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# **Shoalhaven Sports Board**

Meeting Date:Wednesday, 11 January, 2023Location:Email MeetingTime:

**Please note:** Council's Code of Meeting Practice permits the electronic recording and broadcast of the proceedings of meetings of the Council which are open to the public. 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.

## Agenda

- 1. Apologies
- 2. Confirmation of Minutes

•	Shoalhaven Sports Board - 16 November 20221
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- 3. Declarations of Interest
- 5. General Business



### Membership

Mr David Goodman – Chairperson All Councillors Chief Executive Officer or nominee Mr Roger Walker Mr Craig Howsan Ms Kristina Pejkovic Ms Elizabeth Tooley Dr Phill Newlyn Ms Tameka Gogerly Ms Lucy Burgmann Disadvantaged Sporting Group Representative – NSW Sport & Recreation

Quorum – Seven (7)

## Purpose

The Shoalhaven Sports Board (Board) is to provide advocacy for the sporting community on policy, direction and strategic planning related to Council's objectives. To achieve this policy and strategic objective, the Board will be strategic in nature and focus on appointments to achieve this outcome.

### Role

- Represent the whole Shoalhaven Sporting Community (all sports)
- Provide ongoing, high level policy and planning advice to Council.
- Make recommendations to the Council on all relevant business presented before it
- Advocate and maintain specific sports related portfolios.
- Advocate and promote Board recommendations.



# **Meeting Minutes**

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## MINUTES OF THE SHOALHAVEN SPORTS BOARD

Meeting Date:Wednesday, 16 November 2022Location:Jervis Bay Rooms, City Administrative Centre, Bridge Road, NowraTime:5.01pm

The following members were present:

Mr David Goodman - Chairperson Clr Patricia White – left 5.23pm Clr Matthew Norris Clr Mark Kitchener Mr Roger Walker Mr Craig Howsan Dr Phill Newlyn Ms Elizabeth Tooley Ms Lucy Burgmann – (Remotely)

Others present: Ms Jane Lewis – Director City Lifestyles Ms Stephanie Cascun – Manager – Community Planning & Projects Mr Kevin Norwood - Manager - Shoalhaven Swim Sport Fitness Mr Matthew Graham – Southern Leisure Centre Manager Ms Catherine Campbell – Office of Sport – (Remotely)

## **Apologies / Leave of Absence**

An apology was received from Tameka Gogerly.

#### **Confirmation of the Minutes**

It was noted in relation to the EOI for Membership that a late submission has been received and an Indigenous nomination will be forthcoming. The board was informed that the interviews will be held next week.

**RESOLVED** (Roger Walker / Clr White)

That the minutes of the Shoalhaven Sports Board held on Wednesday 24 August 2022 be confirmed.

CARRIED

#### **Declarations of Interest**



HPERM Ref: D22/428841

## REPORTS

# SB22.22Notification of Council Resolution - Re-establishmentHPERM Ref:Shoalhaven Sports BoardD22/429756

## Recommendation (Item to be determined under delegated authority)

That the Shoalhaven Sports Board receive the Notification of Council Resolution – Shoalhaven Sports Board Re-establishment report for information.

## **RESOLVED** (Craig Howsan / Phill Newlyn)

That the Shoalhaven Sports Board receive the Notification of Council Resolution – Shoalhaven Sports Board Re-establishment report for information.

CARRIED

## SB22.23 Update on Actions - November 2022

It was noted that in relation to item SB22.13, the contractor is onsite and anticipates completion is anticipated by February 2023.

## Recommendation (Item to be determined under delegated authority)

That

- 1. The Shoalhaven Sports Board accept and receive the Update on Actions report for information.
- 2. The following actions are considered complete and removed from the action table:
  - a. SB22.8 Council Directed Projects Policy Preparation Working Group / Membership
  - b. SB22.17 Update on Actions August 2022
  - c. SB22.15 Acknowledgement of Resignation Gemma Afflick / Elaine Caswell vacancies filled with casual position
  - d. SB22.13 Shoalhaven Heads Pump Track Aboriginal Heritage Assessment Criteria amenities Sussex Inlet Native Title
  - e. SB22.12 Current Projects Update Club House Grant Application Tourism Events
  - f. SB22.20 Policy Sports Grants Program (Capital Works) Adoption
  - g. SB22.19 Policy Elite Athlete Support Program Adoption

## **RESOLVED** (Elizabeth Tooley / Clr Kitchener)

That

- 1. The Shoalhaven Sports Board accept and receive the Update on Actions report for information.
- 2. The following actions are considered complete and will be removed from the action table:
  - a. SB22.8 Council Directed Projects Policy Preparation Working Group / Membership
  - b. SB22.17 Update on Actions August 2022
  - c. SB22.15 Acknowledgement of Resignation Gemma Afflick / Elaine Caswell vacancies filled with casual position
  - d. SB22.13 Shoalhaven Heads Pump Track Aboriginal Heritage Assessment Criteria -

amenities – Sussex Inlet – Native Title

- e. SB22.12 Current Projects Update Club House Grant Application Tourism Events
- f. SB22.20 Policy Sports Grants Program (Capital Works) Adoption
- g. SB22.19 Policy Elite Athlete Support Program Adoption

## CARRIED

SB22.24	Shoalhaven Sports Board - Current Projects Update	HPERM Ref:
		D22/390258

The Board discussed the Current Projects Update Report and the following comments were made:

- Council and contractors are experiencing a number of issues including delays in the supply of materials, which can result in a cost variance.
- It was noted that Jirgens Civil has been engaged for the Netball Courts project. This project is funded in Council's capital program.
- Council intends on submitting grant applications for the floodlights lights at Ison Park and for, for drainage projects at Rugby Park.
- The Office of Sport has released their Centres of Excellence program

Note: Clr White left the meeting at 5.23pm during discussion on this item.

The Committee held a discussion in relation to the drainage works at Rugby Park and Bernie Regan Oval.

## Recommendation (Item to be determined under delegated authority)

That Shoalhaven Sports Board accept the Current Projects Update report for information.

## **RESOLVED** (Phill Newlyn / Clr Norris)

That Shoalhaven Sports Board accept the Current Projects Update report for information.

CARRIED

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SB22.25Sports Grants Program 2022 / 23 - FundingHPERM Ref:DeterminationsD22/431658
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The Board discussed the Funding Determinations Report and the following comments were made:

- Five (5) applications have been received/approved. It was questioned how Council reaches other Clubs and/or associations.
- Council promotes the Grants Program widely and raises it at Sporting Workshops.
- Since COVID-19, a trend of less community sport participants and volunteers is being seen.

### Recommendation

That:

- 1. The Shoalhaven Sports Board approve the following five (5) applications for the 2022 / 2023 Sports Grants Program:
  - a. Shoalhaven District Football Association Install underground tank and pump at Ison Park South Nowra Topdress Field 1 \$22,052
  - b. Shoalhaven United Football Club Topdress Fields No 3 and No 4 at Lyrebird Park -\$7,583



- c. Milton Ulladulla Rugby League Football Club Erect new goal posts at Bill Andriske Oval \$6,533
- d. Berry Riding Club Extension to Spectator Shed at Berry Equestrian Centre \$20,000
- e. Milton Ulladulla Junior Rugby League Football Club installation of spectator fence at Ulladulla Sports Park Field 1 \$13,923.47
- 2. Shoalhaven Sports Board approve remaining unallocated 2022 / 23 Sports Grants Program balance of \$97,908.53 to be transferred to Swim Sport Fitness to support the following:
  - a. Expansion of Minor Improvement Program Budget to extend the Shoalhaven sportsground seasonal maintenance programs, with an emphasis on top-dressing to efficiently remediate sportsgrounds where recent or upcoming sub-surface drainage system have / are being installed.

## RECOMMENDATION (Phill Newlyn / Craig Howsan)

That Council:

- 1. Approve the following five (5) applications for the 2022 / 23 Sports Grants Program endorsed by Shoalhaven Sports Board:
  - a. Shoalhaven District Football Association Install underground tank and pump at Ison Park South Nowra Topdress Field 1 \$22,052
  - Shoalhaven United Football Club Topdress Fields No 3 and No 4 at Lyrebird Park -\$7,583
  - c. Milton Ulladulla Rugby League Football Club Erect new goal posts at Bill Andriske Oval \$6,533
  - d. Berry Riding Club Extension to Spectator Shed at Berry Equestrian Centre \$20,000
  - e. Milton Ulladulla Junior Rugby League Football Club installation of spectator fence at Ulladulla Sports Park Field 1 \$13,923.47
- 2. Approve remaining unallocated 2022 / 23 Sports Grants Program balance of \$97,908.53 to be transferred to Swim Sport Fitness to support the following as endorsed by the Shoalhaven Sports Board:
  - a. Expansion of Minor Improvement Program Budget to extend the Shoalhaven sportsground seasonal maintenance programs, with an emphasis on top-dressing to efficiently remediate sportsgrounds where recent or upcoming sub-surface drainage system have / are being installed.

CARRIED

## **GENERAL BUSINESS**

# SB22.26 Quarterly Update - Regional Office of Sport - Catherine Campbell

HPERM Ref: D22/474500

Catherine Campbell – Office of Sport addressed the meeting and provided the following update and comments in relation to the Illawarra Shoalhaven Regional Plan:

- The Illawarra Shoalhaven Sport & Active Recreation Plan has been in operation since 2018. The Plan is currently in its final 12 months and is due for review at the end of 2023. See link: <u>Illawarra Shoalhaven Sport & Active Recreation Plan 2018-2023</u>
- Jane Lewis is council's representative on the Steering Group.



- The Office of Sport Chair the Steering Group, there are seven (7) Strategic Actions and these priorities will be reviewed in the next 12 months.
- The Office of Sport will be running consultation sessions with communities and Community Sporting Groups.
- A number of Sub Working Groups are looking at these areas, including child safe framework for sporting organisation and a recreation planners forum.
- If any Shoalhaven Sports Board members are interested in becoming involved with the Child Safe Working Group, they meet every three (3) months and meetings are held online.
- The Office of Sport will provide quarterly updates to the Shoalhaven Sports Board on the implementation and achievement of the Illawarra Shoalhaven Sport & Active Recreation Plan.

## Other matters raised:

- Mollymook Golf PGA Legends invited Mr David Goodman, Chair of the Shoalhaven Sports Board, to play in the competition held on Friday 14 October. This was a well-received event and the Club Captain thanked Council for their contribution.
- The Shoalhaven Sports Board don't seem to be informed of any smaller sporting events. Staff advised that Council is not notified of sporting events on private land or for 200 people or less.
- Mr Kevin Norwood advised that staff will add any current projects / events that they are aware in Shoalhaven Swim Sport & Fitness of to the Sports Board Current Projects report.
- Clr Wells was previously the Council nominee on the Illawarra Academy of Sport and has now stepped down and is the community representative. Mr Matthew Graham, Southern Leisure Manager, is now the representative for Council. Mr Matthew Graham will reach out to Mr John Armstrong (Illawarra Academy of Sport) and invite him to join a future Shoalhaven Sports Board Meeting.
- Mr Phill Newlyn advised of the recent passing of a local Shoalhaven Sports person, who played Junior Cricket through to first grade. He was also heavily involved with soccer.
- It has been requested in the past, and again now, for the number of sporting participants as a total for each sport.
  - Staff responded and advised that Council does not receive or keep a record of this and the Office of Sport is not entitled to those figures either. State Sport will keep the numbers for clubs and associations.
  - Currently, the best way to obtain that information is by going to State Sporting Organisations.

There being no further business, the meeting concluded, the time being 6.20pm.

Mr David Goodman CHAIRPERSON

## SB23.1 Shoalhaven Sports Board Membership - Casual Positions

**HPERM Ref:** D22/526730

**Department:** Community Planning & Projects **Approver:** Jane Lewis, Director - City Lifestyles

Attachments: 1. Shoalhaven Sports Board - Terms of Reference J

2. Draft Template - Appointment to Shoalhaven Sports Board - Casual Community Member until March 2023 J

## **Reason for Report**

To acknowledge the expressions of interest received for the 3 x casual positions that were advertised for Shoalhaven Sports Board, and to seek endorsement for 2 x new Casual Community members.

## Recommendation

That the Sports Board:

- 1. Endorse the following nominees to the Shoalhaven Sports Board as Casual Community member which will expire on 31 March 2023.
  - a. Jonathan Sellers (new member)
  - b. Colin Stevenson (new member)
- 2. Endorse Council writing to the successful applicants, congratulating them, and sending the Sports Board Terms of Reference, Strategic Plan, and upcoming meeting dates.

## Options

1. As recommended

Implications: This will ensure the vacant positions on the Board are filled.

2. Adopt an alternate recommendation

<u>Implications</u>: Adopting an alternate recommendation would result in positions remaining vacant and therefore the possibility of not reaching quorum for future meetings.

## Background

The Sports Board Terms of Reference (POL22/70) articulates the role and responsibilities of the Sports Board members, see *Attachment 1 - Shoalhaven Sports Board - Terms of Reference*. Specifically, section 3.5 governs Sports Board members 'Term of Office':

## 3.5 Term Of Office

- Community membership will be renewed every 4 years and ideally during the midterm of the elected Council.
- Councillor membership will be renewed at following normal Council elections.

- <u>Should there be a casual Community membership vacancy it may be filled upon the</u> resignation of a Community member and will align with set fixed finish dates.

Three positions have become available following the resignations of the below Sports Board members:

• Elaine Caswell

City Council

- Gemma Afflick
- Martin Aicken

Council advertised the expression of interest for the positions on the 29 June 2022, 15 July 2022, and 14 & 21 September 2022 with two applications received.

Membership for these new casual community member positions (pending Sports Board approval) would begin in mid-January 2023, with a set fixed finish date of March 2023, as articulated in their Letter of Offer, see Attachment 2.

At the set fixed finish date, they will need to reapply for the regular 4-year term; they expressed in their interviews that they would be happy to do so.

Position	First Name	Surname	Set Fixed Finish Date
Chairperson	David	Goodman	March 2023
Community Member	Roger	Walker	March 2023
Community Member	Craig	Howsan	March 2023
Community Member – Vacant - Currently recruiting for casual member Jonathan Seller	Formerly Elaine	Caswell	March 2023
Community Member – Vacant - Currently recruiting for casual member Colin Stevenson	Formerly Gemma	Afflick	March 2023
Community Member – Vacant	Formerly Martin	Aicken	March 2023
Inclusion/Accessible Disadvantaged Sporting Group	Vacant		March 2023
Community Member	Tameka	Gogerly	June 2025
Community Member	Elizabeth	Tooley	June 2025
Community Member	Lucy	Burgmann	June 2025
Community Member	Dr Phill	Newlyn	June 2025
Indigenous/Disadvantaged Sporting Group	Kristina	Pejkovic	June 2025

The set fixed finish dates for all Sports Board members is below:

One position is still available and will be readvertised again in March 2023, along with all other community member positions whose term is complete.

## Applicants and Recommendation

Both applicants were interviewed by David Goodman (Chair), Stephanie Cascun (Manager Community Planning & Projects) and Ruth Woodbridge (Administration Officer).

**Jonathan Sellers** is involved with Basketball and Netball and is chairperson for the Junior committee of Shoalhaven Basketball Association. He has 15 – 20 years' experience serving on local, regional, state, and national event committees and partakes in Scouts Australia.

Jonathan also has 20 years' experience developing strategic plans for his business.

**Colin Stevenson** is involved in Ulladulla Oztag, Milton Ulladulla Touch Football, Milton Ulladulla Mountain Bike Club, Frogs Holla Management Committee, Albatross Mountain Bike Club and West Ulladulla Sports Complex. Colin is president of a number of these clubs and a volunteer with over 30 years in various sports clubs.

It is recommended that Sports Board endorses the casual membership of both these applicants as they bring extensive sporting experience and knowledge to the positions and are eager and enthusiastic about being part of Shoalhaven Sports Board for the fixed term pending formal EOI process for community member positions.

## **Community Engagement**

The EOI for representatives for the Sports Board was advertised throughout Council's networks, advertisement in local paper 4 times (on the 29 June 2022, 15 July 2022, and 14 & 21 September 2022) and all sporting groups notified at the sporting workshop Council conducted.



**Shoalhaven** City Council

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# Shoalhaven Sports Board – Terms of Reference

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Adoption Date:	28/06/2016
Reaffirmed:	20/12/2016
Amendment Date:	16/08/2016, 11/12/2018, 30/04/2019, 14/11/2022
Minute Number:	MIN16.499, MIN16.654, MIN16.703, MIN16.1025, MIN18.958, MIN19.252, MIN22.870
Review Date:	01/12/2024
Directorate:	City Lifestyles
Record Number:	POL22/70



#### 1. Purpose

The Shoalhaven Sports Board (Board) is to provide advocacy for the sporting community on policy, direction and strategic planning related to Council's objectives. To achieve this policy and strategic objective, the Board will be strategic in nature and focus on appointments to achieve this outcome.

#### 2. Statement

Council encourages and recognises the value of community participation in guiding the strategic development of both sport facilities and participation within the Shoalhaven Local Government Area. To guide sports development each Board member will be responsible for maintaining and reporting on a specific portfolio.

#### 3. Terms of Reference

#### 3.1. Relationship to Council

The Shoalhaven Sports Board is a strategic advisory committee to advocate for and inform Council's decision-making processes related to improving Shoalhaven sporting facilities and sports participation.

#### 3.2. Role of the Shoalhaven Sports Board

- Represent the whole Shoalhaven Sporting Community (all sports)
- Provide ongoing, high level policy and planning advice to Council.
- · Make recommendations to the Council on all relevant business presented before it
- Advocate and maintain specific sports related portfolios.
- Advocate and promote Board recommendations.

#### 3.3. Membership

Board membership is to have a range of strategic capability, expertise and advice to cover specific sports related portfolios.

The Board will have a total membership consisting of the following:

- Eleven (11) local community members (includes 2 positions from disadvantaged sporting groups).
- All Councillors.
- General Manager (or nominee)

In addition, a member of NSW Sport & Recreation will be invited to attend Board meetings but will have no voting privilege.

The Sports Board be delegated authority to invite representative from disadvantaged sporting groups to inform the Board.

#### 3.4. Community Member Appointments

- Nominations should be advertised throughout the community.
- Appointments to the Board will be for a four (4) year term with a set commencement and finish date.
- There is no limit on the number of terms a community member may serve.
- Community members may re-apply for nomination at the conclusion of their Term.
- Vacancies will be advertised locally via media and Council communication networks.

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- Council will manage the application process.
- An interview panel consisting of a Council staff member, the Chairperson of the Board and one (1) suitably qualified independent representative will assess the applications and make recommendations for appointments to the Board.

#### 3.5. Term Of Office

- Community membership will be renewed every 4 years and ideally during the midterm of the elected Council.
- Councillor membership will be renewed at following normal Council elections.
- Should there be a casual Community membership vacancy it may be filled upon the resignation of a Community member and will align with set fixed finish dates.

#### 3.6. BOARD membership with specific portfolios

All Board members will have specific portfolios which cover the following areas of focus:

#### Sporting Governance

- Sports Association liaison
- Sports Management Training
- Marketing & Advertising
- Induction for members
- Governance
- Strategic planning
- Stakeholders

#### **Communication and Marketing**

- Systems & Processes.
- How to interact with Council links with:
  - Grass roots sports
  - Elite sports
  - Peak sporting bodies
  - Indigenous sports
- sports tourism

#### Grass Roots Club Development

- Volunteers educated/supported
- Volunteer Succession Planning
- Evaluate programs

#### Grants and Funding

- Identify grant and other funding opportunities
- Assist with preparation of funding submissions working with Council staff and other stakeholders

#### Sports Tourism, Programs and Events

- Advocate for sports tourism opportunities
- Represent Sports Community Advisory Group at programs and events

#### Facility Development

- Ensure consistent with adopted Council Policies / position
- Alignment with strategic direction

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#### Talent Programs

• Linkages, facilitation and liaison between grass root sport clubs / organisations and elite training programs / opportunities

#### 3.7. Meeting Practices and Procedures

- The administrative provisions of Council's adopted Code of Meeting shall apply subject to any amendment by this Terms of Reference.
- The chairperson will be appointed by the Board, the position will be limited to a two (2) year term and be open to all members.
- Each Board meeting shall be properly recorded by the taking of minutes by Governance Unit.
- The minutes of the Board meeting will be submitted to the next available Council Meeting.
- The quorum for each meeting will be seven (7) members of the Board.
- If a quorum is not present within 30 minutes of the time appointed for the commencement of the Board meeting, the meeting shall lapse.
- In the event of a tied vote, the Chair can exercise a casting vote.
- Formal Board meetings will be held quarterly.
- Agenda and minutes from previous Board meetings will be circulated to members at least seven (7) days prior to the meeting.
- Board members must declare in writing any interest in any report tabled at the meeting covered by the Code of Conduct and Pecuniary Interest.
- Informal Board meetings, special meetings that may discuss specific portfolio matters will be held as and when required or set by the Board
- Planning and costs associated with conducting meetings will be borne by Council.
- Board recommendations which are determined to be purely or substantially 'operational' in nature, will be dealt with by the relevant council officer and any action or lack thereof reported to the Board.

#### 3.8. Code Of Conduct

- All members of the Board are required to observe the provisions of the Council's Code of Conduct.
- Board members should act in a professional and responsible manner with the information they obtain as a member, as the Board require openness and honesty to function well.
- Board members should feel free to express their opinions and views without fear of recrimination.
- It is essential for Board members to accept collective responsibility, and remain loyal to decisions of the Board, even where they may not have agreed with the final decision.

#### 3.9. Confidentiality And Privacy

Members may have contact with confidential or personal information retained by Council. If so, members are required to maintain the security of any confidential or personal information and not access, use or remove any information, unless the member is authorised to do so.

#### 3.10. Communication

- Members of the Board are not permitted to speak to the media as Committee of Council representatives of the Board unless approved by the Chairperson.
- Where approval has been given by the Chairperson, views and opinions expressed are those of the Board and not of Shoalhaven City Council.
- Where endorsement is required from Shoalhaven City Council, approval must be sought through the formal processes.



• The Chair of the Board is the point of contact for communication between Board members and Council staff.

#### 3.11. Council Staff Attendance

Executive Council staff are normally required to attend the meetings of the Board. Other staff at the relevant Group Directors' discretion or at the Board's request can attend meetings as required. Staff have no voting privileges.

Council will provide secretarial support to arrange meetings and take minutes and provide professional office support where required.

#### 3.12. Expectations Of Board Members

- Board members will undertake the prescribed Induction process.
- Pecuniary Interest Returns are required on appointment and annually as required by the Office of Local Government and Council.

#### 3.13. Responsibility Of Council

Council at its discretion may review and change the Terms of Reference, Role and Structure of the Board.

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

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Council Reference: 12623E (D23/2025)

January 2023

Name

By email only:

Dear

#### Appointment to Shoalhaven Sports Board Casual Community Member expiring 22 March 2023

I am very pleased to advise that you have been appointed to the Shoalhaven Sports Board as a casual community member. Your term of appointment commenced 12 January 2023 and will expire in 31 March 2023 when you have indicated you will reapply.

The purpose of the Sports Board is to provide advocacy for the sporting community on policy, direction and strategic planning related to Council's objectives.

Copies of the Minutes of the Shoalhaven Sports Board are available on Council's website at: <u>https://shoalhaven.nsw.gov.au/My-Council/Council-meetings/Agendas-and-minutes</u>

The Sports Board's webpage includes links to the Terms of Reference and the Mission Values and Aims Statement, at: <u>https://www.shoalhaven.nsw.gov.au/Council/Meetings/Council-Committees/Shoalhaven-Sports-Board</u>

We also encourage you to review the Community Infrastructure Strategic Plan, at: <u>http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D17/291168</u>

Meetings are generally held four times per year at Council's Nowra Administration Building, from 5.00pm to 7.00pm. You will be sent a copy of the Agenda of the meeting approximately 5 days before the meeting date. If you are unable to attend we would appreciate your advising us, so we can note an apology and make alternative arrangements if required.

Conduct of members at meetings of the Council is governed by the Code of Conduct adopted by Council – please see <a href="https://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=POL20/35">https://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=POL20/35</a>

Once again, congratulations on your appointment.

If you need further information about this matter, please contact Stephanie Cascun, City Lifestyles on (02) 4429 3286 . Please quote Council's reference 12623E (D23/2025).

Yours faithfully

Stephanie Cascun Department Manager - Community Planning & Projects

RESPECT INTEGRITY ADAPTABILITY COLLABORATION