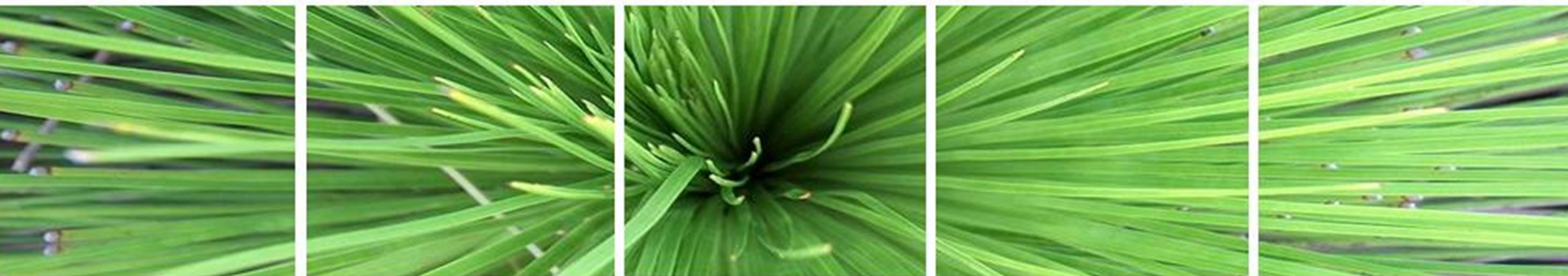




Shoalhaven City Council

Sustainability Action Plan

2011/2012 – 2015/2016



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Introduction

Council's vision, as set out in the Community Strategic Plan (CSP) "Shoalhaven 2020", is:

"We will work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle."

"Shoalhaven Environments", Key Result Area 2 of the CSP, focuses on enhancing, managing and maintaining Shoalhaven's distinct and exceptional natural environment by supporting biodiversity, planning for future impacts of climate change and population expansion, and pursuing innovative and ecologically sustainable policies and approaches to development and community living.

This Sustainability Action Plan primarily supports and informs this direction, as well as more specific elements of the other CSP Key Result Areas, being *Shoalhaven Communities*, *Shoalhaven Economy* and *Shoalhaven Leadership*. This Plan also addresses more specific elements of Council's *Delivery Program and Operational Plan*, which have been used to assist in providing strategic directions.

Need for a Sustainability Action Plan

The Sustainability Action Plan identifies the future direction for a range of sustainability goal areas, adopting the framework of the NSW State Government's Waste and Sustainability Improvement Payments (WaSIP) Program. WaSIP provides funding for a range of sustainability projects and actions, including annually defined "standards" to be met before payments can be made. This Sustainability Action Plan fulfils one of the WaSIP standards.

Importantly, this plan provides a central point for co-ordination of Council's current and future sustainability programs, ensuring an effective mechanism to prioritise, seek and allocate funding and other resources towards existing and

future sustainability initiatives. Each sustainability goal area therefore provides a range of actions that may be directly related to WaSIP and/or to other funding streams.

Integrated Planning and Reporting Framework

The Strategic Directions and Actions in the Sustainability Action Plan will act as a corporate reference point for preparation of Council's annual Delivery Program and Operational Plan. As such, they will also be subject to Council's resourcing and budget processes / considerations each financial year.

Figure 1 provides a description of how the Sustainability Action Plan relates to Council's Integrated Planning and Reporting Framework and the WaSIP program.



Figure 1: Sustainability Action Plan and Integrated Planning Framework

Council Leadership

The Sustainability Action Plan provides the basis for sustainability improvements across Council's operations and activities. Each goal area of the Plan includes proposed actions for Council to demonstrate a leadership role on behalf of the Shoalhaven community, consistent with the core elements of the Community Strategic Plan, which identifies Council leadership as a Key Result Area – *Shoalhaven Leadership* (see Objective 4.4 and Strategy 4.4.3).

Sustainability Action Plan Format

This document is laid out in seven primary sections that deal with the sustainability goal areas identified under the WaSIP Program. These are:

- | | |
|-------------------|---------------------------|
| 1. Climate Change | 5. Energy |
| 2. Biodiversity | 6. Transport |
| 3. Waste | 7. Sustainable Purchasing |
| 4. Water | |

Within each section is the core "Goal" and "Strategic Directions" relevant to each area, which have a direct relationship to Council's CSP and the Delivery Program and Operational Plan. Overall "Measures" are also provided, generally being based on those indicators identified in the Community Strategic Plan. Deliverable projects are identified in "Action Tables", which describe the projects to be delivered within each of the sustainability goal areas, aligned to the relevant Strategic Directions.

Reading the Actions Tables

The action tables are laid out in seven columns as follows:

Initiative Title: Is the generic name for the action

Short description: Provides a snapshot of what the action is and why it is needed

Target/outcome: Identifies the desired outcomes of the action

Measures: Provides an actual measurable to be used to judge the success of the action

Cost (Funding Source): Identifies an indicative cost and likely funding source as follows – Indicative costs: \$ = Low cost (\$0-\$20,000)

\$\$ = Medium cost (\$20,000-\$50,000)

\$\$\$ = High cost (\$50,000 +)

Further details of costs and funding source would be further determined during more detailed planning and implementation.

Priority/Status (Timing): Identifies the priority if the project is yet to commence, or current status if the action has already commenced, and the timing of the project in terms of financial year. Multi-year projects are referred to as "ongoing", and are annotated with the length of the project and years of proposed implementation. Priorities are identified as follows:

Short-term = 2011/2012 or 2012/2013 financial years

Medium-term = 2013/2014 or 2014/2015 financial years

Long-term = 2015/2016 financial year

It is noted that this is a five year plan to align with the WaSIP program.

Responsible Group: Refers to the responsible Group within Council being – SPI (Strategic Planning and Infrastructure), AGM (Assistant General Manager's Group), DES (Development and Environmental Services), F&CS (Finance and Corporate Services), CS&O (City Services and Operations) and SW (Shoalhaven Water)

Sustainability Action Plan Reviews

The Sustainability Action Plan is a five year plan. Over this period this document will need to be reviewed and updated as overarching and strategic projects provide for more detailed implementation actions. It is proposed that the document therefore undergo a major review prior to the 2014/2015 financial year.

1. Climate Change

The Community Strategic Plan recognises climate change through Key Result Area 2 – *Shoalhaven Environments*. This area of the CSP focuses on enhancing, managing and maintaining Shoalhaven’s distinct and exceptional natural environment by planning for the future impacts of climate change, and by pursuing innovative and ecologically sustainable policies and approaches to development and community living. Climate change is defined as being a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods¹.

1.1 Goal

To reduce global warming impacts and increase our ability to adapt to the effects and impacts of climate change (CSP Objective 2.3)

1.2 Strategic Directions

Based on Council’s Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- Develop policies that consider climate change in strategic and development planning
- Recognise the increased risks associated with climate change and integrate these into Council’s activities
- Reduce Council’s contribution to climate change through responsible carbon management
- Inform and educate the community about climate change and mitigation / adaptation options

¹ United Nations Framework Convention on Climate Change (Bali) Definition

1.3 Measures

The primary overall measure for Council in respect of climate change is Council’s greenhouse gas emissions. This measure is also a measure under Key Result Area 2 – *Shoalhaven Environments* within Council’s Community Strategic Plan. Other indicators are identified to measure specific Council actions (see below).

1.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for climate change are provided in Table 1 overleaf.

Table 1: Climate Change Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Overarching Actions</i>						
Sustainability Action Plan Preparation (WaSIP Requirement)	Council to develop a Sustainability Action Plan which includes measurable actions and targets to improve Council's and the LGA's environmental bottom line	Sustainability Action Plan completed	Sustainability Action Plan adopted	\$ (WaSIP)	Complete	SPI
Sustainable Events Policy (WaSIP Requirement)	Adopt by 30 June 2011 a Sustainable Events Policy	Sustainable Events Policy completed	Sustainable Events Policy adopted	\$ (WaSIP)	Complete	AGM
Climate Change Risk Assessment (Future Requirement)	Requirement to undertake a climate change risk assessment for council was completed and adopted in 2010	Climate Change Risk Assessment completed	Climate Change Risk Assessment adopted	\$\$ (General Revenue)	Complete	SPI
Climate Change Adaptation Plan (Future Requirement)	By 2012/2013, prepare a climate change adaptation plan including actions for implementation to moderate harm or harness benefits	Climate Change Adaptation Plan completed	Climate Change Adaptation Plan adopted	\$\$ (In conjunction with Risk Assessment)	Complete	SPI
WaSIP / Climate Change Program Co-ordination	Provision of program co-ordination, project management resourcing and responsibility for the implementation of WaSIP projects and other Climate Change related initiatives of Council	Implementation of all funded WaSIP Projects	Proportion of Projects Completed	\$\$\$ (WaSIP)	Ongoing (5 years 2011/2012 to 2015/2016)	SPI
Sustainability Action Plan Reporting (WaSIP Requirement)	Commence reporting on sustainability performance from Council's Sustainability Action Plan in Council's Annual Report, commencing from the 2011-2012 Report	Actions implemented and measures monitored/ recorded	Sustainability Action Plan performance reported	\$ (In conjunction with corporate reporting)	Ongoing (5 years 2011/2012 to 2015/2016)	SPI

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Staff Sustainability Training	General training of Council staff in sustainability and climate change matters as required	Relevant staff kept up-to-date with legislation and best practice	Training events undertaken	\$ (General Revenue)	Ongoing	SPI
Nowra Food Strategy Community Garden Project	Prepare a food strategy and associated community garden project on central flood prone lands to educate and engage in key food and biodiversity issues as per the Nowra CBD Masterplan recommendations	Food Strategy complete	Food Strategy adopted	\$\$ strategy	Short-term (2013/2014)	SPI
		Increased local food production and decreased food miles	Community participation numbers	\$\$ community garden (WaSIP)		
Strategic Direction: Develop policies that consider climate change in strategic and development planning						
DCP 118 – Areas of Coastal Management	DCP to provide development controls that integrate coastal hazard, climate change and sea level rise constraints and opportunities	DCP 118 completed	DCP 118 adopted	\$ (General Revenue)	Commenced	DES & SPI
Nowra Smart Buildings Strategy	Prepare a Smart Buildings Strategy to examine opportunities for increased building sustainability including a cost-benefit analysis of proposed measures in accordance with the recommendations of the Nowra CBD Masterplan	Smart Building Strategy completed	Smart Buildings Strategy adopted	\$\$ (WaSIP)	Short-term (2013/2014)	SPI

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Recognise the increased risks associated with climate change and consider these in Council's activities</i>						
Flood Risk Safety Works	Undertake a review of floodway infrastructure (drains/culverts) to identify and implement any safety works required in accordance with Climate Change Risk Assessment	Increased measures provided in identified locations	Proportion of review findings implemented	\$ (WaSIP)	Medium-term (2013/2014)	CS&O
Climate Change Adaptation Funding Policy	Develop a policy direction for the implementation of funding streams (Council and other) to address required flood and coastal protection works associated with Climate Change	Policy completed	Policy adopted	\$ (WaSIP)	Short-term (2011/2012)	SPI
Village Level Flood Risk Program Pilot Project	Undertake detailed 'village' flood risk management plans to identify opportunities and risks at a detailed level for the Shoalhaven's coastal communities. Undertake initial pilot project for the Greenwell Point area	Greenwell Point Flood Risk Project completed	Pilot project findings adopted	\$\$ (General Revenue / Flood Management Grant)	Short-term (2012/2013)	SPI
Climate Change Induced Loss of Biodiversity Study	Undertake a study to investigate the biodiversity impacts resulting from sea level rise and incremental impacts on foreshore and dune systems	Study completed	Study findings adopted	\$ (WaSIP)	Medium-term (2014/2015)	SPI
Sea Level Rise Rolling Easement Study	Undertake a feasibility investigation, including policy and legal basis, for the introduction of rolling easements to protect foreshore areas subject to climate change risk	Study completed	Study findings adopted	\$ (WaSIP)	Long-term (2015/2016)	SPI

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Reduce Council's contribution to climate change through responsible carbon management²</i>						
Corporate Carbon Framework Development	Development and implementation of a corporate framework for the audit, reduction and reporting of carbon emissions through a "whole-of-Council" framework	Framework established	Framework implemented Corporate reporting commenced	\$ Framework Development \$ per annum reporting (WaSIP)	Short-term (2012/2013) Ongoing (3 years 2013/2014 to 2015/2016)	AGM
<i>Strategic Direction: Inform and educate the community about climate change and the associated risks in the Shoalhaven</i>						
Sustainability Report Card snapshots	Produce third annual sustainability or footprint report. This is an extension of Councils obligations under the SOE report. This allows a plain English snap shot of key environmental indicators to be available for the community	Increased community understanding of sustainability works	Number of report card "hits"	\$ per annum (WaSIP)	Ongoing (5 years 2011/2012 to 2015/2016)	DES
Flood Event Education Program	In accordance with Council's Climate Change Adaptation Report, prepare a program to address education and safety measures relating to potential flood areas	Increased community understanding of flood event risks/procedures	Program participant numbers	\$ per annum (WaSIP)	Ongoing (3 years 2012/2013 to 2014/2015)	SPI

² Note: Fuel use and energy reduction projects are identified in "Energy" and "Transport" section which contribute to carbon emission reductions and would form part of the audit, reduction and reporting process.

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Sea-level Rise Visualisation Tool (See http://sahultime.monash.edu.au/LakesEntrance/ for a visualisation of what this project aims to produce)	Building a digital elevation model for coastal villages that could then be linked to sea level rise information to give the community a visual understanding of how sea level rise will directly impact them. It would also allow Council to better explain storm events	Increased community understanding of sea level rise impacts	Number of visualisation tool "hits"	\$\$\$ (WaSIP)	Short-term (2012/2013)	SPI
Climate Change Portal	Develop and promote a climate change internet portal for Council's website to provide plain English information and resources for the Shoalhaven community in respect of climate change impacts for the region	Increase knowledge through education	Number of web-portal "hits"	\$ Portal development and promotion costs (WaSIP)	Medium-term (2013/2014)	SPI

2. Biodiversity

The Community Strategic Plan supports biodiversity through Key Result Area 2 – *Shoalhaven Environments*. This area of the CSP focuses on enhancing, managing and maintaining Shoalhaven’s distinct and exceptional natural environment by supporting biodiversity, among other issues. Biodiversity is defined as the variety of all life forms – the different plants, animals and micro-organisms, the genes they contain and the ecosystems of which they form a part³.

2.1 Goal

To protect, value and care for the Shoalhaven environment and its inherent biodiversity values (based on CSP Objective 2.1).

2.2 Strategic Directions

Based on Council’s Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- Ensure Council has the necessary information to manage biodiversity, and utilises this information in the planning and development of the LGA
- Undertake water and land based management of biodiversity in a proactive and informed way
- Develop and implement partnership programs and funding opportunities to enable others to assist in obtaining Council’s biodiversity goals
- Provide appropriate educational opportunities for residents to be informed about the importance of biodiversity
- Be a leader in biodiversity and to report on its progress

³ Commonwealth of Australia (1996), *The National Strategy for the Conservation of Australia’s Biological Diversity*. Canberra. DEST.

2.3 Measures

The following measures from *Shoalhaven Environments* (CSP Key Result Area 2) are directly relevant to biodiversity.

- Number of threatened plant and animal species
- Number of estuaries receiving a good or higher health rating

2.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for biodiversity are provided in Table 2 overleaf.

Table 2: Biodiversity Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Ensure Council has the necessary information to manage biodiversity, and utilises this information in the planning and development of the LGA</i>						
EEC Mapping Project	Mapping and condition assessment of high priority EECs on public land throughout the local government area	Increased accuracy of EEC boundaries	Total area reviewed	\$\$ (General Revenue)	Complete	SPI
Biodiversity Strategy	Development of a comprehensive Biodiversity Strategy integrating natural area management plans and an environmental management strategy for the LGA that seeks to manage the conflicts between biodiversity conservation and population growth	Biodiversity Strategy complete	Biodiversity Strategy adopted	\$\$\$ (WaSIP)	Short-term (2012/2013)	SPI
Review of the Foreshore Reserves Policy	Council's 2004 Foreshore Reserves Policy provides a basis for deciding how foreshore reserve should be used and managed. The document is seven years old and requires thorough review to reflect the current practice	Foreshore Reserves Policy review completed	Revised policy adopted	\$ (WaSIP)	Short-term (2012/2013)	SPI
Integrated Biodiversity Information Tool	Develop a user-friendly tool to assist planning/development and other staff to better access and understand Council's knowledge and information on natural environments	Information Tool complete	Information Tool "hits"	\$ (WaSIP)	Medium-term (2014/2015)	SPI
<i>Strategic Direction: Undertake water and land based management of biodiversity in a proactive and informed way</i>						
Sustainable Estuarine Foreshore Management Works Program	Foreshore rehabilitation works to be completed at various locations in accordance with relevant Foreshore and Estuary Management Plans	Improved foreshore management and biodiversity	Length of foreshore works completed	\$\$\$ (WaSIP)	On-going (5 years 2011/2012 to 2015/2016)	SPI

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Floodgate Management and Monitoring	Improved management of existing floodgates to enable improved aquatic animal movement into estuaries and upstream areas. Project would replace gates with auto-tidal gates or improve existing management practices and undertaken monitoring	Increased river/estuarine health and biodiversity improvements	Number of flood gates retrofitted Increase in indicator species present	\$ gate retrofit \$ per annum monitoring (WaSIP)	Commenced (carryover) Ongoing (3 years 2011/2012 to 2014/2015)	SPI
Lake Wollumboola Estuary Management Plan Review	Undertake comprehensive review of Lake Wollumboola Estuary Management Plan including community survey and consultation	Estuary Management Plan Review completed	Revised Estuary Management Plan adopted	\$\$ (Estuary Program Fund)	Short-term (2012/2013)	SPI
Asset Management Plans for Natural Areas	Development of an asset management framework for natural areas to better facilitate long-term biodiversity outcomes	Asset Management Plans completed	Proportion of assets under management plans	\$\$ (WaSIP)	Medium-term (2013/2014)	SPI
Holiday Haven Vegetation Management Plans and Green Action Plans	Undertake comprehensive vegetation management and landscape plans, as well as Green Action Plans for Council's tourist parks	Management and Green Action Plans completed	Management and Green Action Plans endorsed	\$\$\$ (Public Reserves Management Fund)	Medium-term (2013/2014)	F&CS
<i>Strategic Direction: Develop and implement partnership programs and funding opportunities to enable others to assist in obtaining Council's biodiversity goals</i>						
Bushcare Co-ordinator	Employ officer to assist co-ordination and implementation of Bushcare projects and associated groups	Increase bushcare participation	Number of participants	\$\$\$ per annum (General Revenue)	Ongoing	CS&O
Bushcare Project Support	Promote opportunities for active community participation in Council's sustainability programs such as bushcare	Increase bushcare participation	Number of participants	\$ per annum (WaSIP)	Ongoing (5 years 2011/2012 to 2015/2016)	CS&O

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Provide appropriate educational opportunities for residents to be informed about the importance of biodiversity</i>						
Adopt-a-school project	School education project relating to biodiversity and water quality	Education of school aged children	Number of participants / schools engaged	\$ per annum (WaSIP)	Ongoing (program continuation – 5 years 2011/2012 to 2015/2016)	DES
Threatened species awareness schools competition	Run a competition for all primary schools in the local government area focused on a research project and art display for “Threatened Species Day”	Increase threatened species awareness	Student participation numbers	\$ per annum (General Revenue)	Ongoing (5 years 2011/2012 to 2015/2016)	DES
Bush and dune care signage strategy	Install interpretive signage in passive open space in three locations to increase community understanding of water quality issues and the importance of estuarine communities	Increased community knowledge and engagement	Number of signs installed	\$ per annum (WaSIP)	Ongoing (3 years 2011/2012 to 2012/2013)	CS&O
Tourist Education Program	Develop and implement a strategy to integrate biodiversity information and activities into Shoalhaven tourism ventures, such as interpretive walks during peak periods	Program document completed	Program adopted	\$ program development	Short-term (2011/2012)	DES + F&CS
		Community knowledge increased	Number of participants	\$ per annum implementation (WaSIP)	Ongoing (4 years 2012/2013 to 2015/2016)	
Reprint “Grow Me Instead” and “Sharing Your Space” Booklets	The “Grow Me Instead” booklet provides information on preferred plant options to avoid proliferation of invasive weeds. The “Sharing Your Space” brochures provide information on native animal species in the local area.	Increased awareness of “backyard biodiversity”	Number of brochures taken Online version downloads	\$ Grow Me Instead \$ Sharing Your space (WaSIP)	Short-term (2012/2013)	DES

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Be a leader in biodiversity and to report on its progress</i>						
Review Estuary Management Plans	Review status of implementation of existing estuary management plans and recommend actions in view of new information	Review of estuary management plans completed	Number of estuary management plans reviewed	\$ (General Revenue)	On-going	SPI
Coastal Zone Management Plans Review	Finalise the review of the coastal zone management plan which seeks to preserve the rich coastal zone biodiversity values	Review completed	Revised Coastal Zone Management Plan Adopted	\$\$\$ (General Revenue)	Commenced (2 years 2010/2011 to 2011/2012)	SPI
Environmental Operations Officer	Employ officer to improve the standard of Council construction and maintenance projects to ensure best practice environmental outcomes	Officer employed	Officer employed	\$\$ (WaSIP)	Ongoing (5 years 2011/2012 to 2015/2016)	CS&O
Review of Development Assessment Environmental Outcomes	Review internal protocols, assessment guidelines and consent condition effectiveness for development applications in relation to "on the ground" results of development	Review completed Increased effectiveness of assessment outcomes	Review finding adopted and implemented	\$ (WaSIP)	Medium-term (2013/2014)	DES
Consultant Training and Advice	Undertake local consultant training session aimed at improving the quality of assessments being undertaken and submitted with development applications, as well as review of pre-lodgement meeting processes	Training course provided Pre-lodgement process reviewed	Training participant numbers Pre-lodgement meeting numbers	\$ (WaSIP)	Medium-term (2013/2014)	DES

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Biodiversity in Backyards Program	Undertake a community program that provides free biodiversity audits of residents' backyards and produces a simple report on changes that can be made to improve biodiversity outcomes.	Audits undertaken and reports provided	Number of audits completed Number of reports completed	\$ (WaSIP)	Medium term (2013/2014)	CS&O

3. Waste

The Community Strategic Plan recognises the importance of providing best practice waste management programs and facilities (Strategy 2.5.2) through Key Result Area 2 – *Shoalhaven Environments*. Council is committed to promoting waste avoidance, minimisation, resource recovery, reuse and recycling and the reduction of waste disposal to landfill. Elements of the waste disposal process are used by Council to implement this commitment at the community level through education, at the kerbside in terms of collection practices, and through waste disposal facilities.

3.1 Goal

To provide best practice waste management programs and facilities (CSP Strategy 2.5.2)

3.2 Strategic Directions

Based on Council's Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- ▶ Provide environmentally secure and efficient waste infrastructure
- ▶ Engage and encourage participation in waste minimisation programs and education
- ▶ Provide an appropriate balance of access and utilisation of waste services, and penalty enforcement, so as to avoid illegal dumping

3.3 Measures

The following measures from Shoalhaven Environments (CSP Key Result Area 2) are directly relevant to waste:

- ▶ Percentage of waste diverted from landfill

The following measure is also applicable:

- ▶ Decrease in the amount of potentially recyclable material disposed of in residual waste stream (material that could be recycled but wasn't).

3.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for waste are provided in Table 3 overleaf.

Table 3: Waste Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Overarching Actions</i>						
Shoalhaven Waste Strategy 2011-2021	Review and complete a comprehensive <i>Shoalhaven Waste Strategy 2011-2021</i> to guide Council's approach to waste management over the next 10 years, and taking into consideration applicable Council resolutions in relation to Council's waste services	Waste Strategy completed	Waste Strategy adopted	\$\$\$ (Waste Revenue)	Short-term (2011/2012)	CS&O
Household residual waste and recycling composition audit (WaSIP requirement)	A household residual waste and recycling audit is to be completed using DECC Kerbside Audit Guidelines and WaSIP Guidelines	Audit complete	Audit results provided to DECCW	\$ (Waste Revenue)	Short-term (2012/2013)	CS&O
Review and Finalise Strategic Waste Action Plan (SWAP) (WaSIP Requirement)	Undertake a review of the preliminary SWAP for endorsement by Council. The SWAP shall contain performance milestones that will contribute to Council reaching the NSW State Government's 2014 municipal waste targets	Strategic Waste Action Plan completed	Strategic Waste Action Plan adopted	\$ (Waste Revenue)	Short-term (2012/2013)	CS&O
<i>Strategic Direction: Provide environmentally secure and efficient waste infrastructure</i>						
Holiday Haven Waste Audit	Audit of waste and recycling service and contract conditions for Holiday Haven Tourist Parks	Provide baseline for waste disposal in Council Tourist Parks	Audits completed	\$ (Waste Revenue)	Complete	CS&O + F&CS

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Commercial waste to landfill audit	Undertake audits of commercial waste materials being disposed of at the West Nowra landfill to assist in identifying further programs and actions to facilitate material recovery and re-use	Audits completed	Complete audits by end of 2010/11 financial year	\$\$(WaSIP)	Commenced	CS&O
Model Commercial Waste and Recycling Service Contract Development	Engage a consultant to draft one single commercial waste and recycling contract for Council's operations to ensure a consistent approach to commercial waste and recycling collection	Model contract completed	Model contract endorsed for use	\$(WaSIP)	Commenced	CS&O
Model Commercial Waste and Recycling Service Contract Implementation	Develop and implement business engagement strategy to implement model commercial waste contract	Uptake of commercial waste contract	Model contract implemented	\$(WaSIP)	Short-term (2011/2012)	CS&O
Additional Waste Bin Audits – Compost	Additional to the WASIP audit requirement, audit garbage bins of 100 houses from the list of compost workshop attendees	Reduced green waste to landfill	Comparative proportion of green waste to landfill	\$(WaSIP)	Commenced (2010/2011)	CS&O
				\$(WaSIP)	Medium-term (2013/2014)	
Sustainable Event Auditing	Undertake waste and other audits associated with implementation of Council's Sustainable Events Policy	Provide baseline and evidence of Policy take-up	Audits completed	\$ per annum (WaSIP)	Ongoing (2 years 2011/2012-2012/2013)	AGM
Waste Bin Pricing Structure Review	Review price and size regime for residual waste bin collection services, including associated education program	Reduction in average waste bin size	Average waste bin size	\$(Waste Revenue)	Short-term (2011/2012)	CS&O

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Engage and encourage participation in waste minimisation programs and education</i>						
Green Waste Education Package	A program to demonstrate the real costs of green waste management to be developed	Green waste reuse message is effectively communicated	Strategy developed and implemented Resources printed and distributed	\$ (WaSIP)	Commenced	CS&O
Commercial Organic and Food Waste In-situ Trials	Provide in-situ organic and food waste processing options to commercial operators, with an assessment of costs and effectiveness	Determine effective in-situ waste reduction methods	Four trial options complete and evaluated	\$\$ (WaSIP)	Commenced	CS&O
Home Sustainability Workshops	Addition of worm farming and natural cleaning to the successful home composting program to further educate residents on the benefits of sustainability at home	Decreased green waste to landfill Composting education	Audit results (under another project) Workshop attendees	\$\$ (WaSIP) \$\$\$ (Waste Revenue)	Ongoing (5 years 2011/2012 – 2015/2016)	CS&O
“Tip Tours” Education Program	Expansion of the successful “tip tours” program, providing an educational experience of waste recovery and resource centres	Increase waste education	Number of tour attendees	\$ (WaSIP) \$\$ (Waste Revenue)	Ongoing (5 years 2011/2012 – 2015/2016)	CS&O
Public recycling bin trial in town centres	Provide and monitor the use of public recycling bins to gauge potential for ongoing placement in key centres. Initial trial to target Huskisson, Berry and Milton	Decrease recyclables to landfill Understand user habits	Recycling infrastructure installed Pre and post installation audits complete	\$\$ (WaSIP)	Short-term (2011/2012)	CS&O

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Recyclable Materials Storage Area Installation	Construct covered bays for storing e-waste, tyres and mattresses at each of the 10 Recycling and Waste Depots	Improve quality of recyclable materials available to the recycling market	Bays constructed Bays used	\$\$\$ (WASIP)	Short Term (2011/2012)	CS&O
Buyback Centre Slab Construction	Construct slabs for buyback centres at Callala and Kangaroo Valley (currently dirt floors) to improve the quality of goods on sale from the centres	Improve quality of used goods sold from the buyback centres	Floors constructed	\$\$\$ (WASIP)	Short Term (2011/2012)	CS&O
Water Refill Stations	To reduce the plastic bottle waste stream, provide water refill stations in Huskisson and Berry, and consider need for a mobile events station.	Water refill stations installed	Two water refill stations installed	\$ (Water Revenue)	Short-term (2011/2012)	SW
Younger Person Waste Collection System Program	Devise and implement strategy to engage with the 40 years and under age groups with regard to waste minimisation and management	Educate target audience on waste issues	Number of participants in organised activities	\$ (WaSIP)	Short-term (2012/2013)	CS&O
Textiles Recovery and Diversion Program Feasibility Study	Prepare a feasibility study for Council to provide a large scale textiles (clothing) collection service including consultation with existing services providers aiming to avoid clothing being discarded to landfill	Feasibility study completed	Feasibility study endorsed	\$ (WaSIP)	Medium-term (2013/2014)	CS&O
<i>Strategic Direction: Provide an appropriate balance of access and utilisation of waste services, and penalty enforcement, so as to avoid illegal dumping</i>						
Illegal Dumping Plan and Program (WaSIP requirement)	Prepare and implement an integrated plan and program on infrastructure, prevention, education and enforcement of littering and illegal dumping	Plan/program complete Reduced illegal dumping	Plan/program adopted Illegal dumping reports reduced	\$\$\$ (Waste Revenue)	Complete	DES

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Green Waste Shredding/chipping Service	Chipped green waste returned to residents through revolving shedder availability as waste recovery sites. Shredder commencement and rollout of the project from January 2011	Reduced green waste to landfill	Green waste diverted from landfill Number of users	\$\$\$ (WaSIP)	Short-term (2011/2012)	CS&O
Construction and Demolition Waste Diversion Project Feasibility	Undertake a feasibility study and implementation plan for the introduction of a comprehensive construction and demolition waste re-use facility at West Nowra landfill	Feasibility study completed	Feasibility study endorsed	\$\$\$ (WaSIP)	Short-term (2011/2012)	CS&O

4. Water

Under Key Result Area 1 – *Shoalhaven Communities*, the Community Strategic Plan identifies the need for sustainable supply of water and sewerage services to Shoalhaven residents. Under Key Result Area 2 – *Shoalhaven Environments*, the Plan also highlights the need for sustainable and responsible stormwater management measures to be investigated and established by Council. A number of implementation and delivery requirements further seek to recognise the extent of water use, and to reduce this through a range of education, infrastructure and behavioural opportunities.

4.1 Goal

To value water both in terms of human use, as well the role it plays as part of our natural systems. (Based on CSP Strategies 2.3.2, 2.4.3 and 4.4.3)

4.2 Strategic Directions

Based on Council's Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- ▶ Provide sustainable water supplies in a cost efficient and effect way
- ▶ Minimise water use, particularly from potable water sources
- ▶ Ensure, as much as possible, that stormwater from urban areas replicates natural flows in terms of quality and quantity

4.3 Measures

The following measures from Shoalhaven Environments (CSP Key Result Area 2) are directly relevant to water:

- ▶ Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit
- ▶ Residential water use
- ▶ Council's water consumption

An additional performance indicator is:

- ▶ Water re-use by Reclaimed Water Management Scheme (REMS)

4.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for water are provided in Table 4 overleaf.

Table 4: Water Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Overarching Actions</i>						
Water Savings Action Plan (WaSIP Requirement)	Undertake baseline water use audit for Council's facilities every four years to identify top ten water usage sites and to develop and commence implementation of initiatives to reduce water consumption at these sites	Action Plan completed	Action Plan adopted	\$ (Water Revenue)	Complete	SW
<i>Strategic Direction: Provide sustainable water supplies in a cost efficient and effect way</i>						
Tank Installation Rebate Program	Program to provide rebates for installation of rainwater tanks to residential properties	Encourage implementation of rainwater reuse	Number tank rebates provided	\$ (Water Revenue)	Ongoing	SW
Water Treatment Plant Tours	Continuation of the public tours to water treatment plants. These educational tours take organised groups around the waste water and stormwater treatment plants to explain the treatment process	Water treatment process education	Number of participants	\$ per annum (Water Revenue)	On-going (5 years – 2011/2012 to 2015/2016)	SW
Major Water User Leak Audits	Undertake temporary metering (utilising smart mater technology) of water to find leaks at major water user sites	Reduction of lost water through leakages	Audits undertaken Leaks identified Leaks resolved	\$ (Water Revenue)	Short-term (2012/2013)	SW
Smart Meter Implementation	Installation of smart meters on five trial sites for water and gas use to identify itemised users and opportunities for water savings	Reduced water and gas use	Water use Gas use	\$\$ (WaSIP)	Short-term (2011/2012)	SW + CS&O

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Pressure reduction – decrease by 60 mt head (on average)	Implement pressure reducing valves within the water supply network to reduce loss	Continue implementation program	Number of valves implemented	\$ (Water Revenue)	Short-term (2011/2012)	SW
<i>Strategic Direction: Minimise water use, particularly from potable water sources</i>						
Shower Head Replacement Program	Installation of water shower heads at Leisure Centres	Reduce water use	Water use	\$ (General Revenue)	Complete	CS&O
Tap-Star School Education Program	Tap-star water-wise educational program visits - 10 Schools	Increased water saving education	Number of school visit made	\$ per annum (Water Revenue)	Ongoing (5 years – 2011/2012 to 2015/2016)	SW
Rainwater Tank Water Reuse Policy	Develop a rain tank policy allowing for the collection of rainwater for untreated reuse	Policy developed	Policy adopted	\$ (Water Revenue)	Short-term (2011/2012)	SW
Reclaimed Water Management Scheme (REMS)	Undertake concept design and implement REMS Stage 1B to link the Bomaderry and Nowra treatment plants into REMS including quality upgrades and connection pipelines. Stage 1B will see a doubling of the daily reclaimed water supply into the REMS	Reuse of reclaimed water	Proportion of reclaimed water reused	\$\$\$ concept design \$\$\$ implementation (Sewer Revenue/ Loans)	Short-term (2011/2012) Medium-term (2013/2014)	SW
“Where does our water come from and where does it go?” DVD	Develop an educational DVD which explains water cycle process from the local river to people’s homes and back down the drain. The DVD would be aimed at school groups and plant tours	Water process education	Number of DVDs distributed	\$ (WaSIP)	Short-term (2011/2012)	SW

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Water Saving Toilet Conversion Program	Convert signal flush toilets to dual flush at Bay and Basin Leisure Centre	Reduce water use	Water use	\$\$ (General Revenue)	Short-term (2011/2012)	CS&O
Shoalhaven Water Mobile Education Information	To provide Shoalhaven Water with a presence in community and like events to provide educational information to a range of participants	Good water practice education	Number of events attended	\$ (Water Revenue/ Other Grant)	Short-term (2012/2013)	SW
Ulladulla Depot Water Re-use Project	Installation of rainwater capture tank and water re-use systems at Council's Ulladulla Depot to be used for weld cooling and pump testing	Reduce water use	Water use	\$ (WaSIP)	Short-term (2012/2013)	F&CS
Bomaderry Depot Water Re-Use Project	Installation of three rainwater capture tanks and water re-use systems at Council's Bomaderry Depot to be used for wash-down areas and pump testing	Reduce water use	Water use	\$\$ (WaSIP)	Short-term (2012/2013)	F&CS
<i>Strategic Direction: Ensure, as much as possible, that stormwater from urban areas replicates natural flows in terms of quality and quantity</i>						
Stormwater Design Engineer Fixed-Term Position	Position required to carry out a range of quality and quantity modelling, develop projects, review and monitor existing systems, investigate opportunities to improve systems, undertake education projects, audits and review plans/policies as required	Projects implemented	Number of project completed	\$\$\$ per annum (Stormwater Management Service Charge)	Ongoing	SPI
Water Sensitive Urban Design / Stormwater DCP	Develop a stormwater development control plan (DCP) which promotes the use of water sensitive urban design practices	DCP finalised	DCP adopted	\$\$ (General Revenue)	Commenced	SPI

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Extension of Water Quality Monitoring Program	Analyse water quality samples (including Chlorophyll A) collected within Estuaries in the City to compare results to ANZECC Water Quality Guidelines. Aims to provide information to enable improved system health. Increase to 7 catchments and 4 sampling occasions per year	Identification of point and diffuse sources of pollution Improved data reporting	Number of point and diffuse sources identified Monitoring completed and reported	\$\$ per annum (WaSIP)	Ongoing (5 years – 2011/2012 to 2015/2016)	DES
Review Water Quality Monitoring Program	Review water quality monitoring to ensure consistency with State MER program and to improve estuary health assessment	Review complete	Review adopted	\$ (WaSIP)	Short-term (2011/2012)	DES
Community Stormwater Education	Implement community environmental education for stormwater/litter issues	Education program implemented	Number of program initiative completed	\$ (WaSIP)	Short-term (2012/2013)	SPI / DES

5. Energy

The Community Strategic Plan recognises the importance of minimising energy use, whilst providing options for the purchase, offset or provision of alternative and renewable energy sources through Key Result Area 2 – *Shoalhaven Environments*. The use of energy from non-renewable sources bears a direct relationship to Council's energy costs and carbon emissions. Immediate cost effective measures can be undertaken to reduce energy consumption, as well as longer term measures to reduce reliance on non-renewable energy sources. According to the NSW IPART determinations in April 2010, energy costs are expected to rise by around 10% per year over the next three years. In addition, should carbon pricing or trading mechanisms commence during this time, costs are expected to be further impacted by around 8% each year. On the basis of these projected increases, economic considerations are now driving the implementation of energy savings projects in addition to environmental concerns.

5.1 Goal

To reduce energy consumption whilst promoting renewable energy sources and reducing the City's carbon footprint (based on CSP Strategies 2.4.4 and 2.3.2).

5.2 Strategic Directions

Based on Council's Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- ▶ Reduce energy consumed by Council within its buildings and activities
- ▶ Develop and implement integrated policies and initiatives to reduce Council's carbon footprint from energy use
- ▶ Be a leader in the development and installation of renewable energy sources

5.3 Measures

The following measures from Shoalhaven Environments (CSP Key Result Area 2) are directly relevant to energy:

- ▶ Community's use of renewable energy
- ▶ Council's energy consumption
- ▶ Generation of renewable energy

5.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for energy are provided in Table 5 overleaf.

Table 5: Energy Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Overarching Actions</i>						
New Energy Savings Action Plan (WaSIP Requirement)	Undertake new baseline energy use audit for Council's facilities (every four years) to identify top ten energy usage sites and to develop and commence implementation of initiatives to reduce energy consumption at these sites	Action Plan prepared	Action Plan adopted	\$\$ (WaSIP)	Short-term (2012/2013)	AGM
<i>Strategic Direction: Reduce energy consumed by Council within its buildings and activities</i>						
Street Lighting Replacement Program	In association with Endeavour Energy (the asset owner), replace existing 80w mercury vapour street lighting lamps to more efficient compact fluorescent or other more efficient lamps	Street lighting energy reduced on average	Average street lighting energy use per lamp	\$ (General Revenue)	Ongoing	AGM
Best Practice Public Lighting Review	Undertake annual "best practice" review of public area lighting to inform future directions for Council owned assets and discussions with utility providers for street lighting, to be based on annual meetings with Endeavour Energy and other research	Production of an annual best practice review document	Review documents completed	\$ (General Revenue/Other Grant)	Ongoing	AGM
Leisure Centre Solar Energy	Extension of photovoltaic projects to increase the proportion of renewable energy used at Council Leisure Centres	Reduced energy costs through increased on-site renewable sources	Proportion of energy from renewable sources	\$\$\$ per annum (WaSIP)	Ongoing (5 years – 2011/2012 to 2015/2016)	CS&O
Energy management review	As part of the WaSIP energy standard, obtain the services of a suitably	Production of an energy	Completed review	\$\$	Ongoing (4 years	AGM

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
	qualified facilitator to carry out an energy management review	management review document		(WaSIP)	2011/2012 to 2015/2016)	
Leisure Centre Solar Hot Water improvements	Implementation of evacuated solar hot water systems in showers and Rotex Tanks for major Council Leisure Centres	Reduction in energy use associated with hot water heating	Proportion of energy use to water heating Energy use	\$\$ per annum (WaSIP)	Ongoing (3 years – 2011/2012 to 2013/2014)	CS&O
Green IT – Virtual Servers	Reduce the overall number of physical servers operating at Council's Administration Centre by creating "virtual" software based servers operating on fewer machines	Reduced energy use required	Energy consumption by servers	\$\$\$ (General Revenue)	Short-term (2011/2012)	AGM
Cemetery Smart Metering	Purchase and implementation of smart meters to identify user patterns and assist in developing savings plans	Smart meters purchased and implemented	Smart meters implemented	\$ (WaSIP)	Short-term (2011/2012)	CS&O
Bay and Basin Leisure Centre Window Tinting	Installation of solar tinting on gymnasium windows at Bay and Basin Leisure Centre to reduce heat transfer	Reduced air-conditioning use	Energy use	\$ (WaSIP)	Medium-term (2013/2014)	CS&O
Ulladulla Hydro-Pool Blankets	Purchase and installation of pool blankets and rollers for hydro pool at the Ulladulla Leisure Centre	Reduced water heat loss	Energy use to water heating	\$ (WaSIP)	Medium-term (2013/2014)	CS&O
<i>Strategic Direction: Develop and implement integrated policies and initiatives to reduce Council's carbon footprint from energy use</i>						
Energy Savings Fund	Development of a policy and to set-up a sustainability fund whereby the difference between forecast and actual energy costs would be quarantined for sustainability investment projects	Policy developed	Policy adopted	\$ (WaSIP)	Short-term (2011/2012)	AGM

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Building Energy, Gas and Water Auditor Program	Employment of sustainability auditor (Level 2 Energy Auditor) to undertake audits of all Council properties to identify energy, water and gas based saving opportunities and provide implementation oversight	Audits completed Reduce energy, water and gas consumption	Number of audits completed Energy and water use Gas use	\$\$\$ (WaSIP)	Ongoing (5 years – 2011/2012 to 2015/2016)	AGM
Develop Energy Savings Prioritisation List for Council Community Facilities	Based on work undertaken by audits during 2010/2011, create and commence implementation of energy and water saving initiative in Council's public buildings	Priority list developed Projects commenced to reduce use	Priority list adopted Number of projects implemented Energy and water use	\$\$ (WaSIP)	Short-term (2011/2012)	CS&O
Business Treading Lightly Sustainability Officer	Employment of Sustainability Officer to lead and manage projects associated with Council's involvement in the Business Treading Lightly initiative	Officer employed	Number of projects implemented	\$\$ (WaSIP)	Short-term (2011/2012)	AGM
<i>Strategic Direction: Be a leader in the development and installation of renewable energy sources</i>						
Aquatics Centres Energy and Water Savings Education Information	Shoalhaven Aquatics has achieved, and seeks to continue to implement, significant energy and water savings. These activities are largely "behind the scene" achievements that require promotion and information for users to appreciate and engage with	User engagement with sustainability projects	Implementation of promotions	\$ (WaSIP)	Short-term (2011/2012)	CS&O
Energy Offset Solar Farm Feasibility Study	Feasibility for development of dedicated solar farm to offset energy use by Council administration and Council business units	Offset energy use and associated price rises	Overall energy cost to Council	\$\$ (WaSIP)	Short-term (2011/2012)	AGM

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Data Capture Systems Improvements	Implement systems to enable improved ongoing energy data capture	Systems identified for improvement of data capture and understanding	Systems implemented	\$\$ (WaSIP)	Short-term (2012/2013)	AGM

6. Transport

As reflected in Council's Community Strategic Plan Key Result Area 1 – *Shoalhaven Communities*, transport is generally referred to in terms of the core transport infrastructure and services such as roads, public transport, cycling and pedestrian pathways. However transport can be more holistically related to the social justice principles of access and connectedness. This principle can be achieved through improved transport options as well as improved mobility, through connections with each other, through connections with the environment, through provision of facilities and services that meet community need and through business connection opportunities.

6.1 Goal

To develop partnerships which enhance public and community transport services, as well as maintaining and improving road, cycling and pedestrian networks and associated infrastructure (Based on CSP Strategies 1.1.4 and 1.1.5)

6.2 Strategic Directions

Based on Council's Delivery Program and Operational Plan, the following aims are identified in seeking to implement the above goal:

- ▶ Undertake strategic transport planning that reflects the needs and views of the community
- ▶ Ensure a progressive approach to the implementation of appropriate supporting infrastructure to encourage alternatives to private vehicle use
- ▶ Procure vehicles and plant for Council's needs that meet set targets, reduce fuel consumption and utilise alternative fuels where appropriate

6.3 Measures

The following measures from Shoalhaven Communities (CSP Key Result Area 1) are directly relevant to transport:

- ▶ Use of public transport to work and school
- ▶ Accessibility to transport other than cars
- ▶ The length of cycleways and footpaths

Other measures from Council's Fleet Business Plan include:

- ▶ Fleet vehicle environmental performance score/green star rating
- ▶ Average cylinders per passenger vehicle
- ▶ Average fuel consumption per passenger vehicle

6.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for transport are provided in Table 6 overleaf.

Table 6: Transport Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Overall Actions						
Shoalhaven Integrated Transport Strategy Review	Developed in 2000, the Shoalhaven Integrated Transport Strategy was due for review in 2005. No review has been undertaken, and the extent of implementation is unclear. An updated Plan would assist the implementation of a number of other related initiatives	Implementation actions reviewed Integrated Transport Strategy Reviewed	Implementation actions updated Revised Strategy adopted	\$\$\$ (WaSIP)	Short Term (2012/2013)	SPI + CS&O
Strategic Direction: Undertake strategic transport planning that reflects the needs and views of the community						
Pedestrian Access and Mobility Plan (PAMP) Review	Review existing PAMP for the Shoalhaven with a particular focus on the Nowra urban area	PAMP Review document completed	Revised RAMP adopted	\$ (WaSIP)	Short-term (2011/2012)	SPI
LGA Carpooling Initiative	Investigate opportunities to establish a whole-of-LGA integrated web-based carpooling service in conjunction with other southern coastal Councils	Establish viability to carpooling scheme	Investigation complete	\$ (General Revenue)	Short-term (2011/2012)	CS&O
Nowra CBD/Shoalhaven Bike Plan	Develop a detailed Nowra CBD Bike Plan consistent with the Nowra CBD Masterplan and update the Shoalhaven LGA Bike Plan to ensure both are integrated documents	LGA Bike Plan review completed	Updated LGA Bike Plan adopted	\$ LGA Review	Medium-term (2013/2014)	SPI
		Nowra CBD Bike Plan completed	Nowra CBD Bike Plan adopted	\$ CBD Plan (WaSIP)		
Strategic Direction: Ensure a progressive approach to the implementation of appropriate supporting infrastructure to encourage alternatives to private vehicle use						
Construct Secure Bike Cage Facility	Provide secure bicycle parking at Council's Nowra Administration Centre to encourage staff to embrace cycling as part of their daily travel routine	Increased cycling and reduced private vehicle use	Number of cycle cage users	\$ (WaSIP)	Short-term (2011/2012)	F&CS

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
Pedestrian Infrastructure Prioritisation	Identify works required to align pedestrian infrastructure with implementation of the Nowra CBD Masterplan and Transport Plan	Infrastructure prioritisation works plan completed	Infrastructure prioritisation works plan completed	\$ (WaSIP)	Short-term (2012/2013)	CS&O + SPI
Encouragement Measures to Increase Bus Patronage	In consultation with the RTA and bus operators, provide incentives and promotion of public transport use throughout the Shoalhaven	Program identified to increase patronage	Program implemented Bus patronage numbers	\$ (WaSIP)	Medium-term (2013/2014)	CS&O + SPI
<i>Strategic Direction: Procure vehicles and plant for Council's needs that meet set targets, reduce fuel consumption and utilise alternative fuels where appropriate</i>						
Carbon and Fuel Use Reduction Program Development	Implement findings of the "Carbon and Fuel Use Reduction Program" designed to create a co-ordinated process of policy, technology, and training actions	Program completed	Program adopted	\$ (WaSIP)	Commenced	F&CS
Bio-diesel Program Feasibility Study	Following trial at West Nowra Waste Facility, explore options for roll-out of bio-diesel at Bomaderry Depot for heavy plat equipment	Feasibility Study completed	Feasibility Study adopted	\$ (WaSIP)	Short-term (2011/2012)	F&CS
Plant Fleet GPS Monitoring Trial	Trial 10 GPS monitors in heavy plant. These units have the capacity to provide route planning, user performance characteristics, as well as fuel consumption monitoring	Monitor program prepared and implemented	Program adopted Monitors installed and utilised	\$\$ (WaSIP)	Short-term (2011/2012)	F&CS
Eco-driver Training	Undertake eco-driver training to encourage improved driver habits and associated reductions in fuel use and carbon emissions	Training course prepared	Training course implemented	\$ (WaSIP)	Short-term (2012/2013)	F&CS

7. Sustainable Purchasing

Sustainable purchasing encourages the consideration of sustainability attributes as part of the purchasing choice. Sustainable products and services may be determined in a number of ways including those that save energy or water, contain recycled content, are non-toxic, have greenhouse or biodiversity benefits, or advance council's social or environmental objectives in some other way.

7.1 Goal

To establish sustainable purchasing as an integral part of Council's procurement and tendering practices. (Based on CSP Strategy 4.4.3)

7.2 Strategic Directions

Based on Council's Delivery Program and Operational Plan, the following strategic directions will guide detailed actions to implement the above goal:

- ▶ Ensure that Council's standard procurement processes contain appropriate and accessible consideration of sustainability principles
- ▶ Consider the selection of heavy equipment and plant which have high levels of environmental performance and adaptability to use alternative fuels where appropriate

7.3 Measures

The following measures are provided for sustainable procurement:

- ▶ Increased proportion of materials purchased that have sustainability benefits, such as recycled content, reduced toxicity or other benefits.

7.4 Actions

Actions proposed to be undertaken by Council over the 2011/2012 to 2015/2016 period with respect to addressing the Strategic Directions for transport are provided in Table 7 overleaf.

Table 7: Sustainable Purchasing Action Table

Initiative Title	Short Description	Target / Outcome	Measure(s)	Cost (Funding Source)	Priority/Status (Timing)	Responsible Group
<i>Strategic Direction: Ensure that Council's standard procurement processes contain appropriate and accessible consideration of sustainability principles</i>						
Sustainable Procurement Portal Program Stage 1	Build an internal website portal to centralise purchasing and provide user-friendly access to more sustainable product choices	Sustainable Procurement Portal established	Supplier information numbers Percentage of goods purchased	\$ (WaSIP)	Commenced	F&CS
Sustainable Procurement Portal Program Stage 2	Undertake comprehensive training relating to the use of the sustainable procurement portal, in addition to the rationalisation of staff with procurement responsibilities	Increased training and access to sustainable purchasing portal	Number of staff undertaking training Portal "hits"	\$ (WaSIP)	Short-Term (2011/2012)	F&CS
Develop and introduce sustainability criteria into all tender processes	Prepare and endorse standard clauses for the consideration of sustainability within all tender processes	Clauses prepared	Clauses adopted	\$ (WaSIP)	Short-term (2011/2012)	CS&O
Sustainable Procurement Portal Program Stage 3	Undertake integration of the sustainable purchasing portal within Council's new financial system	Integrated portal for all purchasing completed	Integrated portal operational	\$ (WaSIP)	Medium-term (2013/2014)	F&CS
<i>Strategic Direction: Consider the selection of heavy equipment and plant which have high levels of environmental performance and adaptability to use alternative fuels where appropriate</i>						
Procurement Policy review for Sustainability	Review policy reviewed to provide stronger emphasis on sustainable choices generally, and with specific reference to vehicle and plant procurement	Policy review completed	Policy adopted	\$ (WaSIP)	Short-term (2012/2013)	F&CS

Shoalhaven City Council - Sustainability Action Plan

Rev. 4 – Issued 23 May 2011

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