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|  | **IPART Requirement** | **Statement** | **Where it is located** | **Link to document** |
| 1 | 3.2Financial Sustainability | Due to the fact that FAG are not keeping pace with community demand, Councils are continually being asked to do more with less, which thereby affects Council's ability to provide efficient and effective infrastructure, effectively disadvantaging the community financially. | Annual Community Report p.20 | https://communityreport2017 .shoalhaven.nsw.gov.au/ |
|  | 3.1Case for special variation | Governance Council works hard to overcome the challenges facing the Shoalhaven and its community. Continually balancing the needs of our precious natural environment and the expectations of a growing community. | Annual Community Report p.13 (First section) | https://communityreport2017 .shoalhaven.nsw.gov.au/ |
|  | 3.1Case for special variation | * Successful Special Rate Variation application. Additional funds will help to improve services, especially roads in the local area and renew aging assets and infrastructure.
* Completion of a workforce plan to help align organisational staff needs with a growing community.
 | Annual Community Report p.13 (First section) | https://communityreport2017 .shoalhaven.nsw.gov.au/ |
|  | 3.1Case for special variation | LeadershipCouncil continues to focus on excellence in governance by continually improving and refining practices within the organisation to create efficiencies and improve financial sustainability. Over the past year, Council has engaged the community in discussions around a Special Rate Variation and alternatives to rate increases, such as a reduction in services and increases to user fees. Council was successful in having a temporary rate increase of 13.2 percent approved for 2017/18 and continues to engage the community over proposed increases for subsequent years. Council will continue to take steps to ensure consistency with the organisation’s Long Term Financial Plan and to meet the benchmarks for financial sustainability.Council is also seeking to progress sustainability improvements across all its operations and activities, and improve the integration of sustainability outcomes in the organisation’s delivery and operational plans. | Annual Community Report p.12 (First section) | https://communityreport2017 .shoalhaven.nsw.gov.au/ |
|  | 4.2Feedback from community | Council undertook its annual community phone survey of 402 participants to determine the level of satisfaction with Council services. Our community has maintained its level of satisfaction with Council and its service provision with a satisfaction rating result of 85%. The survey demonstrated ongoing improvement in Council’s performance across many services and facilities throughout the year. | Annual Community Report p.9 (First section) | https://communityreport2017 .shoalhaven.nsw.gov.au/ |
|  | 3.2Financial Sustainability | The Resourcing Strategy is intended to:* establish a high level, strategic view of the means by which Council can achieve the objectives and strategies (Themes and Key Priorities) set out in its CSP
* align resource allocation to support strategic directions and priorities
* outline the fundamental principles that will support financially sustainable resource allocation
* integrate the resource needs and priorities identified by asset management planning and workforce planning (in particular) with the resourcing capacity of the Long Term Financial Plan (LTFP).

The Resourcing Strategy includes:* Workforce Planning
* Asset Management Planning
* Long Term Financial Planning (LTFP)

The central theme for the resourcing strategy is based around transforming the organization into a financially sustainable, best practice Council that is more efficient and effective, making sure our ratepayers receive “high quality” and “value for money” in the services we deliver. | Resourcing Strategy 2017/2021 p.ii | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 7.2Continuous improvement | A workforce plan considers the future needs of the organisation and the factors that will influence workforce needs and provides strategies and actions that will positon SCC well to respond to and meet those needs.The development of the Workforce Plan will be aligned with the 2027 Community Strategic Plan, supporting SCC to reach strategic objectives. Alignment will ensure the capacity and capability development activities align to deliver on the requirements of SCC moving into the future. | Resourcing Strategy 2017/2021 p.2 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 7.2Continuous improvement | To implement the plan in its entirety it is estimated that 115 project days are needed to implement quick wins and associated actions. This time could be resourced internally or externally. On an annualised basis it is estimated that 2 FTE are required to implement the plan in addition to the project days. ***At the present time this is an unfunded need.*** | Resourcing Strategy 2017/2021 p.7 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 3.2Financial Sustainability | Currently the Shoalhaven City Council is the custodian of community assets with a replacement value of approximately $3 billion. There are legislative and community expectations that council assets are managed to provide the greatest benefits, at the lowest whole-of-life costs, for all residents, landowners and visitors. Asset Management Planning principles are adopted in all service and infrastructure provision activities to support the Community Strategic Plan (CSP) and Delivery Program (DP). | Resourcing Strategy 2017/2021 p.30 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 3.1.4Impact on LTFP | * Depending on the outcome of the Special Rate Variation, the updating of the 10 year Long Term Financial Plan (LTFP) to include the forecast costs of providing services, maintenance and renewals from AMPs and the forecast costs of proposed new assets from Council’s Contributions Plan and other strategies
 | Resourcing Strategy 2017/2021 p.30 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 3.1.2Revenues above rate peg | Roads is the asset category with the highest infrastructure backlog (about $23 million). The LTFP includes increasing annual allocations for road renewals by 10% per year. This approach is expected to eliminate the backlog of road surface renewals by 2024/25 and for road pavement renewals by 2029/30. However, the overall average condition of the buildings asset category is likely to deteriorate slightly over this period owing to the diversion of available funds to roads unless special rate variation funds are received. | Resourcing Strategy 2017/2021 p.31 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 7.2Continuous improvement | * Maximise asset service delivery potential and manage related risks through cost effective lifecycle approach (from cradle to grave)
 | Resourcing Strategy 2017/2021 p.32 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 4.1.1Community engagement | * Ensure that the community is involved in determining appropriate ‘levels of service’ (LOS) (quality & quantity) for physical assets and services
 | Resourcing Strategy 2017/2021 p.32 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 7.0Productivity improvements and cost containment | Principles* Council recognises that the preference is to allocate resources to maintain and renew existing assets.
* Council recognises the need to maintain its asset base and will target a long term asset sustainability index (actual replacement/renewal budget versus required funding as per AMPs) averaging 90-95% for each of the asset types above.
* The Asset Management Strategy will guide the development and review of AMPs and specify appropriate LOS with community consultation.
* To agree on LOS asset performance
* The management of Council’s assets shall be overseen by the Asset Management Planning Committee (AMPC).
* Risk management, environment, social, good governance, best practice and sustainability will be considered in the development of asset strategies.
* Asset acquisition shall include consideration of the ‘whole of life cost’ of the new asset including initial capital cost, operation, maintenance, rehabilitation and disposal costs.
* Annual operation/maintenance budgets shall include an allowance for additional costs arising from addition of new assets through development, acquisition, dedication or leasing and/or licencing as well as an allowance to cover cost increases in line with indices relevant to each asset class.
* Adequate resources shall be provided to undertake regular agreed levels of inspections for risk, identifying programmed works, asset condition and renewal priorities.
* Utilisation and operating/maintenance costs shall be monitored to ensure that costs do not outweigh the benefits derived.
* Systematic and cyclic reviews will be applied to asset classes to ensure assets are managed, valued and depreciated in accordance with best practice and applicable Australian standards.
* Minimum utilisation measures shall be determined for all assets to determine surplus assets.
 | Resourcing Strategy 2017/2021 p.35 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 7.0Productivity improvements and cost containment | Application of ESD PrinciplesCouncil staff have inspected Council community buildings for energy, water and waste initiatives. Current ESD principles and proposed future principles were investigated. These findings are to be implemented into the Asset Management Information System (AMIS) and Asset Management Plans (AMPs).All construction whether it be asset replacement/ renewal/ upgrade or new must consider ecological sustainable development | Resourcing Strategy 2017/2021 p.37 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199803>  |
|  | 4.1.1Consultation strategy | Engage with the community about the need for additional funding of maintenance and renewal of priority assets and infrastructure  | End of Term Report 2016 p. 14 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/%20displaydoc.aspx?record=%20D16/372291)  |
|  | 3.1.2Revenues above rate peg | * Council provided an additional $2.3 million in rates funding towards infrastructure renewal, all of which was exclusively allocated towards road and path renewal projects. These important works were funded following community consultation for an increase in General Rates by 4.6 percent above the rate pegging limit (3.4 percent) in the 2013/14 financial year in an effort to tackle the area's infrastructure backlog.
* While it will take many years to overcome the area's $37 million backlog of works, the additional funding allowed work to commence on some of the area's most degraded surfaces. Some of these included:
 | End of Term Report 2016 p. 28 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.0Productivity improvements and cost containment | * Membership and active participation in the Joint Regional Planning Panel
* Membership and active participation in the Illawarra Pilot Joint organisation
* Submission to the proposed merger of Shoalhaven and Kiama Council
* Submission against the Fit for the Future Measures ( Council was found to be fit)
* Fixing Country Roads/Heavy Vehicle Safety Productivity Program – secured funding for South Nowra Freight Corridor (Flinders Rd) ($6.35m)
* Restart Illawarra – secured funding to realign intersection of Flinders Rd to Princes Highway ($1.05m)
 | End of Term Report 2016 p. 43 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.0Productivity improvements and cost containment | * Increased funding of asset and infrastructure maintenance and renewal programs. All budgets for the last 3 years have focused on increasing maintenance and reducing spend on new assets, with future plans aiming for the same so Fit for the Future ratios can be met
* New E recruitment system implemented
* Finance software upgraded
* No IT outages that impacted on Council business
* Full Disaster recovery/business continuity IT system backup in place and tested regularly
* New workplace safety system installed
 | End of Term Report 2016 p. 55 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.0Productivity improvements and cost containment | * Full review of payroll service and recommendation to implement a time and attendance system throughout Council
* A number of combined Illawarra Panel Joint Organisation tenders have been completed for services across the Illawarra and Shoalhaven areas resulting in improved pricing for these services
* Engagement of an Investment Advisory firm has resulted in improved returns on Councils investments, with interest rates today being close to those achieved 2 years ago, although interest rates have reduced a number of times in recent years
* Significant savings in expenditure through reduced CPI increases
* Delegation of Authority to the General Manager to approve and execute leases and licences
* In the Records area, registration of incoming correspondence was closely monitored and remained up to date, and the backlog of scanned documents has been significantly reduced.
* Digitisation of some records has commenced which will lead to improved efficiencies in the registration process. Some initial work was commenced on developing web based forms
 | End of Term Report 2016 p. 59 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 4.2Feedback from community | * Look after existing community assets and infrastructure as a priority over building new ones
* Identify in asset and infrastructure maintenance and renewal the most important areas are roads, paths, recreational facilities and buildings
 | End of Term Report 2016 p. 61 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.0Productivity improvements and cost containment | Creation of ‘restricted asset accounts’ to provide monies for the ongoing major maintenance of capital works on assets occupied by community groups  | End of Term Report 2016 p. 64 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.0Productivity improvements and cost containment | As part of the NSW Government reforms Council submitted a comprehensive Fit for the Future submission. This submission was approved and Council was found to be Fit for the Future. A number of key strategies to improve the financial sustainability of Council for the future were outlined within this submission. The key strategies included: * Implement a special rate variation;
* Move cost of providing services to those who use them and to reflect actual costs;
* Staff management improvements;
* Corporate continuous improvement;
* Improve use of technology;
* Introduce zero based budgeting;
* Savings on procurement processes;
* Asset rationalisation and utilisation;
* Improve asset management systems;
* Review input and methodology of Backlog Ratio data;
* Increase maintenance expenditure;
* Continue Transformation Task Force recommendations
 | End of Term Report 2016 p. 68 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 3.1.2Revenues above rate peg | 1. Infrastructure and asset maintenance and renewal especially Shoalhaven’s roads, should be a primary focus. Council will need to increase funding for road and other infrastructure renewal. Some options for improving connectivity for Shoalhaven’s dispersed population may include increased public transport throughout the City (likely to be in partnership with other organisations), better internet broadband to the towns and villages and more cycle ways.  | End of Term Report 2016 p. 70 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 3.2Financial Sustainability | 2 Financial sustainability - The hard decisions associated with addressing rising operating costs that are not matched by income. Continued delivery of capital works and services will require Council to create and get value from its dialogue and partnerships with the community. Acceptable levels of service will need to be determined for Council’s assets and services, with the community’s involvement in setting these levels critical to the effective use of scarce resources. 3. Council rating comparison to other Councils and ability to raise funds to meet infrastructure costs  | End of Term Report 2016 p. 70 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 7.2Continuous improvement | Council will also need to address its own workforce issues as long-term skilled staff retire. The loss of corporate knowledge will need to be managed carefully to minimise any disruption to Council services. With the growing generational differences within the workforce, Council needs to minimise negative impacts and leverage positive aspects of those differences.  | End of Term Report 2016 p. 70 | [http://doc.shoalhaven.nsw.gov.au/ displaydoc.aspx?record= D16/372291](http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=D16/372291) |
|  | 3.1.2Revenues above rate peg | Increasing volunteer numbers | Annual Community Report - Annual Strategic Indicators | https://communityreport2017 .shoalhaven.nsw.gov.au/  |
|  | 3.1.2Revenues above rate peg | Increasing attendances at Arts Centre, Aquatic and leisure centres, Entertainment Centre, Libraries | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Increasing population | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Increasing visitors to the Shoalhaven | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Improve basic services – Waste indicators are worsening | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Increased strain on Council resources – Number of new dwellings – up 17% on last year, more correspondence from community, increased GIPA requests, increased development applications | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Worsening environmental indicators | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.2Financial Sustainability | Infrastructure backlog worsening | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.1.2Revenues above rate peg | Increased growth in the city – Value of residential and non-residential development | Annual Community Report - Annual Strategic Indicators | [https://communityreport2017 .shoalhaven.nsw.gov.au/](https://communityreport2017.shoalhaven.nsw.gov.au/) |
|  | 3.2Financial Sustainability | **Financial sustainability - statement**Council's long-term financial performance and position will be sustainable. Planned long-term service and infrastructure levels should be met without unanticipated increases in rates or disruptive cuts to services.Council’s Core Sustainable Resourcing Principles include:* Program sustainability – Maintaining priority service and infrastructure renewal programs
* Rate predictability – Stability and predictability in the setting of rate revenue
* Inter-generational equity – Sharing fairly the use of resources, and the associated cost burden between current and future users of services and infrastructure
* Meeting growth needs – New revenue attributed to the City’s growth is directed to growth-based services and infrastructure.
 | ISP, Chapter 1: Our Priorities (CSP) – p.9 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199559>  |
|  | 3.1.2Revenues above rate peg | Key Priorities: 2.1 Improve and maintain road and transport infrastructure; 4.1 Deliver reliable services | ISP, Chapter 1: Our Priorities (CSP) – p.13 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199559>  |
|  | 4.1.1Community engagement | Key Priority: Inform and engage with the community about the decisions that affect their lives | ISP, Chapter 1: Our Priorities (CSP) – p.13 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199559>  |
|  | 3.1.2Revenues above rate peg | What’s important to the community:* Improvements to our parks and reserves
* Focus on better sporting facilities
* Better facilities for children and youth
* Provide more dog friendly areas
* Road improvement, including maintenance, renewal and resealing programs
* More paths and better maintenance of the ones we have
* More cycleways and improved road shoulders for cycling
* Protection and restoration of the natural environmental
* Mitigate and adapt to climate change
* Maintain our infrastructure
* Continue to revitalise Shoalhaven’s CBDs
* Invest in tourism
* Continue to improve Nowra CBD
* Help to build sporting facilities that bring growth and jobs to Shoalhaven
* More park bins and improved cleaning in the CBD
 | ISP, Chapter 1: Our Priorities (CSP) – p.14,16,18, 20 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199559>  |
|  | 3.2Financial Sustainability | Measure - Financial sustainability – Fit for the future ratios – Council records | ISP, Chapter 1: Our Priorities (CSP) – p.21 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199559>  |
|  | 3.1.2Revenues above rate peg | **Priority 4.1 Reliable services that meet daily community needs****Why is the priority important?**Council supports the community in many ways such as the provision of sport fields, swimming pools, libraries, waste services, roads, water services, development assessment, ranger services and much more. Our community expects that these services will meet their daily needs provided by Council and other government agencies into the future. **How will we know we are making a difference?*** When the community’s satisfaction with basic council services is improving
* When community expectations about customer service are being met
 | ISP, Chapter 2: DPOP – p.16 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 3.2Financial Sustainability | **4.2 Provide advocacy and transparent leadership through effective government and administration****Why is it important?**All levels of government must provide strong leadership and advocacy for and on behalf of their communities. The community expects government to provide the direction for the future, to act with integrity, manage budgets appropriately, be ethical and responsible within requirements of legislation. Government is expected to employ sound decision making processes and continue to seek ways to support the communities needs.**How will we know we are making a difference?*** When Council’s financial position is ‘Fit for the Future’
 | ISP, Chapter 2: DPOP – p.17 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 3.2Financial Sustainability | **Actions:** 4.2.07.4Manage Council's Investment Portfolio for maximum returns; 4.2.10.2 Continue to improve operating surplus and reduce expenses in Property Services; 4.2.10.3 Improve debtors position across revenue streams in Property Services; 4.2.10.4 Progress the development / disposal of properties within Council's land register within Shoalhaven LGA - to meet the Council's and community's needs. | ISP, Chapter 2: DPOP – p.20 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 7.0Productivity improvements and cost containment | **Actions:** 4.2.07.5Continue to focus on operating efficiencies, cost and redtape reductions as part of the annual budget cycle; 4.2.08.1 Provide effective project support and initiate business improvement across the organization; 4.2.13.1 Complete actions within Asset Improvement Plan | ISP, Chapter 2: DPOP – p.20 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 5.3Addressing hardship | **Action:** 4.2.07.6 Sustain support for ratepayers suffering hardship | ISP, Chapter 2: DPOP – p.20 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 4.1.1Community engagement | **4.3** Inform and engage with the community about the decisions that affect their lives**Why is it important?**All levels of government must engage with and inform our community about the decisions that are being made. Engagement and consultation is legislated within the IP&R framework, planning legislation and many other aspects of Councils business. It is an essential component to most Council projects and enables our community to provide us with their needs and wants so that Council can better meet community expectations.  | ISP, Chapter 2: DPOP – p.21 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
|  | 4.1.1Community engagement | 4.3.01.1 Review and enhance Councils community engagement policy, communication strategy and engagement plans; 4.3.02.2 Engage and partner with whole of Council to ensure Council business best reflects community needs, strengths and opportunities | ISP, Chapter 2: DPOP – p.21 | <http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=d17/199749>  |
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