EXTRAORDINARY MEETING OF COUNCIL

To be held at 5:00 PM on

Wednesday 27 May 2026

Council Chambers

11 Manning Street, KIAMA NSW 2533

Order of Business

1 Opening of Meeting
2 Webcasting Statement
3 Acknowledgement of Country
4 Statement of Ethical Obligations
5 Apologies
6 Disclosure of Interest
7 Report of the Chief Executive Officer
8 Closure

Members

Mayor
Councillor C McDonald
Deputy Mayor
Councillor M Matters
Councillor M Brown
Councillor M Cains
Councillor I Draisma
Councillor S Larkins
Councillor M Lawton
Councillor Y Tatrai
Councillor E Warren

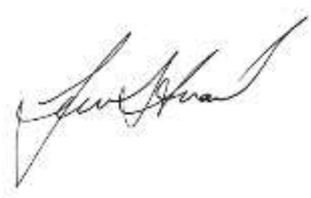
22 May 2026

To the Chairman and Councillors:

NOTICE OF EXTRAORDINARY MEETING

You are respectfully requested to attend an **Extraordinary Meeting** of the Council of Kiama, to be held in the **Council Chambers, 11 Manning Street, KIAMA NSW 2533** on **Wednesday 27 May 2026** commencing at **5:00 PM** for the consideration of the undermentioned business.

Yours faithfully



Jane Stroud
Chief Executive Officer

TABLE OF CONTENTS

AGENDA FOR THE
EXTRAORDINARY MEETING OF KIAMA MUNICIPAL COUNCIL
HELD ON WEDNESDAY 27 MAY 2026 AT 5PM

1 OPENING OF MEETING

2 WEBCASTING STATEMENT

This meeting is being recorded and made publicly available on the Council website and persons attending the meeting should refrain from making any defamatory statements.

3 ACKNOWLEDGEMENT OF COUNTRY

Kiama Municipal Council acknowledges the Traditional Custodians of Dharawal Country, the Wodi Wodi people and recognises their continued connection to the land. We pay our respects to elders past, present and emerging and the contribution that they make to our community.

4 STATEMENT OF ETHICAL OBLIGATIONS

Councillors are reminded of their oaths or affirmations of office under section 233A of the Act and their obligations under the Code of Conduct to disclose and appropriately manage any conflicts of interest.

5 APOLOGIES

6 DISCLOSURE OF INTEREST

7 REPORT OF THE CHIEF EXECUTIVE OFFICER

7.1 Receipt of unsigned Performance Improvement Order Variation

CSP Objective: Outcome 4.2: Our governance is transparent and trusted, supported by the right structures, technology and processes to effectively serve the community.

CSP Strategy: 4.2.2 Communicate transparently to inform, build trust and respect.

Delivery Program: 4.2.2.4 Effectively communicate the projects, plans, actions and outcomes of Council (and relevant government departments) to inform our community in a timely and accessible way.

Summary

Kiama Municipal Council was issued with a Performance Improvement Order (PIO) under section 438A of the *Local Government Act 1993* on 8 November 2022, by the then Minister for Local Government, the Hon. Wendy Tuckerman MP. The period of compliance with that order finished on 30 June 2023.

With the change of NSW Government, the new Minister for Local Government, the Hon. Ron Hoenig MP, undertook a review of Council’s compliance reports and at the Minister’s request Mr John Rayner was appointed to undertake a further review. Based on the findings of the Rayner report, the Minister determined to issue Council with a Notice of Intention to vary a Performance Improvement Order on 30 January 2024, with the final Varied PIO being issued 23 May 2024. The period of compliance with this order is due to finish on 30 June 2026.

On 13 May 2026, Council received by way of service a notice of intention to vary performance improvement order to Kiama Council:

1. Letter to Mayor Cameron McDonald and General Manager Ms Jane Stroud signed by the Minister for Local Government, the Hon. Ron Hoenig MP.
2. Variation of Performance Improvement Order signed by the Minister for Local Government, the Hon. Ron Hoenig MP.

Financial implication

Some of the work required to be undertaken has been included in the draft 2025-26FY budget, there are some new actions without costs associated with completing the activities.

Risk implication

There is a risk that if Council does not comply with the PIO and improve its operating position that further Ministerial interventions will be imposed. The varied PIO makes note of a potential financial controller as the next intervention possible. Continuing to fail to meet Office of Local Government benchmarks for financial sustainability (performance ratios) is not an acceptable outcome.

Policy

Local Government Act 1993

Item 7.1

Consultation (internal)

Councillors and staff have been informed of the proposed intention to vary the PIO via communications on 14 May 2026.

Communication/Community engagement

Council will consider the proposed PIO and make submissions within the 14-day period. Once confirmed this will be made available for the community.

Council has advised the general community that it has received the enclosed correspondence.

Attachments

1 Letter from the Hon. Ron Hoenig MP - Variation to Performance Improvement Order - 13 May 2026- redacted⇩

2 Unsigned Variation to Performance Improvement Order⇩

Enclosures
Nil

RECOMMENDATION

That Council:

1. Note the correspondence dated 13 May 2026 from the Minister for Local Government, the Hon Ron Hoenig MP outlining his proposed intention to vary the Performance Improvement Order under section 438A(6A) of the *Local Government Act 1993* (NSW).
2. Delegate to the Chief Executive Officer to:
   a. Thank the Minister for Local Government for outlining that a variation to the current Performance Improvement Order is appropriate to ensure that the Order remains effective, targeted and responsive to Council's current circumstances,
   b. Thank the Minister for Local Government for providing Council with the opportunity to respond in an appropriate manner.
   c. Provide the Minister for Local Government with the feedback contained within this report by 28 May 2026.

Background

Kiama Municipal Council was issued with a Performance Improvement Order (PIO) under section 438A of the *Local Government Act 1993* on 8 November 2022, by the then Minister for Local Government, the Hon. Wendy Tuckerman MP. The period of compliance with that order finished on 30 June 2023.

With the change of NSW Government, the new Minister for Local Government, the Hon. Ron Hoenig MP, undertook a review of Council's compliance reports and at the Minister's request Mr John Rayner was appointed to undertake a further review. Based on the findings of the Rayner report, the Minister determined to issue Council with a Notice of Intention to vary a Performance Improvement Order on 30 January 2024, with the final Varied PIO being issued 23 May 2024. The period of compliance with this order is due to finish on 30 June 2026.

On 14 May 2026, Council received the following by way of service a notice of intention to vary performance improvement order to Kiama Council:

1 Letter to Mayor Cameron McDonald and General Manager Ms Jane Stroud signed by the Minister for Local Government, the Hon. Ron Hoenig MP (dated 13 May 2026).

2 Variation of Performance Improvement Order signed by the Minister for Local Government, the Hon. Ron Hoenig MP.

The terms of the proposed Variation of Performance Improvement Order (section 438C(2A)(a)).

The terms of the proposed PIO are attached for reference, the proposed variation would, among other things, require Council to:

1. Adopt a financially sustainable budget pathway by specified dates, incorporating a one-year extension to the need to achieve a balanced budget.
2. Sequence budget repair measures before higher-impact staffing, asset sales and outsourcing measures are considered.
3. Prepare a strategic business case for Blue Haven Terralong Village.
4. Review strategic assets and revenue opportunities.
5. Strengthen reporting requirement to the Office of Local Government.
6. Not outsource its domestic waste management service.
7. Complete additional governance and financial management actions within specified timeframes.

In his 13 May 2026 correspondence, Minister Hoenig acknowledges that Council has made progress under the current PIO, including improved financial reporting, progress under its Strategic Finance and Governance Improvement Plan and the completion of the Blue Haven Bonaira transaction.

The Minister further acknowledges that Council has rightly sought to achieve a balanced budget in its draft 2026-27 budget, as required by the current PIO, however, has raised concerns with proposed service level reductions given the impact that they will likely have on the Kiama community. This acknowledgment by the Minister is appreciated and reflects the long, and often difficult journey that Council and the community have been on to balance the budget.

Actions that may be taken if a performance improvement order is not complied with

The terms of the proposed PIO outline that the NSW Government may take the following actions if the proposed variation to the PIO is not complied with:

1. Varying the PIO or issuing a further PIO.
2. Appointing a Financial Controller under section 438HB of the Act.

3. Temporarily suspending the council and installing an interim administrator under chapter 13, part 7 (sections 438I and 438M) of the Act.

Submissions to the Minister

Council is invited to make submissions in respect of the proposed PIO. These submissions must be provided to the Minister no later than 14 days upon which the notice was served on it (i.e. by 28 May 2026).

The proposed variation to the PIO does seek to provide Council with more time to make appropriate budget reductions and investigate opportunities to increase revenue. However, Council do have some concerns with the content of the proposed variation to the PIO, namely:

1. The Office of Local Government's continued desire to exclude capital grants and contributions from Operation Performance Ratio is at odds with the NSW Auditor-General's position to include capital grants in determining a Council's operating performance being either in surplus or loss. The Auditor-General's report to NSW Parliament in January 2026 noted seventeen (17) councils recorded an operating loss in FY2025 but this includes capital grants; if capital grants are excluded then this would show approximately 71% or 90 councils across NSW reporting an operating loss (being an increase from 52% in 2024). It is respectfully requested that Point 2 of Part A be updated to ensure that capital grants and contributions are included in determining Operation Performance Ratios.
2. Variation to the PIO requires various updates to Council's adopted Strategic Finance & Governance Improvement Plan within 60, 90 and 120 days of the variation being issued. Staff have reviewed the required changes and respectfully request that all updates be delivered within 90 days of the variation being issued. This will reduce the need for the Plan being reported to Council every two months for re-adoption.
3. Under Schedule 2, Part A, of the proposed variation to the PIO, there appears to be inconsistencies between Points 3 and 4. Point 3 flags that the Finance & Governance Improvement Plan is to include a strategy to increase externally unrestricted cash balances to a sufficient level to reduce reliance on <u>unplanned</u> asset sales. This differs from Point 4 which instructs Council to break the practice of adopting deficit operating budgets without relying on property sales. Planned property acquisitions and divestments remain a crucial component of Council's plan for short term liquidity and overall financial sustainability. It is requested that Point 4 of the proposed variation to the PIO be updated to also refer to unplanned asset sales.
4. Under Schedule 2, Part A, Point 5 of the proposed variation to the PIO, it implies that of the measures described in Council's Extraordinary 7 April 2026 business papers the 'greatest efficiency impact' measures are the Level 3 measures.

   It is acknowledged that this is correct in terms of staff numbers (i.e. Level 2 suggested 5% FTE reduction and Level 3 suggested 9% FTE reduction).

   However, the Level 2 measures would not only have the greatest impact in terms of budget implications (i.e. Level 2 suggested $2.7M budget reduction and Level 3 suggested $1.8M budget reduction) but also the greatest impact on the community given the inclusion of ceasing community services, reducing visitor and tourism services, and reducing Library and Leisure Centre operating hours.

The organisation is at a critical point in its post-Blue Haven Bonaira journey, and it is currently reviewing resources and services in our corporate support functions to right-size the organisation structure and better align the purpose of the organisation to typical municipal services. This will form part of the Level 3 staffing establishment initiatives.

Any proposed variation to the PIO should seek to focus Council on reviewing its organisational structure to identify opportunities of reducing duplication and realising efficiencies. This is the intent of the Level 3 measures.

Clarity should also be provided on what constitutes ‘feasible’ in terms of implementing potential savings initiatives. Council values its community service programs and support of visitor and historical centres and understands that staffing reductions may place pressure on systems and processes designed to support governance, compliance and customer service. Revenue growth is clearly Council’s preference, but additional revenue measures cannot be implemented in the short timeframe imposed by the PIO, so cost saving initiatives will need to remain the short-term focus unless a longer timeframe is provided.

5. Council has recently adopted a Strategic Asset Recycling Strategy. This Strategy would form the basis of the Strategic Asset Review required by point 10 of Schedule 2, Part B of the proposed variation to the PIO. It is Council’s position that a review of the Strategy would necessitate the need for public exhibition. It is therefore respectfully requested that Point 10 be updated to reflect the structure and timeframes of Point 6.

6. Under Schedule 2, Part D, point 11 of the proposed variation to the PIO, the prohibition of outsourcing of domestic waste services for the duration of the variation order will contradict existing waste services contracts currently in place. Council does not operate its own landfill site and relies on the transportation and of all its waste materials to external disposal sites under negotiated contracts. This prohibition will also limit Kiama Council’s ability to collaborate with other councils in the region on waste service and reduction initiatives. If the intent of the variation to the PIO is related to Council’s current internal waste collection, it is respectfully requested that the wording “*domestic waste management service*” be amended to “*domestic waste collection service*” throughout the PIO documents.

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

NSW GOVERNMENT

Our Ref: A1004824

His Worship the Mayor
Cr Cameron McDonald
Kiama Municipal Council
PO Box 75
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cameron.mcdonald@kiama.nsw.gov.au

Ms Jane Stroud
General Manager
Kiama Municipal Council
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NOTICE OF INTENTION TO VARY PERFORMANCE IMPROVEMENT ORDER TO KIAMA MUNICIPAL COUNCIL UNDER SECTION 438A(6A) OF THE LOCAL GOVERNMENT ACT 1993

Dear Cr McDonald and Ms Stroud,

In accordance with section 438C(1) of the *Local Government Act 1993* (the Act), I hereby give notice of my intention to vary the Performance Improvement Order dated 8 November 2022 issued to Kiama Municipal Council as varied by the Performance Improvement Order Variation dated 23 May 2024 (collectively the 'Current PIO'). The proposed variation is made pursuant to section 438A(6A) of the Act.

I have formed the preliminary view that a variation to the Current PIO is appropriate to ensure the order remains effective, targeted and responsive to Council's current circumstances.

In considering whether to vary the Current PIO, I have had regard to the criteria prescribed by clause 413D of the Local Government (General) Regulation 2021.

Reasons I propose to vary the Current PIO (section 438C(2A)(b))

1. Council has made progress under the Current PIO, including improved financial reporting, progress under the Finance and Governance Improvement Plan, and completion of the Blue Haven Bonaira transaction.
2. Notwithstanding that progress, significant financial sustainability risks remain, including forecast operating deficits absent corrective action, pressure on unrestricted cash reserves, and the need to structurally align recurring income with recurring expenditure.
3. Council continues to face material asset management and fire safety liabilities associated with Blue Haven Terralong Village, requiring strategic resolution.
4. Updated financial circumstances indicate the need for revised milestones, strengthened reporting requirements and targeted actions to support the next phase of Council's improvement program, including revenue options.
5. Council has rightly sought to achieve a balanced budget by 2026/2027 as required by the Current PIO, but has not fully considered all revenue, Council operating

expenses and asset strategies, while looking for service level reductions and potential outsourcing as budget strategies.

6. The contemplation of outsourcing of Council's domestic waste management service will not achieve the level of savings that justify the loss of the long term value of the service.
7. A variation of the Current PIO is considered a proportionate response, and one that recognises the progress made by Council while maintaining appropriate ministerial oversight and accountability.

The terms of the proposed Performance Improvement Order (section 438C(2A)(a))
The terms of the proposed variation are enclosed in the *draft* Variation Performance Improvement Order.

The proposed variation would, among other things, require Council to:

1. adopt a financially sustainable budget pathway by specified dates, incorporating a one year extension to the need to achieve a balanced budget
2. sequence budget repair measures before higher-impact staffing, asset sales and outsourcing measures are considered
3. prepare a strategic business case for Blue Haven Terralong Village
4. review strategic assets and revenue opportunities
5. strengthen reporting requirements to the Office of Local Government
6. not outsource its domestic waste management service
7. complete additional governance and financial management actions within specified timeframes.

Except as expressly varied, all requirements of the Current PIO would remain in force to the extent applicable and operative, including Part C of the Current PIO.

Actions that may be taken by if a Performance Improvement Order is not complied with
If a PIO is not complied with, I may consider:

1. varying the PIO or issuing a further PIO
2. appointing a Financial Controller under section 438HB of the Act
3. temporarily suspending the Council and installing an interim administrator under Chapter 13, Part 7 (Sections 438I and 438M) of the Act

Invitation to make submissions to me regarding the proposed Performance Improvement Order (section 438C(3) and (4) of the Act)
I invite Council to make submissions in respect of the proposed PIO. If you identify difficulties in the reporting timeframes specific in the proposed PIO, please address these in your submissions. Should Council choose to make submissions, they must be provided to me no later than 14 days from the date upon which this notice is served on it.

I will consider all relevant submissions made to me by Council during this period before deciding whether to issue the proposed PIO or make any changes to the terms of the proposed PIO.

It is recommended that Council tables this notice at an open Council meeting and provides its submissions by way of resolution.

Signed on this 13th day of May 2026

Yours sincerely

[redacted]

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

Encl: Draft Variation of Performance Improvement Order

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

02 7225 6150
nsw.gov.au/ministerhoenig

Variation of Performance Improvement Order made to Kiama Municipal Council

under section 438A(6A) of the *Local Government Act 1993 (NSW)*

I, the Honourable Ron Hoenig MP, Minister for Local Government, vary the Performance Improvement Order dated 8 November 2022 issued to Kiama Municipal Council as varied by the Performance Improvement Order Variation dated 23 May 2024, under section 438A(6A) of the *Local Government Act 1993* in accordance with the terms set out in this Order (Variation Order).

This Variation Order takes effect upon service of this Variation Order on the Kiama Municipal Council.

Dated this day of 2026

The Hon. Ron Hoenig, MP
Minister for Local Government

Schedule 1 – Reasons to vary Order (section 438A(3)(a))

I, the Minister for Local Government, specify the reasons why this Variation Order has been issued:

1. While Kiama Municipal Council (Council) has made some progress under the Performance Improvement Order dated 8 November 2022 as varied by the Performance Improvement Order Variation dated 23 May 2024, further action is required to improve and secure the Council's long-term financial sustainability and operational performance.

2. The Council has demonstrated improvements in a number of areas, including:
   (a) improved timeliness and quality of financial reporting;
   (b) completion of the transfer of Blue Haven Bonaira; and
   (c) progress against several actions under the Finance and Governance Improvement Plan.

3. Despite these improvements, the Council continues to face significant financial and operational challenges, including:
   (a) forecast operating deficits in the absence of corrective action;
   (b) limited unrestricted cash reserves;
   (c) the need to align recurring income with recurring expenditure;
   (d) unresolved asset management and fire safety liabilities associated with Blue Haven Terralong Village;
   (e) the need to prioritise budget repair measures in an orderly and sustainable manner; and
   (f) the need for continued monitoring of savings initiatives, service reviews and overall financial performance.

4. Given the ongoing financial and operational risks facing the Council, it is necessary that variations are made to the required actions to ensure that these risks are appropriately managed and addressed.

5. This Variation Order is necessary to promote sound financial management, strengthen governance, and provide the community with confidence that the Council is taking effective and sustained action to restore and maintain its financial sustainability and operational performance.

6. Through this further round of improvements the Council will be able to demonstrate that it can function without the need for a Financial Controller. However, should Council be unable to meet the expectations of the Variation Order, including the need to seek a further extension to manage financial sustainability, a Financial Controller will be one of the options to be considered by the Minister.

7. Council's contemplation of the outsourcing of domestic waste services to create a relatively minor amount of savings do not justify the long term loss of value to the Kiama community if the service is outsourced.

Schedule 2 – Variation to Actions Required to Improve Performance

The Performance Improvement Order dated 8 November 2022 as varied by the Performance Improvement Order Variation dated 23 May 2024 is varied as follows:

[1] Schedule 2 - Omit Schedule 2, Parts A and B in the PIO Variation dated 23 May 2024.

Insert instead:

Schedule 2 – Action required to improve performance – section 438A(3)(b)

1. I require the Council to:
   (a) under section 438A of the Act, undertake the actions in Schedule 2, Part A, B and D within the timeframes specified to improve the performance of the Council; and
   (b) under section 438F, provide written compliance reports within the timeframe specified in Schedule 2, Part D, clause 13.

Part A – Council's Financial Management

2. By 30 June 2027, Council must adopt an operational plan and annual budget for FY2027/28 that demonstrates an operating position at or above break even before capital grants and contributions and excludes reliance on proceeds from asset sales.

3. Within 60 days from commencement of this Variation Order, Council must update the Finance and Governance Improvement Plan to include a strategy to increase cash balances, that are externally unrestricted, to a level sufficient to:
   (a) maintain liquidity for ordinary operations;
   (b) manage reasonably foreseeable unplanned expenditure; and
   (c) reduce reliance on unplanned asset sales or short term borrowing.

   The strategy must include:
   (d) annual unrestricted cash balance targets for FY2026/27 and FY2027/28;
   (e) actions to achieve those targets; and
   (f) quarterly monitoring and reporting against those targets.

4. Within 120 days from commencement of this Variation Order, Council must update the Finance and Governance Improvement Plan to set out the actions it will take over the next two budgets (FY 2026/27 and FY 2027/28) to break the practice of adopting deficit operating budgets without relying on property sales.

5. Council must implement a staged budget improvement program that prioritises lower impact efficiency measures and discretionary savings to address the $7 million gap in expenditure and revenue before Level 3 staffing restructure measures identified in the 7 April 2026 Business Papers are considered. For that purpose, Council must:
   (a) before 30 June 2027, provide evidence of implementation of all feasible Level 1 Budget Control Improvement measures identified in Council's business papers dated 7 April 2026 (Business Papers);
   (b) before 30 June 2027, provide evidence of implementation of all feasible Level 2 Discretionary Services measures identified in the Business Papers, subject to any required consultation processes;
   (c) before 30 June 2027 provide the Office of Local Government a report on the savings being implemented under paragraphs (a) and (b), including realised recurrent savings, one off savings and any savings not achieved; and

(d) not implement Level 3 staffing restructure measures identified in the Business Papers, including the removal of occupied positions from the organisational structure or involuntary redundancies, until at least 60 days after:
   i. the report required under paragraph (c) has been provided to the Office of Local Government; and
   ii. the Council has provided written notice to the Office of Local Government of its intention to implement Level 3 staffing restructure measures identified in the Business Papers, including consideration of the following matters:
      (a) the business rationale;
      (b) estimated savings;
      (c) consultation undertaken;
      (d) legal and industrial risk assessment; and
      (e) alternatives considered to achieve savings without Level 3 staffing restructure measures, including natural attrition, redeployment and management of vacant positions.

6. Revenue Improvement Strategy
   (a) Within 90 days from commencement of this Variation Order, Council must prepare and place on public exhibition, a draft Revenue Improvement Strategy identifying lawful recurring revenue opportunities including fees, charges, commercial returns, grants optimisation and any special variation or rate review options.
   (b) Within 120 days from commencement of this Variation Order, Council must take into account any submissions made and adopt the final Revenue Improvement Strategy.

7. Within 60 days from commencement of this Variation Order, Council must update the Finance and Governance Improvement Plan to include:
   (a) all remaining actions outstanding under the Order;
   (b) responsible officers;
   (c) milestone dates;
   (d) quarterly status indicators; and
   (e) forecast financial benefit, where relevant.

Part B – Blue Haven Terralong Village and strategic assets

8. Within 90 days from commencement of this Variation Order, Council must prepare and provide to the Office of Local Government, at the time it is presented to councillors, the outline and timeframe for preparation of an independent business case for the future of Blue Haven Terralong Village identifying the most sustainable long term operating model addressing:
   (a) retention of the facility as an ongoing concern, including a defined funding plan,
   (b) lease, partnership or joint venture options,
   (c) whether divestment or disposal options are appropriate,
   (d) capital upgrade costs,
   (e) fire safety compliance requirements,
   (f) projected financial impacts over 10 years,
   (g) risks associated with each option, and
   (h) a recommended preferred option and implementation pathway.

9. Within 60 days from commencement of this Variation Order, Council must prepare a funded works program to address all critical fire safety compliance issues at Blue Haven Terralong Village and commence implementation immediately thereafter.

10. Within 90 days from commencement of this Variation Order, Council must provide Office of Local Government with a Strategic Asset Review identifying:

(a) all non core property holdings;
(b) estimated market value;
(c) holding costs;
(d) redevelopment or disposal constraints; and
(e) recommended actions and indicative timeframes.

[2] Schedule 2 - Insert new part D after "Part C – Council's Financial Accounting and Management Systems" of the PIO Variation dated 23 May 2024 as follows:

Part D – Governance, organisational efficiency and reporting

11. The outsourcing of domestic waste services is prohibited throughout the duration of the Variation Order.

12. From the commencement of this Variation Order, Council must provide monthly reports to the Office of Local Government within 15 days of the end of each month setting out:
    (a) cash, investments and reserves including restricted external, restricted internal and unrestricted balances,
    (b) year to date operating result compared with budget,
    (c) original annual budget compared with projected year end result,
    (d) progress on savings initiatives, and
    (e) any emerging financial risks.

13. From commencement of this Variation Order, Council must provide quarterly reports within 15 days after the end of each quarter (being 30 September, 31 December, 31 March and 31 June) on the status of implementation of all actions in this Order, including completed actions, actions in progress, overdue actions, delays together with applicable reasons, risks and corrective actions.

Note - For the avoidance of doubt, all other provisions, including remain unchanged and continue in full force and effect to the extent they remain applicable and operative.

Note - A reference to a 'day' in this Variation Order is to a calendar day.

8 CLOSURE