

Extra Ordinary Meeting

Meeting Date: Friday, 13 February, 2026

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

Time: 11.00AM

Membership (Quorum – 7)

Clr Patricia White – Mayor

Ward 1

Clr Matthew Norris

Clr Peter Wilkins - Deputy Mayor

Clr Selena Clancy - Assist. Deputy Mayor

Clr Brett Steele

Ward 2

Clr Ben Krikstolaitis

Clr Bob Proudfoot

Clr Jemma Tribe

Clr Luciano Casmiri

Ward 3

Clr Denise Kemp

Clr Gillian Boyd

Clr Karlee Dunn

Clr Debbie Killian

Please note: The proceedings of this meeting (including presentations, deputations and debate) will be webcast, recorded and made available on Council's website, under the provisions of the Code of Meeting Practice. Your attendance at this meeting is taken as consent to the possibility that your image and/or voice may be recorded and broadcast to the public.

Shoalhaven City Council live streams its Ordinary Council Meetings and Extra Ordinary Meetings. These can be viewed at the following link

<https://www.shoalhaven.nsw.gov.au/Council/Meetings/Stream-a-Council-Meeting>.

Statement of Ethical Obligations

The Mayor and Councillors are reminded that they remain bound by the Oath/Affirmation of Office made at the start of the council term to undertake their civic duties in the best interests of the people of Shoalhaven City and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their skill and judgement.

The Mayor and Councillors are also reminded of the requirement for disclosure of conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with the Code of Conduct and Code of Meeting Practice.

Agenda

1. **Apologies / Leave of Absence**
2. **Confirmation of Audio-Visual Attendance**
3. **Declaration of Interests**
4. **Reports**

CEO

CL26.15 Notice of Intention to Issue a Performance Improvement Order to
Shoalhaven City Council 1

CL26.15 Notice of Intention to Issue a Performance Improvement Order to Shoalhaven City Council

HPERM Ref: D26/54916

Department: Business Assurance & Risk
Approver: Andrew Constance, Chief Executive Officer

Attachments:

1. Notice of Intention to Issue a Performance Improvement Order - 6 February 2026 [↓](#)
2. Correspondence to Office of Local Government - clarification request 9 February 2026 [↓](#)

Purpose:

On 5 February 2026 the Minister for Local Government, the Hon. Ron Hoenig MP (the Minister), wrote to Shoalhaven City Council's Mayor and Deputy Mayor, giving notice pursuant to s438C of the Local Government Act 1993 (NSW) (Act) that he intends to issue Council with a Performance Improvement Order (proposed PIO) pursuant to s438A of the Act (Notice). The correspondence, including the Notice which was served on Council on 6 February 2026 is provided at Attachment 1.

The correspondence provides a suggestion that Council tables the Notice and resolves an approach to the proposed Notice.

The Minister has invited Council to make submissions with respect to the proposed PIO. The report is provided to facilitate the Council's decision as to whether it will make a submission by the required date of 20 February 2026.

Recommendation

That Council

1. Table the Notice of Intention to issue a Performance Improvement Order to Shoalhaven City Council, under Section 438A of the Local Government Act, 1993 from the Minister for Local Government, The Hon. Ron Hoenig MP, dated 5 February 2026. (Attachment 1)
2. Accept the draft Performance Improvement Order and write to the Minister (by 20 February 2026) advising this position and seeking further clarification on the aspects relating to restructures, personal information, and evidence of systemic issues to assist the Council to respond to the proposed Order.

Community Strategic Plan:

- 4 Transparent leadership with good governance
 - 4.2 Transparent leadership

Delivery Program / Operational Plan:

- 4.2.1 Provide support to the elected Council to enable effective leadership

CL26.15

Background

On 5 February 2026 the Minister for Local Government, the Hon. Ron Hoenig MP (the Minister), wrote to Shoalhaven City Council's Mayor and Deputy Mayor, giving notice pursuant to s438C of the Local Government Act 1993 (NSW) (Act) that he intends to issue Council with a Performance Improvement Order (proposed PIO) pursuant to s438A of the Act (Notice). The correspondence, including the Notice which was served on Council on 6 February 2026 is provided at Attachment 1.

The correspondence provides a suggestion that Council tables the Notice and resolves an approach to the proposed PIO.

The proposed PIO is addressed to the Council (as the governing body) and outlines actions in relation to the Council's recruitment practices.

Schedule 1 of the proposed PIO outlines the reasoning provided by the Minister for the proposed PIO in accordance with Section 438A(3)(A) of the Act.

Schedule 2 of the proposed PIO contains three (3) actions for Council, intended to improve the performance of the Council, which in summary are as follows:

- Provision of details to the OLG regarding the Council's proposed restructure.
- Implementation of requirements for the recruitment panel structure for each senior leadership positions recruited for 12 months following the issue of the proposed PIO; and
- Provision of a report with specified information to the OLG with respect to each senior leadership position recruited during the restructure and for the 12 months following the issue of the proposed PIO.

The reporting required under Schedule 2 is the provision of specified information to the Office of Local Government (OLG) with respect to:

- Internal staffing restructure processes undertaken by Council in 2024/25
- Information in relation to Manager appointments since 1 January 2025
- Information in relation to redundancies
- The provision of compliance reports with respect to recruitment of Council senior leadership positions (Manager or above) within the periods of 1 February to 30 May 2026 and from 1 June to 30 November 2026.

The Mayor, Councillor White has sought further information from the OLG with respect to the evidence referred to by the Minister at Schedule 1 and seeking confirmation of the mentioned proposed restructure, noting the Council does not currently have plans for a restructure involving senior leadership positions. (Attachment 2)

The correspondence from the Minister does not provide the Council with evidence supporting the reasons for the intention to issue the PIO. It also raises concerns with respect to the personal information relating to staff recruitment. Regardless, Council should always seek to uphold the highest governance standards, and benefit to the Council may be obtained from additional guidance from the Office of Local Government and/or oversight agencies with respect to the Council's internal processes and procedures.

For this reason, the recommendation outlined in this report is for the Council to accept the Order and seek clarification on those issues which are in question and for which further information is required for Council to carry out the order.

Risk Implications

The Notice and proposed Performance Improvement Order, and the Council's response, provide significant reputational risk to the Council.

Following consideration of any submissions, the Minister may decide to:

- a. Issue the proposed PIO in its current form; or
- b. Not issue the proposed PIO; or
- c. Issue the proposed PIO with variations.

Should the Council fail to appropriately respond to or comply with a Performance Improvement Order, the Minister may:

- a. Issue a further PIO under Section 438A of the Act; and/or
- b. Issue Compliance Orders under 438HA of the Act; and/or
- c. Temporarily suspend the Council (all Councillors) under Chapter 13, Part 7 of the Act.

Internal Consultations

No internal consultation has been undertaken for this report.

External Consultations

On 9 February 2026 the Mayor, Councillor White wrote to the Office of Local Government seeking further information with respect to the evidence referred to in the proposed notice and sought clarification on the restructure processes referred to. (Attachment 2)

No substantive response had been received at the time of the drafting of this report.

Community Consultations

No community consultation has been undertaken or is required for this report.

Policy and Statutory Implications

Any submission proposed by the Council will be required to consider, and comply with, the relevant legislative provisions relating to Performance Improvement Orders.

The decision of the Council with respect to whether a submission is made does not have policy implications. Should the proposed PIO be imposed on Council, this may result in consideration of additional policy or process amendments.

Financial Implications

Engagement of legal advisors to assist the Council with any submission to the Minister will be funded from existing legal budgets.

CL26.15

Subject: FW: Notice of intention to issue performance improvement order - Shoalhaven City Council

Attachments: Tab C - Signed - A991367 - OLG - Shoalhaven - Notice of Intention to Issue a PIO.pdf; Performance Improvement Order - information sheet.pdf; Tab D - Signed - A991367 - OLG - Shoalhaven - PIO.pdf

Sent: Friday, 6 February 2026 4:40 PM

To: Patricia White [REDACTED]

Subject: Notice of intention to issue performance improvement order - Shoalhaven City Council

EXTERNAL: Be cautious opening links or attachments.

CONFIDENTIAL

Dear Mayor White,

I refer to my conversation with you this afternoon about serving a notice of intention to issue a Performance Improvement Order on Snowy Monaro Regional Council.

I confirm you have consented orally to service electronically to this email address (s.438ZD(1) *Local Government Act 1993*).

Please find attached the following documents by way of service:

1. Letter dated 5 February 2026 to Mayor White and the Deputy Mayor, Cr Wilkins, signed by the Minister for Local Government, the Hon. Ron Hoenig MP
2. Draft Performance Improvement Order
3. Performance Improvement Order – Information Sheet for Councils

Service is affected when a copy of the order, notice or other document is sent to that email address (s.438ZD(2) *Local Government Act 1993*).

Please note I have been unable to reach Cr Wilkins however have emailed him the same content as this email and asked him to confirm he is willing to accept service in that way. I didn't want to delay getting the information to you any further.

Please note, the letter is signed yesterday and as such submissions will be accepted up to close of business, 20 February 2026.

Would you kindly confirm receipt by return email please?

Regards,

Catherine Stack

Cheers,

Stacky

Catherine Stack
Manager, Compliance & Interventions
Sector Performance Branch

Office of Local Government | Department of Planning, Housing and Infrastructure

PH (02) [REDACTED] **E** [REDACTED]

Level 2, 5 O’Keefe Ave, Nowra NSW 2541

4 PSQ, 12 Darcy Street, Parramatta NSW 2150

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The Hon. Ron Hoenig MP

Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government



Our Ref: A991367

Her Worship the Mayor
Cr Patricia White
Shoalhaven City Council
36 Bridge Road
NOWRA NSW 2540

Cr Peter Wilkins
Deputy Mayor
Shoalhaven City Council
36 Bridge Road
NOWRA NSW 2540

Email:

Patricia.white@shoalhaven.nsw.gov.au

Peter.Wilkins@shoalhaven.nsw.gov.au

**NOTICE OF INTENTION TO ISSUE A PERFORMANCE IMPROVEMENT ORDER TO
SHOALHAVEN CITY COUNCIL UNDER
SECTION 438A OF THE LOCAL GOVERNMENT ACT 1993**

Dear Cr White and Cr Wilkins,

In accordance with s438C of the *Local Government Act 1993* (the Act) I hereby give notice of my intention to issue a Performance Improvement Order under s438A of the Act for actions to be taken, as identified in the proposed Performance Improvement Order, to improve the performance of Shoalhaven City Council (Council).

Section 438B(2) of the Act requires me to consider the following performance improvement criteria prescribed by s413D of the *Local Government (General) Regulation 2021* before issuing a Performance Improvement Order:

- (a) whether the council concerned has failed to comply with its legislative responsibilities, standards or guidelines,
- (b) whether there are significant risks facing the council that are not being addressed,
- (c) whether previous intervention attempts have failed,
- (d) whether council business is being disrupted and the council failing to exercise its functions,
- (e) repealed,
- (f) whether there is a pattern of poor or inappropriate behaviour, either by one or more councillors or members of staff of the council, that has not been rectified,
- (g) any other matter that, in the opinion of the Minister, is relevant to the issuing of the order.

I have considered these mandatory criteria in the context of the factual findings presented to me. On balance I have formed the preliminary view that action must be taken to improve Council's performance.

Section 438C(2)(a): Terms of the proposed Performance Improvement Order, including the period for compliance with the order

As required under s438C(2)(a), the terms of the proposed Performance Improvement

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GPO Box 5341 Sydney NSW 2001

02 7225 6150
nsw.gov.au/ministerhoenig

1

CL26.15 - Attachment 1

Order, including the period for compliance with the order are specified in the proposed Order enclosed with this letter.

Section 438C(2)(b): Reasons why it is proposed to issue a Performance Improvement Order

As required under s438C(2)(b), the reasons why I propose to issue the Performance Improvement Order are as follows:

1. There is sufficient evidence to raise questions about the transparency, impartiality and integrity of the recruitment process leading to the appointment of Mr Constance as General Manager. Evidence includes information provided by multiple individuals and information obtained from Council through preliminary enquiries.
2. There is sufficient evidence to suggest that there may be broader, systemic issues concerning the integrity of Council's recruitment practices. Evidence includes information provided by an external integrity agency.
3. Against the background of internal and external disquiet about the recruitment process leading to Mr Constance's appointment and another managerial appointment, it is likely that, if left unaddressed, those concerns will negatively impact upon relationships between the elected body, the General Manager, council staff and the community.
4. In light of the above, OLG oversight of the recruitment of all Council senior leadership positions, which, for the purposes of the Performance Improvement Order, I consider to be of manager and above, during the proposed organisation restructure, will ensure proper process is followed and transparent decisions are made free from political affiliation. Failure to proceed with the restructure under these conditions will have a negative effect upon Council's effectiveness to exercise its functions and lead to further damage and distrust with its relationship with the Shoalhaven community.

Section 438C(2)(c): The actions that may be taken by me, as Minister, if a Performance Improvement Order is not complied with

If a Performance Improvement Order is not complied with, I may consider taking the following actions:

1. issuing a further Performance Improvement Order under s438A of the Act; and/or
2. issuing a Compliance Order under s438HA of the Act.
3. temporarily suspending the Council under Chapter 13, Part 7 of the Act.

Section 438C(3) and (4): Invitation to make submissions regarding the proposed Performance Improvement Order

I invite Council to make submissions to me in respect of the proposed Performance Improvement Order. Should Council make submissions, they must be provided to me no later than **14 days** from the date upon which this notice is served.

I will consider all relevant submissions made to me by Council, and any submissions made to me by individual councillors, during this period before deciding whether to issue a Performance Improvement Order.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6150
nsw.gov.au/ministerhoenig

2

CL26.15 - Attachment 1

It is suggested that Council tables this Notice at an open Council meeting and provides its submissions by way of resolution of the Council.

I have enclosed with this letter an information sheet about the process for the issuing of Performance Improvement Orders.



Signed on this 5th day of February 2026

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

Encl: Proposed PIO
Information sheet

OFFICIAL

Local Government Act 1993

Section 438A

Performance Improvement Order

I, the Honourable Ron Hoenig MP, Minister for Local Government, do, by this Order pursuant to section 438A of the *Local Government Act 1993*, require Shoalhaven City Council, for the reasons specified in Schedule 1 below, to undertake the actions described in Schedule 2 below within the period specified in Schedule 2.

This Order takes effect upon service on the Council.

Dated this 5th day of February 2026


The Hon. Ron Hoenig, MP.
Minister for Local Government

SCHEDULE 1

Reasons for order – section 438A(3)(a)

1. There is sufficient evidence to raise questions about the transparency, impartiality and integrity of the recruitment process leading to the appointment of Mr Andrew Constance as General Manager.
2. There is sufficient evidence to suggest that there may be broader, systemic issues concerning the integrity of Council's recruitment practices.
3. Against the background of internal and external disquiet about the recruitment process leading to Mr Constance's appointment, and another managerial appointment, it is likely that, if left unaddressed, those concerns will impact upon relationships between the elected body and the General Manager, and upon staff morale.
4. In light of the above, Office of Local Government (OLG) oversight of the recruitment of all Council senior leadership positions, which, for the purposes of the Performance Improvement Order, I consider to be of manager and above, during the organisation restructure, will ensure proper process is followed and transparent decisions are made. Failure to proceed with the restructure under these conditions will have a negative effect upon Council's effectiveness to exercise its functions and lead to further damage and distrust with its relationship with the Shoalhaven community.

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CL26.15 - Attachment 1

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SCHEDULE 2

Action required to improve performance – section 438A(3)(b)

In accordance with section 438A of the *Local Government Act 1993*, this order requires that:

1. Shoalhaven City Council must provide OLG with details of the proposed Council restructure, including:
 - a. the Council organisational chart relevant to the period immediately prior to the restructure commencement;
 - b. the Council organisational chart relevant to the restructure;
 - c. roles being removed or delimited;
 - d. roles being recruited to; and
 - e. details of the proposed timeframes for the restructure processes.

This information must be provided to OLG within 21 days of the date of this Order.
2. For a period of 12 months from the issuing of the Performance Improvement Order for each Council senior leadership position (i.e. Manager or above) being recruited to, Shoalhaven City Council must:
 - a. form a recruitment panel of at least three people which includes a senior human resources manager or external recruitment consultant and a suitable, impartial subject matter expert where appropriate; and
 - b. ensure that one recruitment panel member is independent of Council.
3. For each Council senior leadership position recruited during the restructure and for a period of 12 months from the issuing of the Performance Improvement Order, Shoalhaven City Council must provide a report to OLG that:
 - a. sets out the details of all the recruitment panel members;
 - b. attaches copies of the conflict-of-interest forms completed by all the recruitment panel members;
 - c. sets out details of the process undertaken, including position, number of applicants, date and number of interviews. This should include the relevant recruitment assessments, panel members assessments of the candidates and documented panel outcomes; and
 - d. attaches a signed certification from all recruitment panel members that the recruitment process was undertaken in accordance with policy/legislation requirements.

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CL26.15 - Attachment 1

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Reporting in compliance with this order – section 438F

I require Shoalhaven City Council to provide me with the following reports on compliance with this Order, within the timeframes specified:

Compliance report 1 within 21 days of issue of PIO

In addition to Item 1 of Schedule 2 of this Order, Shoalhaven City Council must submit a compliance report to OLG that includes the following information within 21 days of the date of this Order:

- a. records of internal and external consultation processes undertaken prior to implementing the 24/25 restructure changes
- b. records relating to redundancies, including:
 - i. a list of positions and relevant functional area;
 - ii. date effected;
 - iii. reasons (e.g. genuine restructure; duplication; technology change; service level change); and
 - iv. compliance with industrial relations obligations
- c. details of all new positions, including:
 - i. a list of all titles, level, reporting line; and
 - ii. reasons (e.g. statutory/compliance, service delivery need, cost off set, risk mitigation); and
 - iii. funding source.
- d. appointments to all Manager and above roles since 1 January 2025, including:
 - i. a list of all titles, level;
 - ii. date of appointments; and
 - iii. particulars about the recruitment process (e.g. advertising channels, assessment methods, panel composition, conflict of interest declarations, merit criteria, reference checks).

Compliance report 2 by 30 June 2026 – for the period between 1 February and 30 May 2026

For each Council senior leadership position (i.e. Manager or above) recruited to between 1 February 2026 and 30 May 2026, Council must provide a compliance report to OLG by 31 May 2026 that:

- a. sets out the details of the recruitment panel members;
- b. attaches copies of the conflict-of-interest forms completed by all the recruitment panel members;
- c. sets out details of the process undertaken, including position, number of applicants, date and number of interviews; and
- d. attaches a signed certification from all panel members that the recruitment process was undertaken in accordance with policy/legislation requirements.

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CL26.15 - Attachment 1

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The OLG may request additional documentation to clarify any aspects of the compliance report and may set the time parameters for the return of that additional information and/or record.

Compliance report 3 by 31 December 2026 – for the period between 1 June and 30 November 2026

For each Council senior leadership position (i.e. Manager or above) recruited to between 1 June 2026 and 30 November 2026, Council must provide a compliance report to OLG by 1 December 2026 that:

- a. sets out the details of the recruitment panel members;
- b. attaches copies of the conflict-of-interest forms completed by all the recruitment panel members;
- c. sets out details of the process undertaken, including position, number of applicants, date and number of interviews; and
- d. attaches a signed certification from all panel members that the recruitment process was undertaken in accordance with policy/legislation requirements.

The OLG may request additional documentation to clarify any aspects of the compliance report and may set the time parameters for the return of that additional information and/or record.

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CL26.15 - Attachment 1



Performance Improvement Orders INFORMATION SHEET FOR COUNCILS

Councils are responsible for managing their own operations and driving improvement and are generally best placed to do so. The Minister for Local Government and the Office of Local Government (OLG) encourage and support councils to voluntarily take action if they become aware they have failed to meet their legal or performance obligations or are at risk of doing so. Where this fails, performance improvement, compliance and suspension orders may be used.

HOW DOES THE PROCESS WORK?

- Notice of intention to issue a performance improvement order will be given by the Minister for Local Government.
- Councils will be given no less than 7 days to respond.
- The notice of intention and draft order will outline what is required.
- The council will be asked to consider and table the notice of intention at an open council meeting.
- The council should provide its response to the notice of intention by resolution.
- The Minister is required to consider council's submission when making a decision.
- In the event that the Minister decides to issue a Performance Improvement Order (PIO) the council should table that PIO at the next available council meeting.
- The council is also required to publish the PIO on its website. The OLG will also publish the order on its website.
- The OLG will monitor the implementation of the PIO.
- The council will be required to complete one or more compliance reports on its implementation of the PIO.
- If a temporary adviser and/or financial controller is appointed, councillors and council staff are required to co-operate with them. This includes providing any information or assistance they reasonably require to exercise their functions under the PIO.
- If a temporary adviser and/or financial controller is appointed, the council is required to provide them with an opportunity to review any proposed compliance report at least 14 days before it is given to the Minister. A copy of their comments (if any) is to be provided to the Minister. Failure to comply with this process contravenes the legislation.
- When the council has implemented a PIO to the satisfaction of the Minister, it will be advised in writing that no further action is anticipated. A copy of that advice will be published on OLG's website.
- If the council does not comply with the PIO, further intervention options will be considered including, but not limited to, suspension of council and appointment of an interim administrator and/or holding a public inquiry.
- The Minister may also issue a compliance order to an individual councillor if they have failed to take action as required by a PIO.
- A councillor is not entitled to act as a councillor if they are issued with a compliance order.
- Failure of an individual councillor to take action as required by a PIO is misconduct.

Additional information about the process is available at www.olg.nsw.gov.au by searching for "Early Intervention Orders."

Version: January 2024

Subject: FW: Notice of intention to issue performance improvement order - Shoalhaven City Council

From: Catherine Stack | [REDACTED]
Sent: Tuesday, 10 February 2026 9:30 AM
To: Patricia White [REDACTED] >
Subject: RE: Notice of intention to issue performance improvement order - Shoalhaven City Council

EXTERNAL: Be cautious opening links or attachments.

Good morning Mayor White,

I have a meeting today to discuss this can please allow me until the afternoon to respond.

I realise this is very important, so I want to provide the correct advice.

Thank you

Catherine Stack
Manager, Compliance & Interventions
Sector Performance Branch

Office of Local Government | Department of Planning, Housing and Infrastructure
PH (0 [REDACTED] | **E** [REDACTED])
Level 2, 5 O'Keefe Ave, Nowra NSW 2541
4 PSQ, 12 Darcy Street, Parramatta NSW 2150

From: Patricia White <[REDACTED]>
Sent: Monday, 9 February 2026 7:11 PM
To: Catherine Stack [REDACTED]
Subject: RE: Notice of intention to issue performance improvement order - Shoalhaven City Council

Dear Catherine,

Following our conversation at approximately 5 pm on Friday 6th February and your confirmation that documents in relation to the Notice of Intention to issue a performance improvement order are with the Minister, I am now requesting that those documents be provided to enable the Council to consider its position and provide a submission.

I note that under Section 438 C (2) (b) of the Local Government Act, 1993, requires that this Notice include the reasons why it is proposed to issue the performance improvement order along with supporting evidence for the need for improvement. The correspondence provided does not appear to address the evidence requirement.

We will struggle to provide a comprehensive submission unless documents and the evidence is provided. Given you confirmed in our conversation that this evidence is with the Minister and not the Office of Local Government, I am now formally asking that the NSW Government provide all such evidence to inform the Council for their submission.

Also, as Council has fully implemented several organisational restructure processes within the past two (2) calendar years and does not currently hold plans for any restructure which impacts upon senior leadership positions, clarification is sought from the Office with respect to which restructure changes are referred to in the following sections of the proposed Order:

- Schedule 2 – Part 1 – Proposed Restructure
- Compliance Report 1 – 24/25 Restructure Changes

Your prompt reply to this correspondence would be appreciated to allow Council sufficient time to consider the responding information and formulate an appropriate response within the set timeline.

Yours sincerely
Mayor Patricia White



Patricia White

Mayor

Bridge Road (PO Box 42) Nowra NSW 2541
shoalhaven.nsw.gov.au

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LOCAL GOVERNMENT ACT 1993

Chapter 3, Section 8A Guiding principles for councils

(1) Exercise of functions generally

The following general principles apply to the exercise of functions by councils:

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

(2) Decision-making

The following principles apply to decision-making by councils (subject to any other applicable law):

- (a) Councils should recognise diverse local community needs and interests.
- (b) Councils should consider social justice principles.
- (c) Councils should consider the long term and cumulative effects of actions on future generations.
- (d) Councils should consider the principles of ecologically sustainable development.
- (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

(3) Community participation

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

Chapter 3, Section 8B Principles of sound financial management

The following principles of sound financial management apply to councils:

- (a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- (c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- (d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services

Chapter 3, 8C Integrated planning and reporting principles that apply to councils

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- (a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) Councils should identify strategic goals to meet those needs and aspirations.
- (c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- (d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- (f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) Councils should collaborate with others to maximise achievement of strategic goals.
- (h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- (i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.