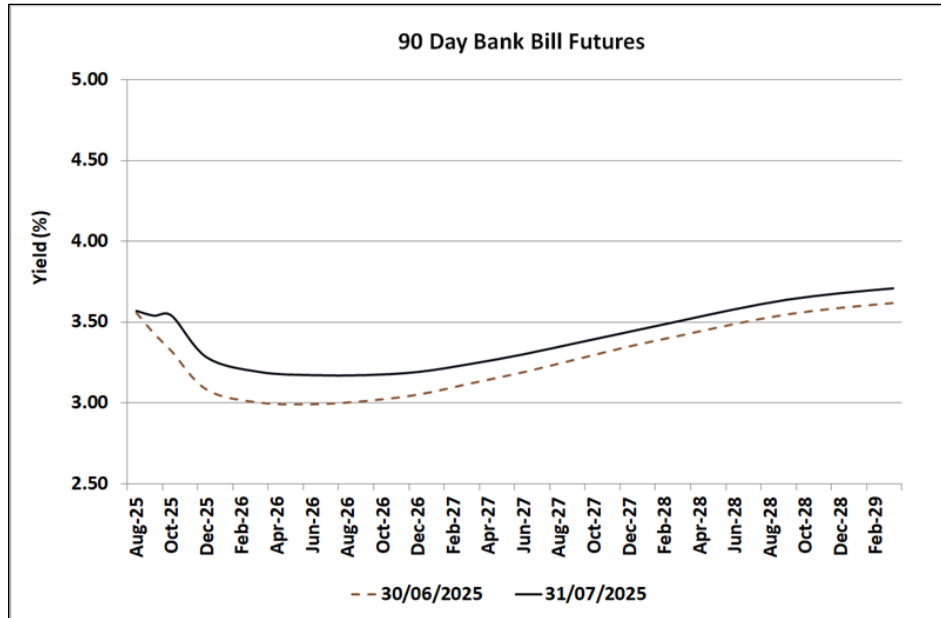
Index	July 2025	June 2025
RBA Official Cash Rate	3.85%	3.85%
90 Day (3 month) BBSW Rate	3.68%	3.60%
3yr Australian Government Bonds	3.39%	3.25%
10yr Australian Government Bonds	4.25%	4.14%
US Fed Funds Rate	4.25%-4.50%	4.25%-4.50%
2yr US Treasury Bonds	3.94%	3.72%
10yr US Treasury Bonds	4.37%	4.24%

Source: RBA, ASX, US Department of Treasury



90 Day Bill Futures

Bill futures rose across the curve this month, after the RBA unexpectedly kept rates unchanged (market was fully factoring in a rate cut):



Source: ASX

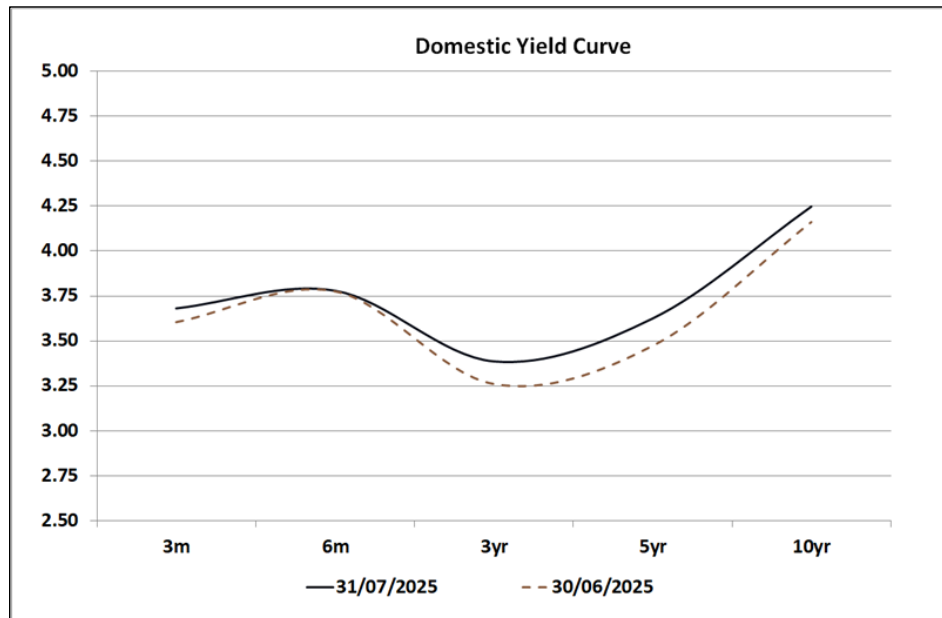


Fixed Interest Outlook

US Fed Chair Powell reiterated a cautious stance noting that the Fed would have cut rates further this year if not for tariff uncertainty. He did not rule out a July rate cut (29-30th), emphasising a data-dependent approach. The market continues to factor up to two rate cuts by the US Fed for the remainder of 2025.

After keeping rates unchanged in July, Governor Bullock emphasised in the press conference that the decision to hold was about timing rather than direction. The Monetary Policy Board's more cautious approach in normalising policy reflects *"the heightened level of uncertainty about both aggregate demand and supply"*, citing the ongoing strength in unit labour costs growth, weak productivity growth and the tight starting point for the labour market. Importantly, the RBA's decision was about *"timing not direction"*, and that *"we are on a path to easing further"*. Governor Bullock re-emphasises a continued *"measured and gradual approach"* to further policy easing.

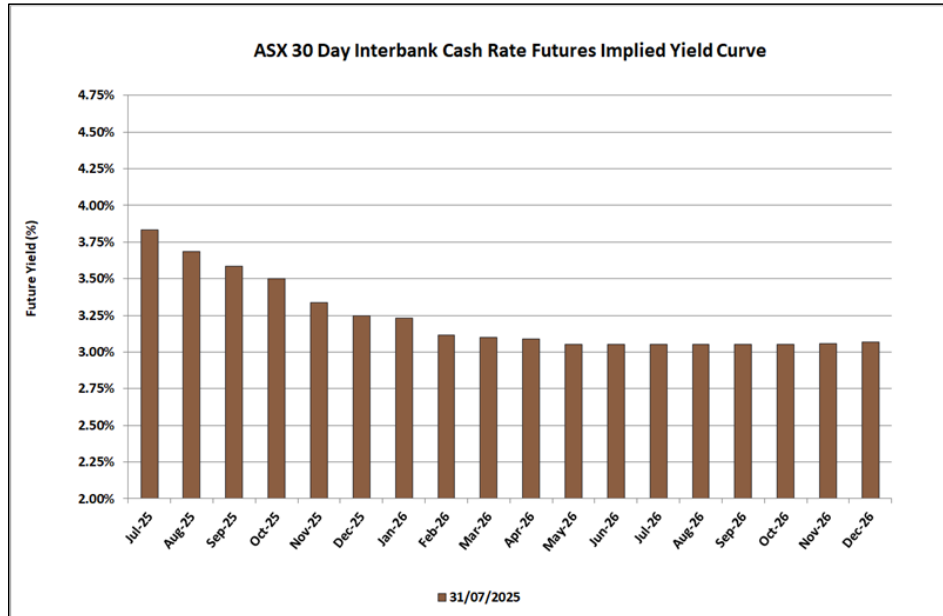
Yields rose up to 15bp at the longer-end of the curve:



Source: ASX, RBA



Financial markets are factoring up to three (3) additional rate cuts by early 2026:



Source: ASX

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Statement of Investments

as at 31 July 2025

Portfolio by Asset as at 31/07/2025

Asset Type: CASH

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
State Insurance Regulatory Authority	AA+	CASH	GENERAL	Monthly	31/07/2025	31/07/2025	0.0000	6,675,000.00	6,675,000.00
AMP Bank	BBB+	CASH	GENERAL	Monthly	31/07/2025	31/07/2025	4.1000	19,625.56	19,625.56
AMP Bank	BBB+	CASH	GENERAL	Monthly	31/07/2025	31/07/2025	2.5000	857.81	857.81
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/07/2025	31/07/2025	3.9000	27,511,505.82	27,511,505.82
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	31/07/2025	31/07/2025	0.0000	16,115,454.61	16,115,454.61
CASH SUBTOTALS								50,322,443.80	50,322,443.80

Asset Type: TD

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
NAB	AA-	TD	GENERAL	At Maturity	02/04/2025	05/08/2025	4.7000	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	02/08/2024	06/08/2025	5.2000	2,000,000.00	2,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	02/08/2024	13/08/2025	5.2000	2,000,000.00	2,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	26/08/2024	27/08/2025	5.0000	2,000,000.00	2,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	02/08/2024	17/09/2025	5.1500	2,000,000.00	2,000,000.00
Bendigo and Adelaide	A-	TD	GENERAL	At Maturity	30/01/2025	24/09/2025	4.8500	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	21/02/2025	08/10/2025	4.7000	5,000,000.00	5,000,000.00

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
NAB	AA-	TD	GENERAL	At Maturity	03/10/2024	08/10/2025	4.9000	5,000,000.00	5,000,000.00
Suncorp Bank	AA-	TD	GENERAL	At Maturity	28/03/2025	28/10/2025	4.7800	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	At Maturity	03/10/2024	05/11/2025	4.8400	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	28/02/2025	12/11/2025	4.6800	5,000,000.00	5,000,000.00
BOQ	A-	TD	GENERAL	At Maturity	03/06/2025	03/12/2025	4.3300	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	03/12/2024	03/12/2025	5.0500	5,000,000.00	5,000,000.00
Suncorp Bank	AA-	TD	GENERAL	Annual	01/03/2024	11/12/2025	4.9000	3,000,000.00	3,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	19/12/2024	17/12/2025	5.0000	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	Annual	01/03/2024	17/12/2025	5.0000	3,000,000.00	3,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	12/12/2024	07/01/2026	4.9300	5,000,000.00	5,000,000.00
BOQ	A-	TD	GENERAL	At Maturity	10/07/2025	12/01/2026	4.2400	5,000,000.00	5,000,000.00
Bendigo and Adelaide	A-	TD	GENERAL	At Maturity	16/07/2025	15/01/2026	4.1900	5,000,000.00	5,000,000.00
Suncorp Bank	AA-	TD	GENERAL	At Maturity	02/04/2025	04/02/2026	4.7800	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	21/02/2025	18/02/2026	4.6900	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	Annual	01/03/2024	04/03/2026	4.9500	3,000,000.00	3,000,000.00
Suncorp Bank	AA-	TD	GENERAL	At Maturity	12/03/2025	12/03/2026	4.5900	5,000,000.00	5,000,000.00
Suncorp Bank	AA-	TD	GENERAL	At Maturity	28/03/2025	30/03/2026	4.7000	5,000,000.00	5,000,000.00
Suncorp Bank	AA-	TD	GENERAL	At Maturity	02/04/2025	02/04/2026	4.7000	5,000,000.00	5,000,000.00
Westpac	AA-	TD	GENERAL	At Maturity	31/07/2025	08/04/2026	4.1700	5,000,000.00	5,000,000.00

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
NAB	AA-	TD	GENERAL	At Maturity	09/05/2025	06/05/2026	4.1000	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	At Maturity	03/06/2025	03/06/2026	4.1300	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	At Maturity	12/06/2025	12/06/2026	4.1700	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	At Maturity	10/07/2025	10/07/2026	4.1400	5,000,000.00	5,000,000.00
ING Bank (Australia) Ltd	A	TD	GENERAL	At Maturity	15/07/2025	15/07/2026	4.1300	5,000,000.00	5,000,000.00
Westpac	AA-	TD	GENERAL	At Maturity	31/07/2025	31/07/2026	4.1700	5,000,000.00	5,000,000.00
NAB	AA-	TD	GENERAL	Annual	01/03/2024	15/12/2027	4.7000	3,000,000.00	3,000,000.00
TD SUBTOTALS								145,000,000.00	145,000,000.00

Asset Type: FRN

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
Macquarie Bank	A+	FRN	GENERAL	Quarterly	09/12/2020	09/12/2025	4.1952	3,999,308.00	4,000,000.00
Suncorp Bank	AA-	FRN	GENERAL	Quarterly	24/02/2021	24/02/2026	4.1595	2,099,502.30	2,100,000.00
Suncorp Bank	AA-	FRN	GENERAL	Quarterly	25/01/2022	25/01/2027	4.4997	2,707,136.10	2,700,000.00
Rabobank Australia Branch	A+	FRN	GENERAL	Quarterly	27/01/2022	27/01/2027	4.4310	2,004,958.00	2,000,000.00
DBS Bank	AAA	FRN	GENERAL	Quarterly	16/08/2023	16/08/2027	4.5972	1,003,832.00	1,000,000.00
HSBC Bank, Sydney Branch	AA-	FRN	GENERAL	Quarterly	03/03/2023	03/03/2028	4.7595	2,017,198.00	2,000,000.00


Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
Suncorp Bank	AAA	FRN	GENERAL	Quarterly	12/07/2023	12/07/2028	4.7668	2,017,944.00	2,000,000.00
Commonwealth Bank	AA-	FRN	GENERAL	Quarterly	17/08/2023	17/08/2028	4.7576	1,008,037.00	1,000,000.00
Bendigo and Adelaide	A-	FRN	GENERAL	Quarterly	24/10/2024	24/10/2028	4.6500	601,914.00	600,000.00
ANZ Bank	AA-	FRN	GENERAL	Quarterly	05/02/2024	05/02/2029	4.8100	2,519,707.50	2,500,000.00
Rabobank Australia Branch	A+	FRN	GENERAL	Quarterly	26/02/2024	26/02/2029	4.7395	2,016,646.00	2,000,000.00
Suncorp Bank	AA-	FRN	GENERAL	Quarterly	19/03/2024	19/03/2029	4.6736	1,257,023.75	1,250,000.00
Rabobank Australia Branch	A+	FRN	GENERAL	Quarterly	17/07/2024	17/07/2029	4.6200	1,305,293.60	1,300,000.00
ING Bank (Australia) Ltd	A	FRN	GENERAL	Quarterly	20/08/2024	20/08/2029	4.8143	2,716,094.70	2,700,000.00
NAB	AA-	FRN	GENERAL	Quarterly	14/11/2024	14/11/2029	4.6138	1,503,873.00	1,500,000.00
Commonwealth Bank	AA-	FRN	GENERAL	Quarterly	09/01/2025	09/01/2030	4.6063	2,509,052.50	2,500,000.00
Suncorp Bank	AA-	FRN	GENERAL	Quarterly	21/05/2025	21/05/2030	4.6625	2,408,505.60	2,400,000.00
Westpac	AA-	FRN	GENERAL	Quarterly	19/06/2025	19/06/2030	4.5236	4,009,148.00	4,000,000.00
FRN SUBTOTALS								37,705,174.05	37,550,000.00

Asset Type: BOND

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Capital Value (\$)	Face Value (\$)
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	27/08/2021	15/12/2025	1.2000	2,000,000.00	2,000,000.00
BOND SUBTOTALS								2,000,000.00	2,000,000.00

Portfolio by Asset Totals as at 31/07/2025

Type	Capital Value (\$)	Face Value (\$)
CASH	50,322,443.80	50,322,443.80
TD	145,000,000.00	145,000,000.00
FRN	37,705,174.05	37,550,000.00
BOND	2,000,000.00	2,000,000.00
TOTALS	235,027,617.85	234,872,443.80

 Section 8.2 Review of Determination <i>Environmental Planning & Assessment Act 1979</i>									
<u>Conflict of interest declaration</u> <p>I have considered the potential for a conflict of interest under the Code of Conduct and to the best of my knowledge no pecuniary and/or significant non-pecuniary conflict of interest exists.</p> <p><i>Note: If you determine that a non-pecuniary conflict of interest is less than significant and does not require further action, you must provide a written explanation of why you consider that the conflict does not require further action in the circumstances. This statement should then be countersigned by the Manager.</i></p>									
Assessing Officer	28/07/2025								
Peer Review Officer	28/07/2025								
Peer Review Officer									
Affiliations and Pecuniary Interests	<p>Have any affiliations or pecuniary interests been identified by the Applicant in the Portal lodgement form?</p> <p><i>Note: Where a pecuniary interest is identified ensure, appropriate actions are taken (e.g. blocking access to TRIM folder for affected staff)</i></p> <p><i>Note: For applications lodged by Council staff, Councillors and Council refer to POL22/149. A conflict of interest management statement may be required.</i></p> <p style="text-align: center;">No</p>								
Councillor Representations	<table border="1"> <thead> <tr> <th>Councillor</th> <th>Date</th> <th>TRIM Reference</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Councillor	Date	TRIM Reference					
Councillor	Date	TRIM Reference							
Delegation Level Required	Council								
Report Recommendation	Approval								
Development Description	Review of Determination - DA2024/1694 - Change the use of the existing secondary dwelling, to a dwelling, thereby creating a dual occupancy arrangement on site.								
Variations Proposed	<input type="checkbox"/> DCP departure <input checked="" type="checkbox"/> Clause 4.6 exception								
	<table border="1"> <tbody> <tr> <td>Clause number</td> <td>Clause4.1A</td> </tr> <tr> <td>Percentage variation</td> <td>10.4%</td> </tr> <tr> <td>Brief justification for the variation</td> <td></td> </tr> <tr> <td>Determination date</td> <td></td> </tr> </tbody> </table>	Clause number	Clause4.1A	Percentage variation	10.4%	Brief justification for the variation		Determination date	
Clause number	Clause4.1A								
Percentage variation	10.4%								
Brief justification for the variation									
Determination date									
DA Number	RD2025/1000								
PAN	PAN-533919								
Property Address	73 Sanctuary Point Road SANCTUARY POINT NSW 2540 - Lot 419 DP 16557								

Applicant(s)	
Owner(s)	
Owner's consent provided?	Yes
Is the proposal a Crown development application under Division 4.6 of the EP&A Act 1979?	No <i>Note: A Crown development application means a development application made by or on behalf of the Crown and includes public authorities prescribed by the EP&A Regulations 2021 e.g. NSW Land & Housing Corporation, Landcom etc.</i> <i>Note: Development on Crown land does not necessarily mean it is a Crown development application. An application for an individual/private purpose and <u>not</u> made by or on behalf of the Crown is not a Crown development application.</i>
Date Lodged	12 May 2025
Date of site inspection	N/A
Date clock stopped	15/05/2025
Date clock started	21/07/2025
Related Application in NSW Planning Portal?	<input type="checkbox"/> Concurrence and/or external agency referral (CNR) <input checked="" type="checkbox"/> HPC Contributions (CON) <input type="checkbox"/> Planning Panel (PPSSTH) <input type="checkbox"/> Section 68 (S68)
Number of submissions	NIL <i>Note: where submissions are received Council must give notice of the determination decision to all submitters.</i>

1. Detailed Proposal

The proposal includes:

- To change the use of the existing secondary dwelling to a dwelling and thereby creating a dual occupancy arrangement on the site.
- Clause 4.6 request to vary a development standard of SLEP 2014 Clause 4.1A that relates to the minimum lot size for detached dual occupancies.

The plans and information referred to are as follows:

Plans				
Plan Number	Revision Number	Plan Title	Drawn by	Date of Plan
		Existing Dwelling Floor Plan	Jervis Bay Town Planning	29/5/24
		Existing Secondary Dwelling	Jervis Bay Town Planning	29/5/24

	01	Site Plan	Jervis Bay Town Planning	29/5/24
	02	Amended Driveway Plans	Jervis Bay Town Planning	18/7/2025

Documents			
Document title	Version number	Prepared by	Date of document
Clause 4.6 Variation Request		Jervis Bay Town Planning	29/5/2024
DCP Chapter G13		Jervis Bay Town Planning	29/5/2024
Statement of Environmental Effects		Jervis Bay Town Planning	August 2024
Section 8.2 Review Report		Jervis Bay Town Planning	May 2025
Variation Letter		Jervis Bay Town Planning	8/5/2025

Council is to assess the s8.2 Review before 12 September 2025: The applicant may in the interim period file a Class 1 appeal in the Land and Environment Court in accordance with section 8.10 of the EP&A Act. Council has not been served with appeal papers relating to the refusal to date

2. Subject Site and Surrounds

Site Description



Figure 1: Aerial imagery of subject site

The subject site has a primary frontage to Sanctuary Point Rd and secondary frontage to Warrego Drive Sanctuary Point. The site contains a primary dwelling and a secondary dwelling.

The surrounding area is residential in character and the site is adjoined by residential developments.

The site is located in the R2 Low Density residential zone lot has a total area of 626m². The site has a cross fall of approximately 2 metres towards the southeast and is about 200m to the west of St Georges Basin, and just over 1 km to the east of the Sanctuary Point CBD.

The site is not affected by any easements.

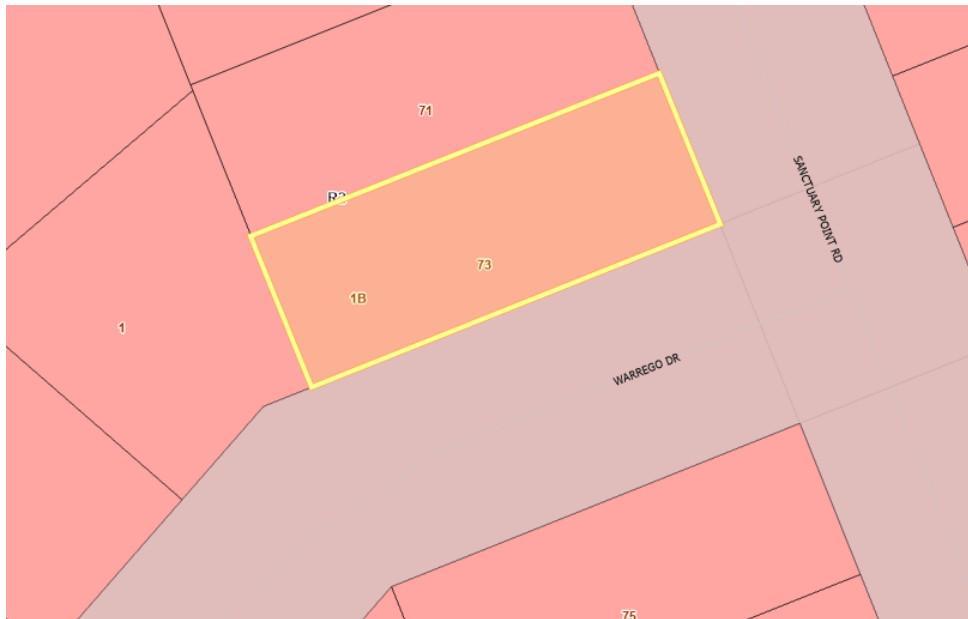


Figure 2 – SLEP 2014 Zone Map

Review of Refusal of Development Application No. DA2024/1694

The applicant seeks a review of the refusal to grant development consent. The reasons for refusal provided in the Notice of Determination are extracted below:

REASONS FOR REFUSAL

1. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the proposal is non-compliant with the development standards set out in clause 4.1A Shoalhaven LEP 2014 and inconsistent with the clause objectives.
2. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that compliance with the development standards is unreasonable or unnecessary in the circumstances of the case.
3. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that there are sufficient environmental planning grounds to justify contravening the development standard.
4. Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the application has not been supported by sufficient information demonstrating

suitable parking arrangements for the development. As such, the application has not demonstrated that the site is suitable for the proposed development with regard to the provisions of Chapter G13 and G21 Shoalhaven DCP 2014.

5. Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the proposal does not include suitable landscaping. The proposal is not considered suitable with regards to the provisions of Chapter G3 and G13 Shoalhaven DCP 2014.
6. Pursuant to Section 4.15(1)(c) of the *Environmental Planning and Assessment Act 1979*, the information submitted with the development application does not satisfactorily demonstrate that the site is suitable for the proposed use.
7. Pursuant to Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, having regard to the above matters to address the relevant provisions of Environmental Planning and Assessment Act, 1979, the granting of development consent is not considered to be in the public interest.

3. Background

Proposed development

To change the use of the existing secondary dwelling to a dwelling and thereby creating a dual occupancy arrangement on the site. Varying of development standard of SLEP 2014 Clause 4.1A which specifies a minimum lot size for a detached dual occupancy development to be 700m².

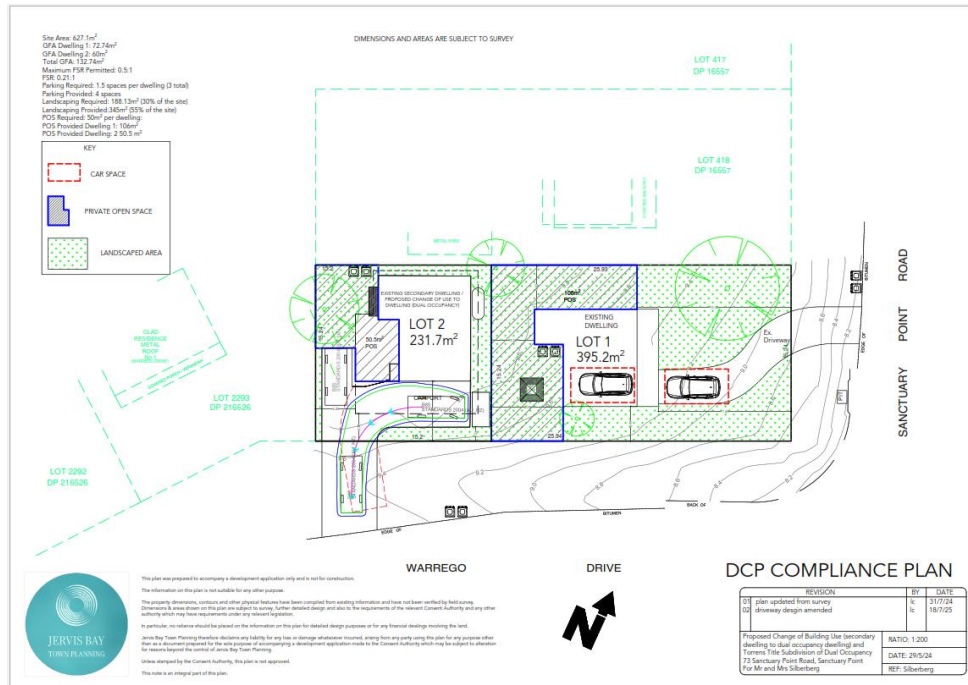
The application DA24/1694 was refused on 12 March 2025.

Amended DCP Compliance Plan – Driveway and Car parking has been provided by the applicant.

Proposal History

- DA24/1694 was lodged on 21/8/2024
- The applicant was requested to withdraw the application on 26/8/2024
- The applicant wrote to Council and advised that he would not be withdrawing the application 12/9/2024. Their reasons being:
 - The application is for a simple change of use of existing housing. No construction work is proposed nor required.
 - We stand by our Clause 4.6 variation and refute any suggestion that there aren't sufficient planning grounds to justify the proposal.
 - The proposed change of use + subdivision, if approved, would provide more affordable housing in an area that desperately needs it.
- The application was refused on 12/3/2025
- The applicant lodged a s8.2 review of determination on 9/5/2025
- An Additional Information Letter was sent to the applicant requesting revised swept path plans for the secondary dwelling driveway and a Landscape Plan
- Revised driveway plans were provided on 23/6/2025

- A further Additional Information Letter was sent on 26/6/2025 requesting further amendments to the driveway for proposed dwelling on lot (2) to demonstrate compliance with the Australian Standards AS2890.1 for vehicle swept path.
- Revised driveway Plans have been provided 21/07/2025



Review of Refusal of Development Application No. DA24/1694

1. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the proposal is non-compliant with the development standards set out in clause 4.1A Shoalhaven LEP 2014 and inconsistent with the clause objectives.

The lot is 626m² and the minimum lot size for a detached dual occupancy is 700m² as prescribed in Clause 4.1A of SLEP 2014. This is a 10.4% variation to the development standard.

The applicant has provided a Clause 4.6 request to vary clause 4.1A of SLEP 2014.

Clause 4.1A Minimum lot sizes for dual occupancies, manor houses, multi dwelling housing, multi dwelling housing (terraces) and residential flat buildings

(1) The objectives of this clause are as follows—

- (a) to achieve planned residential density in certain zones,
- (b) to ensure that the area and dimensions of a lot are able to accommodate development that is consistent with the objectives and development controls for dual occupancies, manor houses, multi dwelling housing, multi dwelling housing (terraces) and residential flat buildings,
- (c) to minimise any likely adverse impact of development on the amenity of neighbouring properties.

(2) Development consent must not be granted to development on a lot in a zone shown in Column 2 of the Table to this subclause for a purpose shown in Column 1 of the Table opposite that zone,

unless the area of the lot is equal to or greater than the area specified for that purpose and shown in Column 3 of the Table.

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
<u>Dual occupancy (attached)</u>	<u>RU5 Village, R1 General Residential and R2 Low Density Residential</u>	<u>500 square metres</u>
<u>Dual occupancy (detached)</u>	<u>RU5 Village, R1 General Residential and R2 Low Density Residential</u>	<u>700 square metres</u>

(3) If a lot is a battle-axe lot or other lot with an access handle, the area of the access handle is not to be included in calculating the lot size.

(4) Despite any other provision of this Plan, a dual occupancy, manor house, multi dwelling housing or multi dwelling housing (terraces) for which development consent has been granted in accordance with this clause may, with development consent, be subdivided into lots of any size to enable the resulting individual dwellings on those lots to have separate titles.

Unreasonable or Unnecessary

The Applicant's justification for the support of the development relies on the test set out in *Wehbe v Pittwater Council 2007*, specifically on point number (1), which states, “**objectives of the development standard are achieved notwithstanding noncompliance with the development standard**”

Based on the above point, the applicant states that the objectives of clause 4.1A are achieved notwithstanding the variation as stated below:

1. The proposal achieves planned residential density because:

The existing dwelling and secondary dwelling already exist on the land. Changing the use of the ‘secondary dwelling’ to a ‘dwelling’ would not transform the locality and /or radically alter any ‘planned’ density in the area.
It is noted that the site is over 500m² in area, and full compliance could have been achieved with Clause 4.1A if the dwellings were attached. Instead, a different configuration of dual occupancy is proposed. The fact that the dual occupancy is detached instead of attached does not result in development at odds with planned density within the R2 zone
Importantly, the floor space ratio (a key density control) proposed is only 0.21:1. 0.5:1 is allowed pursuant to the provisions of the Shoalhaven Development Control Plan. The height of the existing development is below allowable limits. More landscaping is provided than required under local planning controls. All required car parking is provided on site. Areas of private open space exceed minimum requirements.
The physical attributes of the development are therefore entirely consistent with what would be expected in the R2 low density zone.

2. The area and dimensions of the allotment are sufficient for the type of buildings proposed because:

Despite the minimum lot size not being met for the type of development proposed, the plans demonstrate compliance with all critical aspects of Chapter G13 of the Shoalhaven DCP. In this regard, the shortfall of 72.9m² of land has not affected the ability for the proposed detached dual occupancy to comply with floor space ratio controls, height of building controls, a compliant landscaping scheme, parking requirements, or the ability to meet the required private open space areas for dual occupancy dwellings.

3. The development won't adversely impact on the amenity of neighbouring properties because:

Given the high degree of compliance with all other relevant planning and development controls for the proposed detached dual occupancy, there is nothing to suggest that it would adversely impact on the amenity of neighbouring property. The shortfall of 72.9sqm of land has not resulted in a situation whereby all other development controls are varied and external impacts are exacerbated.

The objectives of clause 4.1A are as follows:

- (a) to achieve planned residential density in certain zones,*
- (b) to ensure that the area and dimensions of a lot are able to accommodate development that is consistent with the objectives and development controls for dual occupancies, manor houses, multi dwelling housing, multi dwelling housing (terraces) and residential flat buildings,*
- (c) to minimise any likely adverse impact of development on the amenity of neighbouring properties*

The applicant has satisfactorily demonstrated that the objective (b) of clause 4.1A is achieved by the proposed development.

The secondary dwelling, approved as a Complying Development under **CD23/1363**, did not require separate or additional parking, and vehicular access. Chapter G21 of the Shoalhaven Development Control Plan 2014 requires at least 1.5 car parking spaces per two-bedroom dwelling for dual occupancy developments. The proposal does provide sufficient and appropriate parking for the proposed use as a dual occupancy. This has been shown on the amended plan whereby the proposed dual occupancy (existing secondary dwelling) driveway is of a sufficient size to accommodate two car parking spaces and a manoeuvrability for a B85% vehicle in accordance with AS2890.1.

It is considered that the proposed dual occupancy will contribute to the diverse range of housing development in the area and given its small size will likely be a more affordable option than the larger dwellings on larger allotments in the area.

The 10.4% variation from the minimum 700m² size lot for detached dual occupancies will not be discernible in the area. The lot is a corner lot and provides separate street access, the development meets the DCP requirements for private open space, and the proposal is not likely to have any further amenity impacts on neighbouring properties or the surrounding environment.

Conditions of consent will require the upgrade of kerb and guttering in accordance with DCP Chapter G21.

Furthermore, landscaping has been established in front of the existing secondary dwelling carparking space and the existing landscaping on the property is considered to be adequate for the proposed development.

Council staff are satisfied that the applicant has demonstrated that compliance with the clause 4.1A(2) development standard is unnecessary or unreasonable in the circumstances of the case.

Sufficient Environmental Planning Grounds

The applicant has put forward the following justification for the variation:

- 1) *The nature and extent of the variation is minor.*
- 2) *Despite the non-conformity with the minimum lot size provisions of the SLEP 2014, the development is of an appropriate form and scale that is compatible with the existing streetscape and desired future character of the immediate locality.*

- 3) *The non-compliance does not result in any unreasonable amenity impact beyond that of a compliant scheme. It does not give rise to unreasonable adverse visual impacts, overshadowing, disruption to views or loss of privacy to neighbouring properties. The lack therefore of any material impacts consequential is an environmental planning ground to justify contravening the development standard.*
- 4) *The variation proposed achieves consistency with object (c) of the Act which seeks to “promote the orderly and economic use and development of land” and objective (d) which seeks to “promote the delivery and maintenance of affordable housing”.*
- 5) *It has been demonstrated that strict compliance with the minimum lot size development standard is unreasonable and unnecessary because the proposal complies with the relevant objectives of both the zone and the objectives of the minimum lot size development standard, notwithstanding the non-compliance.*
- 6) *The objectives of the SLEP Zone R2 Low Density Residential land use zone include to provide for the housing needs of the community within a low density residential environment and to provide an environment primarily for detached housing. The plans are consistent with these objectives. The minimum lot size variation proposed does not impact on the extent to which the proposal is consistent with zone objectives.*
- 7) *The objectives of Clause 4.1A per the SLEP 2014 aim to achieve planned residential density, ensure that the area and dimensions of a lot are able to accommodate development that is consistent with the objectives and development controls for dual occupancies and to ensure that any likely adverse impact of development on the amenity of neighbouring properties is minimised. The plans are consistent with these objectives despite the variation.*

The Applicant's clause 4.6 statement contends that, the proposal is consistent with the objects of the Environmental Planning and Assessment Act 1979, the aims of the Shoalhaven Local Environmental Plan 2014 and the Shoalhaven Development Control Plan 2014, and that there are no unreasonable impacts of the development and that the development is in the public interest.

The applicant has demonstrated that the aims and objectives of the EP&A Act, the Shoalhaven Local Environmental Plan, and the Shoalhaven Development Control Plan are achieved.

The applicant argues that the proposal supports the objects of the EP&A Act 1979 to promote the orderly and economic use and development of the land in that the application “*and promotes the delivery and maintenance of affordable housing*”. Although not an affordable housing project, given the size of the dwelling it is likely to be a more affordable option than a larger dwelling on a larger allotment and would suit single persons, couples or a small family.

The applicant also argues that the proposal promotes good design and amenity of the built environment. The applicant has provided amended car parking plans that demonstrate compliance with DCP development controls.

The application has demonstrated that there are sufficient environmental planning grounds to justify the contravention of the clause 4.1A(2) development standard.

2. **Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that compliance with the development standards is unreasonable or unnecessary in the circumstances of the case.**

The applicant has provided revised driveway and car parking plans to satisfy the DCP requirements. The density will not change as a result of the proposal and it will comply with

the DCP development controls that apply to detached dual occupancies. The proposed change of use to a detached dual occupancy will not have any further adverse impacts on the surrounding neighbours or environment.

As discussed above the applicant has satisfactorily demonstrated that compliance with the development standard is unreasonable and unnecessary in the circumstances.

3. **Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that there are sufficient environmental planning grounds to justify contravening the development standard.**

As discussed above that there are sufficient environmental planning grounds to justify the contravention.

4. **Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the application has not been supported by sufficient information demonstrating suitable parking arrangements for the development. As such, the application has not demonstrated that the site is suitable for the proposed development with regard to the provisions of Chapter G13 and G21 Shoalhaven DCP 2014.**

The applicant has provided amended car parking plans that demonstrate suitable car parking arrangements that comply with Council's DCP controls and the relevant Australian Standards.

5. **Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the proposal does not include suitable landscaping. The proposal is not considered suitable with regards to the provisions of Chapter G3 and G13 Shoalhaven DCP 2014.**

The applicant has a put forward in their Statement of Environmental Effects that the existing established landscaping is sufficient for the proposed development.

On consideration, site photos confirm that landscaping has been put in the front setback between the secondary dwelling car parking space and the boundary which will provide landscape screening and soften the look of the development. The existing principal dwelling also has adequate existing landscaping.

6. **Pursuant to Section 4.15(1)(c) of the *Environmental Planning and Assessment Act 1979*, the information submitted with the development application does not satisfactorily demonstrate that the site is suitable for the proposed use.**

The updated information that has been provided for the review of determination now satisfactorily demonstrates that the site is suitable for the proposed use.

7. **Pursuant to Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, having regard to the above matters to address the relevant provisions of Environmental Planning and Assessment Act, 1979, the granting of development consent is not considered to be in the public interest.**

It is considered that the proposed development will now be in the public interest.

Issues

1. Section 8.2 Review of Original Application DA24/1694

The review undertaken in this report provides a planning assessment of the application, and a review of the reasons for refusal and the applicant's submission in relation to the application.

This review concludes that the proposal now demonstrates that strict compliance with the development standard prescribed in Clause 4.1A of SLEP 2014 is unreasonable and unnecessary in the circumstances. The application has demonstrated that there are sufficient planning grounds to support the proposal and it is compliant with Councils DCP controls for dual occupancies and is supported.

2. Section 8.3 EP&A Act – Consideration of amended application

Section 8.3 *Application for and conduct of review* of the EP&A Act allows for the modification of the proposed development as part of the Section 8.2 review application. This section states the following (**emphasis added**):

(1) An applicant for development consent may request a consent authority to review a determination or decision made by the consent authority. The consent authority is to review the determination or decision if duly requested to do so under this Division.

(2) A determination or decision cannot be reviewed under this Division—

(a) after the period within which any appeal may be made to the Court has expired if no appeal was made, or

(b) after the Court has disposed of an appeal against the determination or decision.

(3) In requesting a review, the applicant may amend the proposed development the subject of the original application for development consent or for modification of development consent. The consent authority may review the matter having regard to the amended development, but only if it is satisfied that it is substantially the same development.

(4) The review of a determination or decision made by a delegate of a council is to be conducted—

(a) by the council (unless the determination or decision may be made only by a local planning panel or delegate of the council), or

(b) by another delegate of the council who is not subordinate to the delegate who made the determination or decision.

(5) The review of a determination or decision made by a local planning panel is also to be conducted by the panel.

(6) The review of a determination or decision made by a council is to be conducted by the council and not by a delegate of the council.

(7) The review of a determination or decision made by a Sydney district or regional planning panel is also to be conducted by the panel.

Section 8.4 *Outcome of review* further states that:

After conducting its review of a determination or decision, the consent authority may confirm or change the determination or decision.

Planning Assessment

The DA was previously assessed under s4.15 and found to be non-compliant with Clause 4.1A & Clause 4.6 of Shoalhaven LEP 2014, some of the relevant DCP controls, did not demonstrate the site was suitable for the proposed use, and was not in the public interest.

The applicant has requested a review of the determination under section 8.2 of the EP&A Act. This review has found that the applicant has satisfactorily addressed the reasons for refusal. Accordingly, the application is recommended to be approved.

Developer Contributions

The proposal will attract s7.11 Development Contributions. They would have paid contributions for the secondary dwelling however they now need to pay the difference between the rate for the secondary dwelling and the higher rate applicable for a dual occupancy development.

[+ Calculation Details \(click to show\)](#)

[Calculate ET](#)

DevTypeID:	1
Development Type:	Residential
Development Sub Type:	Medium Density/Dual Occupancy
Total ET:	0.4
Management ET:	0.4

Item Description	Existing	Proposed
2 Bedroom Dwelling (Affordable Rental Housing SEPP)	1	0
Lots/Dwellings (not via Affordable Rental Housing SEPP)	1	2

Calculation Financial Year: 2024 Rates

Stage: 2

20000

Apportion Cap

Project	Description	Benefit Area	Contribution Amt	Cap Adjustment	Qty	Contribution Total	ADD
03AREC0005	Planning Area 3 - Recreation facilities upgrade various locations	01 - ET	328.73	0.00	0.40	131.49	×
03AREC3003	Bay and Basin Leisure Centre	01 - ET	492.77	0.00	0.40	197.11	×
03CFAC0007	Bay & Basin Branch Library	01 - ET	653.72	0.00	0.40	261.49	×
03CFAC4001	Bay & Basin Community Hub	01 - ET	3180.33	0.00	0.40	1272.13	×
03ROAD4021	The Wool Road Bypass, St Georges Basin	02 - ET	1239.71	0.00	0.40	495.88	×
CWAREC5005	Shoalhaven Community and Recreational Precinct SCAFP Cambewarra Road Bomaderry	03 - ET	2940.78	0.00	0.40	1176.31	×
CWCFAC5002	Shoalhaven Entertainment Centre (Bridge Road Nowra)	03 - ET	2222.60	0.00	0.40	889.04	×
CWCFAC5006	Shoalhaven City Library Extensions (Berry Street, Nowra)	01 - ET	1502.37	0.00	0.40	600.95	×
CWCFAC5007	Shoalhaven Regional Gallery	01 - ET	62.48	0.00	0.40	32.99	×
CWFIRE2001	Citywide Fire & Emergency Services	01 - ET	162.05	0.00	0.40	64.82	×
CWFIRE2002	Shoalhaven Fire Control Centre	01 - ET	237.08	0.00	0.40	94.83	×
CWMMGMT3001	Contributions Management & Administration	01 - ET	673.90	0.00	0.40	269.56	×
Total			\$13,716.52	\$0.00		\$5,486.60	

The application will also attract HPC contributions.

HPC contributions have been calculated for a dual occupancy dwelling the amount of which is \$6469.91.

Consultation and Community Engagement

Notification was undertaken in accordance with Council's Community Consultation Policy with letters being sent within a 100m buffer of the site. The notification period was from 16 May 2025 to 30 May 2025 for the Section 8.2 Review of Determination.

No submissions were received.

Delegations

i) Guidelines for use of Delegated Authority

The Guidelines for use of Delegated Authority have been reviewed and the assessing officer does not have the Delegated Authority to determine the Development Application.

As per section 8.3 (4) of the EP&A Act 1979, the review of a determination or decisions made by a delegate of Council is normally conducted by the Council or by another delegate of the Council who is not subordinate to the delegate who made the original determination.

In the present case, as the proposal involves a Clause 4.6 variation request that exceeds 10%, the Review of Determination must be reported to and approved by the Council.

Recommendation

Having regard to the section 8.2 Review of Determination, the proposal is recommended for approval under DA24/1694. Accordingly, per Section 8.4 of the EP&A Act, after conducting the review of the determination, it is recommended that Council confirm the determination of approval.



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

DRAFT NOTICE OF DETERMINATION OF A DEVELOPMENT APPLICATION

Application number	RD2025/1000
Applicant	[REDACTED]
Description of development	Review of Determination - DA2024/1694 - Change the use of the existing secondary dwelling to a dwelling, thereby creating a dual occupancy arrangement on site.
Property	73 Sanctuary Point Road SANCTUARY POINT NSW 2540 - Lot 419 DP 16557
Determination	Approval
Date of determination	TBA
Date from which the consent operates	TBA
Date on which the consent lapses	TBA

Under section 4.18(1) of the EP&A Act, notice is given that the above development application has been determined by the granting of consent using the power in section 4.16(1)(a) of the EP&A Act, subject to the conditions specified in this notice.

Reasons for Grant of Consent

- b) The development proposal, subject to the recommended conditions is consistent with:
 - i) the objects of the Environmental Planning and Assessment Act, 1979.
 - ii) the aims, objectives and provisions of the applicable environmental planning instruments,
 - iii) the aims, objectives and provisions of applicable development control plans
 - iv) the aims, objectives and provisions of relevant Council policies.
- c) The likely impacts of the proposed development are considered acceptable.
- d) The site is suitable for the proposed development.
- e) Any submissions received during the public notification period have been considered and issues and concerns raised by the community in submissions have been addressed in the assessment.
- f) The proposed development does not conflict with the public interest.

Right of appeal / review of determination

If you are dissatisfied with this determination:

Request a review

You may request a review of the consent authority's decision under section 8.3(1) of the EP&A Act. The application must be made to the consent authority within 6 months from the date that you received the original determination notice provided that an appeal under section 8.7 of the EP&A Act has not been disposed of by the Court.

Rights to appeal

You have a right under section 8.7 of the EP&A Act to appeal to the Court within 6 months after the date on which the determination appealed against is notified or registered on the NSW planning portal.

Dictionary

The Dictionary at the end of this consent defines words and expressions for the purposes of this consent.

Person on behalf of the consent authority

Terms and Reasons for Conditions

Under section 88(1)(c) of the EP&A Regulation, the consent authority must provide the terms of all conditions and reasons for imposing the conditions other than the conditions prescribed under section 4.17(11) of the EP&A Act. The terms of the conditions and reasons are set out below.

GENERAL CONDITIONS					REASON
CONDITIONS					
1.	Approved plans and supporting documentation				To ensure compliance with the approved plans and documents.
	Development must be carried out in accordance with the following approved plans and documents, except where the conditions of this consent expressly require otherwise.				
	Plan Number	Plan Title	Drawn by	Date of Plan	
	01	Site Plan	Jervis Bay Town Planning	31/7/24	
		Floor Plan – Existing Dwelling	Jervis Bay Town Planning	29/5/2024	
		Floor Plan – Existing Secondary Dwelling	Jervis Bay Town Planning	29/5/2024	
	01 & 02	DCP Compliance Plan – Driveway & Car Parking	Jervis Bay Town Planning	18/7/25	
Approved Documents					
Document title	Version number	Prepared by	Date of document		

	Request to vary development standard		Jervis Bay Town Planning	8 May 2025	
In the event of any inconsistency with the approved plans and a condition of this consent, the condition prevails.					
2.	Existing Infrastructure Any required alterations or damage to infrastructure will be at the developer's expense. Note: It is recommended prior to the issue of a Construction Certificate, all infrastructure, existing and proposed, is to be shown accurately on construction plans with clearances clearly labelled confirming that the proposed works do not affect any existing infrastructure. This will reduce the potential for unexpected costs and expenses.				To ensure existing infrastructure is accounted for and any damage to infrastructure is suitably repaired.
3.	Prescribed Conditions The development must comply with Part 4, Division 2, Subdivision 1, of the Environmental Planning and Assessment Regulation 2021, as applicable.				To ensure compliance with prescribed conditions.
4.	Scope of Consent The scope of this consent is limited to only the works proposed in this application, and it does not approve or imply approval of any existing unlawful works that may be present on the site.				To establish the scope of the development consent.
DEMOLITION WORK					
During Demolition Work					
CONDITIONS					REASON
5.	Demolition - Completion of Works Demolition work, once commenced, must be completed within three (3) months.				To ensure demolition works are completed within an acceptable timeframe.

6.	Demolition - Standards Demolition work must be carried out in accordance with all applicable Australian Standards and SafeWork Code of Practice.	To ensure demolition works are carried out appropriately .
BUILDING WORK Before Building Work Commences		
CONDITIONS		REASON
7.	Driveway – Design Standards (Urban) Prior to the commencement of works within the road reserve, engineering design plans for works within the road reserve must be prepared by a suitably qualified person and approved by Council. The layback/footpath crossing design must comply with the following: a) Council’s Engineering Design Standard Drawings. b) Constructed using 20 MPa reinforced concrete, reinforced with SL72 mesh, on a 75mm compacted fine crushed rock base with centrally placed slab of minimum 3 metres width and minimum 100mm depth. Removal of sufficient width of existing road seal and pavement to allow placing of formwork and laying/compaction of suitable pavement material for the driveway layback with a minimum 300mm offset to the kerb lip line.	To ensure road and pavement infrastructure is appropriately designed.
8.	Works within the Road Reserve – Submissions to Council Before undertaking any works within an existing road reserve, the developer must obtain the consent of Council under section 138 of the Roads Act 1993. The following details must be submitted to Council as part of the application: a) Any civil works design required by this consent. b) Evidence of the contractor’s Public Liability Insurance to an amount of \$20 million. c) Name and contact information of the person responsible for all relevant works.	To ensure relevant approvals are obtained.

	<p>d) A Traffic Control Plan prepared, signed, and certified by a person holding the appropriate Transport for NSW (TfNSW) accreditation.</p> <p>e) Where the Traffic Control Plan requires a reduction of the speed limit, a 'Application for Speed Zone Authorisation' must be obtained from the relevant road authority.</p>	
<p>9. Site Management - Hours for Construction</p> <p>Construction may only be carried out between 7.00am and 5.00pm on Monday to Saturday and no construction is to be carried out at any time on a Sunday or a public holiday. Proposed changes to hours of construction must be approved by Council in writing.</p>	<p>10. Erosion and Sediment Controls – Implementation</p> <p>Before any site work commences, Council must be satisfied the erosion and sediment controls in the erosion and sediment control plan are in place. These controls must remain in place until any disturbed areas have been restabilised in accordance with Landcom's publication Managing Urban Stormwater - Soils and Construction (2004) and approved plans (as amended from time to time).</p>	<p>To ensure site work occurs within appropriate construction hours.</p> <p>To ensure appropriate erosion and sediment control measures are in place.</p>
<p>11. Site Management - Maintenance of Site and Surrounds</p> <p>During works, the following maintenance requirements must be complied with:</p> <p>a) All materials and equipment must be stored and delivered wholly within the work site unless an approval to store them elsewhere is held.</p> <p>b) Waste materials (including excavation, demolition and construction waste materials) must be managed on the site and then disposed of at a waste management facility.</p> <p>c) Where tree or vegetation protection measures are in place, the protected area must be kept clear of materials and / or machinery.</p> <p>d) The developer must maintain the approved soil water management / erosion and sediment control measures to the satisfaction of the Certifier for the life of the construction period and until runoff catchments are stabilised.</p>		<p>To ensure the site is maintained in a safe and secure manner.</p>

	<p>e) During construction:</p> <ul style="list-style-type: none"> i) all vehicles entering or leaving the site must have their loads covered, and ii) all vehicles, before leaving the site, must be cleaned of dirt, sand and other materials, to avoid tracking these materials onto public roads. <p>f) At the completion of the works, the work site must be left clear of waste and debris.</p>	
	<p>12. Site Management - Noise</p> <p>The noise from all site work, demolition and construction activities associated with the approved development must comply with the work practices as outlined in the NSW Department of Environment & Climate Change Interim Construction Noise Guideline. The LAeq noise level measured over a period of not less than 15 minutes During works must not exceed the background (LA90) noise level by more than 10dB(A) when assessed at any sensitive noise receiver.</p>	To protect the amenity of neighbouring properties.
	<p>13. Stormwater - Connections in Road Reserve</p> <p>Before the completion of works, the site supervisor must ensure that stormwater connections between the property boundary and the new kerb and gutter are inspected and approved by Council and backfilled as soon as possible. Kerb connections are only to be made using adaptors/convertors approved by Council.</p> <p><i>Note: A section 138 approval under the Roads Act 1993 will be required for any works within the road reserve.</i></p>	To ensure stormwater connections are appropriately installed.
	<p>14. Road - Design Standards (Urban)</p> <p>Certified road design engineering plans must be prepared by a suitably qualified engineer or surveyor and approved by Council. The road design must comply with the following:</p> <ul style="list-style-type: none"> a) Councils Engineering Design Specifications Sections D1 – Geometric Road Design and D2 – Flexible Pavement Design. b) AUSTRROADS Design Requirements and Specifications. c) Integral kerb and gutter kerb and gutter in accordance with Council's Standard Drawings with alignment of match the existing kerb and gutter alignment on the 	To ensure road and pavement infrastructure is appropriately designed.

	<p>corner of Warrego Dr and Sanctuary Point Rd along the frontage of the entire property, boundary to boundary.</p> <p>d) A road shoulder pavement constructed from the gutter crossing to 300mm beyond the edge of existing bitumen seal on a pavement having a minimum compacted thickness of 300mm and either:</p> <ul style="list-style-type: none"> i) a minimum 30mm AC10 on a primer seal; or, ii) 2 coat bitumen seal with 14mm & 7mm aggregate <p>e) The kerb and gutter must have a minimum grade of 0.5% and the longitudinal design must extend a minimum of 30 metres each end of the development and at least 60m if the grade is <0.5% or ≥ 0.3%.</p> <p>f) The road table drain either side of the proposed development is to be reconstructed as required to match the kerb and gutter and to prevent ponding of water, including any adjustment or reconstruction of nearby driveways.</p> <p>Subsoil drainage is to be provided behind the kerb line where an outlet to existing underground drainage (or other alternative suitable to Council) is available. Subsoil drainage is to be placed on the high side of the road or both sides if the cross-fall is neutral.</p>	
	<p>15. Shared Path - Design Standards</p> <p>Certified engineering design plans must be prepared by a professional engineer, (as defined in the National Construction Code) or surveyor and approved by the Certifier. The cycleway and footpath design must comply with the following:</p> <ul style="list-style-type: none"> a) Councils Engineering Design Specifications Section D8 – Cycleway and Footpath Design. b) A 1.2 metre-wide concrete footpath on Warrego Drive designed for the full frontage of the development with: <ul style="list-style-type: none"> i) cross section design provided from road centreline to the carpark/garage floor level at each driveway access point. ii) 3% cross fall from the boundary to top of kerb. iii) match existing footpath levels of adjoining property frontages and be a uniform grade over the length of the development site frontage, or where 	<p>To ensure road and pavement infrastructure is appropriately designed.</p>

	<p>this cannot be achieved, a longitudinal section must be designed.</p> <p>iv) kerb ramps at intersections in accordance with Council’s Engineering Design Specifications.</p>																																																																																												
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16.	<p>Local Infrastructure Contribution</p> <p>This development will generate a need for the additional services and/or facilities described in Shoalhaven Contributions Plan 2019 and itemised in the following table(s):</p> <table><tr><th>Project</th><th>Description</th><th>Rate</th><th>Qty</th><th>Total</th><th>G S T</th><th>GST Incl</th></tr><tr><td>03AREC0005</td><td>Planning Area 3 - Recreation facilities upgrade various locations</td><td>\$328.73</td><td>0.40</td><td>\$131.49</td><td>0</td><td>\$131.49</td></tr><tr><td>03AREC3003</td><td>Bay and Basin Leisure Centre</td><td>\$492.77</td><td>0.40</td><td>\$197.11</td><td>0</td><td>\$197.11</td></tr><tr><td>03CFAC0007</td><td>Bay & Basin Branch Library</td><td>\$653.72</td><td>0.40</td><td>\$261.49</td><td>0</td><td>\$261.49</td></tr><tr><td>03CFAC4001</td><td>Bay & Basin Community Hub</td><td>\$3,180.33</td><td>0.40</td><td>\$1,272.13</td><td>0</td><td>\$1,272.13</td></tr><tr><td>03ROAD4021</td><td>The Wool Road Bypass, St Georges Basin</td><td>\$1,239.71</td><td>0.40</td><td>\$495.88</td><td>0</td><td>\$495.88</td></tr><tr><td>CWAREC5005</td><td>Shoalhaven Community and Recreational Precinct SCaRP Cambewarra Road Bomaderry</td><td>\$2,940.78</td><td>0.40</td><td>\$1,176.31</td><td>0</td><td>\$1,176.31</td></tr><tr><td>CWCFCAC5002</td><td>Shoalhaven Entertainment Centre (Bridge Road Nowra)</td><td>\$2,222.60</td><td>0.40</td><td>\$889.04</td><td>0</td><td>\$889.04</td></tr><tr><td>CWCFCAC5006</td><td>Shoalhaven City Library Extensions (Berry Street, Nowra)</td><td>\$1,502.37</td><td>0.40</td><td>\$600.95</td><td>0</td><td>\$600.95</td></tr><tr><td>CWCFCAC5007</td><td>Shoalhaven Regional Gallery</td><td>\$82.48</td><td>0.40</td><td>\$32.99</td><td>0</td><td>\$32.99</td></tr><tr><td>CWFIRE2001</td><td>Citywide Fire & Emergency services</td><td>\$162.05</td><td>0.40</td><td>\$64.82</td><td>0</td><td>\$64.82</td></tr><tr><td>CWFIRE2002</td><td>Shoalhaven Fire Control Centre</td><td>\$237.08</td><td>0.40</td><td>\$94.83</td><td>0</td><td>\$94.83</td></tr><tr><td>CWMGMT3001</td><td>Contributions Management & Administration</td><td>\$673.90</td><td>0.40</td><td>\$269.56</td><td>0</td><td>\$269.56</td></tr></table>	Project	Description	Rate	Qty	Total	G S T	GST Incl	03AREC0005	Planning Area 3 - Recreation facilities upgrade various locations	\$328.73	0.40	\$131.49	0	\$131.49	03AREC3003	Bay and Basin Leisure Centre	\$492.77	0.40	\$197.11	0	\$197.11	03CFAC0007	Bay & Basin Branch Library	\$653.72	0.40	\$261.49	0	\$261.49	03CFAC4001	Bay & Basin Community Hub	\$3,180.33	0.40	\$1,272.13	0	\$1,272.13	03ROAD4021	The Wool Road Bypass, St Georges Basin	\$1,239.71	0.40	\$495.88	0	\$495.88	CWAREC5005	Shoalhaven Community and Recreational Precinct SCaRP Cambewarra Road Bomaderry	\$2,940.78	0.40	\$1,176.31	0	\$1,176.31	CWCFCAC5002	Shoalhaven Entertainment Centre (Bridge Road Nowra)	\$2,222.60	0.40	\$889.04	0	\$889.04	CWCFCAC5006	Shoalhaven City Library Extensions (Berry Street, Nowra)	\$1,502.37	0.40	\$600.95	0	\$600.95	CWCFCAC5007	Shoalhaven Regional Gallery	\$82.48	0.40	\$32.99	0	\$32.99	CWFIRE2001	Citywide Fire & Emergency services	\$162.05	0.40	\$64.82	0	\$64.82	CWFIRE2002	Shoalhaven Fire Control Centre	\$237.08	0.40	\$94.83	0	\$94.83	CWMGMT3001	Contributions Management & Administration	\$673.90	0.40	\$269.56	0	\$269.56	<p>To ensure applicable local infrastructure contributions are collected.</p>
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03CFAC0007	Bay & Basin Branch Library	\$653.72	0.40	\$261.49	0	\$261.49																																																																																							
03CFAC4001	Bay & Basin Community Hub	\$3,180.33	0.40	\$1,272.13	0	\$1,272.13																																																																																							
03ROAD4021	The Wool Road Bypass, St Georges Basin	\$1,239.71	0.40	\$495.88	0	\$495.88																																																																																							
CWAREC5005	Shoalhaven Community and Recreational Precinct SCaRP Cambewarra Road Bomaderry	\$2,940.78	0.40	\$1,176.31	0	\$1,176.31																																																																																							
CWCFCAC5002	Shoalhaven Entertainment Centre (Bridge Road Nowra)	\$2,222.60	0.40	\$889.04	0	\$889.04																																																																																							
CWCFCAC5006	Shoalhaven City Library Extensions (Berry Street, Nowra)	\$1,502.37	0.40	\$600.95	0	\$600.95																																																																																							
CWCFCAC5007	Shoalhaven Regional Gallery	\$82.48	0.40	\$32.99	0	\$32.99																																																																																							
CWFIRE2001	Citywide Fire & Emergency services	\$162.05	0.40	\$64.82	0	\$64.82																																																																																							
CWFIRE2002	Shoalhaven Fire Control Centre	\$237.08	0.40	\$94.83	0	\$94.83																																																																																							
CWMGMT3001	Contributions Management & Administration	\$673.90	0.40	\$269.56	0	\$269.56																																																																																							

	<div><div>Sub Total: \$5,486.60 GST Total: \$0.00 Estimate Total: \$5,486.60</div><p>The total contribution, identified in the above table(s) or as indexed in future years, must be paid to Council prior to the issue of an Occupation Certificate. Evidence of payment must be provided to the Certifying Authority.</p><p>The Contributions Plan 2019 can be accessed on Councils website www.shoalhaven.nsw.gov.au or may be inspected on the public access computers at the libraries and the Council Administrative Offices, Bridge Road, Nowra and Deering Street, Ulladulla.</p><p><i>Note: There are also provisions that may apply with respect to the timing of payments. See: Environmental Planning and Assessment (Local Infrastructure Contributions - Timing of Payments) Direction 2020 (nsw.gov.au)</i></p></div>	
17.	<div><div><div><div>Housing and productivity contribution</div><div>Amount</div></div><div><div>Housing and productivity contribution (base component)</div><div>\$6469.91</div></div><div><div>Transport project component</div><div></div></div><div><div>Total housing and productivity contribution</div><div>\$6469.91</div></div></div><p>The HPC must be paid using the NSW planning portal.</p><p>At the time of payment, the amount of the HPC is to be adjusted in accordance with the Environmental Planning and Assessment (Housing and Productivity Contributions) Order 2024 (HPC Order).</p><p>The HPC may be made wholly or partly as a non-monetary contribution (apart from any transport project component) if the Minister administering the Environmental Planning and Assessment Act 1979 agrees.</p><p>The HPC is not required to be made to the extent that a planning agreement excludes the application of Subdivision 4 of Division 7.1 of the Environmental Planning and Assessment Act 1979 to the development, or the HPC Order exempts the development from the contribution.</p></div>	To require contributions towards the provision of regional infrastructure

	<p>18. Works in the Road Reserve - Evidence of Completion</p> <p>Before the issue of an Occupation, the developer must provide the Certifier with a Construction Inspection Ticket / Completion of Works in Road Reserve Letter provided by Council, confirming compliance with the requirements of section 138 of the <i>Roads Act 1993</i>.</p>	<p>To ensure works in the road reserve are completed appropriately .</p>
	<p>19. Driveway – Evidence of completion</p> <p>Prior to the issue of an Occupation Certificate, all driveway works internal to the site as shown on the approved plans must be completed.</p>	<p>To ensure the completion of the driveway in a timely manner.</p>
	<p>20. Works as Executed</p> <p>Before the issue of the Occupation Certificate, Works as Executed Plans must be prepared by a registered surveyor / professional engineer, (as defined in the National Construction Code) and be submitted to council demonstrating compliance with the approved design plans.</p> <p>a) The Works as Executed dimensions and levels must be shown in red on a copy of the approved plans and comply with the following requirements:</p> <p>b) Council's Development Engineering Construction Specification.</p> <p>c) Show compliance with the approved design plans of all road and drainage works.</p> <p>Include all deviations from the approved Civil Engineering Plans.</p>	<p>To ensure works as executed plans are prepared and provided.</p>
<p>CHANGE OF USE</p> <p>Ongoing Use for Change of Use</p>		
CONDITIONS		REASON
	<p>21. Occupation - Satisfaction of Conditions of Consent</p> <p>The development must not be occupied or used before an Occupation Certificate has been issued by the Principal Certifier.</p>	<p>To ensure conditions of consent are complied with or other</p>

		satisfactory arrangement made.
--	--	--------------------------------------

General advisory notes

This consent contains the conditions imposed by the consent authority which are to be complied with when carrying out the approved development. However, this consent is not an exhaustive list of all obligations which may relate to the carrying out of the development under the EP&A Act, EP&A Regulation, and other legislation. Some of these additional obligations are set out in the Conditions of development consent: advisory notes. The consent should be read together with the Conditions of development consent: advisory notes to ensure the development is carried out lawfully.

The approved development must be carried out in accordance with the conditions of this consent. It is an offence under the EP&A Act to carry out development that is not in accordance with this consent.

Building work or subdivision work must not be carried out until a Construction Certificate or Subdivision Works Certificate, respectively, has been issued and a principal certifier has been appointed.

A document referred to in this consent is taken to be a reference to the version of that document which applies at the date the consent is issued, unless otherwise stated in the conditions of this consent.

Dictionary

The following terms have the following meanings for the purpose of this consent (except where the context clearly indicates otherwise):

Approved plans and documents means the plans and documents endorsed by the consent authority, a copy of which is included in this notice of determination.

AS means Australian Standard published by Standards Australia International Limited and means the current standard which applies at the time the consent is issued.

Building work means any physical activity involved in the erection of a building.

Certifier means a council or a person that is registered to carry out certification work under the Building and Development Certifiers Act 2018.

Construction Certificate means a certificate to the effect that building work completed in accordance with specified plans and specifications or standards will comply with the requirements of the EP&A Regulation and Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.

Council means Shoalhaven City Council.

Court means the NSW Land and Environment Court.

EPA means the NSW Environment Protection Authority.

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

EP&A Regulation means the Environmental Planning and Assessment Regulation 2021.

Independent Planning Commission means Independent Planning Commission of New South Wales constituted by section 2.7 of the EP&A Act.

Occupation Certificate means a certificate that authorises the occupation and use of a new building or a change of building use for an existing building in accordance with this consent.

Principal certifier means the certifier appointed as the principal certifier for building work or subdivision work under section 6.6(1) or 6.12(1) of the EP&A Act respectively.

Site work means any work that is physically carried out on the land to which the development the subject of this development consent is to be carried out, including but not limited to building work, subdivision work, demolition work, clearing of vegetation or remediation work.

Stormwater drainage system means all works and facilities relating to:

- the collection of stormwater
- the reuse of stormwater
- the detention of stormwater
- the controlled release of stormwater, and
- connections to easements and public stormwater systems.

Strata Certificate means a certificate in the approved form issued under Part 4 of the Strata Schemes Development Act 2015 that authorises the registration of a strata plan, strata plan of subdivision or notice of conversion.



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

NOTICE OF DETERMINATION OF A DEVELOPMENT APPLICATION

Application number	DA2024/1694
Applicant	L Carmichael & L.C Hawke
Description of development	Change use of existing secondary dwelling to a dwelling house to create a detached dual occupancy
Property	73 Sanctuary Point Road SANCTUARY POINT NSW 2540 - Lot 419 DP 16557
Determination	Refusal
Date of determination	12 March 2025

Under section 4.18(1) of the EP&A Act, notice is given that the above development application has been determined by way of refusal.

Right of appeal / review of determination

If you are dissatisfied with this determination:

Request a review

You may request a review of the consent authority's decision under section 8.3(1) of the EP&A Act. The application must be made to the consent authority within 6 months from the date that you received the original determination notice provided that an appeal under section 8.7 of the EP&A Act has not been disposed of by the Court.

Rights to appeal

You have a right under section 8.7 of the EP&A Act to appeal to the Court within 6 months after the date on which the determination appealed against is notified or registered on the NSW planning portal.

Dictionary

The Dictionary at the end of this consent defines words and expressions for the purposes of this consent.

Person on behalf of the consent authority



Bruce Gibbs

Manager Development Services

REASONS FOR REFUSAL

1. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the proposal is non-compliant with the development standards set out in clause 4.1A Shoalhaven LEP 2014 and inconsistent with the clause objectives.
2. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that compliance with the development standards is unreasonable or unnecessary in the circumstances of the case.
3. Pursuant to Section 4.15(1)(a)(i) of the Environmental Planning and Assessment Act 1979, the application has not satisfied the requirements of clause 4.6 Shoalhaven LEP 2014 as it has been sought to apply to varying the development standards set out in clause 4.1A in that the application does not demonstrate that there are sufficient environmental planning grounds to justify contravening the development standard.
4. Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the application has not been supported by sufficient information demonstrating suitable parking arrangements for the development. As such, the application has not demonstrated that the site is suitable for the proposed development with regard to the provisions of Chapter G13 and G21 Shoalhaven DCP 2014.
5. Pursuant to Section 4.15(1)(a)(iii) of the Environmental Planning and Assessment Act 1979, the proposal does not include suitable landscaping. The proposal is not considered suitable with regards to the provisions of Chapter G3 and G13 Shoalhaven DCP 2014.
6. Pursuant to Section 4.15(1)(c) of the *Environmental Planning and Assessment Act 1979*, the information submitted with the development application does not satisfactorily demonstrate that the site is suitable for the proposed use.
7. Pursuant to Section 4.15(1)(e) of the Environmental Planning and Assessment Act 1979, having regard to the above matters to address the relevant provisions of Environmental Planning and Assessment Act, 1979, the granting of development consent is not considered to be in the public interest.

General advisory notes

This consent contains the conditions imposed by the consent authority which are to be complied with when carrying out the approved development. However, this consent is not an exhaustive list of all obligations which may relate to the carrying out of the development under the EP&A Act, EP&A Regulation, and other legislation. Some of these additional obligations are set out in the Conditions of development consent: advisory notes. The consent should be read together with the Conditions of development consent: advisory notes to ensure the development is carried out lawfully.

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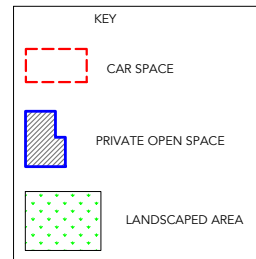
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Site Area: 627.1m²
GFA Dwelling 1: 72.74m²
GFA Dwelling 2: 60m²
Total GFA: 132.74m²
Maximum FSR Permitted: 0.5:1
FSR: 0.21:1
Parking Required: 1.5 spaces per dwelling (3 total)
Parking Provided: 4 spaces
Landscaping Required: 188.13m² (30% of the site)
Landscaping Provided: 345m² (55% of the site)
POS Required: 50m² per dwelling:
POS Provided Dwelling 1: 106m²
POS Provided Dwelling 2: 50.5m²

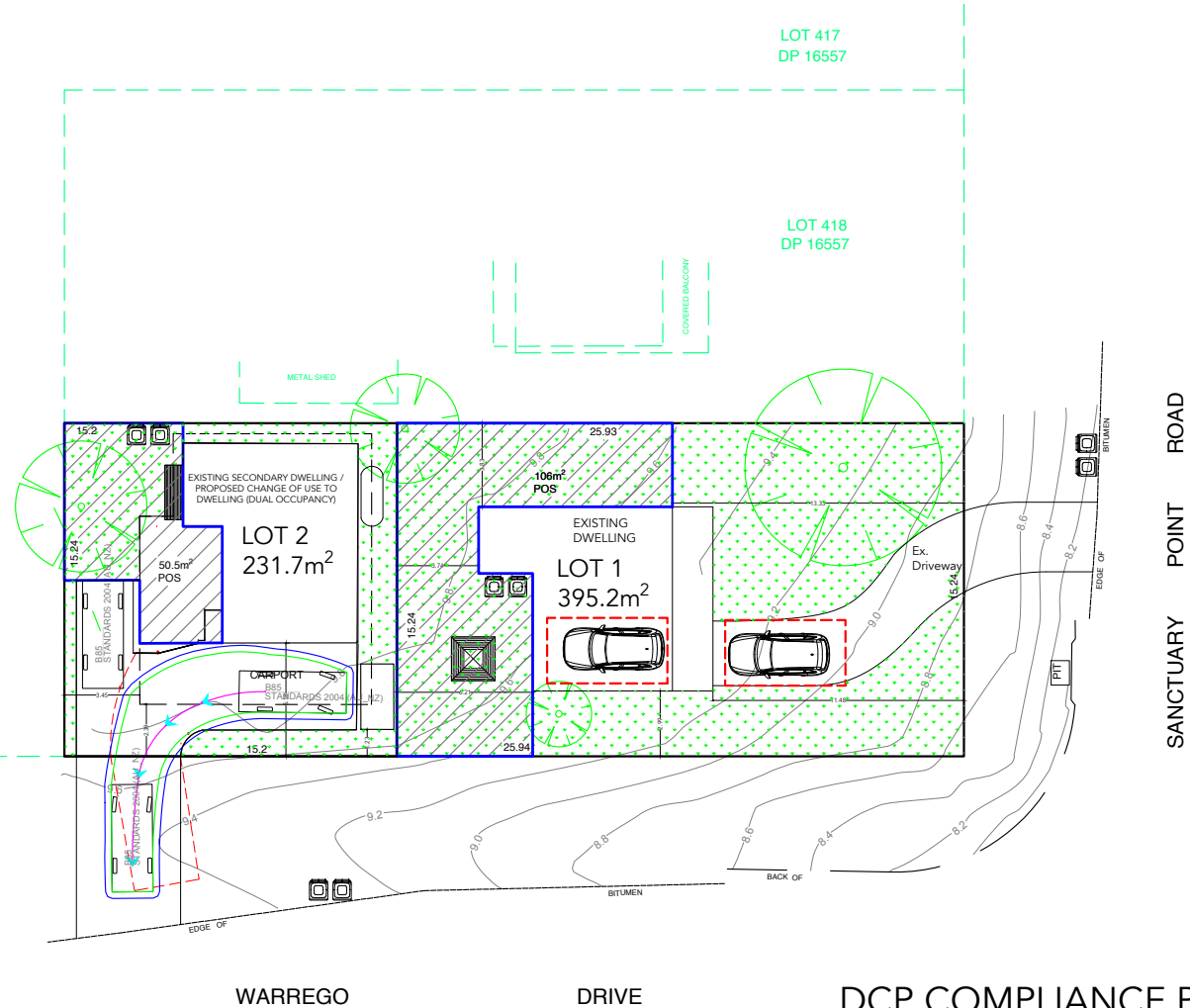


CLAD RESIDENCE METAL ROOF (WARRAGO DRIVE)
COVERED PORCH / VERANDAH

LOT 2293
DP 216526

LOT 2292
DP 216526

DIMENSIONS AND AREAS ARE SUBJECT TO SURVEY



This plan was prepared to accompany a development application only and is not for construction.

The information on this plan is not suitable for any other purpose.

The property dimensions, contours and other physical features have been compiled from existing information and have not been verified by field survey. Dimensions & areas shown on this plan are subject to survey, further detailed design and also to the requirements of the relevant Consent Authority and any other authority which may have requirements under any relevant legislation.

In particular, no reliance should be placed on the information on this plan for detailed design purposes or for any financial dealings involving the land.

Jervis Bay Town Planning therefore disclaims any liability for any loss or damage whatsoever incurred, arising from any party using this plan for any purpose other than as a document prepared for the sole purpose of accompanying a development application made to the Consent Authority which may be subject to alteration for reasons beyond the control of Jervis Bay Town Planning.

Unless stamped by the Consent Authority, this plan is not approved.

This note is an integral part of this plan.

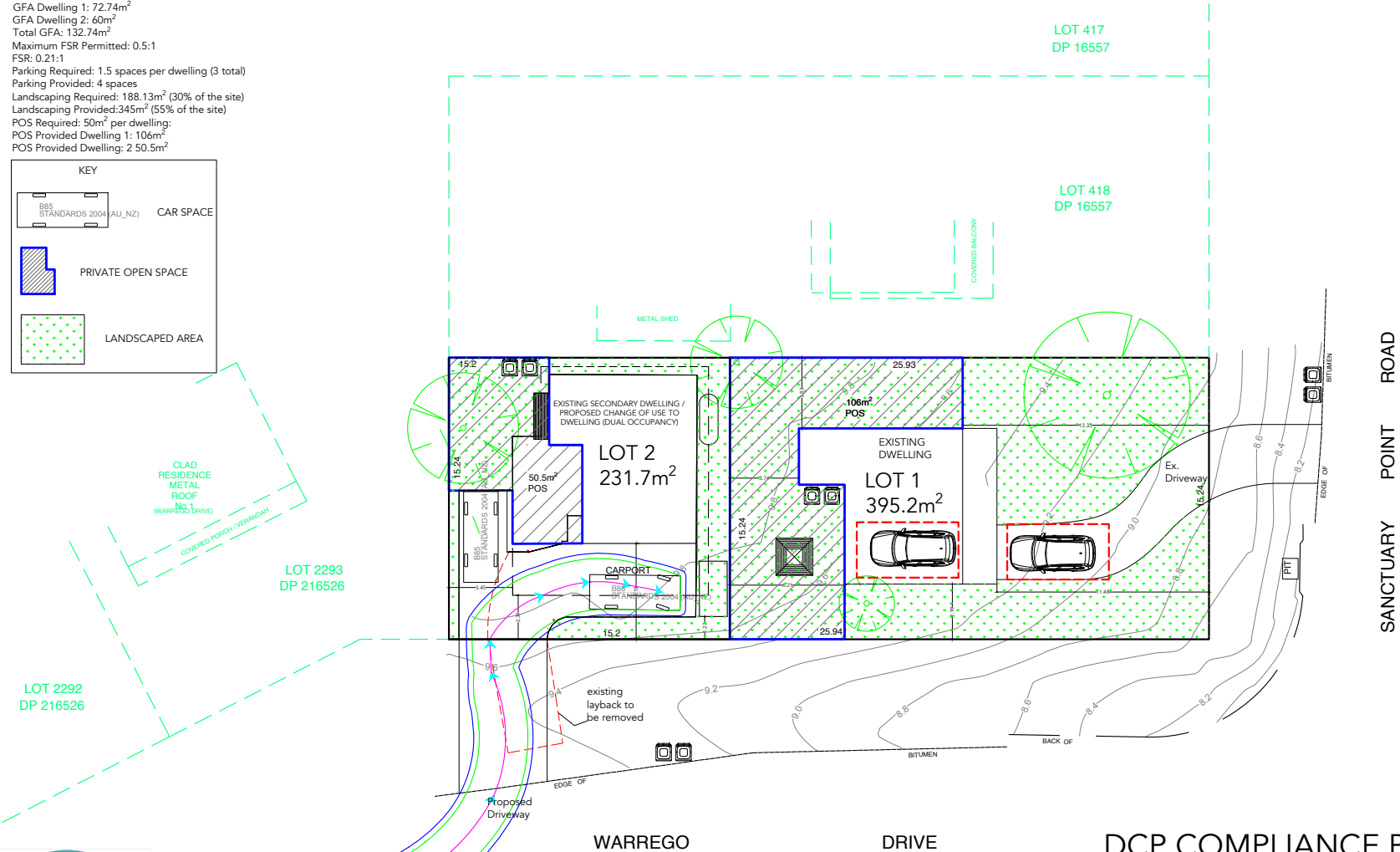
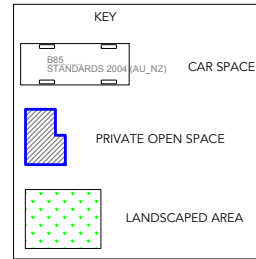


DCP COMPLIANCE PLAN

REVISION		BY	DATE
01	plan updated from survey	lc	31/7/24
02	driveway design amended	lc	18/7/25
Proposed Change of Building Use (secondary dwelling to dual occupancy dwelling) and Torrens Title Subdivision of Dual Occupancy 73 Sanctuary Point Road, Sanctuary Point For Mr and Mrs Silberberg		RATIO: 1:200	
		DATE: 29/5/24	
		REF: Silberberg	

Site Area: 627.1m²
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GFA Dwelling 2: 60m²
Total GFA: 132.74m²
Maximum FSR Permitted: 0.5:1
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Landscaping Provided: 345m² (55% of the site)
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		DATE: 29/5/24	
		REF: Silberberg	



Shoalhaven River Entrance Management Policy



CL25.273 - Attachment 1

Cover image: Shoalhaven Entrance 11 February 2020

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Adoption Date:	XX/XX/2025 [To be Advised – Draft Only]
Amendment Date:	
Minute Number:	[To be Advised – Draft Only]
Next Review Date:	XX/XX/2030 [To be Advised – Draft Only]
Related Legislation:	
Associated Policies/Documents:	
Directorate:	City Development
Responsible Owner:	
Record Number:	[To be Advised – Draft Only] [60656E]



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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1 Introduction

1.1 Shoalhaven River Entrance Management Policy overview

The Shoalhaven River entrance area at Shoalhaven Heads is culturally, environmentally, and socially significant. The scenic and recreational values of the area are very important to residents and visitors to the region. The entrance area is one of the most important sites on the New South Wales (NSW) coast for populations of migratory wading birds (protected under international agreements) and, at times, threatened species of other shorebirds nesting at the site.

The natural entrance of the Shoalhaven River was historically located at Shoalhaven Heads. However, since the excavation of Berry's Canal in 1822, which connected the Shoalhaven River to the Crookhaven River, the canal has gradually widened to several hundred metres due to erosion. This morphological change, along with the construction of the north breakwall at Crookhaven Heads in 1912, resulted in the Crookhaven River becoming the permanent entrance to the Tasman Sea. The Shoalhaven River entrance at Shoalhaven Heads is opened by floods and subject to closure by natural onshore coastal processes. In smaller flood events with a closed entrance, floodwater can discharge to the Tasman Sea via Berry's Canal and Crookhaven Heads without adverse impacts.

If the entrance of the Shoalhaven River at Shoalhaven Heads were to remain closed during a flood event, water levels would be higher and potentially for longer in some parts of the floodplain. Depending on the magnitude of the flood event, this can result in greater flood impacts on the Shoalhaven community such as inundation of existing low-lying property and cutting of access roads / evacuation routes, especially at the villages of Shoalhaven Heads and Greenwell Point.

Council is responsible for managing the Shoalhaven River entrance at Shoalhaven Heads for the purpose of flood mitigation for low-lying properties in accordance with authorisations provided by the NSW Government. The mechanical opening of the Shoalhaven River entrance will not prevent flooding of houses within the entirety of the catchment. Even if the entrance is fully open at the start of a major flood (i.e., it has recently been scoured by a preceding flood) there are existing houses that can still be flooded as has been demonstrated by the *Lower Shoalhaven River Flood Study (2022)* and *EMP Trigger Level Review (2024)*. Accordingly, the Entrance Management Policy (EMP) aims to reduce, not eliminate, the impacts of flooding.

The purpose of this Shoalhaven River EMP is to administer a clear plan to facilitate:

- Expedient and swift mechanical intervention in the path of floodwaters to help reduce the impact of flooding on the Shoalhaven community. It is noted that the purpose of an EMP is to assist with flood mitigation to habitable floor areas of low-lying properties for smaller more frequent flood events. An EMP does not assist with flood mitigation to low-lying non-habitable structures which can lawfully be constructed below the Flood Planning Level.
- Responsible environmental management of the entrance berm (refer Figure 6-2 and Figure 6-3) and shorebird habitat, and the protection of the structural integrity of the coastal dune system and estuary at Shoalhaven Heads.

This Shoalhaven River EMP describes:

- The procedures to be followed by Council to maintain a dry notch (refer Figure 6-2 and Figure 6-3) at the entrance.
- The conditions that should be satisfied prior to a mechanical opening or undertaking other entrance management measures such as mechanical berm lowering.
- The procedures to be followed by Council for mechanical openings of the entrance or undertaking other entrance management measures such as mechanical berm lowering (should this course of action be necessary).

- The course of action to reduce the sand burden needed to be removed in a planned opening of the entrance in times of flood (maintenance of a dry notch).

1.2 Objectives

The general objectives of the Shoalhaven River Entrance Management Policy are:

- To ensure that timely intervention is possible if riverine flooding is predicted.
- To attempt to control flood breakout timing and location to reduce flood levels and reduce the chances of major morphological changes in the river channel and foreshores.
- Reduce flood levels with pre-emptive mechanical berm lowering in the event that a mechanical entrance opening is not safe or possible due to oceanic conditions or the timing of entrance management works.
- To ensure that the Shoalhaven River entrance at Shoalhaven Heads is managed in an ecologically sustainable manner and minimise unnecessary entrance openings.
- To determine key responsibilities and to streamline the decision-making process by quantifying the variables to be addressed by decision makers.
- To set out the entrance management strategy so that all participating managers can undertake responsibilities in sympathy with overall objectives.
- To set out the entrance management strategy so that the broader community can understand and support the process.

The specific objectives of the Shoalhaven River Entrance Management Policy are:

- To clarify responsibilities and accountabilities in relation to the maintenance of the dry notch and entrance berm elevation while the entrance is closed.
- To clarify responsibilities and accountabilities in relation to breaching the entrance through mechanical intervention (excavation of a pilot channel or entrance berm lowering / management).
- To clarify when, where, and how the coastal berm is to be mechanically breached or lowered.
- To clarify responsibilities and accountabilities in relation to sand trapping and dune care in the entrance environs to ensure that all efforts are consistent with overall entrance management strategies.
- To detail the procedures and responsibilities for monitoring the entrance.

1.3 Policy development and review

The EMP has been developed based on the findings of the Lower Shoalhaven River Coastal Management Program (CMP), *Lower Shoalhaven River Flood Study (2022)*, Lower Shoalhaven River Floodplain Risk Management Study & Plan (due to be completed in late-2025), and *Shoalhaven LGA Floor Level Survey for Flood Planning (2024)* investigations.

Modelling undertaken as part of the *EMP Trigger Level Review (2024)* found that peak flood levels for all flood events were reduced by a maximum of 7cm for the lower trigger level scenarios (1.5m Australian Height Datum (AHD) and 1.7m AHD) which were investigated. The lower trigger levels investigated resulted in negligible impact on time until flooding occurs and the duration of flooding. The *EMP Trigger Level Review (2024)* recommended to retain the trigger levels included in the *Shoalhaven River Entrance Management Plan for Flood Mitigation (2006)*.

The *EMP Trigger Level Review (2024)* also investigated opening the Shoalhaven River entrance on a Flood Watch rather than a Flood Warning. This investigation concluded that opening the Shoalhaven River entrance at Shoalhaven Heads on a Flood Watch is not recommended as it provides no entrance management benefits and could lead to unnecessary adverse environmental impacts and impose an unnecessary financial burden on Council. However, it is noted that a Flood Watch for moderate or major flooding at Nowra would provide advance warning for a situation in which mechanical berm lowering could potentially be undertaken (refer **Section 6.7**).

A Flood Watch provides early advice of a developing situation based on forecast rainfall that may lead to flooding. A Flood Watch isn't a warning of imminent flooding. A Flood Watch can be issued up to four days in advance of possible flooding. Flood Warnings are more targeted and are issued for specific locations within catchments. Flood Warnings typically include predictions about the level a river will rise to and the timing of flooding.

2 Land to which this EMP applies

The EMP applies to lands located at the entrance of the Lower Shoalhaven River at Shoalhaven Heads, including those lands where excavation of sand would be carried out as part of entrance management and those lands where excavated sand may be beneficially placed. In the latter case, such lands could include the low dune crest locations along Shoalhaven Heads beach, and the estuarine foreshore adjacent to River Road. These locations are all within the same tertiary sediment compartment for this stretch of coastline as described in the Open Coast and Jervis Bay CMP and the Lower Shoalhaven River CMP.

The REF for management of the entrance considers the wider Shoalhaven River estuary and catchment.

The land to which the EMP applies (i.e. EMP Applicable Land) is shown graphically in **Figure 2-1**.



Figure 2-1: Land to which the EMP applies

3 Review of Environmental Factors

A Review of Environmental Factors (REF) has been prepared to support the EMP and will be updated over time in line with any Policy changes, Crown Land licence applications and/or new information. The REF describes the activities involved in management of the entrance in accordance with the EMP, outlines the potential impacts of implementing the EMP on the coastal and estuary environments, and details the mitigation measures to be adopted to minimise potential impacts in accordance with the *Environmental Planning and Assessment Act 1979, Part 5*. It also considers the relevant provisions of the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), and other relevant NSW environmental legislation and environmental planning instruments.

Following receipt of a NSW Crown Lands licence, Council will likely be conditioned to obtain a Threatened Species Licence from NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) to assist with the adequate protection of fauna at the Shoalhaven River entrance at Shoalhaven Heads. The Threatened Species Licence will provide details covering survey and pre-work requirements, monitoring requirements during works, DCCEEW contact procedures and associated responsibilities.

4 Climate change

The current proposed trigger values for the management of the entrance of the Shoalhaven River at Shoalhaven Heads (outlined in **Section 6.3** and **Section 6.5**) will need to be revised considering future sea level rise. These revisions should be considered at the proposed review periods of the Policy (refer **Section 10**) or at such other times determined by Council.

As of 2025, Council's adopted sea level rise projections are as below:

- 0.10 metres by 2030
- 0.23 metres by 2050
- 0.85 metres by 2100

In accordance with Council's Sea Level Rise Framework, Council will continue to monitor state and federal government advice and future Intergovernmental Panel on Climate Change (IPCC) reports to review existing sea level rise projections every seven (7) years.

5 Relevant legislation, policy and approvals

This Policy complies with the relevant State Government legislation and policies for the environmental management of estuaries, and will be applied with consideration of the following federal and state legislation and policies:

- Federal legislation:
 - Commonwealth Environmental Protection and Biodiversity Conservation Act 1999
 - Commonwealth Native Title Act (1993)
- State legislation:
 - NSW Environmental Planning & Assessment (EP&A) Act 1979 and Environmental Planning and Assessment Regulation 2021
 - NSW Local Government Act 1993
 - NSW Crown Land Management Act 2016
 - NSW Coastal Management Act 2016 and Chapter 2 of the State Environmental Planning Policy (SEPP) (Resilience and Hazards) 2021
 - NSW Fisheries Management Act 1994 and Policy and guideline for fish habitat conservation and management (2013 update) (Fairfull, 2013)
 - NSW Biodiversity Conservation Act 2016

- National Parks and Wildlife Act 1974
- NSW Marine Estate Management Act 2014 and Marine Estate Management Regulation 2017
- NSW Aboriginal Land Rights Act 1983
- Water Management Act 2000
- Work Health and Safety Act 2011
- Policies and manuals:
 - State Environmental Planning Policy (Transport and Infrastructure) 2021
 - NSW Coastal Management Manual (2018)
 - NSW Government’s Floodplain Risk Management Manual and Flood Prone Land Policy (2023)

Table 5-1 provides a list of potential permits/approvals that may be required for the carrying out of mechanical interventions at the entrance. These will be confirmed following completion of the supporting REF for the EMP.

Table 5-1: Potential permits and approvals for mechanical interventions at the entrance

Relevant Act	Approvals required	Approval body
<i>NSW Crown Land Management Act 2016</i>	Licence to carry out activities on Crown Land	NSW Department of Planning, Housing and Infrastructure – Crown Lands
<i>NSW Fisheries Management Act 1994</i>	Permit to harm marine vegetation, if applicable.	NSW Department of Primary Industries and Regional Development - Fisheries
<i>NSW Biodiversity Conservation Act 2016</i>	Species Impact Statement (SIS), if applicable.	NSW Department of Climate Change, Energy, the Environment and Water
<i>NSW National Parks and Wildlife Act 1974</i>	Aboriginal Heritage Impact Permit (AHIP), if applicable.	NSW Department of Climate Change, Energy, the Environment and Water

6 Entrance management principles and procedures

The EMP will be implemented in accordance with the principles and procedures set out in the following sections.

The core approach for management of the entrance of the Lower Shoalhaven River at Shoalhaven Heads includes maintenance of a dry notch to reduce the sand burden and facilitate a quick entrance opening, berm height management, excavation of a pilot channel when water level triggers are met or forecast to be met based on a Bureau of Meteorology Flood Warning for the Shoalhaven River, and pre-emptive mechanical berm lowering to lower the elevation of the natural sand berm area prior to a flood and allow the entrance berm to potentially naturally overtop and open. Pre-emptive mechanical berm lowering is an important entrance management strategy in the event that a mechanical entrance opening is not safe or possible due to oceanic conditions or the timing of entrance management works.

6.1 Management principles

This EMP aims to implement a management regime which is consistent with the principles of ecologically sustainable development.

Entrance management procedures differ for dry notch maintenance, compared with mechanical berm lowering and planned openings.

The following general principles apply to management of the Shoalhaven River entrance at Shoalhaven Heads:

- Undertake dry notch maintenance and entrance berm elevation management to reduce the sand burden behind the entrance berm, reduce the berm elevation when closed, and therefore to facilitate timely entrance management actions and reduce flood risk to the Shoalhaven community.
- Open the entrance when water level triggers (refer **Section 6.5**) are reached or forecast to be reached based on a Flood Warning from the Bureau of Meteorology.
- Undertake pre-emptive mechanical berm lowering, in conjunction with dry notch maintenance, to lower the entrance berm prior to a flood event and allow the entrance berm to naturally overtop and open as required in situations in which a mechanical entrance opening is not safe or possible due to actual or forecast oceanic conditions or the timing of entrance management works, such as unsafe overnight conditions.
- Implementation of long-term flood mitigation measures, as investigated in a Floodplain Risk Management Plan for the Lower Shoalhaven River, to negate the need for mechanical intervention and to restore a more natural opening regime over time.
- Incorporate provisions for increasing water level triggers commensurate with sea level rise and in accordance with Council's Sea Level Rise Framework. This would need to be undertaken in conjunction with the implementation of long-term flood mitigation measures investigated through a Floodplain Risk Management Study and Plan to ensure that existing low-lying dwellings and assets are raised or relocated over time and new development is appropriately located.

The Shoalhaven River entrance at Shoalhaven Heads is located on land owned by NSW Crown Lands. Council is only permitted to mechanically open entrances in accordance with the planned opening water levels and conditions contained within EMPs, and the corresponding NSW Crown Lands licence.

6.2 Monitoring

6.2.1 Berm height monitoring

Council will monitor sand levels in the entrance area during periods of closure as follows:

- Detailed survey at approximately monthly intervals when closed to the sea, and at other times considered necessary (such as after the issue of a Bureau Flood Watch (where possible)).

Cost effective and rapid survey techniques will be further investigated, particularly for the surveys that are to be done in response to a Flood Watch notice.

As part of Council's commitment to the expanded documentation of entrance conditions and natural processes, detailed surveys of ground levels at the entrance area have been completed at varying intervals since June 2001. In recent years, since approximately 2020, surveys have been completed on an approximate monthly basis when the entrance was closed. All entrance surveys are validated against a number of State Survey Marks in accordance with best practice survey procedures. These surveys indicated that on most occasions the berm crest elevation was just above 2.0m AHD, and as such, no excavation was required for maintenance of the dry notch which was typically lower than 2.0 m AHD.

A historical berm height analysis was undertaken for the Shoalhaven River entrance at Shoalhaven Heads by consultants Water Technology in 2024. The historical berm height analysis provides guidance as to the likely frequency and volume of sand to be removed from ongoing dry notch maintenance.

6.2.2 Monitoring of Entrance Openings

Monitoring of both mechanical and natural entrance openings, including openings as a result of berm lowering, will be undertaken by Council, which includes recording of any relevant impacts of mechanical openings and entrance berm maintenance.

A record of conditions prior to opening and after opening will be undertaken by Council.

A record of the excavated east-west length, north-south width, and depth of the breach will be recorded where possible based on safety considerations. Tides and prevailing winds should also be recorded and should be supported by photos from one or two consistent vantage points where possible.

The entrance of the Shoalhaven River can be extremely hazardous prior to, during, and immediately following an entrance opening, with rising floodwater in the estuary and wash-over from the sea generally occurring. Safety concerns typically require staff and equipment to quickly leave the entrance area after the pilot channel has been excavated. The amount of information that can be collected to monitor entrance openings will therefore be highly dependent on an on-site assessment of the safety of the operator and equipment for each individual flood event. Some information can also be obtained from satellite imagery.

Council will also monitor impacts on threatened species including breeding and or relocation success and general monitoring of impacts on other native fauna and flora.

A report summarising the entrance opening will be reported to Council to ensure this information is publicly available.

6.3 Maintenance of a dry notch

6.3.1 Location, configuration and maintenance of the dry notch

Dry notch maintenance comprises the periodic lowering of the 'dry notch' area (refer **Figure 6-1**, **Figure 6-2** and **Figure 6-3**) under closed entrance conditions as a preparatory measure to reduce the burden of sand to be removed at the time of a mechanical entrance opening. This activity is intended to form part of the ongoing management of the Shoalhaven River entrance at Shoalhaven Heads to manage flood risk. The excavation and maintenance of a dry notch can benefit mechanical interventions (i.e. pilot channel excavation and berm lowering) as it can lead to a reduced pilot channel length (allowing for greater scour potential), and a reduced volume of sand to be excavated when undertaking mechanical interventions, allowing a faster opening to be achieved.

Historically, there has been a tendency for an open entrance to scour northward threatening public facilities and scouring the main surf beach. This pattern of scour is dependent on a number of factors such as the position of the dry notch, the existing sand burden on the coastal berm at the entrance and to the north, prevailing winds, prevailing ocean currents, etc. The following considerations will determine the exact position of the notch on each occasion:

- The natural variations in the height, length, and shape of the entrance berm and dune that occur from time to time.
- The location of deeper water inland, which may mean that less sand needs to be scoured when an emergency opening takes place.
- The location of shorebirds.

Given the importance of minimising the volume of sand in the entrance area, greater consideration needs to be given to the location of the notch immediately after closure of the entrance. The procedure should be based on aerial photography, land survey, and potentially hydrography. This procedure should allow Council to determine the area that provides the least volume of sand for a future breakout, as well as meeting the other requirements.

The configuration of the notch is shown diagrammatically in **Figure 6-2** and graphically in **Figure 6-3**.

Dry notch maintenance would typically be carried out prior to the shorebird nesting season when a large area of the dry notch exceeds an elevation of approximately 2.0m AHD and results in the total length of pilot channel excavations through the entrance berm exceeding approximately 50m.

The dry notch will be excavated to a level of approximately 1.7-1.8m AHD across a 50m minimum stretch of the entrance in a north-south direction. The east-west length of the notch will be determined by the shape (elevation) of the entrance berm and dune at the time. This dry notch maintenance will typically be undertaken in or towards the end of the non-shorebird nesting season in a manner intended to limit sand elevation in the dry notch area for the duration of the next shorebird nesting season. This avoids the need to undertake dry notch maintenance during the shorebird nesting season unless it is absolutely necessary and Crown Land licence conditions allow.

The crest of the berm (over a narrow east-west distance) will naturally rise and fall significantly over short time periods in response to oceanic and weather conditions. Experience at the Shoalhaven River entrance at Shoalhaven Heads has shown that it is not practical or desirable to attempt to maintain the entrance berm at 2.0m AHD. Not only would the work be operationally ineffective, but it may compromise the maintenance life of the notch further to the west, by allowing more frequent wave wash-over and dumping of sand in the notch. This wash-over could also affect the nesting success of shorebirds that may be present (such as Little Terns and Pied Oystercatchers).

For these reasons the notch will not extend to the fullest extent possible eastward, through the crest of the berm or dune, but will be maintained as follows:

- Outside the shorebird nesting season (i.e. typically March to October) the dry notch will be mechanically excavated to approximately 1.7-1.8m AHD to within approximately 10 metres west of the high point of the berm or the natural dune.
- During the potential shorebird breeding season (i.e. October to March) the dry notch will be mechanically excavated if absolutely necessary to approximately 1.7-1.8m AHD to within approx. 20 metres west of the high point of the berm or the natural dune, if this can be done without direct disturbance to shorebirds. The exact offset distance will be determined in consultation with NSW National Parks and Wildlife Service (NPWS).

A decision flow chart for management of the Shoalhaven River entrance is shown in **Figure 6-4**.

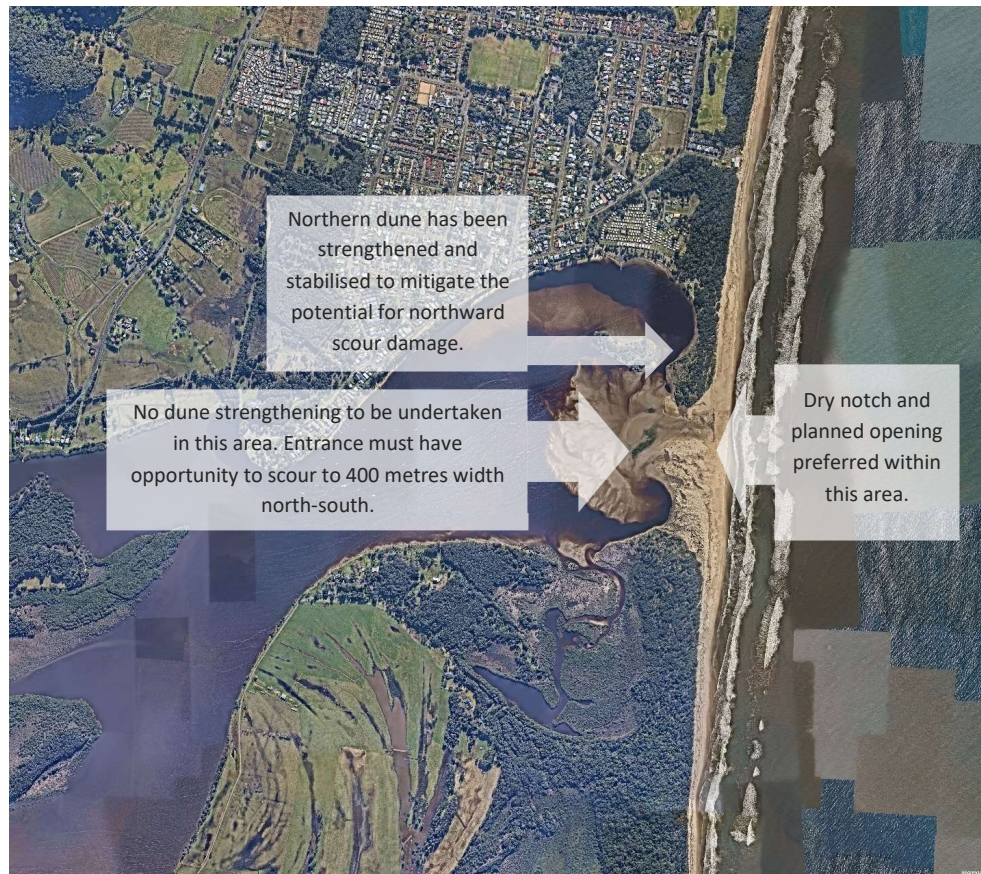


Figure 6-1 Shoalhaven River Entrance Area

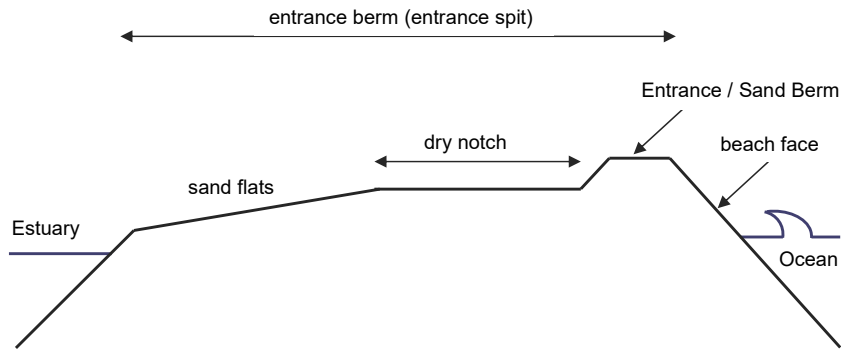


Figure 6-2 Diagrammatic East-West Section Showing Configuration of the Dry Notch

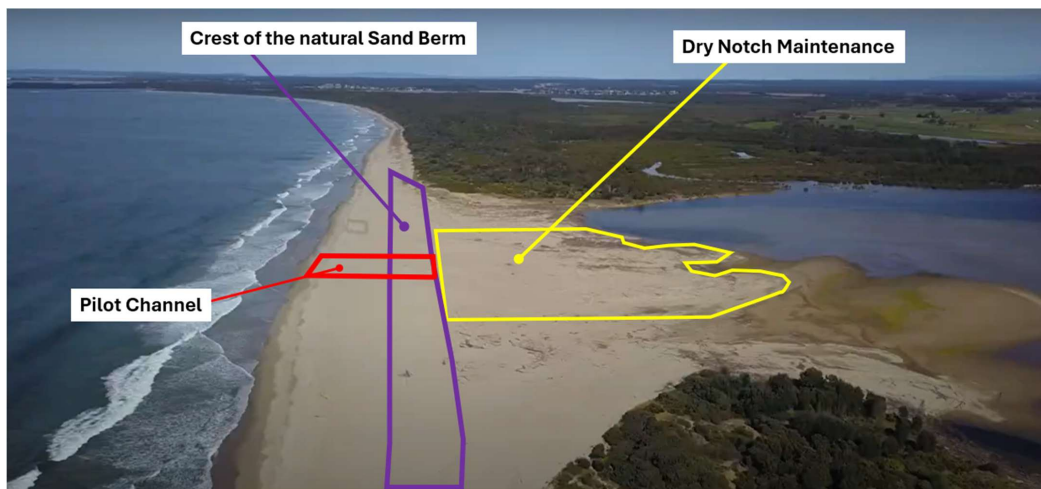


Figure 6-3 Approximate Configuration of the Dry Notch Area, Sand Berm Crest and Pilot Channel

6.3.2 Dune strengthening strategy

As a result of historical opportunistic strengthening of the dunes to the north of the entrance, aiming to mitigate the potential for northward scour damage, a well vegetated dune system is now established (refer **Figure 6-1**). This vegetation now also assists in preventing inland sand migration by heavy seas and/or onshore winds.

Earlier revisions of the Shoalhaven River EMP indicated that the strengthening of the northern dune should continue further southward into the entrance area. However, the *Lower Shoalhaven River Flood Study (PWA, 1990)* assumed that the entrance would be able to scour to a north-south width of 400 metres. **Table 6-1** shows the results of additional modelling (Webb McKeown and Associates, 2006) of the impact of restricting the final north-south dimension of the channel. This finding was also confirmed by dynamic entrance breach modelling undertaken as part of the *Lower Shoalhaven River Flood Study (2022)*.

Table 6-1 Results of Modelling Effect of North-South Scour Width

N-S dimension (m)	400	300	200	100	50
Flood impact (m)	base	+0.14	+0.31	+0.53	+0.68

It is therefore important that the channel be allowed to scour to a north-south width of at least 400 metres in order to maintain current flood planning levels. Dune strengthening works that would prevent this from happening should not be undertaken. As such, there should be no strengthening of the dune in the area indicated in Figure 6-1.

6.3.3 Earthmoving machinery required for regular maintenance of dry notch

If possible, sand removal for dry notch maintenance should be utilised to contribute to strengthening of the dune north of the entrance area adjacent to the Shoalhaven Heads Surf Club. This will generally mean transportation of material will also be required. The recommended combinations are:

- Bulldozer of approx. CATD6/D7 size
- Excavator and 2/3 x6WD dump trucks

6.4 Berm management

Computer modelling (Webb Mckeown and Associates, 2006) indicates that the volume of sand contained within the higher dune crest is not large and would not significantly impact on flood levels, provided the crest is breached when or before local flood levels reach 2.0m AHD.

The *EMP trigger level review (2024)* assessment identified that should Council be unable to open the entrance, and that the entrance berm is high (such as 2.6m AHD), that this can lead to adverse flood impacts. It is worth noting that the 2.6m AHD level is highly conservative, representing the highest recorded berm height over 23 years of available entrance survey data. Review of the available survey data (taken approximately 2 to 4 times a year between 2001 and 2024) identified that the entrance only exceeded 2.3m AHD 20% of the time.

However, despite the low likelihood of the berm height reaching 2.6m AHD or higher, there remains a risk that if the berm level is high and Council is unable to undertake a mechanical opening or mechanical berm lowering, then flood impacts would be worsened.

It is noted that the management of the dry notch would work alongside berm management to help manage flood risk.

The presence of the dry notch means that opening the entrance requires the removal of the sand berm crest (entrance berm) only, and not a full excavation of the dune as would be required without the dry notch. This allows for a quicker and safer opening procedure.

The Shoalhaven River EMP recommends berm maintenance to lower the elevation of the entrance berm if required. This would typically ensure that the entrance berm elevation is maintained at approximately 2.3m AHD. Noting that flood modelling undertaken as part of the EMP Trigger Level review identified that adverse flood impacts would only occur in a scenario in which the entrance berm was above 2.3m AHD and Council was unable to open the entrance. Therefore, the berm maintenance and mechanical berm lowering measures included in the draft EMP provide robust solutions to manage this risk.

Maintaining the entrance berm constantly at a low level such as 2.0m AHD would be impractical due to the rapid infilling that occurs from wind and wave action.

Therefore, the entrance berm does not need to be maintained constantly at a set level. To reduce the environmental and financial impacts, the berm could be lowered on a Flood Watch (assuming the berm height is higher than the applicable EMP trigger level). Actively reducing the berm level in the event of a Flood Watch would seek to ensure that should a subsequent opening not be possible, then the risk of potential flood impacts is mitigated as far as reasonably practical. In addition, works required to undertake an opening would likely be reduced due to the preparatory works undertaken during the berm lowering.

Maintaining the entrance berm at a low level may increase the likelihood of wash-over, potentially preventing further mechanical intervention from occurring (such as excavating a pilot channel). However, a lowered berm would reduce the risk of adverse flood impacts from occurring by allowing the Shoalhaven River entrance at Shoalhaven Heads to naturally overtop at a lower level.

A decision flow chart for management of the Shoalhaven River entrance is shown in **Figure 6-4**.

6.5 Water level indicators for a planned opening

There are two automatic water level recorders in the river at Shoalhaven Heads – one at the western end of Hay Avenue near the Zealands Creek entrance and one opposite the River Road boat ramp at the caravan park. A gauge that used to be at the end of Wharf Road was decommissioned when the Hay Avenue gauge was installed. The two gauges are owned and maintained by Manly Hydraulics Laboratory and Council. They are real-time gauges, and Council has access to the water level information via an online dashboard. The Shoalhaven Heads gauge will generally be used by Council's flood engineers in the case of a flood, but the Hay Avenue gauge should be monitored as a backup.

There is also a gauge plate in the water next to River Road. The numbers on the plate are in metres above AHD. This will be monitored by the site supervisor, as required.

6.6 Triggers for mechanical opening (excavation of a pilot channel)

If the entrance is closed and flood levels (actual or forecast) are below the planned opening trigger levels, floodwater can discharge to the Tasman Sea via Berry's Canal and Crookhaven Heads without impacts to habitable areas of residential buildings. In this scenario, the entrance is not required to be opened.

If the entrance is closed but the beach berm elevation is below the planned opening level, the entrance can naturally open without mechanical intervention before the trigger levels are reached. In this scenario, the entrance is not required to be mechanically opened. Monitoring of the entrance berm is required during a flood event to ensure the entrance berm elevation could facilitate an opening in accordance with the mechanical berm lowering provisions if required.

If the entrance is closed and the beach berm is above the planned opening level, Council can mechanically open the entrance at times of flood as per the EMP to help alleviate impacts from low-level flooding.

The Shoalhaven River EMP takes into consideration a range of environmental factors and includes the outcome of an evidence-based, technical review of the trigger levels to inform the entrance management options within the EMP.

The *Lower Shoalhaven River Entrance Management Policy Trigger Level Review (2024)* has informed the Shoalhaven River EMP. To assess the impact of trigger levels on flood behaviour, a series of trigger levels at Shoalhaven Heads were assessed; including 1.5, 1.7, 2.0, 2.3 and 2.6m AHD. This investigation concluded that the 3.0m AHD at Nowra and 2.0m AHD at Shoalhaven Heads is appropriate.

When a Flood Watch notice is received from the Bureau of Meteorology, Council will initiate a planned opening if it becomes necessary (including putting machinery on standby, obtaining a new entrance survey (where possible), and inspecting the site for sand build up and the presence of shorebirds). If there is considerable sand build up in the notch higher than 1.8m AHD, then an excavator should be moved to the site and excavation (berm lowering and/or dry notch excavation) will commence at this stage subject to satisfaction of requirements regarding shorebirds. Once the notch is re-established, consideration should be given to keeping the machine at Shoalhaven Heads for the duration of the Flood Watch.

A minimum of 6 to 9 hours warning will be available of significant river rises at Nowra as part of the Bureau's Flood Forecast and Warning Service for the Shoalhaven River.

Intervention trigger conditions for mechanical opening (excavation of a pilot channel) are as follows:

- (a) **Potential opening:** Immediately after a Flood Warning is received predicting a flood level exceeding 2.5m AHD or greater at Nowra Bridge, machinery will mobilise to the Shoalhaven River entrance at Shoalhaven Heads and excavation will commence, working from inland towards the Tasman Sea.

Note: Ordinarily the final breach should not take place unless 3.0m AHD is reached, or is forecast to reach or rise beyond 3.0m AHD at the Nowra gauge, or if the water level at Shoalhaven Heads is rapidly approaching 2.0m AHD, indicating that Broughton Creek catchment may be contributing significant flows.

Note: The process should be aborted if subsequent forecasts are revised to be confident that a level of 3.0m AHD is not anticipated to be reached and/or sustained at Nowra Bridge and 2.0m AHD is not anticipated to be reached and/or sustained at Shoalhaven Heads.

- (b) **Pre-emptive opening:** A forecast (based on Bureau of Meteorology Flood Warning) river level of 3.0m AHD at Nowra Bridge OR 2.0m AHD at Shoalhaven Heads (after a Bureau of Meteorology forecast location is implemented in this location) facilitates an immediate entrance opening; OR,

Note: The Bureau of Meteorology Flood Forecast and Warning Service provides 6 to 9 hours warning for forecast flood levels for Nowra. In this scenario, the pilot channel would be excavated before flood levels rise in the Lower Shoalhaven River. Given that the pilot channel is excavated to an approx. 1m depth, this would result in the base of the pilot channel having a level below 1.5m AHD. As floodwater rises it can flow through the pilot channel and scour open the entrance.

- (c) **Immediate opening:** An actual river level of 3.0m AHD at Nowra Bridge OR 2.0m AHD at Shoalhaven Heads facilitates an immediate entrance opening; AND,

Note: Where possible, excavation is to be planned so that final breakout occurs on a receding tide to optimise available scouring time. However, if the river level has already reached 2.0m AHD at Shoalhaven Heads and sea conditions are considered appropriate, then the opening should proceed irrespective of whether the tide is rising or falling.

- (d) Satisfaction of requirements regarding shorebirds. [subject to REF and licence conditions]

A decision flow chart for management of the Shoalhaven River entrance is shown in **Figure 6-4**.

The final breach should not be made if it is considered that sea conditions are inappropriate. Elevated ocean levels and large waves can aggravate flooding effects within the Shoalhaven River floodplain. If the ocean water level is higher than the river water level, then breaching the river entrance could exacerbate flooding at Shoalhaven Heads by allowing the sea to flow into the estuary. The hazard may be increased if ocean waves were to penetrate into the bay and propagate across the foreshore of the caravan park. In addition, elevated ocean levels and large waves may make conditions on the entrance berm and dune so treacherous that it would be impossible and extremely unsafe to take machinery there to open the river. In this instance, it is required to wait until conditions subside and/or the tide falls sufficiently to allow mechanical opening to proceed. However, it is in these conditions that pre-emptive mechanical berm lowering could be undertaken (refer **Section 6.7**) to avoid the need to undertake a mechanical entrance opening in situations in which it would not be safe or possible due to oceanic conditions or the timing of entrance management works.

Once the criteria above have been met, the exact timing of the opening will be determined based on local Shoalhaven Heads conditions as set out in Council's entrance management procedures i.e. Quick Reference Guide.

The *EMP Trigger Level review (2024)* investigated the feasibility of opening the shoalhaven River entrance at Shoalhaven Heads on a Flood Watch instead of a Flood Warning. A Flood Watch will only indicate if a minor, moderate or major flood may occur. The high level of uncertainty at this point does not allow BOM to predict peak flood levels in the river which is undertaken for a Flood Warning. Furthermore, a Flood Watch may be issued for a range of scenarios including minor flooding which would not reach the relevant trigger levels. Opening on a Flood Watch could result in a significant increase in the number of openings, many of which would prove to be unnecessary, or too early an opening which risks the excavation works closing by storm washover before floodwaters arrive. Increased opening frequency is likely to have increased negative impacts on the estuary and entrance including shorebirds which nest on the sand berm when it is closed. Consequently, opening the Shoalhaven River entrance at Shoalhaven Heads on a Flood Watch was not recommended by the *EMP Trigger Level review (2024)* as it provides no entrance management

or flood mitigation benefits, could lead to unnecessary adverse environmental impacts, is not supported by the relevant NSW Government Agencies in line with relevant legislation and policy, and would impose an unnecessary financial burden on Council. However, it is noted that a Flood Watch for moderate or major flooding would provide advance warning for a situation in which mechanical berm lowering could be undertaken (refer **Section 6.7**).

6.6.1 Preferred physical opening location

The exact breach position is to be determined on site. It is to be as far south as is reasonable, preferably within the area shown in **Figure 6-1**. It is then to be determined on economies: shortest, lowest line of sand will obviously be quickest and cheapest. This will generally be in the line where the dry notch has been maintained. Naturally, judgement is required as quantity of sand to be removed, access to deeper water inland and other related factors will play a part. The presence of shorebirds must also be considered.

Cognisance does need to be given to the potential damage that can occur if the scour is northward and/or the entrance opening begins too far northward. Diligence to attempt to mitigate this factor is strongly emphasised.

6.6.2 Access roads

Machinery would, typically, be required to travel on Bolong Road from Bomaderry to Shoalhaven Heads. Under most circumstances, and with appropriate preparedness, it will be possible to get machinery to Shoalhaven Heads before the road is closed by floodwaters at the following levels.

6.6.3 Entrance opening procedure

A channel approximately 1 metre deep and 4 metres wide should be excavated from the river to the Tasman Sea. Excavation should commence on the river side of the entrance sand dune and progress towards the sea, so that advantage can be taken of drier conditions on the lower ground in the early stages of the excavation. The exact dimensions of the channel will be determined by given restraints in time, natural repose of the sand, etc. The machinery decrease efficiency by trying to dig deeper than natural forces will allow to remain.

The exact dimensions of the pilot channel may be varied (within a range of metres) depending on operational experience and local site factors at the time.

The berm should not be breached until all conditions outlined in **Section 6.5** have been met.

The breach is to be as clear as possible of surplus sand in its immediate environs. Thus, the sand burden removed to create the breach is to be moved as far as is possible from the channel. This is where, if it is practically possible and affordable, an additional excavator (or a D7 type dozer, or bigger) would be beneficial as one can be digging and the extra machine can be removing sand away from the channel to mitigate against sand burden infilling of the excavated breach.

6.6.4 Risk to life and equipment

The machinery is likely to be operating in a harsh environment (high seas, wind and wave action, possible darkness) with a significant risk to life and potential for loss of equipment (bogged or cut off from retreat).

A risk assessment has been carried out for the activity. It includes measures for mitigating the risks to operators and equipment. All works must be completed in accordance with the Work Health and Safety Act (2011).

There is considerable danger to members of the public that might choose to be at the site during excavation. The potential hazards include being hit by large machinery or being swept to sea by the river as the banks of the scouring entrance channel collapse. To help reduce such risks, Council's rangers should provide crowd control where possible when an opening is taking place.

The pre-emptive mechanical berm lowering and pre-emptive pilot channel excavation measures on a Flood Warning are intended to avoid the need for entrance management works to be undertaken at night.

The operation would be more hazardous if carried out in darkness. There may be times when some works need to be undertaken close to or in darkness provided Council have assessed the suitability of undertaking these works safely,

and appropriate work health and safety (WHS) controls implemented. Personnel will be trained to undertake the task.

6.7 Mechanical berm lowering

Mechanical berm lowering comprises the pre-emptive lowering of entrance berm levels under closed entrance conditions ahead of a predicted flood event by excavation of sand to allow the entrance berm to naturally overtop and open at the planned opening level, reducing the risk of flooding. This should be carried out in daylight hours in situations in which it would not be safe or possible to undertake entrance management works when planned opening trigger levels are reached due to forecast hazardous oceanic conditions or the timing of entrance management works, such as overnight.

In circumstances with hazardous coastal conditions, undertaking pilot channel excavation procedures (refer **Section 6.6.3**) will likely result in excavation works being ineffective (i.e. wave action results in return of sand to the berm and beach face, infilling pilot channel excavations). It should be noted that wave conditions will also impact the longevity of the berm lowering and that some sand build-up will likely occur again prior to the entrance opening being achieved. Hence it is important to undertake berm lowering at a time that has considered possible impacts of oceanic conditions and the predicted timing for the trigger level being met (i.e. the day prior).

In practice this would operationally require the natural sand berm area to be lowered below 2.0m AHD (such as around 1.7-1.8m AHD) to allow for some potential increase in berm elevation from storm washover immediately prior to the flood peak rising in the Shoalhaven River and overtopping the entrance berm.

Mechanical berm lowering is an effective management strategy in the following situation:

- A low river level prior to a forecast flood event, AND
- Surveyed berm elevation is above the planned immediate opening level at Shoalhaven Heads of 2.0m AHD, AND
- The flood level has the potential to reach 3.0m AHD at Nowra Bridge OR 2.0m AHD at Shoalhaven Heads based on a Bureau of Meteorology Flood Watch for Moderate or Major flooding, AND
- Flooding is anticipated to coincide with conditions in which pilot channel excavation (pre-emptive or immediate opening) is unlikely to be safely undertaken by machinery operators due to forecast hazardous oceanic conditions or due to trigger levels for an immediate opening potentially being reached overnight, AND
- Satisfaction of requirements regarding shorebirds. [subject to REF and licence conditions]

In the event that the flood level does not reach the level of the lowered berm, the entrance would not overtop and scour open.

Refer to decision flow chart for management of the Shoalhaven River entrance at Shoalhaven Heads as shown in **Figure 6-4**.

It is noted that pre-emptive pilot channel excavation or pilot channel excavation could still be undertaken following initial mechanical berm lowering works when this can be undertaken safely, but if this could not occur, the natural sand berm area would have already been lowered to allow natural opening by the planned opening level.

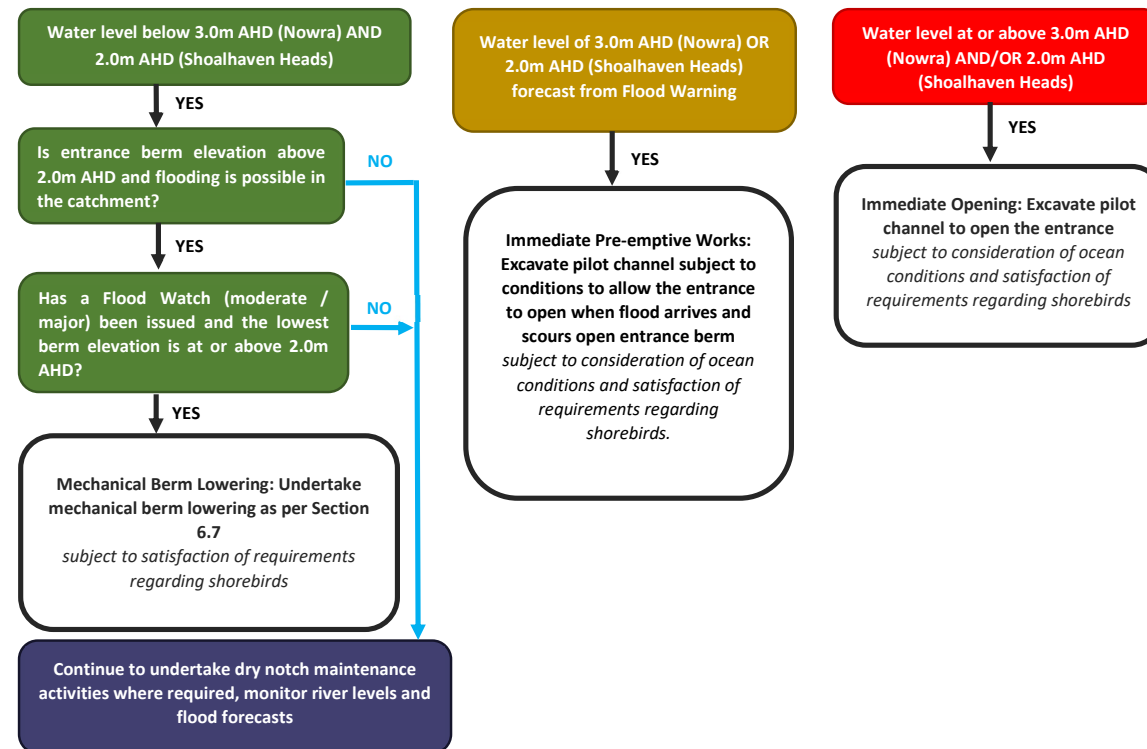


Figure 6-4: Decision Flow Chart

7 Responsibility

Primarily responsibility for implementing this EMP is with Council.

8 Penalties

Council has the authority to penalise persons opening the Shoalhaven River entrance without appropriate authorisation under Section 632(1) of the *Local Government Act 1993*. In some circumstances it is also illegal under the *Fisheries Management Act 1994* to conduct non-authorised opening of the Shoalhaven River entrance.

9 Contacts

The responsible officer in respect to sanctioning mechanical intervention is the Shoalhaven City Council Director City Development or their appointed delegate.

The responsible officer in managing the mechanical excavation and monitoring process shall be Shoalhaven City Council City Services Works and Services Manager. Council's Works and Services Manager would normally delegate responsibility for regular maintenance of dry notch, berm management and planned openings (pilot channel excavation or entrance berm lowering), in accordance with this policy, to officers in City Services such as the Northern District Engineer. The site works would normally be delegated to Council's Northern Maintenance Engineer who will assign the task to the site supervisor.

The Works and Services Manager should also nominate an officer to liaise with other groups as required. These would include Council's rangers, Council's liaison officer at the Emergency Operations Centre (EOC), the State Emergency Service and NSW Government agencies as required.

Contact will be made with officers of Environmental Services (namely, the Coastal Management Unit) by appropriate Shoalhaven City Council processes, in respect to sand disposal options.

The NPWS Area Manager, South Coast, is the officer that will arrange for Council to be informed any time that shorebirds are known to be nesting at the Shoalhaven River entrance at Shoalhaven Heads. Council's Environmental Services section shall liaise with NSW NPWS to determine if there are any shorebirds present as part of the pre-entrance opening planning or dry notch maintenance procedures.

Details of essential emergency communications are set out in the Council procedures supporting this EMP.

Key contacts regarding implementation of this EMP are shown in **Table 9-1**.

All key contacts are to be advised of any intention to carry out entrance works, prior to the activities.

Table 9-1: Shoalhaven River Entrance Management Policy - Contacts

Organisation	Contact details
Shoalhaven City Council	<p>Lead Floodplain Management Number: 1300 293 111 Email: Floodplain.Management@shoalhaven.nsw.gov.au</p> <p>Lead Coastal Management Number: 1300 293 111 Email: coastal.management@shoalhaven.nsw.gov.au</p> <p>Manager Environmental Services Number: 1300 293 111 Email: Environmental.Services@shoalhaven.nsw.gov.au</p>
NSW Department of Climate Change, Energy, the Environment and Water	<p>Senior Coast and Estuaries Officer (South East Regional Delivery – Shoalhaven LGA) Number: (02) 4221 6917 (Wollongong office) Email: admin-southeast@environment.nsw.gov.au</p>
NSW Department of Primary Industries and Regional Development – Fisheries	<p>Fisheries Manager – Coastal Systems Number: 1800 043 536 Email: information-advisory@dpird.nsw.gov.au and ahp.central@dpird.nsw.gov.au</p>
National Parks and Wildlife Service – Shoalhaven Area	<p>Number: (02) 4554 9500 (Ulladulla) or (02) 4428 6300 (Nowra office) Email: npws.shoalhaven@environment.nsw.gov.au</p>
National Parks and Wildlife Service	<p>Shorebird Ranger Number: (02) 4428 6300 (Nowra office) Email: npws.shoalhaven@environment.nsw.gov.au</p>
NSW Department of Planning, Housing and Infrastructure – Crown Lands	<p>Area Manager Number: 1300 886 235 Email: cl.enquiries@crowland.nsw.gov.au</p>
Jerrinja Local Aboriginal Land Council	Number: (02) 4447 5669
NSW State Emergency Service	Number: 132 500

10 Review of policy

This EMP is to be reviewed as necessary, minimum every 10 years.

The EMP has been developed based on the findings of the Lower Shoalhaven River Coastal Management Program (CMP), *Lower Shoalhaven River Flood Study (2022)*, Lower Shoalhaven River Floodplain Risk Management Study & Plan (due to be completed in late-2025), and *Shoalhaven LGA Floor Level Survey for Flood Planning (2024)* investigations.

This policy should be reviewed in the future:

- To be updated to incorporate new information (for example in relation to sea level change), new legislation and the community's changing needs as required.
- At no less than 10-year intervals, to ensure staff and community understanding of the principles to be applied
- After a flood event, if Council staff and/or any government agency suggest that any part of the procedure is inappropriate.
- In light of changing flood patterns and/or other flood protection strategies, such as implementation of flood mitigation measures identified in the Lower Shoalhaven River Flood Risk Management Study and Plan.

As discussed in **Section 6.2.2**, monitoring of both mechanical and natural entrance openings, including openings as a result of berm lowering, will be undertaken by Council, which includes recording of any relevant impacts of

mechanical openings and entrance berm maintenance. A report summarising an entrance opening will be reported to Council to ensure this information is publicly available.

11 Amendments

[This section of the EMP should summarise the amendments to the EMP since its first adoption. The summary should include the date of the amendment, a brief description of the amendment, and the section within the EMP where the amendment can be found].

12 References

Public Works Department (1984) Shoalhaven River Entrance Management Report

Public Works Department (1984) Shoalhaven River Entrance Management Report

Rhelm (2023) Coastal Management Program for the Lower Shoalhaven River: Review of the Entrance Management Plan, Prepared for Shoalhaven City Council

Rhelm (2024) Lower Shoalhaven River Entrance Management Policy Trigger Level Review, Prepared for Shoalhaven City Council.

Smith, P. (1991) The Biology and Management of Waders (suborder Charadrii) in NSW. Species Management Report Number 9, NPWS.

Stantec (2022) Lower Shoalhaven River Flood Study.

Water Technology (2025) Shoalhaven River Entrance Opening Historical Berm Height Analysis, Prepared for Shoalhaven City Council.

Water Technology (2025) Shoalhaven River Entrance Opening Review of Environmental Factors, Prepared for Shoalhaven City Council.

Webb, McKeown and Associates Pty Ltd (2006) Shoalhaven River Entrance Management Plan Review, Prepared for Shoalhaven City Council.



Lake Conjola Entrance Management Policy



CL25.274 - Attachment 1

Cover image: Lake Conjola entrance during February 2020 flood event

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Next Review Date:	XX/XX/2030 [To be Advised – Draft Only]
Related Legislation:	
Associated Policies/Documents:	
Directorate:	City Development
Responsible Owner:	
Record Number:	[To be Advised – Draft Only]



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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1 General

This document sets out the DRAFT Entrance Management Policy (EMP) for management of the entrance to Lake Conjola. The primary driver for entrance management is the risk associated with flooding. Accordingly, the EMP allows for the implementation of Council's Total Flood Warning System (TFWS) for Lake Conjola to support entrance management decision-making. The EMP has been developed based on the findings of the Lake Conjola Coastal Management Program (CMP), *Lake Conjola Flood Study (2007)*, *Lake Conjola Floodplain Risk Management Study & Plan (2013)*, and *Shoalhaven LGA Floor Level Survey for Flood Planning (2024)* investigations.

The EMP document is structured in the following way:

- Policy Name
- Objectives
- Review of Environmental Factors
- Land to which the EMP Applies
- Climate Change
- Relevant Legislation, Policy and Approvals
- Entrance Management Principles and Procedures
- Penalties
- Responsibility
- Contacts
- Authorisation
- Review Period
- Amendments
- Appendices
- References

2 Policy Name

Lake Conjola Entrance Management Policy.

3 Objectives

The EMP provides a framework that assists in the management of the entrance to Lake Conjola. The EMP aims to:

- Minimise risk to life and risk to public and private property and assets due to flooding.
- Establish clear triggers for initiating mechanical intervention in the natural processes of the entrance, with consideration of ocean conditions.
- Establish procedures for mechanical interventions at the entrance and for disposal of excavated material.

- Minimise interference with natural entrance behaviour and allow mechanical entrance openings to mimic a natural Intermittently Closed and Open Lake and Lagoon (ICOLL) opening regime as closely as possible.
- Accommodate future climate considerations, in particular sea level rise.
- Conserve or enhance the ecological diversity and flora and fauna communities of the lake system.
- Conserve or enhance the recreational activities within the lake and its foreshores.
- Define key responsibilities for management of the entrance.
- Detail the procedures for monitoring the entrance.

Council is responsible for managing the Lake Conjola entrance for the purpose of flood mitigation for low-lying properties in accordance with authorisations from the NSW Government. The mechanical opening of the Lake Conjola entrance will not prevent flooding of houses within the entirety of the catchment. Even if the entrance is fully open at the start of a large flood (i.e., it has recently been scoured by a preceding flood) there are existing houses that can still flood. Accordingly, the EMP aims to reduce, not eliminate, the impacts of flooding.

4 Review of Environmental Factors

A supporting Review of Environmental Factors (REF) will need to be prepared to support the EMP and be updated over time in line with any EMP changes and/or new information. The REF describes the activities involved in management of the entrance in accordance with the EMP, outlines the potential impacts of implementing the EMP on the coastal and estuary environments, and details the mitigation measures to be adopted to minimise potential impacts in accordance with the *Environmental Planning and Assessment Act 1979*, Part 5. It also considers the relevant provisions of the Commonwealth Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), and other relevant NSW environmental legislation and environmental planning instruments.

Following receipt of a NSW Crown Lands licence, Council will likely be conditioned to obtain a Threatened Species Licence from NSW DCCEEW to assist with the adequate protection of threatened migratory and beach nesting shorebirds at the Lake Conjola entrance. The Threatened Species Licence will provide details covering survey and pre-work requirements, monitoring requirements during works, DCCEEW contact procedures and associated responsibilities.

5 Land to which the EMP Applies

The EMP applies to lands located at the entrance to Lake Conjola, including those lands where excavation of sand would be carried out as part of entrance management and those lands where excavated sand may be beneficially placed. In the latter case, such lands could include the sand spit north and south of the entrance, Conjola Beach, Manyana Beach, lake foreshore beaches downstream of the Holiday Haven Caravan Park, and along the Cunjurong shoreline. These locations are all within the same tertiary sediment compartment for this stretch of coastline as described in the Lake Conjola CMP.

The land to which the EMP applies is shown graphically in **Figure 5-1** and is wholly within Minister-managed Crown Land except for a section of the southern spit, which is council-managed Crown Reserve.

The REF for management of the entrance will consider the wider Lake Conjola estuary and catchment.



Figure 5-1: Land to which the EMP applies

6 Climate Change

The current proposed trigger values for management of the entrance to Lake Conjola (outlined in **Section 8**) will need to be revised over time associated with future sea level rise. These revisions should be considered at the proposed Review Periods of the EMP (refer **Section 13**) or at such other times determined by Council.

As of 2024, Council's adopted sea level rise projections are as below:

- 0.10 metres by 2030
- 0.23 metres by 2050
- 0.85 metres by 2100

In accordance with Council's Sea Level Rise Framework, Council will continue to monitor State and Federal Government advice and future Intergovernmental Panel on Climate Change (IPCC) reports to review existing sea level rise projections approximately every seven (7) years.

7 Relevant Legislation, Policy and Approvals

The EMP broadly complies with various State Government initiatives for environmental management of coastal lakes, and will be applied with consideration of the following legislation and policies:

- *Commonwealth Environment Protection and Biodiversity Conservation Act 1999.*
- *NSW Environmental Planning and Assessment Act 1979.*
- *NSW Local Government Act 1993.*
- *NSW Coastal Management Act 2016.*
- *NSW Fisheries Management Act 1994.*
- *NSW Crown Land Management Act 2016.*
- *NSW Flood Prone Land Policy 2023.*
- *NSW National Parks and Wildlife Act 1974.*
- *NSW Biodiversity Conservation Act 2016.*
- *NSW Protection of the Environment Operations Act 1997.*
- *NSW State Environmental Planning Policy (Resilience and Hazards) 2021.*
- *NSW State Environmental Planning Policy (Transport and Infrastructure) 2021.*
- Fisheries NSW Policy and Guidelines for Fish Habitat Conservation and Management (2013 update)

Table 7-1 provides a list of potential permits/approvals that may be required for the carrying out of mechanical interventions at the entrance. These will be confirmed following completion of the supporting REF for the EMP.

Table 7-1: Potential permits and approvals for mechanical interventions at the entrance

Relevant Act	Approvals Required	Approval Body
<i>NSW Crown Land Management Act 2016</i>	Licence to carry out activities on Crown Land	NSW Department of Planning, Housing and Infrastructure – Crown Lands
<i>NSW Fisheries Management Act 1994</i>	Permit to harm marine vegetation, if applicable. Permit for dredging and reclamation. ¹	NSW Department of Primary Industries and Regional Development - Fisheries
<i>NSW Biodiversity Conservation Act 2016</i>	Species Impact Statement (SIS), if applicable.	NSW Department of Climate Change, Energy, the Environment and Water
<i>NSW National Parks and Wildlife Act 1974</i>	Aboriginal Heritage Impact Permit (AHIP), if applicable.	NSW Department of Climate Change, Energy, the Environment and Water

Notes:

1. A dredging permit under section 200 of the *NSW Fisheries Management Act 1994* (FM Act) is not required, provided that dredging has been authorised under *NSW Crown Land Management Act 2016* and under s.199 of the FM Act NSW Department of Planning, Housing and Infrastructure – Crown Lands has consulted with NSW Department of Primary Industries and Regional Development – Fisheries prior to authorising.

8 Entrance Management Principles and Procedures

The EMP will be implemented in accordance with the principles and procedures set out in the following sections.

The approach for management of the entrance to Lake Conjola involves the implementation of a TFWS, maintenance of a dry notch, mechanical berm lowering, and excavation of a pilot channel when water level triggers are met. In addition, as a contingency measure only, and subject to separate additional environmental approvals, occasional dredging of the ebb tide channel may be carried out in the event of a severe storm washover that could adversely impact the ability for Council to complete mechanical intervention works in a timely manner.

8.1 Management Principles

The following general principles apply to management of the entrance to Lake Conjola:

- Open the entrance when water level triggers (refer **Section 8.3** and **Section 8.5**) are reached or predicted to be reached due to rain falling or forecast heavy rainfall.
- Implementation of the EMP is a short-term to medium-term flood mitigation measure, as recommended in the *Lake Conjola Floodplain Risk Management Plan (2013)*.
- Implementation of long-term flood mitigation measures, as identified in the *Lake Conjola Floodplain Risk Management Plan (2013)*, to negate the need for mechanical intervention to restore a more natural opening regime over time.
- Incorporate provisions for increasing water level triggers commensurate with sea level rise and in accordance with Council's Sea Level Rise Framework. This would need to be undertaken in conjunction with the implementation of long-term flood mitigation measures investigated through a Floodplain Risk Management Study and Plan to ensure that existing low-lying dwellings and assets are raised over time and new development is appropriately located.

8.2 Excavation of a Pilot Channel

A pilot channel is excavated to facilitate the opening of the Lake at the nominated trigger level under closed entrance conditions during a flood event. The purpose of excavating a pilot channel is to control the timing, lake level and location of the Lake opening to coincide with favourable oceanic conditions and maximise scour potential to allow an effective opening, while also limiting impacts to threatened migratory and beach-nesting shorebirds and possible erosion of the southern dunes. Pilot channel excavation should ideally be planned for implementation under conditions that will facilitate an effective opening which is largely dependent on the hydraulic gradient (water level difference across a distance) achieved between the Lake and the Ocean. The following aspects should be considered when planning a pilot channel excavation to achieve an effective opening:

- Lake water levels: For a mechanical opening to be as effective as possible the opening should be initiated at as high a lake level as feasible without impacting adversely on flood risk. Planning and preparation for an opening can take place at lower lake levels (in line with the trigger levels prescribed in the EMP, refer **Section 8.3**), particularly with the benefit of a TFWS.
- Timing with ocean tides: Initiating a mechanical opening around ocean high tide, subject to other factors such as the safety of operations, generally results in a well scoured entrance and generally a longer period of entrance open conditions. This greater effectiveness is related to the longer duration of sustained positive head (water level) difference between the lake and the ocean over time as the ocean tide level falls.
- Length of the required excavation: Pilot channel length is an important factor as it affects the response time for mechanical intervention (quantity of sand to be excavated) and the effectiveness of a mechanical breakout event (scouring of the channel). A situation where the required excavation for the pilot channel is overly long should be avoided, if possible, as a shorter channel length has the benefit of a steeper hydraulic gradient and quicker excavation duration for a mechanical opening. Allowing the water level in the lake to rise as a means of reducing the pilot channel length needs to be carefully managed due to the associated flood risk. Maintenance of a dry notch area (refer **Section 8.6**) is proposed to reduce the length of the sand berm through which a pilot channel needs to be excavated

The pilot channel should ideally be excavated within the dry notch area (typically maintained in the northern spit zone), with a base level of approximately 0m AHD. The channel base could be flat or graded towards the sea, with the relative effectiveness of this evaluated over time with review of lake opening records (refer **Section 8.9**). The preferred location of the pilot channel would be variable based on the entrance berm and shoal configuration at the time of opening and the presence of threatened migratory threatened migratory and beach-nesting shorebirds.

Excavation of the pilot channel through the northern side of the northern spit zone (refer **Figure 5-1**) should be avoided as breakout channel scour would be prematurely limited by elevated bedrock levels in this area. Positioning the pilot channel towards the southern side of the northern spit zone would be expected to promote additional longevity of the opening, as the channel will typically tend to migrate north over time. Excavation of the pilot channel through the mid spit zone (refer **Figure 5-1**) could be undertaken to initiate an immediate opening, subject to conditions regarding the presence of threatened migratory threatened migratory and beach-nesting shorebirds.

The nominal width of the pilot channel along its length should be 2m but should be made wider at its upstream end where it connects to the lake (where practicable), by a factor of at least two to three times, to increase the initial outflow from the lake and enhance natural scour of the breakout channel. Access for excavation of the pilot channel should be from the north at Cunjurong Point or Manyana Beach depending on the prevailing access conditions.

The exact dimensions of the pilot channel may be varied (within a range of metres) depending on operational experience and local site factors at the time.

8.3 Triggers for Mechanical Opening (excavation of a pilot channel)

Analysis of the performance of mechanical openings carried out over recent years by Council and the results of a numerical modelling study carried out as part of development of the CMP have shown the benefit of opening the lake at water levels as high as practicable. The proposed trigger water levels were also informed by the lowest habitable floor level of 1.79m AHD determined from the Shoalhaven LGA Floor Level Survey for Flood Planning (2024) and the lowest level for evacuation along Lake Conjola Entrance Rd of approximately 1.2m AHD.

Intervention trigger conditions for mechanical opening (excavation of a pilot channel) are as follows:

- (a) Planned Opening: When the lake water level is at or exceeds 1.0m AHD and heavy rainfall is falling or forecast in the Lake Conjola catchment which is expected to result in a lake water level of 1.2m AHD being exceeded and continuing to rise, a pilot channel can be excavated to open the lake; OR,
- (b) Planned Opening: When the lake water level is at or exceeds 1.0m AHD and a TFWS for Lake Conjola (following implementation) predicts that the lake water level will reach 1.2m AHD and continue to rise, a pilot channel can be excavated to open the lake; OR,
- (c) Immediate Opening: A lake level of 1.2m AHD facilitates an immediate entrance opening; AND,
- (d) Satisfaction of requirements regarding threatened migratory threatened migratory and beach-nesting shorebirds. [subject to REF and licence conditions]

With implementation of dry notch maintenance, the TFWS, and pre-emptive mechanical berm lowering, it is expected that the need for immediate openings would reduce.

A Decision Flow Chart for management of the entrance to Lake Conjola is shown in Figure 8-1.

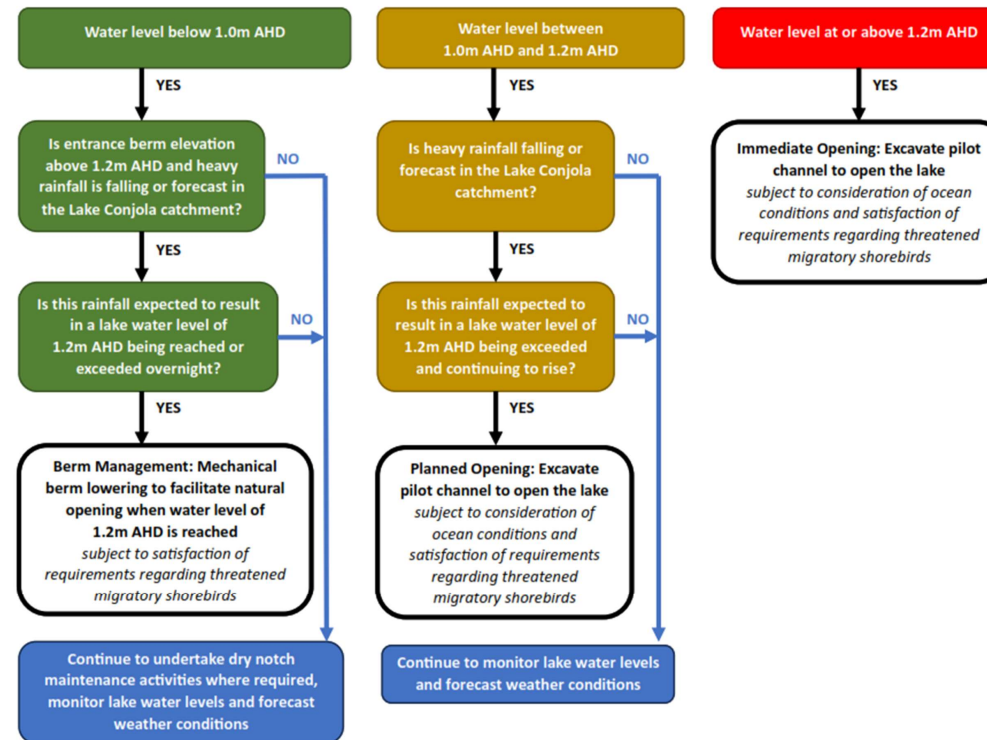


Figure 8-1. Decision Flow Chart

8.4 Timing of the Mechanical Opening of a Pilot Channel

Mechanical opening (commencement of outflow) should be timed to take place around ocean high tide and during mild wave conditions, where practicable. Consideration should also be made of any positive tidal anomaly that would affect the head difference between the lake and ocean water levels.

The effectiveness of the timing of the mechanical opening relative to ocean tide level should be monitored (refer **Section 8.9**). The timing may be varied based on continued experience and learnings.

8.5 Mechanical Berm Lowering

Mechanical berm lowering comprises the pre-emptive lowering of sand berm levels under closed entrance conditions ahead of a predicted flood event by excavation of sand over the dry notch footprint and the sand plug at the beach face. This should be carried out in daylight hours under certain circumstances to promote natural opening when flooding is expected to occur overnight, and further mechanical intervention may not be possible due to safety reasons. In these circumstances, undertaking pilot channel excavation procedures (refer **Section 8.2** and **Section 8.3**) would be hindered by the timing of the expected trigger level breach and coastal processes are anticipated to result in excavation works being ineffective (i.e. wave action results in return of sand to the berm and beach face, infilling pilot channel excavations). It should be noted that wave conditions will also impact the longevity of the berm lowering and that some sand build-up could occur again prior to the Lake opening being achieved. Hence it is important to undertake berm lowering at a time that has considered possible impacts of oceanic conditions and the predicted timing for the trigger level being met (i.e. the day prior).

Mechanical berm lowering is an effective management strategy in the following situation:

- A low lake level prior to a forecast rainfall event;
- Surveyed berm elevation is above the planned immediate opening level; and,
- Heavy rainfall (forecast or actual) would result in the trigger levels for an immediate opening potentially being reached overnight.

Mechanical berm lowering in this situation allows the lake level to rise and then naturally open at the planned opening level, reducing the risk of flooding and allowing the lake opening to better mimic natural ICOLL processes. In the event that the lake level does not reach the level of the lowered berm, the lake would not open. This therefore avoids ineffective entrance openings at a low level.

Intervention trigger conditions for mechanical berm lowering are as follows:

- (a) Berm Management: The lake water level is below 1.0m AHD, berm elevation above 1.2m AHD, and heavy rainfall is falling or forecast in the Lake Conjola catchment which is expected to result in a lake water level of 1.2m AHD being reached or exceeded overnight and continuing to rise; facilitates lowering of the entrance berm to promote natural opening when a water level of 1.2m AHD is reached and further mechanical intervention is not possible due to safety considerations; OR,
- (b) Berm Management: The lake water level is below 1.0m AHD, berm elevation above 1.2m AHD, and a TFWS for Lake Conjola (following implementation) predicts that the lake water level will reach 1.2m AHD and continue to rise overnight; facilitates lowering of the entrance berm to promote natural opening when a level of 1.2m AHD is reached; AND,

- (c) Satisfaction of requirements regarding threatened migratory threatened migratory and beach-nesting shorebirds. [subject to REF and licence conditions]

8.6 Maintenance of a Dry Notch

Dry notch maintenance comprises the periodic lowering of the 'dry notch' area (refer **Figure 8-**) under closed entrance conditions as a preparatory measure to reduce the burden of sand to be removed at the time of a mechanical entrance opening. This activity is intended to form part of the ongoing management of the Lake entrance to manage flood risk. The excavation and maintenance of a dry notch can benefit mechanical interventions (i.e. pilot channel excavation and berm lowering) as it can lead to a reduced pilot channel length (allowing for greater scour potential), and a reduced volume of sand to be excavated when undertaking mechanical interventions, allowing a faster opening to be achieved.

The dry notch should typically be maintained in the northern spit zone (refer **Figure 5-1**) during closed entrance conditions to minimise impacts on threatened migratory threatened migratory and beach-nesting shorebirds especially during shorebird nesting season (September to March inclusive). Access for maintenance of the dry notch should be achieved from the north at Cunjurong Point Boat Ramp or Manyana Beach.

The base of the dry notch should be maintained at a level of approximately 1.0m AHD to facilitate mechanical opening as per the possible flooding conditions outlined in **Section 8.3** below. The dry notch should have a typical approximate width of 50m (but can be varied, refer below), with a short sand 'plug' retained at the beach face (refer **Figure 8-**).

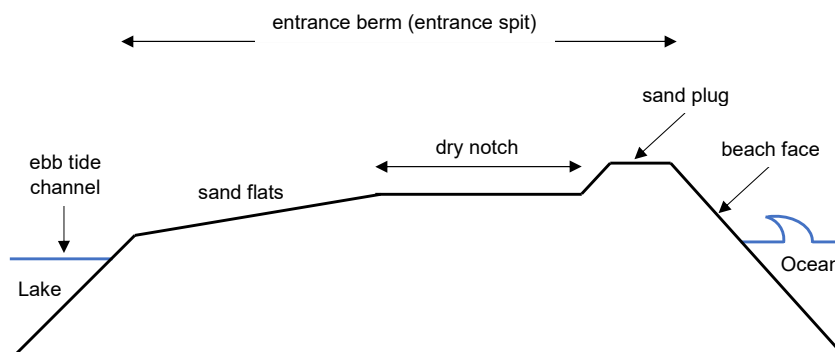


Figure 8-2: Diagrammatic east-west section showing configuration of the Dry Notch

The remote entrance berm monitoring station to be installed as part of the implementation of a TFWS should be used to inform the timing and frequency of dry notch maintenance. In the interim, the condition of the entrance berm should be monitored with monthly entrance surveys when the entrance is closed using traditional manual topographic survey techniques.

The location and the width of the dry notch may vary (increased within 10's of metres) based on experience but must not impact adversely on threatened migratory threatened migratory and beach-nesting shorebirds as determined through the REF. The largest dry notch maintenance area determined to be appropriate through the REF will ensure that entrance management operations are as efficient

and flexible as possible for Council to implement in response to variable natural entrance berm and shoal configurations.

8.7 Occasional Dredging of the Ebb Tide Channel

As a contingency measure only, and subject to separate additional approvals on a case-by-case basis, occasional dredging of the ebb tide channel may be carried out in the event of a severe coastal storm washover. This does not include dredging to maintain a permanently open entrance.

A severe storm washover event occurs when waves during major to severe coastal storms wash over the entrance spit, leading to significant infilling of the entrance to the lake with sand. The washover sand deposits cover an extensive area and cut off the primary ebb tide channel that would typically run behind the entrance spit. The primary ebb tide channel becomes 'perched' on the sand deposits, leading to sudden and substantially diminished tidal flows, with further washover leading to entrance closure. Following closure of the entrance, sand berm levels on the seaward side of the spit would typically reach a level above 2m AHD due to wave and wind processes. Opening of the lake under such conditions would only occur in significant rainfall/flooding or by mechanical intervention.

For dredging to be considered, the following factors need to apply:

- The ebb tide channel is infilled such that the channel is stranded in the lee of the frontal dune.
- The amount of excavation (time) required to re-establish a dry notch and link a pilot channel to lake waters is excessive.
- The excavation required to re-establish a dry notch would impact adversely on threatened migratory threatened migratory and beach-nesting shorebirds.

The details of any ebb tide channel dredging campaign would be determined at the time based on the individual circumstances and would be informed by a hydrographic survey of the entrance area. As a guide, the proposed minimum dimensions of the dredged channel would be nominally 20m wide, base level -0.8m AHD, and side slopes 1 Vertical to 3 Horizontal (1V:3H) for a distance of up to approximately 300-400m. The alignment of the dredged channel would follow the general natural alignment of the ebb tide channel behind the entrance sand spit as depicted in the Regime Entrance State (Patterson Britton, 1999).

Each ebb tide channel dredging campaign would need to be supported by a separate REF, which would be informed by site investigations at the time that dredging is planned. Investigations may include aquatic ecology survey, sediment sampling and analysis, and hydrographic survey to confirm the extent of dredging required, and other studies required for the completion of a comprehensive REF. Additional approval applications may be required for the following relevant licences and permits:

- Dredging licence under the *Crown Lands Management Act 2016*; and,
- Permit to harm marine vegetation under Part 7 of the *Fisheries Management Act 1994*.

8.8 Disposal of Excavated and Dredged Sand

Sand excavated to maintain the dry notch, lower the berm, and to create a pilot channel, and dredged to re-establish the natural ebb tide channel, should be reused beneficially, in the following ways:

- Sand from the dry notch maintenance, berm lowering, and ebb tide channel dredging should be placed on the spit to the south of the entrance to increase the height of the spit and mitigate storm washover (preferred option subject to the threatened migratory shorebird nesting

season), and/or be used for beach nourishment to the north, and/or be used for restoration of erosion areas on the surrounding lake foreshore.

- Sand from the pilot channel excavation should be placed on the spit to the north of the pilot channel (noting that excavation of the pilot channel would be conducted from the north side of the channel, hence access to the south of the channel for disposal would not be possible), and as far away as practicable from the edge of the pilot channel (i.e. within the reach of the excavator) to reduce the likelihood of the stockpiled sand falling back into the pilot channel prior to opening.

Sand placed on the spit to the south of the entrance to increase the height of the spit (dune) should be stabilised with vegetation where possible to reduce transport back into the entrance by wind action. Sufficient width should be retained north of any vegetated dune to accommodate flood flows through the entrance.

As noted above, placement of excavated or dredged sand must consider potential impacts to threatened migratory and beach-nesting shorebirds, as determined through the preparation of supporting REFs and development of associated conditions and guidelines for placement to mitigate potential impacts.

8.9 Monitoring of Lake Openings

Comprehensive records of entrance opening events, both natural and mechanical, are to be maintained by Council staff. This should include a photographic and video record of entrance conditions before, during and after the event. This reporting should be completed by Council staff and capture the following details as a minimum:

- Opening date.
- Whether it was a natural or mechanical opening.
- Berm level prior to opening (if known).
- Position and geometry of the initial natural breach in the spit or the excavated pilot channel (i.e. length, width, base level).
- Final channel dimensions.
- Location of excavated material placement.
- Ocean tide and wave conditions at the time of opening (from ocean tide gauges and waverider buoys).
- Lake water level at the time of opening (from available Council or MHL gauges).
- Rate of lake water level change following opening (from available Council or MHL gauges).
- Peak lake water level during the flood event (from available Council or MHL gauges).
- Recorded rainfall before, during and after the opening (from available Council or MHL gauges).
- Actual rainfall versus predictions.
- Impacts on threatened species including breeding and or relocation success and general monitoring of impacts on other native fauna and flora.
- Relative rating of the effectiveness of the opening and opportunities for improvement/lessons learnt.
- Duration of open conditions before commencement of entrance shoaling and/or closure.

9 Penalties

Council has the authority to penalise persons opening the lake without appropriate authorisation under Section 632(1) of the *Local Government Act 1993*. In some circumstances it is also illegal under the *Fisheries Management Act 1994* to conduct non-authorised opening of the lake entrance.

10 Responsibility

Primary responsibility for implementing this EMP is with Shoalhaven City Council.

11 Review Period

This EMP is to be reviewed following the implementation of the Lake Conjola TFWS and as necessary every 5 to 10 years depending on the duration of the NSW Crown Lands licence. This will be determined following the receipt of a Crown Lands Licence.

12 Contacts

Key contacts regarding implementation of this EMP are shown in **Table 11-1**.

All key contacts are to be advised of any intention to carry out entrance works, prior to the activities.

Table 12-1: Lake Conjola Entrance Management Policy - Contacts

Organisation	Contact Details
Shoalhaven City Council	<p>Lead Floodplain Management Number: 1300 293 111 Email: Floodplain.Management@shoalhaven.nsw.gov.au</p> <p>Lead Coastal Management Number: 1300 293 111 Email: coastal.management@shoalhaven.nsw.gov.au</p> <p>Manager Environmental Services Number: 1300 293 111 Email: Environmental.Services@shoalhaven.nsw.gov.au</p>
NSW Department of Climate Change, Energy, the Environment and Water	<p>Senior Coast and Estuaries Officer (South East Regional Delivery – Shoalhaven LGA) Number: (02) 4221 6917 (Wollongong office) Email: admin-southeast@environment.nsw.gov.au</p>
NSW Department of Primary Industries and Regional Development – Fisheries	<p>Fisheries Manager – Coastal Systems Number: 1800 043 536 Email: information-advisory@dpird.nsw.gov.au and ahp.central@dpird.nsw.gov.au</p>
National Parks and Wildlife Service – Shoalhaven Area	<p>Number: (02) 4554 9500 (Ulladulla) or (02) 4428 6300 (Nowra office) Email: npws.shoalhaven@environment.nsw.gov.au</p>
National Parks and Wildlife Service	<p>Shorebird Ranger Number: (02) 4428 6300 (Nowra office) Email: npws.shoalhaven@environment.nsw.gov.au</p>
NSW Department of Planning, Housing and Infrastructure – Crown Lands	<p>Area Manager Number: 1300 886 235 Email: cl.enquiries@crownland.nsw.gov.au</p>
Jerrinja Local Aboriginal Land Council	<p>Number: (02) 4447 5669</p>

Organisation	Contact Details
Ulladulla Police Station	Number: (02) 4454 8599
Ulladulla State Emergency Service	Number: 13 25 00

13 Amendments

[This section of the EMP should summarise the amendments to the EMP since its first adoption. The summary should include the date of the amendment, a brief description of the amendment, and the section within the EMP where the amendment can be found].

14 Appendices

[The EMP would likely include several Appendices providing specific further information relevant to the EMP. Based on similar EMPs for other ICOLLs, this further information could include:

- The assets at risk of inundation.
- Links to relevant information available online, including:
 - Lake Conjola Flood Study (2007)
https://doc.shoalhaven.nsw.gov.au/LinkGeneratorAPI/record/2444473/preview_latest_final_version_pdf
 - Lake Conjola Floodplain Risk Management Study & Plan (2013)
https://doc.shoalhaven.nsw.gov.au/LinkGeneratorAPI/record/3114010/preview_latest_final_version_pdf
 - Shoalhaven Council Online Flood Mapping
<https://maps.shoalhaven.nsw.gov.au/SCCViewer/index.html?Viewer=extFlood>
 - Shoalhaven Council Entrance Management Website
<https://www.shoalhaven.nsw.gov.au/Environment-and-emergency/Coast-and-waterways/Entrance-management>
- The entrance monitoring form to be completed for each lake opening.]

15 References

BMT WBM (2007), *Lake Conjola Flood Study*, Final Report R.N0758.004.05, July 2007.

https://doc.shoalhaven.nsw.gov.au/LinkGeneratorAPI/record/2444473/preview_latest_final_version_pdf

BMT WBM (2013), *Lake Conjola Floodplain Risk Management Study and Plan*, Final Report R.N1778.001.04, February 2013.

https://doc.shoalhaven.nsw.gov.au/LinkGeneratorAPI/record/3114010/preview_latest_final_version_pdf

GHD (2013), *Lake Conjola Interim Entrance Management Policy*, prepared for Shoalhaven City Council, August 2013.

Patterson Britton (1999), *Lake Conjola Entrance Study*, prepared for Shoalhaven City Council, Issue No.2, May 1999.

Royal HaskoningDHV [RHDHV] (2024), *Lake Conjola Coastal Management Program*, prepared for Shoalhaven City Council.



SHOALHAVEN CITY COUNCIL

Swan Lake Entrance Management Policy

Draft for Exhibition

Council Reference: 67529E
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CL25.275 - Attachment 1



Synopsis

This report provides an update of the existing Swan Lake Entrance Management Policy.

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Amendment Date:	07/08/2025
Minute Number:	[To be Advised – Draft Only]
Next Review Date:	XX/XX/2030 [To be Advised – Draft Only]
Related Legislation:	
Associated Policies/Documents:	
Directorate:	City Development
Responsible Owner:	
Record Number:	[To be Advised – Draft Only]



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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Appendices

Appendix A. Impacts of Inundation

Mapped Inundation Extents, Assets impacted by inundation

Appendix B. Entrance monitoring

Example Record sheets

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1. Policy Overview

The purpose of this Entrance Management Policy (EMP) for Swan Lake is to prevent the flooding of low-lying assets through the long-term modification of some existing infrastructure, while reducing the need for planned entrance openings.

When water levels are high within Swan Lake it can result in nuisance inundation to some infrastructure and amenities including, roads, pathways and properties that surround the lake. As part of a series of studies undertaken within Stage 2 of the preparation of the Swan Lake and Berrara Creek Coastal Management Program (CMP), the Swan Lake Entrance Management Policy was reviewed and documented in a report by Advisian (2022a). The review found that the lake closely resembles a natural system and is in good health at present. However, it was identified that the need for planned entrance openings can be reduced, and some infrastructure modified, to improve the estuary's health, and to improve the resilience of the lake and its infrastructure to inundation events.

Current trigger levels do not allow for complete inundation of the mapped coastal wetlands at the northern end of the lake.

This EMP has been informed by additional studies undertaken as part of the Swan Lake Coastal Management Program (CMP) and documented in Advisian (2022a) including:

- fieldwork and ground survey of the fringing wetlands at the northern end of the lake, to understand the lake level at which the wetlands are adequately inundated
- coastal and tidal inundation and the impact to infrastructure through hydrodynamic modelling (Advisian 2022)
- assessing optimal opening duration, opening location, flushing time
- water quality assessment
- lake ecology assessment, and
- cultural heritage assessment.

This EMP document provides an update of the 2004 Swan Lake Entrance Management Policy (EMP) (last formally reviewed in 2008), as the issues affecting the lake have changed since adoption. The EMP provides a holistic framework for entrance management for short to longer term time frames that will aim to reduce entrance intervention and promote ecological benefits to surrounding ecosystems.

Additional considerations for the Entrance Management Policy include:

- how to deter unauthorised lake openings and gain broad community support for the Entrance Management Policy.
- the risk and implications of a lake opening occurring at an unplanned location.



- the assessment of inundation risk to assets at various lake levels and measures that can be taken to reduce this risk.

2. Policy Name

Swan Lake Entrance Management Policy.

3. Objectives

The EMP provides a framework that guides the management of the entrance to Swan Lake. The aim of the EMP is to provide Shoalhaven City Council (Council), State Government and the local community with a detailed procedure for the short- and long-term management of the Swan Lake Entrance. It describes:

- the procedures to be followed by Shoalhaven City Council for planned openings of Swan Lake entrance, should this course of action be necessary.
- the conditions that should be satisfied prior to a planned opening.
- the responses that may be requested of state agencies in response to artificial or natural opening events.
- a course of actions to approach totally natural entrance behaviour.

The EMP aims to:

- Minimise risk to life and risk to public and private property and assets due to catchment flooding.
- Establish clear triggers for initiating mechanical intervention in the natural processes of the entrance.
- Minimise interference with natural entrance behaviour and allow mechanical entrance openings to mimic a natural ICOLL opening regime as closely as possible.
- Accommodate future climate considerations, in particular sea level rise.
- Conserve or enhance the ecological diversity and flora and fauna communities of the lake system, including surrounding wetlands.
- Conserve or enhance the recreational activities within the lake and its foreshores.
- Determine key responsibilities for management of the entrance.
- Detail the procedures for monitoring the entrance.

Council is responsible for managing the Swan Lake entrance for the purpose of flood mitigation for low-lying properties and assets in accordance with authorisations from the NSW Government. The mechanical opening of the Swan Lake entrance will not prevent flooding of



properties within the entirety of the catchment. Accordingly, the EMP aims to reduce, not eliminate, the impacts of flooding.

4. Land to which the EMP Applies

The EMP applies to lands located at the entrance to Swan Lake. Swan Lake is located on the south coast of NSW and is a coastal lake that is intermittently connected to the ocean (Figure 4-1). Swan Lake is characterised by many environmental, social, commercial and recreational values that make it a popular place for a wide variety of activities. However, the pressures from these activities have sometimes resulted in competition for and degradation of the area's natural resources.

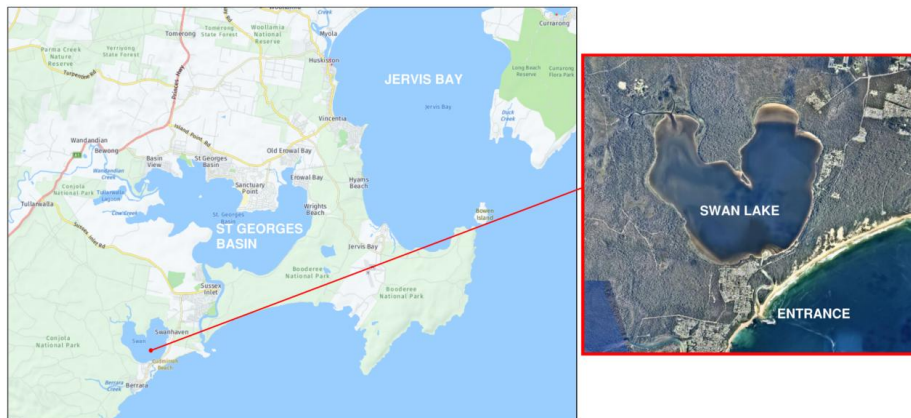


Figure 4-1 Location of Swan Lake and Entrance

The land to which the EMP applies is shown in Figure 4-2 and is wholly within Crown Land, being a mix of Minister-managed Crown land at the entrance and council-managed Crown reserve on either side. It includes the area locally known as “The Gap” as well as the entrance area on both sides of a rocky reef shown in Figure 4-2.



Figure 4-2 Land to which this EMP applies

Draft Swan Lake Entrance Management Policy (Word)_Rev1.docx1

7



5. Review of Environmental Factors

A supporting Review of Environmental Factors (REF) has been prepared to support the EMP and will be updated over time in line with any EMP changes and/or new information. The REF describes the activities involved in management of the entrance in accordance with the EMP, outlines the potential impacts of implementing the EMP on the coastal and estuary environments, and details the mitigation measures to be adopted to minimise potential impacts in accordance with the Environmental Planning and Assessment Act 1979, Part 5.

6. Climate Change

The current proposed trigger values for management of the entrance to Swan Lake (outlined in **Section 8**) will need to be revised over time in accordance with future sea level rise. These revisions should be considered at the proposed Review Periods of the EMP (refer **Section 12**) or at such other times determined by Council.

As of 2024, Council's adopted sea level rise projections are as below:

- 0.10 metres by 2030
- 0.23 metres by 2050
- 0.85 metres by 2100

In accordance with Council's Sea Level Rise Framework, Council will continue to monitor State and Federal Government advice and future Intergovernmental Panel on Climate Change (IPCC) reports to review existing sea level rise projections every seven (7) years.

7. Relevant Legislation, Policy and Approvals

The EMP broadly complies with various State Government initiatives for environmental management of coastal lakes, and will be applied with consideration of the following legislation and policies.

7.1 Planning Instruments

- *State Environmental Planning Policy (Transport and Infrastructure) 2021*
- *State Environmental Planning Policy (Resilience and Hazards) 2021*
- *Shoalhaven Local Environment Plan 2014*

7.2 NSW Legislation

- *NSW Environmental Planning and Assessment Act 1979*
- *NSW Environmental Planning and Assessment Regulation 2021*
- *NSW Biodiversity Conservation Act 2016*



- *NSW Fisheries Management Act 1994*
- *Fisheries NSW Policy and Guidelines for Fish Habitat Conservation and Management (2013 update)*
- *NSW Coastal Management Act 2016*
- *NSW Crown Land Management Act 2016*
- *NSW National Parks and Wildlife Act 1974*
- *NSW Heritage Act 1977*
- *NSW Protection of the Environment Operations Act 1997*
- *NSW Work Health and Safety Act 2011*
- *NSW Flood Prone Land Policy and Manual 2023*
- *NSW State Environmental Planning Policy (Resilience and Hazards) 2021*
- *NSW State Environmental Planning Policy (Transport and Infrastructure) 2021*

7.3 Commonwealth Legislation

- *Environmental Protection and Biodiversity Conservation Act 1999*
- *Native Title Act 1993*

7.4 Approvals Required

The REF (Appendix A) has undertaken an assessment of potential permits/approvals that may be required for the carrying out of mechanical interventions at the entrance. The assessment is summarised in Table 7-1.

Table 7-1 Potential Approvals Required and Assessment

Relevant Act	Relevant Approval	Approval Body	Assessment
NSW Biodiversity Conservation Act 2016	Species Impact Statement	NSW Department of Climate Change, Energy, the Environment and Water	Part 7 of the BC Act contains the biodiversity assessment and provisions for approvals against which proposed activities or developments are to be assessed. There are not expected to be any significant impacts on any threatened fauna or endangered ecological communities (EECs) listed under the BC Act. Therefore, preparation of a Species Impact Statement would not be necessary and entry into the Biodiversity Offsets Scheme under the BC Act would not be required. Refer Section 6.2.3 of REF. A Threatened Species Licence will be required as per the issue of a Crown Land Licence under the <i>Crown Land Management Act 2016</i> .
Fisheries Management Act 1994	Permit for dredging and reclamation Permit to harm marine vegetation	NSW Department of Primary Industries and Regional	The proposal involves dredging works. However, Section 200(2) of the FM Act provides that there are two circumstances where a permit is not required. A permit is not required where the works are authorised under the CLM Act. Accordingly, as the works would be the subject of a general licence under the CLM Act, it would



Relevant Act	Relevant Approval	Approval Body	Assessment
	Permit for activities temporarily or permanently obstructing fish passage	Development – Fisheries	<p>not be necessary for Council to also obtain a permit under Section 200 of the FM Act.</p> <p>The proposal does not involve direct impacts to marine vegetation (i.e. mangroves, saltmarsh, seagrass or macroalgae), therefore, no permit is required under Section 205 of the FM Act.</p> <p>The passage of fish along Swan Lake Inlet would not be blocked as a result of the proposed changes, therefore, no permit is required under Section 219 of the FM Act.</p> <p>In accordance with Section 199 of the FM Act, where dredging and reclamation works are to occur Crown Lands (as the public authority) must notify the Minister of the proposed works and consider any matters raised by DPIRD-Fisheries in association with the proposed works.</p>
NSW Crown Land Management Act 2016	Licence from NSW Crown Lands under the CLM Act to carry out excavation across the beach at Swan Lake entrance	NSW Department of Planning, Housing and Infrastructure – Crown Lands	It is understood that Council does not hold an existing licence from NSW Crown Lands under the CLM Act to carry out excavation across the beach at Swan Lake entrance. A new licence would be required from NSW Crown Lands for council to implement a revised EMP
NSW National Parks and Wildlife Act 1974	Aboriginal Heritage Impact Permit	NSW Department of Climate Change, Energy, the Environment and Water	The proposal would not have a direct impact on known Aboriginal sites. Therefore, an Aboriginal Heritage Impact Permit would not be required. For further detail, refer to Section 7.5 of the REF.

8. Entrance Management Framework and Procedures

8.1 Entrance Management Framework

A description of the updated EMP is provided below which is based on the “Swan Lake and Berrara Creek Entrance Management Review” report (Advisian 2022a). Overall, the purpose of the revised management regime is to prevent the flooding of low-lying existing assets through the long-term modification of some infrastructure, while reducing the need for planned



entrance openings to improve the resilience of the Lake and its infrastructure to inundation events. This will allow the Lake to more closely resemble a completely natural system to improve the estuary's health. Refer to Appendix A Section B-1 for further information.

The overall strategy for future management of the Swan Lake entrance is outlined in Figure 8-1, with the long-term aim being to restore the lake to a completely natural opening regime.

CL25.275 - Attachment 1

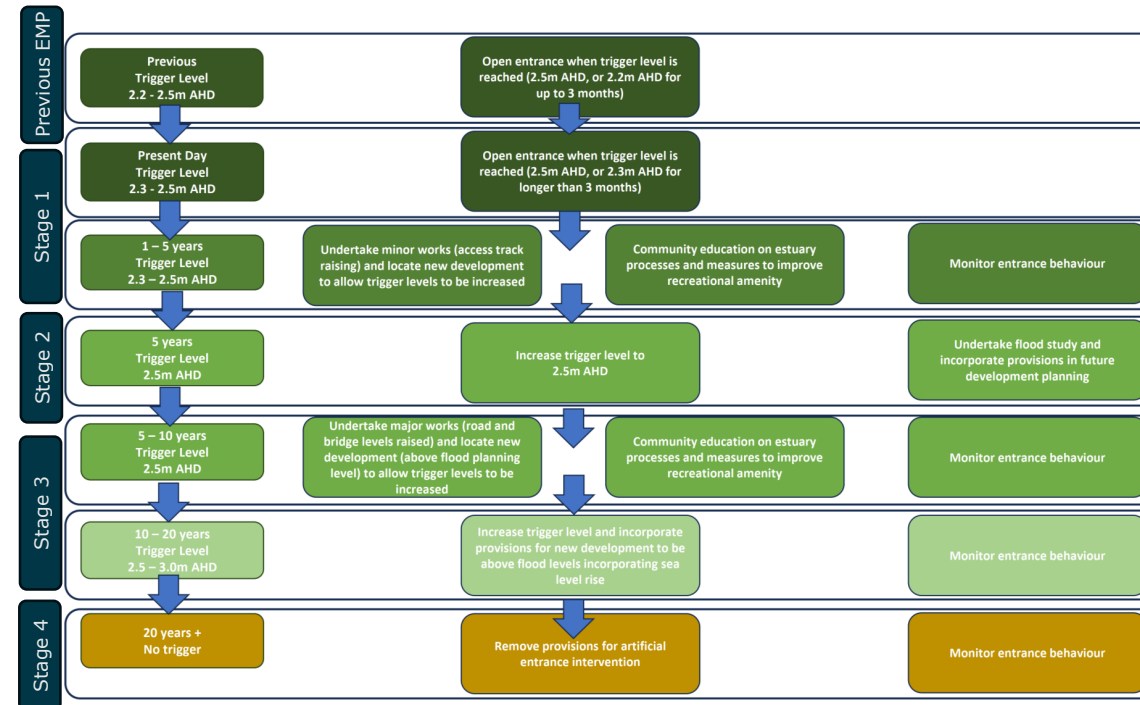


Figure 8-1 Entrance Management Framework



8.2 Intervention Levels – Present-day (Stage 1)

The EMP for the present-day, in accordance with Stage 1 of the framework presented in Figure 8-1, is to open the entrance once the trigger level is reached. This EMP establishes the use of a trigger level of 2.5 m AHD, with water levels allowed to stay between 2.3m AHD and 2.5m AHD for three months, to allow sufficient inundation of the coastal wetland area at the northern end of the lake to occur (refer to Figure B-1 in Appendix B).

The EMP and procedures for the present day are outlined in Figure 8-2. Key aspects of the EMP include:

- Monitor lake water levels weekly at <https://mhl.nsw.gov.au/Station-216425> or daily if rainfall greater than 10 mm within 24 hours is occurring or forecast in the catchment area. It is noted that Council currently receives text and email alerts from MHL (Swan Lake gauge) when predetermined lake water level thresholds have been met. These alerts provide early warning of lake level rises and notify Council when key EMP water level thresholds have been met.
- Apply a 2.5 m AHD intervention level for opening the lake at the earliest opportunity but with consultation with NPWS and DCCEEW-BCS subject to consideration of ocean conditions and requirements regarding threatened migratory shorebirds
- If water levels are between 2.3 m AHD and 2.5 m AHD, undertake consultation with National Parks and Wildlife Service (NPWS) to determine the presence of nesting shorebirds prior to initiating an opening. Shorebird nesting season is from August to March. It is assumed that Green and Golden Bell Frogs could be present based on historical surveys in the Swan Lake area and *The Green and Golden Bell Frog Key Population at Sussex Inlet – Swan Lake Management Plan* (DECC, 2007). Lake levels should be allowed to remain at between 2.3 m and 2.5 m AHD for a minimum of three months prior to initiating an opening of the entrance to primarily allow inundation of the Coastal wetland at the northern end of the lake. This will also help to provide fresh or lightly brackish water which may also be of benefit to the endangered Green and Golden Bell Frog to allow for their successful breeding if present. If shorebirds are present, further consultation with NPWS and DCCEEW-BCS is required to determine the appropriateness of opening the entrance if the lake continues to rise.
- If a planned opening is required, follow the procedure below in Section 8.2.1 for opening the lake regarding location, entrance channel excavation width and opening times with respect to tidal levels and ocean conditions.

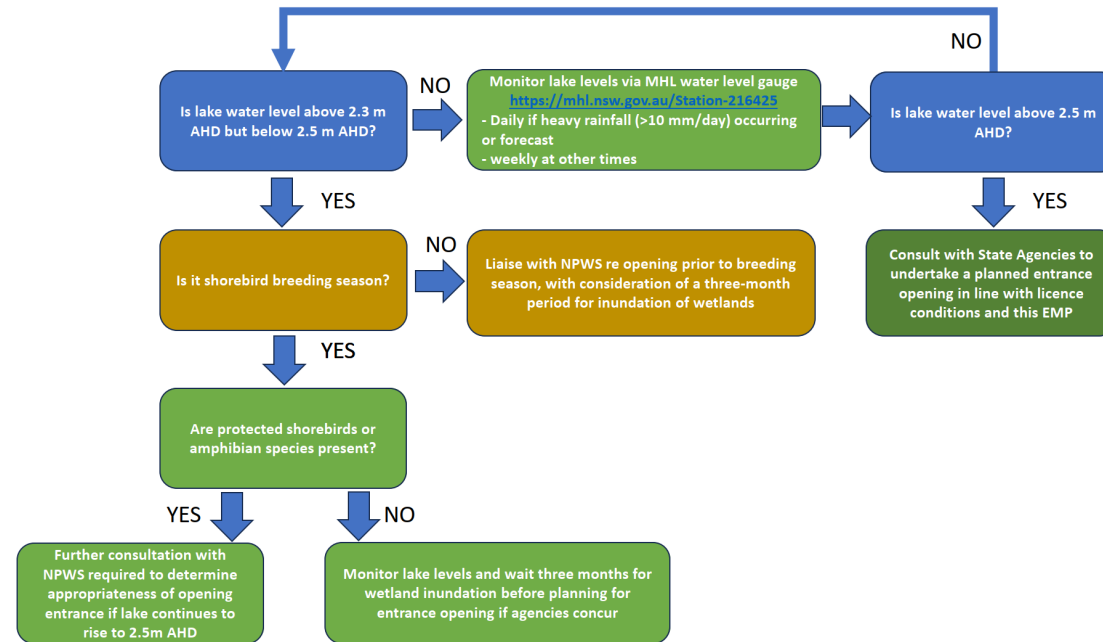


Figure 8-2 Present Day Entrance Management Protocol



8.2.1 Lake Opening Location

Locations where an entrance opening is permissible are illustrated in Figure 8-3, with these being:

- Location 1 – across sand spit immediately north of reef (preferred)
- Location 2 – south across reef (alternative)

The reasons for these locations being selected in the EMP include:

- the presence of the rocky reef limits the level of scour that can occur at the opening, which prevents the water level within the lake falling too low and too quickly. The slow rate of water level drop when the lake entrance opens is a natural feature of Swan Lake that an opening policy should strive to maintain (Peter Spurway & Associates 2002).
- the locations near the reef are areas where the Lake tends to open naturally, as the entrance berm levels are generally the lowest.
- the natural process for this estuary is for only limited tidal exchange to occur when the entrance is open, therefore, the opening location is selected to limit the tidal exchange and thus emulate the natural process.

If the water level falls too low too quickly, this can cause:

- water quality and odour issues with exposure of sand flats.
- water with low oxygen levels reaching the surface.
- scour and erosion of the banks of the channel due to high outflow velocities, leading to possible impacts on infrastructure; e.g. scour at the abutments of the Swan Lake Bridge.
- impacts on recreational amenity (e.g. the boat ramp at The Springs Road becoming unusable).

8.2.2 Lake Opening Procedure

The following procedures are to be applied to opening the lake under this EMP:

- The opening should take place within 10 metres of the reef at the entrance to the lake at Cudmirrah Beach, either across the sand spit to the north side of the reef (Location 1) or across the reef to the south (Location 2). The opening location is to be determined by the relative height of the beach berm at each location as determined on site prior to works commencing (i.e. using RTK survey methods to determine the relative berm elevation).
- Monitor ocean conditions including water levels and offshore wave conditions at the Port Kembla Waverider Buoy (<https://mhl.nsw.gov.au/Station-PTKMOW>) prior to opening, and only carry out the opening if it is safe to do so (i.e. significant wave height $H_s < 3$ m at Port Kembla Waverider Buoy).
- The opening should be sufficient for scour flow to develop. The preferred size is 2m wide with the bed graded to the ocean. Either an excavator or a dozer will cut the channel, pushing the excavated sand as far as is feasible from the cut face. Normally a



sand plug will be left at the lake end of the entrance channel until the remainder of the channel is established.

- Access for construction vehicles is to be via the existing access track through the reserve at the corner of Second Avenue and Koolyn Drive, as per Figure 8-3. Alternative vehicle access is available if required via the beach access track at Sussex Inlet Surf Lifesaving Club and along the beach, approximately 3 km north of the lake entrance.
- The procedure is to be planned so that where possible the actual opening of the lake occurs shortly after the tide turns from high to low, for the lower tide of the day. Care must be taken to ensure construction vehicle access is maintained following the opening.
- The volume of sand to be excavated is expected to be small. This sand will be retained on the beach and may be washed into the channel as it expands laterally. Excavated sand is not to be removed from the beach area.
- Possible water quality impacts to adjacent surf beaches should be considered while the lake is emptying, for at least the first 7 days. Appropriate action should be taken to protect public health and safety at the site while excavation equipment is operating.

CL25.275 - Attachment 1



Figure 8-3 Locations where lake openings are possible. Locations 1 and 2 are specified as acceptable for planned openings by the Entrance Management Policy.

8.3 Monitoring

The following ongoing monitoring is to be undertaken under the EMP:

- Monitor lake water levels weekly, or daily if rainfall exceeds or is forecast to exceed 10 mm/24 hours. Realtime lake levels are available at <https://mhl.nsw.gov.au/Station-216425>. It is noted that Council currently receives text and email alerts from MHL (Swan Lake gauge) when predetermined lake water level thresholds have been met. These alerts provide early warning of lake level rises and notify Council when key EMP water level thresholds have been met.
- Monitor ocean conditions including water levels and offshore wave conditions at the Port Kembla Waverider Buoy (<https://mhl.nsw.gov.au/Station-PTKMOW>) on a regular basis (recommended fortnightly in conjunction with entrance berm monitoring).



- Monitor entrance berm levels on both sides of the reef on a regular basis. Where resources allow, fortnightly monitoring is recommended following an opening event for the first three months. Monthly entrance berm surveys should be undertaken during periods of Lake entrance closure. The purpose of this is to develop an understanding of how the berm level grows after a lake opening and the ultimate berm level that is likely to be reached. Council to undertake surveys using in-house personnel and RTK GPS survey equipment.
- Monitor berm levels at "The Gap" regularly to assess risk of lake breach here in line with monthly monitoring (refer to location in Figure 8-3 and survey transect in Figure 8-4). Beach scraping may be needed to prevent an opening from occurring here and prevent impacts such as major erosion of the surrounding dunes and a very rapid drawdown of the lake level leading to swift currents in the channel and risks including bridge abutment scour, loss of wetland vegetation and erosion of the channel banks. Surveys are recommended monthly when lake water levels are above 2.0 m AHD. This can be initiated by an MHL alert when this lake level threshold is met.
- If the regular survey shows that the berm level at "The Gap" falls below 2.5 m AHD, it is recommended that beach scraping be initiated to increase the level to at least 3.0 m AHD. The recommended survey transect location and indicative location for beach scraping to achieve a berm level of 3.0 m AHD is shown in Figure 8-4.
- Maintain record keeping of openings using the recording sheet provided in Appendix C.

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Figure 8-4 Recommended survey transect location through "The Gap" to assess berm levels and the potential for a breach. Beach scraping recommended to achieve berm level of 3.0m AHD or above within hatched area.

8.4 Raising of Intervention Levels (Stages 2, 3 and 4)

It is considered feasible to raise the intervention levels for the lake entrance progressively over time to 3.0 m AHD with the following key activities to be undertaken (in accordance with the timing indicated in the EMP framework in Figure 8-1). This could be done in activities as described in the following:

- **Activity 1** - undertake minor works to raise the access track to The Springs Cabins by 0.5 m to 2.7 m AHD or higher. Once complete, this would remove the need for any entrance intervention measures when the lake is below 2.5 m AHD. The proposed intervention procedure when lake levels of 2.5 m AHD are reached is outlined in Figure 8-5.
- **Activity 2** – investigate and provide measures to improve recreational amenity when lake levels are high e.g. education, signage and enforcement measures to deter unauthorised lake openings. Enhance community education on water quality e.g. interpretive signage, publicising water quality results that demonstrate that water quality is acceptable in the lake regardless of whether the lake is open or closed. Installation of a rain gauge in the Swan Lake catchment would inform a future flood study and potential flood warning system for Swan Lake, to assess in more detail the inundation risk as per Action WQ02 in the Swan Lake CMP. Collected data should form



part of Shoalhaven City Council's Environmental Monitoring Program (EMP) and link to the on-line environmental monitoring dashboard.

- **Activity 3** – Investigate the feasibility of raising the Springs Road to 3.0m AHD and investigate raising of Collier Drive to 3.0m AHD as well as minor works to reduce inundation impacts on the cabins at Holiday Haven caravan park. The feasibility of raising of roads would be dependent on engineering assessments regarding tying in with the proposed Swan Lake bridge upgrade, and factors such as allowing for sufficient longitudinal and cross-drainage during flood events. Once enacted, raise the “three months” minimum intervention level to 2.5m AHD and raise the opening level to 3.0 m AHD as per Figure 8-6. Any road raising would need to be investigated in a Floodplain Risk Management Study and Plan or Flood Impact and Risk Assessment after a Flood Study has been completed. Ideally a Flood Study and Floodplain Risk Management Study and Plan would be undertaken at the same time.
- **Activity 4** – Following ongoing monitoring of entrance behaviour, the long-term goal would be to remove the need for entrance intervention completely, with the lake reverting to a natural hydrologic regime. The ability to remove triggers for opening would be dependent on the outcome of a flood study for the Lake identifying infrastructure at risk from flooding, future sea level rise and ongoing monitoring of lake levels and entrance processes to assess the upper limit of lake levels that lead to natural openings. Management Action E03 in the Swan Lake CMP includes monitoring of the risk of breakout of Swan Lake at The Gap, assessing the implications should a break-out occur and undertaking of sand scraping and dune revegetation to build up the dune. An assessment of the implications of a breakout on the morphology of the lake entrance and hydrodynamics of the lake is recommended to assess whether the beach scraping at The Gap discussed in Section 8.3 should continue, or whether the lake should be allowed to break out naturally at this location.

Changes to the trigger level adopted for this EMP will result in the review and update of this EMP and associated REF (as required) in accordance with the applicable legislation and statutory guidance, and Council Policies. Any future works as part of Activities 2 and 3 above would be undertaken by Council under separate planning approval processes.

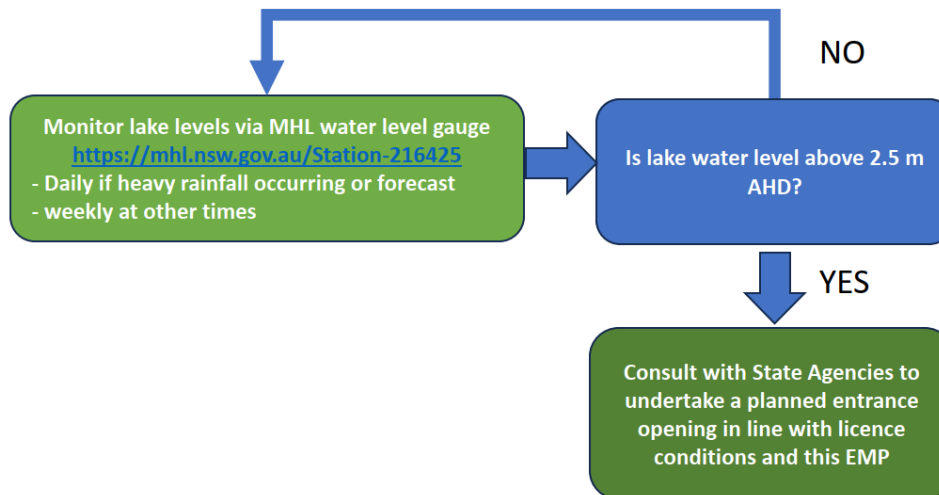


Figure 8-5 Proposed entrance management protocol for raising trigger level to 2.5m AHD

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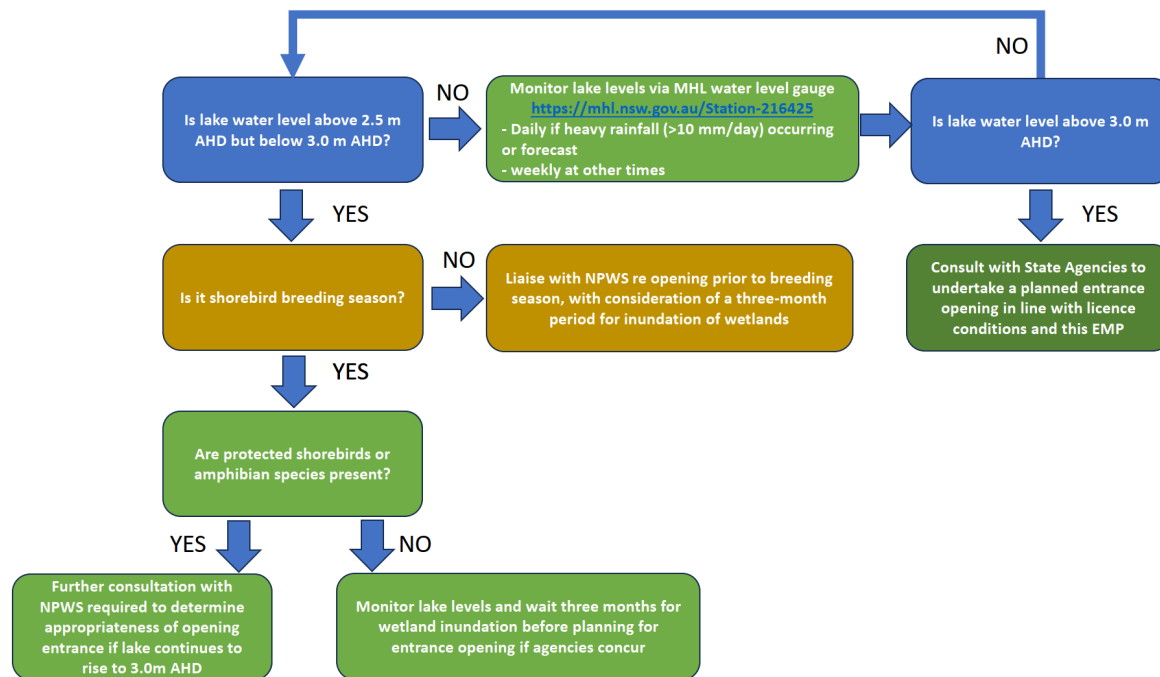


Figure 8-6 Proposed entrance management protocol for raising trigger level to 3.0m AHD



9. Penalties

Council has the authority to penalise persons opening the lake without appropriate authorisation under Section 632(1) of the *Local Government Act 1993*. It is also illegal under the *Fisheries Management Act 1994* to conduct non-authorised opening of the lake entrance.

10. Responsibility

Primary responsibility for implementing this EMP is with Shoalhaven City Council.

11. Contacts

The following organisations shall be contacted in the event of an entrance intervention being triggered under this EMP.

Organisation	Contact Details
Shoalhaven City Council	Lead Floodplain Management Number: 1300 293 111 Email: Floodplain.Management@shoalhaven.nsw.gov.au
	Lead Coastal Management Number: 1300 293 111 Email: coastal.management@shoalhaven.nsw.gov.au
	Manager Environmental Services Number: 1300 293 111 Email: Environmental.Services@shoalhaven.nsw.gov.au
Department of Climate Change, Energy, the Environment and Water (DCCEEW)	Senior Coast and Estuaries Officer (South East Regional Delivery - Shoalhaven LGA) Number: (02) 42216917 (Wollongong office) Email: admin-southeast@environment.nsw.gov.au
Department of Primary Industries and Regional Development (Fisheries)	Fisheries Manager – Aquatic Ecosystem Assessments Number: 1800 043 536 Email: information-advisory@dpird.nsw.gov.au and ahp.central@dpird.nsw.gov.au
National Parks & Wildlife Service	Number: (02) 4554 9500 (Ulladulla) or (02) 4428 6300 (Nowra office)



Organisation	Contact Details
	Email: npws.shoalhaven@environment.nsw.gov.au
National Parks & Wildlife Service	Shorebird Ranger Number: (02) 4428 6300 (Nowra office) Email: npws.shoalhaven@environment.nsw.gov.au
National Parks & Wildlife Service (24 hour Shorebird duty officer)	24 hour contact regarding shorebirds NPWS 24hr Duty Officer on Number: (02) 8275 1752
Environment Protection Authority	Regional Manager, South Coast Tel. (02) 4226 8100
Department of Planning, Housing and Infrastructure, Crown Lands	Area Manager Number: 1300 886 235 Email: cl.enquiries@crownland.nsw.gov.au Coastal Unit Email: coastal.unit@crownland.nsw.gov.au
Jerrinja Local Aboriginal Land Council	02 4447 5669 admin@jerrinja.org.au
Sussex Inlet Police Station	Number: (02) 4441 2665
St Georges Basin State Emergency Service	Number: 13 25 00

12. Review Period

This EMP is to be reviewed as necessary every five (5) to ten (10) years depending on the duration of the NSW Crown Land Licence. This will be determined following the receipt of a Crown Land Licence.

13. Amendments

[This section of the EMP should summarise the amendments to the EMP since its first adoption. The summary should include the date of the amendment, a brief description of the amendment, and the section within the EMP where the amendment can be found].



14. References

Advisian (2023) "St Georges Basin, Sussex Inlet, Swan Lake and Berrara Creek Coastal and Tidal Inundation Study", Report for Shoalhaven City Council, October

Advisian (2022a). Swan Lake and Berrara Creek Entrance Management Review, A report undertaken as part of the CMP for Shoalhaven City Council by Advisian.

Department of Environment and Climate Change NSW (2007) "The Green and Golden Bell Frog Key Population at Sussex Inlet – Swan Lake – Management Plan", July.

Peter Spurway & Associates (2002). Swan Lake Entrance Management Policy, report for Shoalhaven City Council.

Shoalhaven City Council (2008). Swan Lake Entrance Management Policy. Policy Number POL05/41.

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Appendix A. Impacts of Inundation

Mapped Inundation Extents, Assets impacted by inundation

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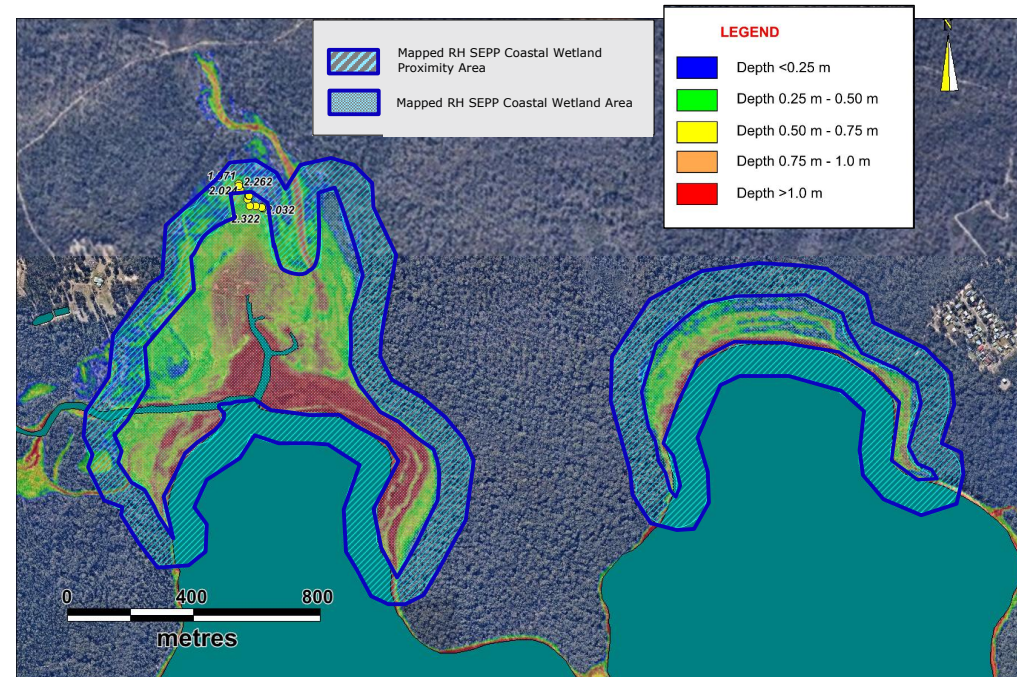


Figure B-1 Extent of inundation for lake level of 2.3m AHD, vs mapped Coastal wetland area extents (from RH SEPP)



B.1 Assets impacted by inundation

A list of assets that are low-lying and are at risk from inundation when lake levels are between 2 m AHD and 3 m AHD is provided in Table B.1 with suggested works that could be carried out to improve their resilience.

At the trigger level of 2.3m AHD for planning for a lake opening, the only infrastructure that would experience inundation is the access track at "The Springs" Lakeside Cabins. At the 2.5m AHD trigger for lake opening, the lowest point of Collier Drive south of the Swan Lake Bridge, and the lowest point within Swan Lake Tourist Park experiences inundation. At a level of 2.6m AHD, a 40m length of The Springs Road north of Collier Drive Bridge would experience inundation, and the sewage holding tank for "The Springs" cabins have a cover level at 2.7m AHD.

Table B-1 – Key asset inundation levels (Peter Spurway & Associates, 2002)

Asset	Asset Lake Level (m AHD)	Suggested works
A. Swan Haven		
'The Springs' Lakeside Cabins access track low point	2.03	Raise access track and culvert to 3.0 m AHD (minor works). Refer to Action I02 in Swan Lake CMP
'The Springs' sewage holding tank cover	2.70	Raise sewage tank to 3.0 m AHD (minor works)
Pumping Station 13 access track low point	2.93	Raise access track to 3.0 m AHD minimum (minor works)
'The Springs' lowest cabin (No 4) floor level	3.37	No works required
Public toilets floor level	3.46	No works required
Slab at Pumping Station No. 13 (Lake Drive Reserve)	3.62	No works required
B. Cudmirrah		
Shared path north of footbridge at Springs Road	2.28	Major Works - Consider raising to 3.0 m AHD minimum. Refer to Action I03 in Swan Lake CMP
Collier Drive – lowest point south of bridge	2.47	Major works – raise road to 3.0 m AHD minimum
Swan Lake Tourist Park lowest ground level	2.47	Minor works to raise main thoroughfares within park to above 2.5 m AHD
The Springs Road north of Collier Drive Bridge	2.60	Major works – raise road to 3.0 m AHD minimum
Underside of footbridge north of Collier Drive Bridge (from Works as Executed Drawings)	2.71	Consider raising bridge deck and adjoining shared path when bridge is due for replacement



Asset	Asset Lake Level (m AHD)	Suggested works
Footbridge deck level (from Works as Executed Drawings)	3.15	Consider raising bridge deck and adjoining shared path when bridge is due for replacement
Collier Drive at bridge deck	3.17	Consider raising bridge deck when bridge upgraded. Bridge soffit 3.0 m AHD minimum.
Swan Lake Tourist Park office floor level	3.25	No works required
Switchgear building Pumping Station No. 1 Goonawarra Drive	3.41	No works required
Public toilets floor level	3.60	No works required

Another asset that has been recently constructed is the footbridge at Errol Bond Reserve, where the soffit of the bridge is noted on the Works as Executed Drawings to be 2.71 m AHD.

Predicted inundation extents and depths for a lake level of 2.4 m AHD are provided in Figure B-2, and at 2.7 m AHD in Figure B-3. From these figures, it can be seen that (Advisian 2022a):

- At a lake level of 2.4 m AHD, the access road to The Springs cabins is cut, minor inundation occurs at Errol Bond Reserve but that other impacts accord with observations from site photographs taken in July 2022 (when lake levels were 2.28m AHD).
- At a lake level of 2.7 m AHD, the access road to Berrara at Collier Drive is cut and there is minor inundation of The Holiday Haven caravan park, and minor inundation at The Springs Road north of the Swan Lake Bridge.

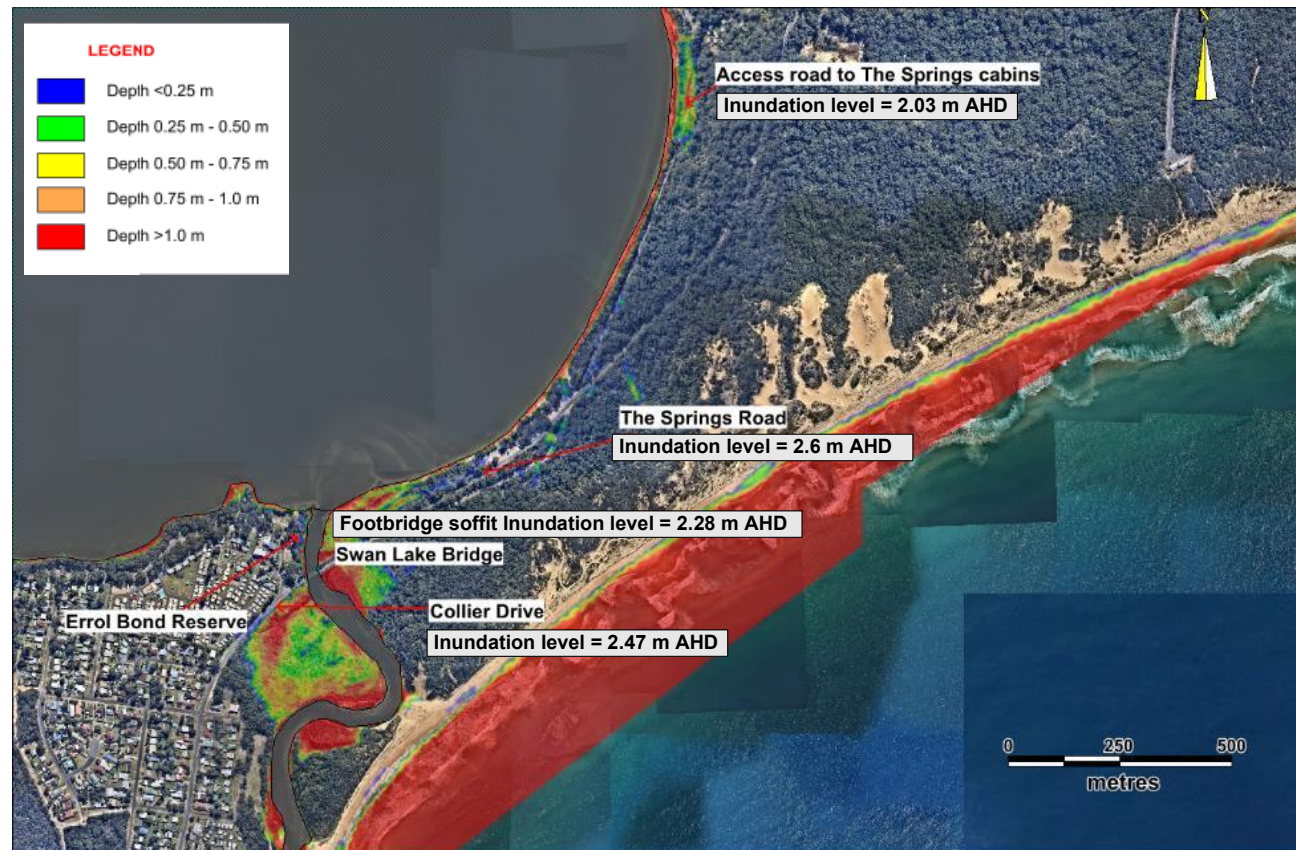


Figure B-2 Predicted inundation depth of key assets at lake level = 2.4 m AHD (Advisian 2022a)

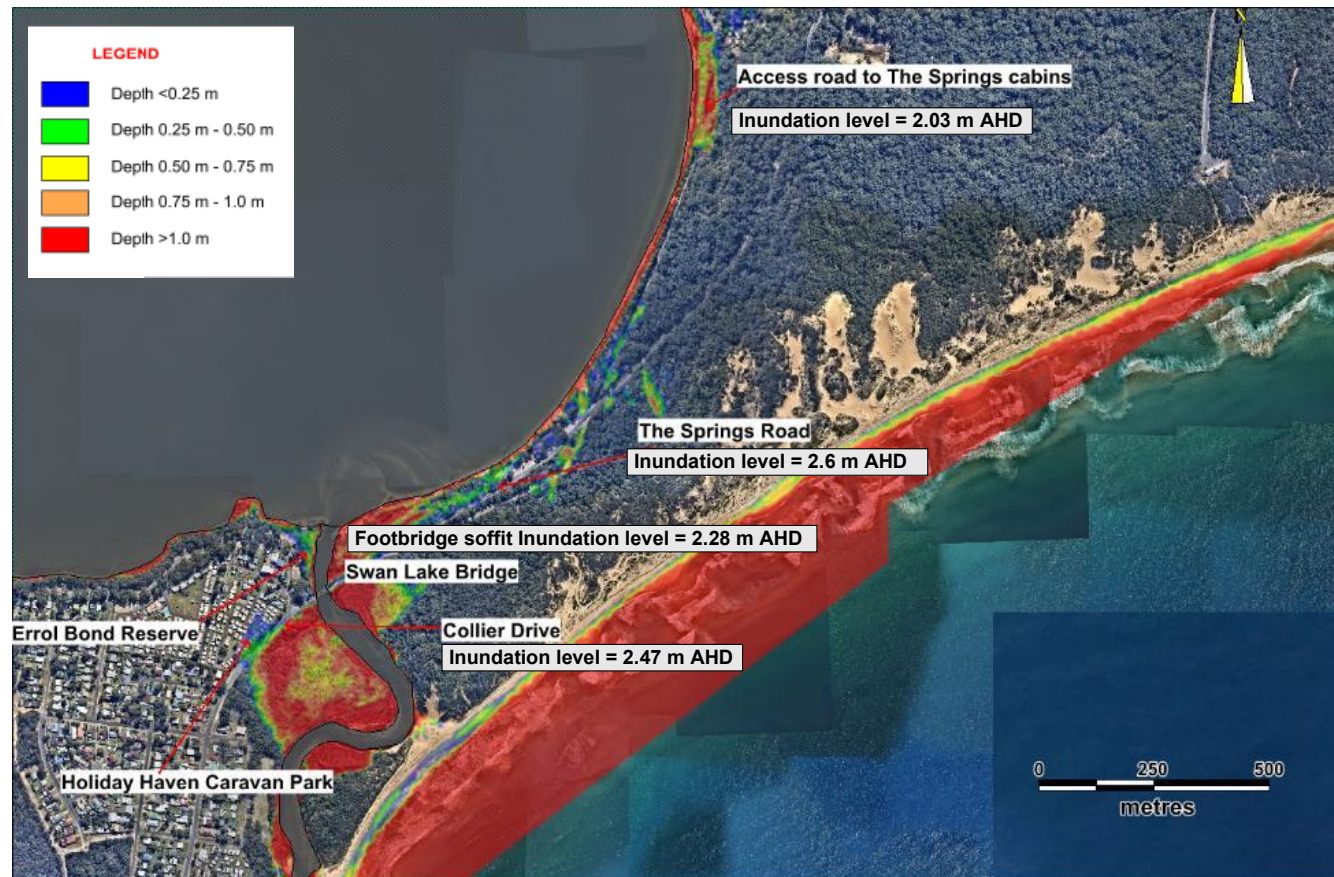


Figure B-3 Predicted inundation depth of key assets at lake level = 2.7 m AHD (Advisian 2022a)



Appendix B. Entrance monitoring
Example Record sheets

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Swan Lake Entrance Openings - Monitoring

Date:		
Time:		
Recorder: (name and signature)		
Lake entrance opening level (m AHD) (refer to https://mhl.nsw.gov.au/Station-216425)		
Planned/unplanned opening?		
Location of opening (north or south of reef)		
Length and width of excavation channel	Length (m):	Width (m):
Ocean swell conditions (offshore significant wave height Hs, period Tp, direction °TN). Refer to https://mhl.nsw.gov.au/Station-PTKMOW		
Tidal level		
Preceding rainfall (mm) Refer to http://www.bom.gov.au/nsw/flood/southcoast.shtml		
Comments/Observations		

Swan Lake Ongoing Entrance Monitoring

Date of opening:						
Date of berm closure:						
	Berm elevation (m AHD)	Date	Lake level (m AHD)	Berm level at "The Gap" (m AHD)	Comments/observations	Recorder (name & signature)
Week 2 (following closure)						
Week 4						
Week 6						
Week 8						
Week 10						
Week 12						
Month 3						
Month 4						
Month 5						
Month 6						
Month 7						
Month 8						
Month 9						
Month 10						
Month 11						
Month 12						