

TABLE OF CONTENTS

Mayor & General Managers Foreword	3
Wards	6
Councillors	7
Senior Staff	8
Organisational Structure	9
Part A – Principal Activities.....	10
Principal Activities	11
Principal Activity 1 Effective Government.....	12
Highlights – Effective Government.....	13
Principal Activity 2. Protecting the Environment & Planning for Growth.....	44
Highlights – Protecting the Environment and Planning for Growth.....	45
Principal Activity 3 - Promoting & Developing the Local Economy	58
Highlights – Promoting & Developing the Local Economy	59
Principal Activity 4 – Improving Community Facilities and Services	70
Highlights – Improving Community Facilities and Services	71
Highlights – Providing Essential Water & Sewerage Services – Shoalhaven Water.....	108
Principal Activity 6. Operating Holiday Haven Tourist Parks.....	117
Highlights – Holiday Haven Tourist Parks.....	118
Part b – Regulatory Reporting	123
Legal Proceedings.....	124
Fees, Expenses & Facilities Provided to Elected Members	127
Senior Staff Remuneration Package	136
Major Contracts Awarded	137
Bush Fire Hazard Reduction Programs	140
Cultural Diversity	142
Work Carried Out on Private Land	143
Contributions/Donations.....	144
Human Resource Activities.....	147
Activities to Implement EEO Management Plan	150
External Bodies Exercising Council Functions.....	152
Companies in which Council held controlling Interest.....	153
Partnerships, Co-Operatives and Joint Ventures	154

Rates & Charges Written Off	158
Special Variations	159
Overseas Visits Funded by Council	161
Activities for Children	162
Access & Equity of Services to All	163
National Competition Policy:.....	167
Competitive Neutrality Complaints Handling Mechanism	169
Stormwater Management Services	170
Companion Animals Act	171
Freedom of Information Act 1989	173
Privacy and Personal Information Protection Act, 1998	186
Environmental Planning and Assessment Act 1979	187
Statement of Environment Report	188
Productivity Gains & Cost Savings – 2008/2009.....	189
Annual Statement of Account and Auditors Report.....	218

Mayor & General Managers Foreword

The 2008/2009 financial year has seen Shoalhaven City Council complete a number of significant projects that will add to the cultural and sporting opportunities for our citizens and the health of our city's environment.

Many of these projects have direct benefits for those thousands of citizens who use the sporting amenities, parks, reserves, and other facilities that Council manages.

Major attractions of the city are the four aquatic and leisure centres which saw more than 502,000 visitors use these facilities during the year. This was a 12 per cent increase over the 2007/2008 financial year. In the same period more than 409,450 citizens and tourists visited one of our four libraries in the city.

Council also completed a number of major projects, some these include:

- *New Kangaroo Valley Showground public toilets, including facilities for the disabled [\$245,000]*
- *New amenities at Bendalong Tourist Park [\$440,000]*
- *Rain water harvesting and irrigation at Rugby Park, Nowra [\$135,000]*
- *A solar heating system for the spa and a new air handling system at Ulladulla Leisure Centre to improve efficiency and operational savings. Other works included variable speed drives on water circulation pumps at Bay and Basin Leisure Centre. Other works included a new gym floor at Bay and Basin Leisure Centre and retiling at the Sussex Inlet Leisure Centre. [\$205,000]*
- *Landscaping and paving footpath, including seating and cycle racks at Culburra's Prince Edward Ave [\$125,000]*
- *Contribution to the Main Road 92 project [3.3 million]*
- *Replacing handrail on Bolong Bridge [\$180,000]*
- *Work on Ulladulla's St Vincent Street Car Park with 58 surfaced spaces [\$225,000]*
- *Water treatment with vegetated islands in Harry Sawkins Park, Nowra [\$36,000]*
- *Roof refurbishment at Berry Museum, including the removal and replacement of old sandstone copings [\$135,000]*
- *Slaughterhouse Road, Milton, rehabilitation including the reconstruction of 146 metres of road pavement [\$69,340]*
- *Kerb and guttering in Wyoming Avenue, Burrill Lake, including 1,550 metres of kerb and gutter, drainage pits, and stormwater pipes [\$550,000]*
- *Sussex Inlet Theatre building upgrade [\$200,000]*
- *Extensions to the Kioloa – Bawley Point tennis club [\$120,000]*
- *Additions to the Callala Bay sports fields [\$320,000]*
- *Improvements to the Greenwell Point Foreshore [\$180,000]*

- *New Nowra skate park [\$690,000]*
- *Replacement of the Tapitallee Bridge [\$750,000]*
- *Rainwater harvesting and automatic irrigation system at Ulladulla's Lighthouse Oval [\$150,000]*
- *Extensions to the Culburra Fire Station [\$195,000]*
- *New amenities and Royal Volunteer Coastal Patrol office at Voyager Park, Huskisson [635,000]*
- *Two new courts at the Nowra Croquet Courts [\$155,000]*

Council has also worked tirelessly on projects that have direct and long lasting benefits for our environment. In the Waste Services operation Council has initiated a waste management tracking system, mattress collection and recycling program, a home composting program, and the innovative Greenwell Point recycling bin trail.

Council's Environmental Services are finalising a snapshot summary of the State of the Environment report with consultants, Planet Footprint. This summary presents the information as a graphical representation of a particular indicator.

The city's beaches received an "excellent" report card from the Department of Environment and Climate Change's Beachwatch Program. All 10 locations passed national guidelines.

Council's Shoalhaven Water has set major achievements in the previous year, including:

- *Commissioning the Conjola Regional Sewerage Scheme*
- *Planning for the Kangaroo Valley Sewerage Scheme*
- *Planning for REMS Stage 1b*
- *Construction began on the upgrade of the Milton Ulladulla Pump Station*
- *Planning for the water pipeline construction from Bewong to Milton*

Council actively promoted and was a co-sponsor of the innovative Shoalhaven Sustainable House at South Nowra.

Council has been busy working with smaller community groups to ensure their projects are also delivered. Of the smaller projects Council also completed the following works:

- *A new kitchen was installed at Callala Progress Hall*
- *The ceiling at Cudmirrah Progress Hall was replaced*
- *Extension consultation and a series of meeting held with the Culburra beach community to plan for the extension of the Culburra Beach Community Centre.*

Council also actively promotes volunteering that helps our communities:

- *At Howell Faulks Reserve, Cambewarra, about 15 parkcare members and volunteers recently undertook construction to extend the pathway in the reserve.*
- *Completion of the Kangaroo Valley shared pathway in conjunction with the Kangaroo Valley Pathway Action Group and ongoing work on the Bawley Point pathway, also in conjunction with the local Bawley Point community.*

- *Bushcare members in 90 groups continued an extensive program of works on foreshore reserves and natural areas and control measures for weeds and regeneration of Coastal Restoration and volunteers have contributed 16,698 hours to restoring and improving Council's bushland reserves and natural areas. This equal about \$500,940 worth of value in community work contributed by these tireless volunteers.*
- *Council has recently employed two Aboriginal Bush Regenerators to work in cooperation with the Department of Environment and Climate Change – National Parks Division on Mt Coolangatta public reserves to undertake Lantana control and bush regeneration. The team also supports the efforts of a relatively new Bushcare group that has started on Mt Coolangatta; this bushcare group comprises local landholders that live on or adjacent to the mountain.*
- *More than 100 volunteers in the city's arts centre continue to provide a much valued service, activities include gallery guides, an exhibition hanging team and a special events / function team.*
- *16 volunteer management committees provide a valuable service to the community at local public and progress halls and community centres.*

And as one of the largest employers in the city, council has been recognised and was a finalist in the Finalist in the NSW 2008 Workcover Awards for Best Workplace Management System.

With the large amount of works and services provided it is easy to see that Council is continually working to improve your quality or life and at the same time leaving a great legacy for our children by helping preserve the city's wonderful environment. With this I commend this annual report to you.

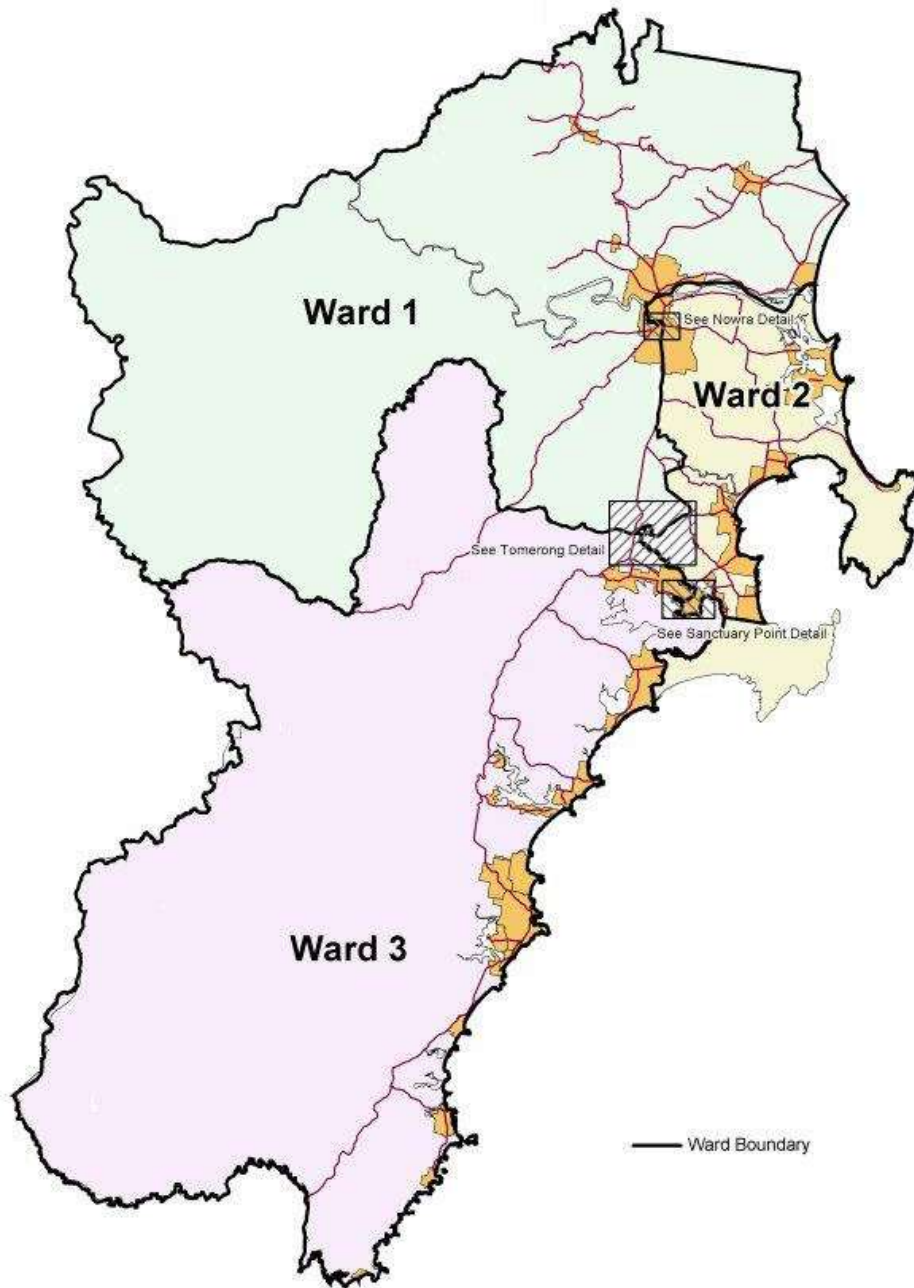
*Shoalhaven City Mayor
Clr Paul Green*



*General Manager
Russ Pigg*



Wards



Councillors



Mayor - Cllr Paul Green

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ward one



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ward two



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ward three



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Senior Staff



Left to Right

1st Row

Assistant General Manager – Rob Donaldson

General Manager – Russ Pigg

2nd Row

Finance & Corporate Services Director – Peter Dun

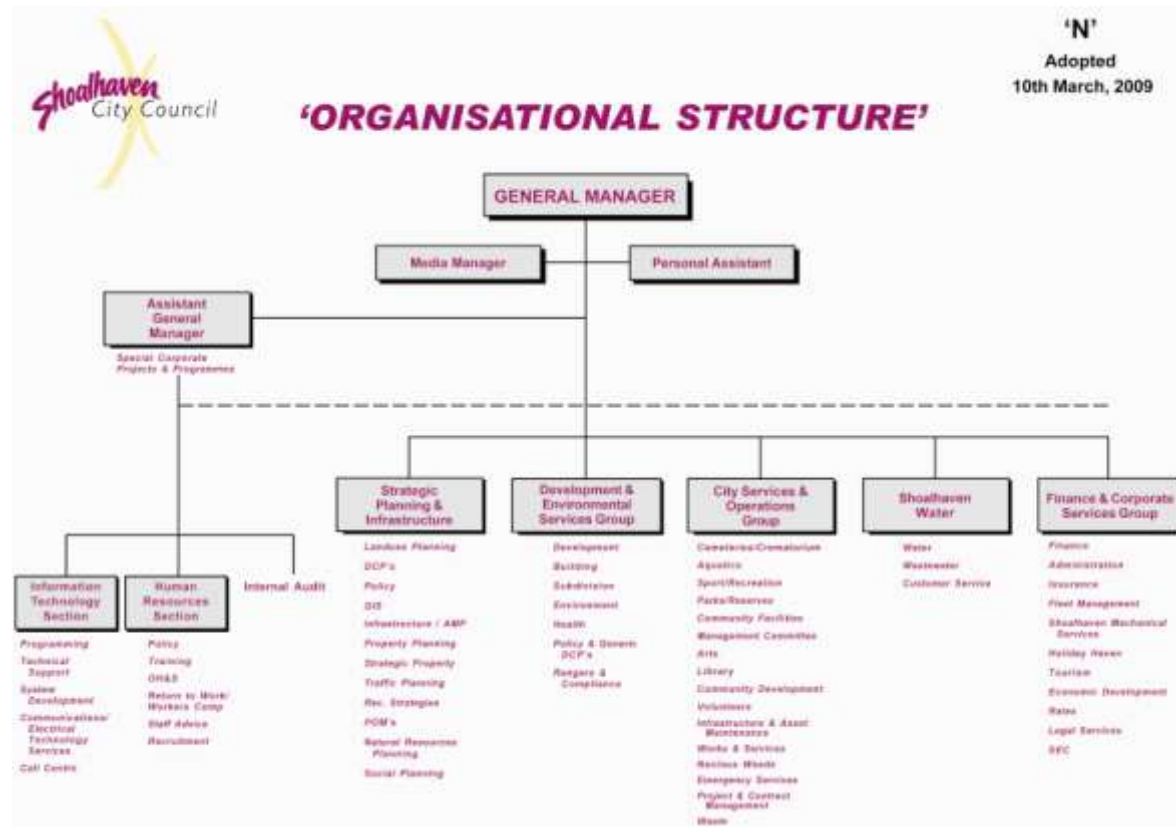
Shoalhaven Water Operations Director – Carmel Krogh

3rd Row

Strategic Planning & Infrastructure Director – Ernie Royston

City Services & Operations Director – Bill Paterson

Organisational Structure



Part A – Principal Activities



Principal Activities

Principal Activity 1	Effective Government
Principal Activity 2	Protecting the Environment & Planning for Growth
Principal Activity 3	Promoting & Developing the Local Economy
Principal Activity 4	Improving Community Facilities & Services
Principal Activity 5	Providing Essential Water & Sewerage Services – Shoalhaven Water
Principal Activity 6	Operating Holiday Haven Tourist Parks

Principal Activity 1 Effective Government

This Principal Activity incorporates regulatory functions and governance including integrated and sustainable internal processes, support to Council as well as other functions that are not covered in the other Principal Activity areas. Corporate services including financial management, record keeping, information technology, compliance and enforcement, Risk Management are the main other areas that are included under this Principal Activity.

Environmentally Sustainable Development is a key function in ensuring that all Council assets are responsibly managed, which is the driving force behind many organisational strategies.

Strategic issues

Council faces competing demands on its resources. With such a large area, a widely spread population, high population growth and a huge seasonal influx of visitors, Council is not able to meet all of these demands and must plan accordingly.

Over the last 10 years Council has also had to address significant changes in legislation, structural reforms and work practices, as well as take on additional responsibilities from the State Government. A major issue affecting all of our services is that the population is distributed over a large number of settlements covering a huge area. There are many community organisations which focus on areas such as sports and other community services. Council appreciates the interaction and assistance of these groups.

Council has now become a provider of a diverse range of services, where we interact with a large number of stakeholders.

Setting priorities on demands is one of the most important challenges facing Council.

Proposed Responses

Council proposes to meet the challenges presented in a strategic way through the development and implementation of Cityplan and to develop and better integrate its supporting plans and strategies.

Further impetus will be provided to further develop the principles of Ecologically Sustainable Development throughout the organisation.

Council is continuing with a greater focus in developing more effective working relations with the government and the community.

Improvements to customer service are proposed through a range of continuous improvement measures to be targeted across the organisation.

Greater emphasis will be given to marketing the breadth and significance of Council's activities and achievements through the development and implementation of a communication/marketing strategy.

Highlights – Effective Government

CITY SERVICES & OPERATIONS

Leisure Services

Aquatic Services

Raised awareness of Aquatics services and career opportunities through University of Wollongong careers expo, Health and Fitness expo and Local Government weeks displays,

60 SCC lifeguards completed annual reaccreditation through in house training program and RLSSA conducted exit testing.

A total of 502,064 visitors used the four (4) year round aquatic and leisure facilities in the Shoalhaven this year. This represents an increase of 54,632 visits or growth of 12% over the 12 month period (447,432 in 2007/2008, compared with 502,064 in 2008/ 2009)

Ulladulla Leisure Centre:

outdoor pool retiled and painted

new signage installed at the front of the Centre – compliance with State-wide mutual – Signage as Remote Supervision advising patrons of hazards and prohibition prior to entering facilities.

air conditioning replaced at the gym to improve patron comfort.

evacuated solar cells were installed to heat the water in the hydro and spa pools utilizing energy efficient technologies and resulting in reduced energy consumption

The Biggest Loser health and fitness initiative resulted in 15 participants losing a combined weight loss of 140Kg in 3 months – a great effort!

The Masters Swimming championships were held at the Centre and proved to be a huge success

Bay and Basin Leisure Centre:

Rotex heating system installed to heat water for showers – reducing the demand on electricity and gas consumption by approximately 15%

Variable speed drives installed on the four (4) main pool circulation pumps, contributing to a more efficient use of energy

A gym program for kids was introduced as an extra component of school holiday activities.

A junior lifeguard program was launched in conjunction with YWCA

'Beat It' diabetic exercise program introduced in conjunction with Diabetes Australia.

At Bomaderry Aquatic Centre:

The Canoe Polo club hosted the Annual NSW Mudcake Challenge over the Australia Day long weekend, bringing many visitors into the area for the event

Sussex Inlet Aquatic Centre celebrated its 5th birthday and hosted a community celebration

Bereavement Services

Services were held during the year to mark:

St Michael's Parish Remembrance Service - Council hosted Saint Michael's Parish, Nowra, annual prayers for their deceased parishioners in the Chapel at the Shoalhaven Memorial Gardens & Lawn Cemetery.

Remembrance Service For Our Deceased Children - Council held its annual remembrance service for our deceased children in the Chapel at the Shoalhaven Memorial Gardens & Lawn Cemetery. The eighty plus people who attended were welcomed by Shoalhaven Mayor, Cllr Paul Green.

The Annual Remembrance Service on Mothers Day was held in May and attended by 50 people.

Improvements were made to the Rose Gardens at the Shoalhaven Memorial Gardens and Lawn Cemetery at Worrigea making it a very attractive site for a memorial for a loved one and a peaceful place for contemplation

Two concept plans for a new memorial garden at Berry cemetery are nearing completion ready for review / discussion with the Berry Community.

Two bronze statues were installed into the crypt section at Sandridge Cemetery.

Project Delivery Section

A diverse range of projects were completed in 2009/2010, many of which resulted in Mayoral Openings to officially present the new facilities to the Community. All programmed works were commenced or completed with approximately 95% of funds expended, excluding projects Granted under Federal economic stimulus programs which were received towards the end of the Financial year. Approximately 15% of projects are to carry over into over into 2009/2010 for completion.

Significant projects completed included:

Kangaroo Valley Showground replace and upgrade public toilets - this project provides new public toilets within the Kangaroo valley Showground precinct, replacing the outdated and dilapidated toilets that existed on the site. The new facilities comply with all current building standards particularly in provided facilities for the disabled . - \$245,000

Rugby Park, Nowra rain water harvesting and Irrigation system - this project provides for the collection and underground storage of site stormwater and the installation of an irrigation system and pumps to reuse the water over the playing fields - \$135,000

Culburra streetscape stage 2 - this provides landscaped and paved footpath areas incorporating seating and cycle racks within the Culburra commercial area in Prince Edward Ave, - \$125,000

Bolong Bridge handrail replacement - the project involved replacing an outdated handrail with full vehicle barriers to meet current standards. The project was complicated as the result of existing watermains being attached to both sides of the bridge and restricting accessibility for the vehicle barrier works. - \$180,000

Harry Sawkins Park, water treatment vegetated islands - the project was fully funded by Grant funding and provides floating vegetated rafts within the pond. The rafts are planted out with vegetation species that target the removable of nutrients from stormwater runoff.- \$36,000

Berry Museum roof refurbishment heritage - the project involved the removal and replacement of old sandstone copings on Berry Museum that had become pitted and damaged over time. - \$135,000

Leisure Centres (BBLC & ULC& SILC) capital improvements – the works included variable speed drives on water circulation pumps at BBLC and a solar heating system for the Spa and a new air handling system at ULC all aimed at improving efficiency and providing operational savings. Other works included a new gym floor at BBLC and retiling works at SILC, both aimed at improving the level of service provided to users. - \$205,000

Sussex Inlet Theatre building compliance upgrade - the works involved upgrading the existing building to comply with current building standards under the Building Code of Australia (BCA0 particularly in terms of Fire Protection to enable the ongoing use of the building as a public Theatre - \$200,000

Callala Bay Sportfields Amenities additions - the existing building containing Canteen, toilets and storage areas was expanded to provide two change rooms with individual showers and toilets - \$320,000

Main Road 92 - Contribution to joint venture (Federal, State & Local Government) project. Construction of the third and final stage of this project commenced this year and is being managed by the RTA. Council has previously committed \$12 million to the project with payments over several years - \$3,300,000

Nowra Skatepark new plaza style facility - this exciting new skate facility replaces the former skate park behind Stocklands, Nowra. The plaza style park caters for a wide range of users of all ages, including bikes, skates and scooters - \$690,000

Bendalong Tourist Park new amenities and improvements - a new amenities has been provided to service the “campers only” section of the Park providing toilets, showers and washing areas and compliments the existing high standard facilities in the park. Other site improvements were undertaken to improve overnight van areas - \$440,000

Tapitallee Bridge replacement - the project involves replacing a deteriorated 3 span timber bridge with a new concrete 2 span bridge that also accommodates pedestrians and cyclists.- \$750,000

Culburra Fire Station additions - this project expanded the existing Fire Station by increasing the Fire Tender bay and workshop area sizes and provided one new Fire tender bay and almost doubling the size of the existing building.- \$195,000

Arts Centre Courtyard improvements - the project transforms the interior concrete courtyard into a high quality timber deck with improved accessibility - \$65,000

Voyager Park New amenities and RVCP offices - this project relocates a number of existing buildings in Voyager park into one modern building. The building houses change areas, public toilets and showers, lifesaver facilities for the adjoining seapools and offices and a control room for the Royal Volunteer Coastal Patrol - \$635,000

Kioloa Tennis Extensions - this project provided a large extension to the existing clubhouse to provide a large games room, storage area and BBQ area. The project was an outstanding success for local community involvement with over 500 recorded hours of volunteer work (and many more unrecorded) - \$120,000

Greenwell Point Foreshore - improvements this project continued on improvements identified in the Foreshore management Plan and included pathways, foreshore protection works and park furniture - \$180,000

Nowra Croquet Courts - Working in close co-operation with the Croquet Club, two new courts have been provided on the site of unused tennis courts at the Bomaderry Sports complex, and replace the former courts at Nowra showground.- \$155,000

Other initiatives included:

Continuing implementation of the Rural Fire Service Strategic Plan for the provision of new and upgraded Rural Fire Service Buildings

Advancement of Projects under the Federal Government RCLIP Program

Significant contribution to the preparation of Council's JobsFund Application to the Federal Government

Negotiated agreement to project manage the Lady Denman Heritage Museum extensions.

Significant technical support to Recreation Planning (SP&I Group) in the ongoing master planning and planning approvals for facilities at major sports venues.

Ongoing technical support to a number of areas across Council in the ongoing investigation, planning and designs for identified future infrastructure needs across the City.

Taking a lead role in the development and implementation of an assessment methodology for SEPP (Infrastructure) 2007

Significant technical support to Recreation Planning (SP&I Group) in the ongoing master planning for strategic reserves management.

Development of Land Management Plans for potentially contaminated land.

PLANNING

Additions to Council's internet site

Relevant Public Exhibition material.

Updated information relating to the progress of the rezoning investigations for the small lot rural subdivisions.

Achievement of 100% success rate for issue of Planning (Section 149) Certificates. This continues an excellent success rate in excess of the objective of 95%.

100% of flood certificates issued within 10 days.

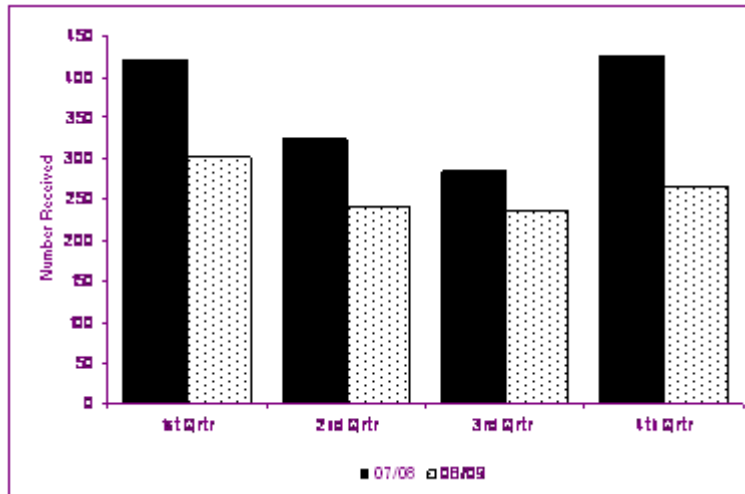
GIS up to date with registered subdivisions, gazetted zones and adopted council policies affecting land.

Creation of new layer showing 1964 holdings

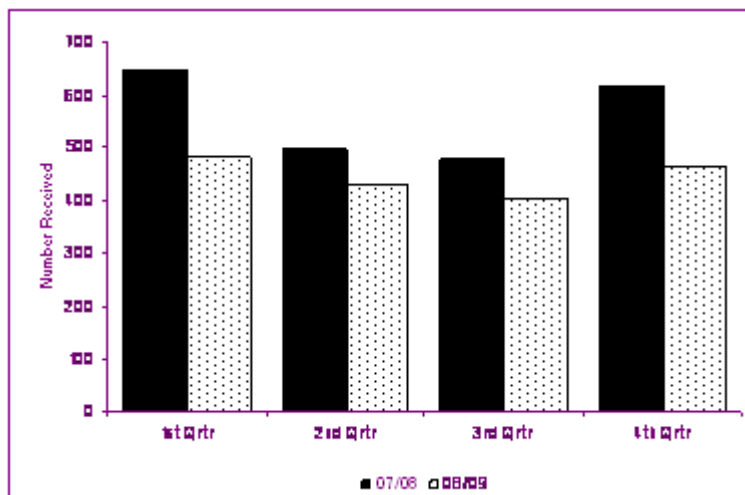
DEVELOPMENT & ENVIRONMENTAL SERVICES

Application Statistics

Construction Certificate Applications Received

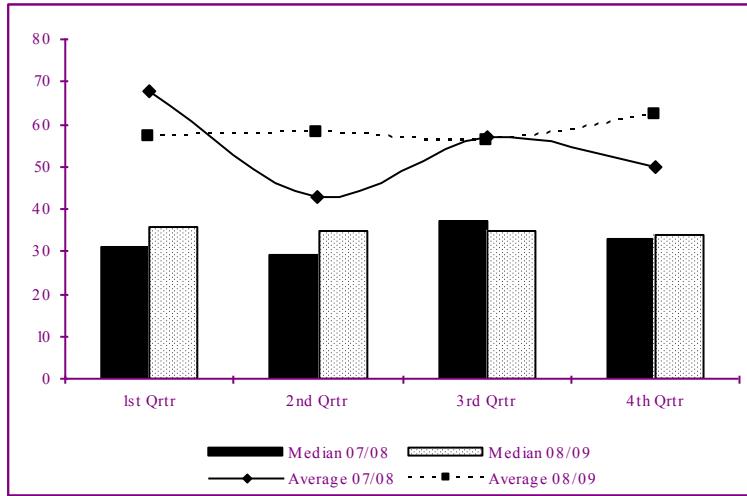


Development Applications Received

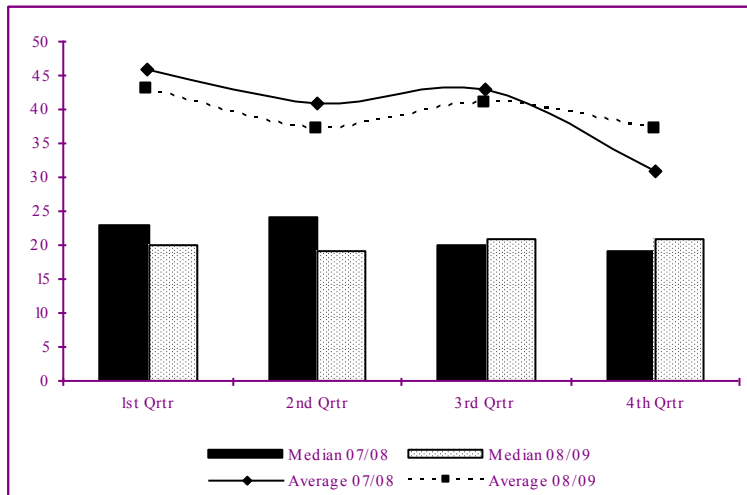


There was a slight increase in both Construction Certificates and Development Applications toward the end of the year, but overall the level of activity is down compared to 07/08. The results continue to reflect the downturn in the local construction industry, although there are some tentative signs of an improvement.

Processing Times Summary - Construction Certificates



Processing Times Summary - Development Applications



Overall processing times for Construction Certificates are similar to last year. This trend is also evident with Development Applications. Given the relocation of resources in the assessment area, these turnaround figures are sound.

Community Consultation Policy for Development Applications (Including Subdivision)

Council at its meeting of 30 September 2008 resolved to adopt Amendment No 5 to Council's Community Consultation Policy for Development Applications (Including Subdivision) and the Formulation of Development Guidelines and Policies, to be in line with new amendments to the *Environmental Planning and Assessment Act 1979*.

The amendments reflect the changes relating to the requirement to disclose political donations and gifts when public submissions are made to development applications and development control plans.

FINANCE & CORPORATE SERVICES

Shoalhaven Mechanical Services

Shoalhaven Mechanical Services had a stellar year in terms of revenue generated through it's business undertakings. A healthy surplus was experienced with our trading operations including:

Major servicing & repair of the Comerong Island Ferry.

Rehabilitation of safety fencing & infrastructure for Shoalhaven Water & Wastewater.

Servicing of pipes, pumps & valves for Bamarang Water Treatment Plant.

An increase in the demand for the correct fitting of child restraint seatbelts and capsules.

A continued mutual service level agreement with RFS & SES vehicles during emergency periods.

Decommissioning of both the ULP and Diesel fuel tanks at Bomaderry Depot

Administration Building Management & Catering Team

In the Admin Building Area of Council we have provided premium customer service to our many internal clients well beyond our standard service level agreements including:

Installed a paper bailer "bigfoot" which has lowered the recycling costs for Council by reducing the number of annual collections and truck movements to Council from 12 trucks per month to 2 trucks per month. This has been achieved by compressing paper waste into manageable bails for removal and recycling.

We have again hosted and catered for a very successful RFS & SES annual dinner for volunteer members and support staff.

The Admin. Building Team has refurbished the old purchasing unit area to accommodate a new Councillors interview room for ratepayers & constituents.

Hosted a very successful Australia Day event at Nowra Showground.

Graphic Design & Printing Units

Our Graphic Design & Printing areas continue to produce high quality design and digital black / white & colour printing servicing all of Council's needs.

ASSISTANT GENERAL MANAGER

Human Resources

Safety Achievements

Finalist in the NSW 2008 Workcover Awards for Best Workplace Management System
Maintaining improvements to the OHS System to ensure a safe work environment.
Health & Wellbeing Expo held in the Shoalhaven Entertainment Centre
Staff recognition for safety effort and improvements



Principal Activity 1 - Effective Government

Objective: 1.1 LEADERSHIP AND DIRECTION - to develop strong leadership and decisively guide the best future for the Shoalhaven

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.1.1 Develop, communicate and maintain the Cityplan process			
HUMAN RESOURCE STRATEGIES Review and implement the HR Strategy and report outcomes	ASST GENL MGR GROUP	Completed	100%
<p>ANNUAL PROGRESS</p> <p>2009/10 Human Resources Strategy has been drafted and is currently out for consultation.</p> <p>The following policies, procedures and strategies have been reviewed / developed:</p> <ul style="list-style-type: none"> • Reward and Recognition Policy • Mental Health Management in the Workplace Guidelines • Employee Buddy Program • Pay Policy and Associated Guidelines • Organisational Restructure Policy • Time Recording and Flexible Working Hours Policy • Employee Assistance Program Procedure <p>The following guidelines were also issued:</p> <ul style="list-style-type: none"> • Managing excessive leave • Promotion of purchased annual leave • Promotion of HR Liaison Officers • Writing effective and succinct job descriptions <p>"Ten Minutes with HR" at Team Briefs is being promoted throughout the organisation.</p> <p>17 individual nominations and 7 team nominations have been received for the Outstanding Performance Awards - January – July 2009 period.</p> <p>HR Intranet home page has been made more user friendly.</p> <p>During the last quarter there were 121 Existing Worker Apprenticeships in progress and 20 Existing Worker Apprenticeships were completed.</p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.1.1 Develop, communicate and maintain the Cityplan process			
<i>Succession Plan for key Council positions for 2009 has been completed.</i>			
<i>* Shoalhaven Libraries - Operations Policy</i>			
<i>* Glass Bottle free Sports Grounds Policy</i>			
<i>* Sports Ground Closure Policy</i>			
<i>* Sports Ground Fencing Policy</i>			
<i>* Voluntary User Contribution Scheme</i>			
<i>* Provisions of Local Area BMX Circuit Policy</i>			
<i>* Pensioner Rate & Charges Arrears Policy</i>			
<i>* HHTP Business Plan</i>			
<i>* Tree Planting - School Grounds Policy</i>			
<i>* Milton Showground POM</i>			
<i>* Arts Collection - SCC Regional Gallery Collection Policy</i>			
<i>* Arts Collection - SCC City Collection Policy</i>			
<i>* Contributions Plan - St Georges Basin Village Centre & Arson Street</i>			
<i>* Section 64 Headworks charges - Deferment Policy</i>			
<i>* Contributions Plan - Huskisson Town Centre</i>			
<i>* AMP - Shoalhaven Animal Shelter & Pound</i>			
<i>* Walking Tracks Strategic Plan</i>			
<i>* Voluntary Planning Agreements Policy</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.1.2 Integrate the principles of ecologically sustainable development into all Council's planning, decision making and actions			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT - ensure Council's fleet continues to move towards lowering its impact on the environment	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>During the 2008/09 financial year the Fleet Management Team has continued to encourage staff to consider the benefits of driving smaller four cylinder vehicles. Fewer six cylinder vehicles were again purchased during the year generating savings to Council both in terms of reduced operational costs on fuel and also monetary savings to staff in respect of lower leaseback payment on ESD vehicles. The strategy is starting to show signs of a successful transition with 183 x 4 cylinder vehicles now in Council's Fleet.</i>			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT - include the ability to apply ESD principles in tenders for consideration by Council.	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>The Contract and Tendering Conditions Policy as at 30/06/2009 is currently under review by the Legal Services and Supply Units of the Finance & Corporate Services Group. Council has also engaged an independent consultant during the financial year to investigate improved contract and tendering guidelines and progression to e-tendering to provide Council with a more efficient method by which tenders can be lodged and evaluated within Council. Application of ESD principles and environmental management have been included as a standard clause in the revised draft policy document. Council is also considering a "buy local" preference policy for local suppliers of goods and services.</i>			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT - "Ensure that Council meets and embraces its ESD obligations through implementing strategies within the Arts and Events, Comm FAC, Aquatics, Bereavement Services and SEC to reduce: *consumption of water, gas & electricity *production of waste *Encourage hirers/event organisers to consider ESD as part of their overall planning. "	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Air conditioning - Installation at Ulladulla Leisure Centre gym completed. Commissioned in early March utilising a contemporary energy efficient system.</i> <i>Energy Use - Solar collectors are the primary heating source for pool water at Bay and Basin, Ulladulla Leisure Centre and Sussex Inlet and Bomaderry Aquatic entire indoor pools. This equates to a reduction in gas and electricity consumption of approximately 30%. The energy efficient systems - including solar and rotex have been effective in reducing the consumption of gas and electricity.</i> <i>The crematorium procedures have and continue to be changed and monitored to achieve savings in LPG and electricity usage. Procedural changes involve maximising the potential the current Public Health Regulation, which allow bodies to be held for up to 48 hours before cremating. LPG fuel savings are in the order of 10% to 30% when compared to procedures that would have the body cremated immediately after committal.</i> <i>Underground irrigation has been installed to service 1 hectare of landscape at the Shoalhaven Memorial Gardens. Essentially, this should achieve close to zero percent evaporation. The irrigation infrastructure will be fed by wastewater recovery, programmed to be installed during 2009/ 2010.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.1.2 Integrate the principles of ecologically sustainable development into all Council's planning, decision making and actions			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT Develop and implement the Energy Savings Action Plan to conform with State Government legislative requirements, identifying opportunities to reduce Council's energy consumption and improve efficiency.	ASSISTANT GENERAL MANAGER	Completed	100%
ANNUAL PROGRESS <i>Actions identified in the Energy Savings Action Plan were implemented by each Group of Council in accordance with budget allocations.</i> <i>Systems were put in place to report on energy consumption and greenhouse gas emissions for the top 32 sites operated by council.</i> <i>Several key energy management functions have taken place, including: completion and lodgment in May of the first year ESAP report and the coordination of a grant application for funding of an energy control system for the St Georges Basin sewage treatment plant. Success with this funding will help Water meet its ESAP responsibilities.</i> <i>Opportunities outside those included in the ESAP were identified and implemented to assist in reducing council's energy consumption.</i>			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT - Ensure that Council meets and embraces its ESD obligations under the Local Government Act and that new and reviewed plans and projects embrace Ecological, Social and Economic imperatives..	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Sustainable House (Sustaining Our Shoalhaven) Project – Council was involved and provided support for this privately led project. The house was completed and opened by the Mayor in July 2009. Secured grant and ran competition to promote residential rebates for solar hot water etc.</i> <i>Cities for Climate Protection (CCP) Program – Council joined this Program. Completed carbon inventory of Councils operations and achieved Milestone 1 of the program.</i> <i>Regional Climate Change Response – endorsed a regional response to climate change along with the six other member Councils in the Southern Councils Group.</i> <i>Use of Recycled Paper – Council continued to shift toward the use of recycled paper throughout its operations.</i> <i>Integrating Natural Resources Management into Local Government Operations – Council hosted the LGSA training on the project guidelines on Ulladulla in July 2009.</i> <i>National Threatened Species Day – 300 students participated in an information and learning competition.</i>			
ECOLOGICALLY SUSTAINABLE DEVELOPMENT - Meet ESD obligations - Implement strategies within Shoalhaven Libraries & Family Day Care to reduce consumption of Water, Gas & Electricity and the production of waste	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>* Planet Footprint reports show that energy consumption in buildings is within sustainable parameters.</i> <i>* Proactive recycling programs implemented for waste reduction of cardboard and kitchen waste.</i> <i>* Increasing purchase of books produced using recycled paper.</i>			

Principal Activity 1 - Effective Government

Objective: 1.2 INVOLVING OTHERS - to work more effectively with the community, government and others

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.2.1 Establish methods of achieving improved ongoing community liaison			
CITYWIDE COMMUNITY LIAISON - Identify and implement the most effective methods of community liaison on a geographical and issue related basis	GENERAL MANAGER GROUP	Completed	100%
ANNUAL PROGRESS <i>Community Meetings:</i> * Residents meeting on St Georges Basin Sporting Field * Community Workshop - Huskisson 3(g) * Residents briefing - Mollymook Golf Club DA * 3 x Public Meetings draft MP			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.2.2 Review and develop stronger networks with government and other organisations to work towards the objectives of Cityplan			
GOVERNMENT DEPARTMENTS - Focus meeting held for each major project as deemed by Council, which involves integration with NSW Government agencies in the approval process	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Meetings held with relevant State Government Departments for infrastructure funding, and both Commonwealth and State Government Departments for the small lot rural subdivisions.</i>			
STATE & FEDERAL REPRESENTATIVES - Ensure that Council optimises every opportunity to stress the unique range and complexity of issues facing Shoalhaven to relevant State and Federal Ministers and local elected Representatives	GENERAL MANAGER GROUP	Completed	100%
ANNUAL PROGRESS <i>MP & Government Agency meetings held in June quarter:</i> <ul style="list-style-type: none"> * Minister for Roads Michael Daley re: Princes Highway * DoP/DECC Regional Manager re: Jerberra * Matt Brown & Minister Keneally reps: North Nowra Link Road * Catherine Cusack MLC Shadow Minister DECC * Malcolm Turnbull MP - Leader of the Opposition re: jobs creation * Mark Roberts - Premiers Dept re: Huskisson RSL land and Jerberra * NSW Housing - Stimulus Package * Ross Woodward - Acting Deputy DG, DLG re: SEC Company * Lindsay Charles DoC re: Correctional Centre * Warwick Watkins DG Dept Lands - Waterfront Development * SES Regional Controller Peter Higgins - SES Controller * Sally Barnes (Parks and Wildlife Group) NP&W re: Heritage * Michael Cullen - Exec Director DSRD * Nigel McKinnon, Regional Manager DSRD * Barry O'Farrell MP - NSW Leader of Opposition * Jo Gash MP - re: planning matter * David Campbell MP & Illawarra Employment Lands Task Force * Greg Hunt, Shadow Minister for Environment & Jo Gash MP re: Heritage 			
INTEGRATED COMPLIANCE & ENFORCEMENT - Ensure effective local and regional liaison to improve and co-ordinate the provision of integrated compliance and enforcement services to the Shoalhaven	FINANCE AND CORPORATE	In Progress	75%
ANNUAL PROGRESS <i>As at the end of the period the issues highlighted throughout the year with the operational management of the RID Squad are still under consideration. This action will continue into FY 09/10.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.2.2 Review and develop stronger networks with government and other organisations to work towards the objectives of Cityplan			
INTEGRATED COMPLIANCE & ENFORCEMENT - Attendance at community and agency meetings to foster liaison and exchange information	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Inter-agency meetings have proved effective in facilitating Ranger Services operations. Similar meetings will be scheduled during FY 09/10.</i>			
COMMUNITY PLAN OBJECTIVES - Liaise with community organisations to develop stronger networks with government and other organisations to work towards the objectives of the Community Plan	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>Community Development Officers involved in a number of forums and interagencies to develop stronger partnerships.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.2.3 Ensure Council has appropriate facilities and equipment to enable effective interaction with the community and the communication of Council's objectives			
COMMUNITY CONSULTATION - Maintain community involvement in the development of works programs by the attendance of at least 6 CCB meetings to provide information and receive feedback on maintenance and capital programs.	STRATEGIC PLAN & INFSTR	Completed	100%
ANNUAL PROGRESS <i>Staff attended the combined CCB meetings as well as individual local meetings during the year as well as responding to issues raised by CCB in correspondence.</i>			

Principal Activity 1 - Effective Government

Objective: 1.3 EFFECTIVE MANAGEMENT - to responsibly manage the Council's finances, resources and regulatory functions

Action / Project

GROUP

STATUS

% COMPLETE

Strategy: 1.3.1 Implement sound financial management strategies to meet Cityplan objectives

SECTION 94 CONTRIBUTIONS PLAN MAJOR REVIEW - Complete the major review of the 1993 Section 94 Contributions Plan by completing the analysis of demand, concept designs and cost estimates for existing projects in the Plan	STRATEGIC PLAN & INFSTR	In Progress	20%
ANNUAL PROGRESS <i>The major review is approaching completion with a target deadline of March 2010</i>			
CONTRIBUTION PLANNING FOR NEW LAND RELEASE AREAS - In conjunction with other Groups of Council, assess the demand for facilities associated with new land release areas (Nowra -Bomaderry and other Structure Plan areas)	STRATEGIC PLAN & INFSTR	In Progress	20%
ANNUAL PROGRESS <i>Contributions planning for Nowra Bomaderry Structure Plan is commenced using external resources.</i>			
CONTRIBUTION PLANS FOR SHOALHAVEN TOWN CENTRES - Draft Contribution Plans to be exhibited with draft amendments to town centre DCPs	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Ulladulla and Huskisson Town Centre Contributions Plans on exhibition. St Georges Basin Village Centre Contribution Plan adopted.</i>			
MISCELLANEOUS SECTION 94 PROJECTS - Prepare amendments to the S94 Contribution Plan according to Council direction for miscellaneous works projects	STRATEGIC PLAN & INFSTR	In Progress	20%
ANNUAL PROGRESS <i>Amendments progressing with a focus on the Contributions Plan Major Review.</i>			
MISCELLANEOUS SECTION 94 PROJECTS - For new projects draft Contribution Plan amendments to be exhibited within 6 months of Council resolution to prepare.	STRATEGIC PLAN & INFSTR	In Progress	20%
ANNUAL PROGRESS <i>Amendments progressing with a focus on the Contributions Plan Major Review.</i>			
SECTION 94 ADMINISTRATION - 2008 - Contribution Plan to be available to the public on the Internet following completion of the major review.	STRATEGIC PLAN & INFSTR	In Progress	20%
ANNUAL PROGRESS <i>Framework for Internet delivery of Contributions Plan, Manual and Enquiry System has been determined.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
FINANCIAL PERFORMANCE MEASURES - To effectively manage Council's financial resources as per policies and guidelines set by Council and the Department of Local Government	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>2008/2009 Budget as per Management Plan 2008-2011 has been implemented into financial systems and is being reviewed quarterly in accordance with regulation 203 of the Local Government (General) Regulation (2005). June Quarter Review went to Council's Works & Finance Committee on 18th August 2009, now waiting for resolution at the Ordinary Meeting on the 25th August 2009.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.1 Implement sound financial management strategies to meet Cityplan objectives			
LONG TERM FINANCIAL STRATEGY - Develop a 10 year Financial Plan and ensure data is regularly reviewed and updated	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>A meeting was held in October to review the timing and probability of the capital projects. The 10 year plan review continued in conjunction with the preparation of the 2009/10 Budget. Capital Works Program review continued in conjunction with the budget process in May 2009. The Draft Budget 2009/10 was completed and adopted by Council in June 2009.</i>			
FINANCIAL PERFORMANCE MEASURES - Review and keep up to date all Council policies regarding Council's finances	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>The following policies were reviewed during the year: Sick Leave - Payment of Untaken Leave Policy was reviewed during the year and reaffirmed by Council on 24/03/09. Investment Policy was reviewed, amended and reported to Council on 7th October 2008. Policies on Council's Plant Replacement Reserve, Statement of Business Ethics, Overdue Rates - Interest & Delegation to Write Off Debts were submitted to Council in January 2009.</i>			
DEVELOPMENT OF FINANCIAL SYSTEMS - To continue to monitor Council's financial reporting systems to ensure they meet the needs of users throughout the organisation and contribute to enabling Council to meet its objectives	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Council's financial reporting systems are reviewed continuously to ensure that they meet the needs of users. Implementation of a new improved system in relation to recording and importing transactions for the Shoalhaven Entertainment Centre commenced in June 2009. Financial Services Section continues to review and monitor reporting systems.</i>			
STATUTORY FINANCIAL REQUIREMENTS - To ensure that Council meets its statutory financial and taxation obligations within appropriate timeframes.	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>All statutory financial and taxation obligations were met during the year.</i>			
STATUTORY FINANCIAL REQUIREMENTS - Ensure Councils surplus funds are managed in an effective manner	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Surplus funds were invested effectively during the year in accordance with Council's Investment Policy and reported to Council monthly.</i>			
DONATIONS Identify the donations to be made by Council to any community groups in accordance with the Donations Policy established pursuant to Section 356 of the Local Government Act.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Council contributed a total of \$150,030 in accordance with allocations determined by Council and the Donations Policy. This amount was allocated either by way of a Council resolution or as part of the adoption of the Management Plan. The unallocated component was expended by January 2009 which then resulted in no further allocations being made and as a result some applications were unable to be considered for funding.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.2 Further develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement			
EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN Identify possibilities which enhance equal employment opportunities, raise awareness about fair and equitable employment and training and promote Council's commitment to diversity and fairness	ASST GENL MGR GROUP	Completed	100%
ANNUAL PROGRESS <i>EEO Survey results placed on Intranet for staff information.</i> <i>Promotion of Flexible Work Practices occurred through HR Happenings newsletter.</i> <i>Inclusion of EEO Management Plan in Staff Induction Packs.</i> <i>Development of brochure "Working Parents at Shoalhaven City Council".</i> <i>Revision of Exit Interview forms. Revised form designed to capture data pertinent to EEO trends on exiting employees.</i> <i>EEO data collected for each organisational Group via CHRIS and presented to the relevant Group Director for their information.</i> <i>Direct link to EEO site placed on HR Intranet.</i> <i>Educating and raising awareness amongst staff to report instances of discrimination, bullying and harassment through Team Briefs, Corporate Responsibility Workshops, HR Happenings and site visits.</i> <i>Recruitment refreshed training courses reviewed to include equity and diversity awareness.</i> <i>Guidelines for Recruitment, Employment and Retention of Trainees and Apprentices currently being amended to become a policy document.</i>			
GROUP PLANS & BUSINESS PLANS - Group Plans and Business Plans are completed in July each year and Group Directors report six monthly to the General Manager	GENERAL MANAGER GROUP	Completed	100%
ANNUAL PROGRESS <i>March quarterly reports for Budget and Management Plan reviewed.</i>			
EFFICIENT COMPLIANCE & ENFORCEMENT - Develop and train staff to changing situations and use technology more efficiently to ensure sound knowledge base for efficient decision making	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>During the reporting period EFTPOS has been successfully commissioned at the animal shelter providing a more convenient means for members of the public to make payments. Sheltermate commissioning has been somewhat delayed and it will now commence operations early in FY 09/10.</i>			
EFFICIENT COMPLIANCE & ENFORCEMENT - Continuous review and update of legislative changes	FINANCE AND CORPORATE	In Progress	0%
ANNUAL PROGRESS <i>During the reporting period, review and updating on legislative changes has been conducted satisfactorily. This action will continue on an ongoing basis into FY 09/10.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.2 Further develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement			
EFFICIENT COMPLIANCE & ENFORCEMENT - Continued adoption of technological solutions to logistic issues	FINANCE AND CORPORATE	In Progress	75%
ANNUAL PROGRESS VOIP, Electronic Files and Merit CRM training and commissioning has commenced and will be bedded down for use within Ranger Services throughout FY 09/10.			
STATUTORY REPORTING - To ensure that Council meets its statutory obligations in regard to Management Plan, Annual Report, Quarterly Operating Report and Rating returns	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS All quarterly reporting on Shoalhaven City Council's Management Plan 2008 - 2011 was completed and reported to Council in accordance with Section 407 of the Local Government Act 1993. Shoalhaven City Council's Management Plan 2009-2012 was adopted by Council at its Ordinary Meeting of 25th June 2009. The Annual Report for 2007/2008 was finalised and submitted to the Department of Local Government prior to 30th November 2008, meeting the statutory deadline. All rating returns including the Pensioner Rate Rebate Claims and Notional Rate Revenue Compliance returns have been forwarded to the Department of Local Government by the prescribed dates.			
ELECTRONIC ACCESS TO COUNCIL INFORMATION - Review Council's internet site quarterly ensuring that information relating to the elected council, council meetings, business papers and minutes, council policies and other governance information is up to date	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS All Governance information including policies has been checked and updated as required. Business papers and Minutes are uploaded onto the website within time requirements. Reviewed policies have been loaded as they are adopted by Council. Staff have also incorporated the Planning Decision Register onto the website. Access visits to Council website so far this year is in excess of 3,092,372.			
INNOVATION - Foster innovation in the workplace to provide efficient and effective provision of services and customer relations	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS Innovation was reintroduced with enhanced rewards without success. One factor that may have contributed to the lack of success is the change in workplace culture where innovation is driven by use of a range of forums in each Group such as team Briefs which may be incorporated into Group Plans.			
MAJOR COMPUTER APPLICATION ENHANCEMENTS - GIS Continue to enhance all aspects of Council's internal Geographic Information System including continued upgrading of map base accuracy	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS Council's GIS has been maintained in a timely manner and the cadastral accuracy upgrade has been progressing according to expectation. This financial year an additional 5654 parcels have been upgraded. 63% of the cadastre has now been upgraded and further 9.4% has been plotted ready for upgrade. Work is well under way on creation of a 1964 holding layer. There was also a map layer added to GIS Enquiry for Property Vegetation Plans and Voluntary Conservation Agreements.			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 1.3.2 Further develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement

<p>INFORMATION MANAGEMENT STRATEGY Information Technology is utilised to best advantage to ensure effective resource use, maximise customer service and continuous improvement.</p>	ASSISTANT GENERAL MANAGER	Completed	100%
<p>ANNUAL PROGRESS <i>Information Technology consulted regularly with each group of council and attended Group Directors, Risk Management, Asset Management, Sustainable Planning and Committee of Safety Review meetings providing IT advice and input.</i></p>			
<p>INFORMATION MANAGEMENT STRATEGY - Review annually and implement the Information Technology Strategy and report outcomes.</p>	ASSISTANT GENERAL MANAGER	In Progress	100%
<p>ANNUAL PROGRESS <i>Stage one of the VoIP implementation project was completed. This replaced the telephone systems at the Nowra Administration Centre, Ulladulla Office, Nowra Library, Nowra Visitor Information Centre, McIntyre Way Depot, Woolamia Depot, Ulladulla Depot and Flinders Water Depot. This upgrade involved significant overhaul of Council's data network including the replacement of major microwave links and network switching infrastructure.</i></p> <p><i>Following the completion of the new Cambewarra communications tower, negotiations with carriers were undertaken and services were migrated from the old to the new tower. Negotiations commenced with Broadcast Australia to relocate television transmitters to the new tower. New and existing customers were engaged with council bring new equipment online at council's communications sites. Negotiations were undertaken for the development of new sites.</i></p> <p><i>A managed program of PC and server replacement was undertaken to ensure council could continue to deliver efficient services. The IT section also undertook a refresh of all IT equipment for the SES, including server, workstations and staff training.</i></p> <p><i>The implementation of the Merit CRM was undertaken for various groups of council including Shoalwater, Development and Environmental Services and City Services and Operations. This implementation will continue in the following year.</i></p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards

<p>APPLICATIONS FOR DEVELOPMENT - "Meet statutory requirements for development and other application processing times and process all applications in a timely and efficient way. Percentage of applications determined within target time: Development Applications: Within 40 days - 70% Within 21 days - 40% Construction Certificates for Building Works: Within 40 days - 70% Within 21 days - 40% Construction Certificates for Subdivision Works: Within 10 days - 65% Subdivision Certificates: With</p>	DEV AND ENVIR SERV GROUP	Ongoing	0%
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ANNUAL PROGRESS

Development Applications:
Within 40 days - 76%
Within 21 days - 54%
Construction Certificates for Building Works:
Within 40 days - 55%
Within 21 days - 26%
Construction Certificates for Subdivision Works:
Within 10 days - 91%
Subdivision Certificates:
Within 21 days - 92%
Within 10 days - 78%
Complying Development Certificates:
Within 7 days - 62%
Within 5 days - 59%
Building Certificates:
Within 15 days - 59%
Within 7 days - 45%

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards			
OCCUPATIONAL HEALTH & SAFETY Develop appropriate policies and processes, implement and manage Council's OHS&R System and assure OH&S legislative requirements are met.	ASST GENL MGR GROUP	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>The following policies and procedures have been revised / developed by OH&S in the last quarter in line with the OHS&R Management System requirements and OHS Management Plan / Strategy:</i></p> <ul style="list-style-type: none"> • OHS Committee Responsibilities Policy • Electrical Safety Procedure • Hazardous Substance and Dangerous Goods Procedure • Plant and Equipment Safety Procedure • Workplace Inspections • Load Restraints Procedure • Fatigue Management Guidelines • Design Control Policy • Process Control Policy • Occupational Health and Safety Policy <p><i>Council has again made a submission for the NSW WorkCover SafeWork Awards for Best Workplace Health and Safety Management System.</i></p> <p><i>The annual LTI for 2008/09 was 28 - the second lowest in 10 years.</i></p> <p><i>169 Hazards were reported for 2008/09, 8% below target for all groups of Council.</i></p> <p><i>Dates for the 2009 Health and Wellbeing Expo have been confirmed. A grant was received from the Cancer Council for \$3,000 which will be invested in including sites at the Expo that focus on monitoring potential causes of cancer.</i></p> <p><i>Computerised records management systems are now in place for both Incident Reporting and Audits.</i></p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards			
WORKERS COMPENSATION - Comply with Workers Compensation Legislation & Self Insurers Guidelines and WorkCover NSW legislative requirements.	ASST GENL MGR GROUP	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>Undertaking phase one of a major project for the unit in 2009/10 with the implementation of WorkCover's CDR Submission Reporting and Project concordance requirements.</i></p> <p><i>Preparation for 2010 Case Management audit is underway.</i></p> <p><i>Changes to Council's internal procedures, guidelines and daily management of claims are currently being implemented, following major changes to the NSW WorkCover Self Insurers Guidelines.</i></p> <p><i>Major review of claims, targeting long term claims. Identified need to take a new proactive approach to the management and rehabilitation direction of these claims</i></p> <p><i>Training session for supervisor and managers on legislative requirements for Workers Compensation have been developed for 2009/10.</i></p> <p><i>The lodgement of Workers Compensation Claims Procedure has been reviewed to reflect NSW legislative changes. Local medical practitioners have been issued with reference documents detailing Council's changes.</i></p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards			
INTERNAL AUDIT PLAN - Annually review and implement the Annual Audit Plan to ensure that Council has a disciplined approach to evaluate and improve the effectiveness of its risk management, control and governance processes	GENERAL MANAGER GROUP	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>The Internal Audit Program concentrated on a number of major projects in 2008-09, with many smaller projects also undertaken, a number of which were to meet senior management needs for quick analysis and feedback on various matters, in line with the modern internal audit role of being a consulting service to management.</i></p> <p><i>The more significant projects were:</i></p> <p><i>As in previous years, substantial effort was devoted to Statewide Mutual insurance matters to try to further improve Council's compliance position and thus reduce public liability risks. Internal Audit coordinated the input for this project, including for the follow-up verification audit, and ensured that deficiencies were subsequently addressed. In this regard Council again achieved an excellent result – above the regional average and well above the State average – and should again receive a substantial premium bonus applicable to the compliance audit.</i></p> <p><i>Internal Audit continued to monitor the Corporate Risk Register, as a key basis for addressing control and other risks affecting Council and for eventual implementation of enterprise risk management. The Risk Register is based on Australian Standard 4360:2004, and also incorporates results from Council's 2007 Fraud Risk Assessment as well as risks identified in a project developed by Wyong Council in relation to corruption risks in development applications, a critical and high risk area of any council's operations.</i></p> <p><i>On-site compliance audits were done at six Tourist Parks during the year. Results for each audit indicated that the parks were generally well managed, and in very good conformity with Council's expectations and the relevant contracts. These audits are a key part of fraud control in Council contractor-run facilities. This year, the number of such audits were reduced as there had been a history of good compliance, but some concerns relating to expenditure issues at one Park and development approval issues at several mean that such audits will be significantly increased in 2009-10.</i></p> <p><i>Shoalhaven's Internal Audit has also had a role in investigations when required, and about 25% of total Internal Audit time was spent on several investigations during 2008-09</i></p> <p><i>Financial and related audits were completed for the main 4 of Council's 5 aquatic and leisure centres, all village pools and both sea pools, with recommendations made for some maintenance matters, security, OH&S, and computer back-up procedures as appropriate. This should assist in reducing public liability and other risks with these popular assets.</i></p> <p><i>Various audits were completed in relation to a range of electronic time recording (eTRS) and payroll matters, including recording of approved leave and other absences, accumulated annual leave and recording of hours worked, and additional reports associated with the electronic eTRS introduced in mid 2005. The main audit here was the detailed review of various TRS and CHRIS results done after the end of the financial audit. Occasional brief audits were also conducted at other times to ensure that various leave and TRS records are up to date. These reviews assist in monitoring Group performance.</i></p> <p><i>Compliance audits of Council's Rangers Access Agreement with the RTA was commenced. This annual audit is required for Council's Rangers to maintain access to the RTA Drives system. Requirements have changed considerably this year and the audit will be completed early in 2009-10 to meet the RTA deadline.</i></p> <p><i>Council's Internal Auditor also represented Council on the executive of the Corruption Prevention Network (CPN), holding the position of Treasurer. This network assists with feedback and guidance on a range of corruption-related matters, and runs an annual Conference and occasional Hot Topics on corruption-related matters.</i></p> <p><i>An audit of Council's investment portfolio was completed in early 2009, in response to ongoing concerns on investments generally following the sub-prime problems in the USA and the resulting global financial crisis.</i></p>			
ENFORCEMENT POLICY & PROCEDURES - continuous review and improvement of rangers services policies, procedures and practice to ensure corporate alignment and best practice in accordance with legislation	FINANCE AND CORPORATE	Ongoing	0%
<p>ANNUAL PROGRESS</p> <p><i>Reporting on the review of the Compliance Policy has now been completed, with the Ranger Services SOPs review to also be completed early in FY 09/10.</i></p>			
ENFORCEMENT POLICY & PROCEDURES - Develop, review and implement procedures including a complaints handling case management system	FINANCE AND CORPORATE	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>This project has now been overtaken by the corporate introduction of Merit CRM and the focus is now to facilitate the implementation of this new system.</i></p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards			
ENFORCEMENT POLICY & PROCEDURES - Proactive compliance and enforcement strategies developed to ensure the functions and decisions of Council are adhered to by the community	FINANCE AND CORPORATE	In Progress	75%
ANNUAL PROGRESS <i>Following the resolution of Council to restructure Ranger Services there was a direction to focus on unauthorised development. In this regard the duties associated with detecting unauthorised development have been re-allocated across all District Rangers in order to provide a greater spread of expertise and operational capacity. The Ranger Services Section has also undertaken a process of restructure to facilitate the resolution of Council with a greater focus on unauthorised development and less focus on non-core matters.</i>			
RISK MANAGEMENT - Increase focus on enterprise risk management with continued facilitation for Council's Risk Management process to ensure satisfactory results in the Statewide Public Liability Audit through - * the adoption of appropriate policy and procedures through Council's Corporate Risk Management Committee. *Compliance with directives from Council's Insurers *Continued engagement in the South Coast Regional Risk Management Committee	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Reporting of Insurance claims and hot spots to Group Directors has resumed. The group has developed and implemented a zero based costing for insurance premiums. Staff have completed Claims management processes to assist in claims investigation. Recommendations from the Corporate Risk Management Committee have been referred to Senior Management or appropriate staff for action. Insurance renewal for 2009/10 period has been completed. Property valuations of Council Buildings were undertaken and this detail was then entered into Council's Conquest Asset Reporting System. A draft Security Strategy was adopted by Group Directors. Some initial work has also been undertaken on an integrated Enterprise Risk Management System. A review of the Risk Management policies was commenced.</i> <i>The South Coast Regional Risk Management Committee met in February and staff continue to work with other Councils on relevant issues.</i> <i>The Statewide Audit result for the year was 89.2% against a State average of 72%. Valuations of all Council Buildings has been completed and the Property Insurance Schedule is linked to the Asset Register so that changes can be monitored.</i>			
INSURANCE - Ensure Council is adequately protected against known risks including public liability and professional indemnity risks to external factors	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Insurance placed in accordance with the legislative requirements for Public Liability and Professional Indemnity. Other classes of Insurance also placed through Brokers. Additionally significant work has been undertaken by the Insurance/Risk Management Unit on Claims management and investigation and input provided into strategies that will lead to increased protection against known risks.</i>			
PLANNING CERTIFICATES - Process Section 149 (Planning Certificates) with 95% of certificates issued within three to five working days	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>A change to the EPA Regulation 2000 with regard to complying development required a considerable effort to update the S149 certificates. This was achieved in time for the commencement of the change and a map layer added to GIS Enquiry depicting land on which No Complying development may be carried out.</i>			
RECORDKEEPING ACTIVITIES - Ensure Council's recordkeeping activities comply with the State Records Act associated Standards and industry "best practice" and enhance systems and procedures as appropriate	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Counter Disaster and Business Continuity Plan being drafted to comply with Standard No 6. Compliance with new Standard No 10 (Digital Recordkeeping) not required until after 30th June 2009.</i> <i>Electronic File Business Rules adopted to reinforce compliance with State Records Act and various associated standards.</i>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards			
CORPORATE POLICIES - Ensure that Council's corporate policies are accessible and remain relevant to current issues and the current political and community environment	FINANCE AND CORPORATE	In Progress	30%
ANNUAL PROGRESS <i>97 Policies were referred to Council for review during the 2008-2009 period.</i>			
INFORMATION SERVICES - Information services, procedures and practice to ensure corporate alignment and best practice in accordance with legislation	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Compliance with the information access and publication and publication requirements of the Freedom of Information Act, 1989 and the Local Government Act, 1993 has been maintained. Council's legal obligations in regard to compliance with the Privacy & Person Information Protection Act, 1989 and the Health Records & Information Privacy Act, 2002 have also been met.</i>			
LEGAL SERVICES - Provide legal services to Council to ensure proper management of legal issues and risks	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Provision of legal services in over 200 new matters including:</i> <ul style="list-style-type: none"> - management of 9 litigation matters - management and completion of probity review - preparation of contracts for the sale of land for unpaid rates - management and completion of Coroner's inquest <i>Advice in a number of areas including planning, environment, contracts, tendering, property, governance, leases, Local Government Act, enforcement, deeds, licenses, liability, risk management, policy and Local Court matters.</i>			
ENVIRONMENTAL & PUBLIC HEALTH MONITORING -"Monitor premises to ensure health, safety and environmental standards are met by: a) conducting an inspection and education program to ensure 90% of food premises comply with critical food handling practices and follow up on those premises that do not meet the required standards; b) carrying out assessments and audits of non scheduled commercial and industrial premises to determine compliance with environmental legislation and determine the level of	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <ul style="list-style-type: none"> a) A total of 1170 inspections of food premises completed. An on-line training program has been introduced for food handlers. Food safety training also provided for volunteer food handlers. 230 warning letters, 7 improvement notices, 3 prohibition orders and 5 penalty infringement notices were issued. b) Assessments of premises conducted in response to complaints or pollution incidents. 29 notices under the Protection of the Environment Operations Act issued. c) 100% of skin penetration premises inspected. All rated as satisfactory. d) 1588 inspections of on-site sewage management facilities carried out. 19% of inspections reported failures and rectification works and follow-up inspections were required for these systems. 			

Principal Activity 1 - Effective Government

Objective: 1.4 COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.4.1 Develop sound business plans for each of Council's commercial operations which offer value for money to customers and acceptable returns for Council.			
BUSINESS UNIT OPERATIONS - Ensure Business Units are efficiently and effectively meeting the needs of the organisation and other customers	FINANCE AND CORPORATE	Ongoing	0%
<p>ANNUAL PROGRESS</p> <p><i>This task is ongoing and in terms of the financial year 2008/2009 the Council's Business Units have already completed one review and are again currently reviewing all business plans for each area of operation. The review has included further analysis of our operational and capital works programs for each Business Unit and ongoing financial performance measures against budget for both 2008/09 and also 2009/10 as well as for the next three years.</i></p> <p><i>Draft Plans have also now been completed and are ready for adoption for the Supply Unit and also the Mechanical Services Unit. Holiday Haven's Business Plan has already been adopted by Council.</i></p>			
BUSINESS UNIT OPERATIONS - Development and review of Business Plans with key performance indicators and targets	FINANCE AND CORPORATE	Ongoing	0%
<p>ANNUAL PROGRESS</p> <p><i>The Corporate Business Units were on track in terms of adherence to the performance indicators and targets for the financial year ended 30/06/2009. The overall KPI's are still being reviewed and updated in line with the current review of the Corporate Business Plans. As part of the overall review of all Business Plans additional KPI's are being built in to provide for a better measure of improved customer service within the various business unit operation's.</i></p> <p><i>Further KPI's are also being considered as part of the InterPlan upgrade for 2009/2010.</i></p>			
BUSINESS UNIT OPERATIONS - Adherence to performance indicators and targets	FINANCE AND CORPORATE	Ongoing	0%
<p>ANNUAL PROGRESS</p> <p><i>The Corporate Business Units were on track in terms of adherence to the performance indicators and targets for the financial year ended 30/06/2009. The overall KPI's are still being reviewed and updated in line with the current review of the Corporate Business Plans. As part of the overall review of all Business Plans additional KPI's are being built in to provide for a better measure of improved customer service within the various business unit operation's.</i></p> <p><i>Further KPI's are also being considered as part of the InterPlan upgrade for 2009/2010.</i></p>			
BUSINESS UNIT OPERATIONS - Review services provided and service delivery methods	FINANCE AND CORPORATE	Ongoing	0%
<p>ANNUAL PROGRESS</p> <p><i>This task is ongoing and Corporate Business Units are continually reviewing service provision and quality service delivery in our daily operations. The use of better technology, marketing strategies, innovative ideas and more efficient business practices during the financial year 2008/09 ensured improved service delivery methods to our customers. We continue to monitor effective customer service through client surveys and written feedback.</i></p> <p><i>Value adding strategies are constantly under review in line with Marketing opportunities.</i></p>			

Principal Activity 1 - Effective Government

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 1.4.1 Develop sound business plans for each of Council's commercial operations which offer value for money to customers and acceptable returns for Council.

BUSINESS PLANS & STRATEGIES - Develop and refine business plans for each unit within Leisure Services to: *Increase revenue from use facilities. Identify savings in operating expenditures - all units. *Blend of commercial and community bookings at SEC to optimise revenue. *Grow income by 4% in the Aquatic KPA. *Consider the impact of emerging competition to SBS, maintain and grow current market position.	CITY SERV & OPERATIONS	Completed	100%
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ANNUAL PROGRESS

Water - a cumulative saving of 3.5 megalitres in mains water consumption have been saved due to rainwater harvesting system for the past 12 months at Bay & Basin and Ulladulla Leisure Centres.

Retention rates for Learn to Swim based on target of 75%. Q4 retention based on Q3 enrolments (allows for seasonal variations): BAC 97%, BBLC 79%, SIAC 62% ULC 72%

Enrolment for Learn to swim based on 07/08 Qtr 4 v 08/09 Qtr4 (Term 2): BAC (601-604) 0.04% increase, BBLC (817-740) 8% decrease, SIAC (1114 to 114) no change, ULC (620 to 698) 13% increase

Visitation based on Qtr 4 07/08 v Qtr4 08/09: BAC (23501 17649) 24% decrease, BBLC (37110-43703) 17% increase, SIAC (6627 to 6210) 6% decrease, ULC (36366 to 37656) 4% increase

Total visitation based on 07/08 v 08/09: BAC (108,404 - 105,466) -2.8%, BBLC (152,203 -197,771) +29%, SIAC (28,074 to 28,313) 1% increase, ULC (158,751 to 170,514) 7% increase

Income based on Qtr 4 07/08 v Qtr4 08/09 for - Learn to Swim: BAC(\$76,336 - \$66,048) 6.5% decrease, BBLC (\$70,614 - \$84,353) 19% Increase, SIAC (\$10,815 to \$11,616) 7% increase, ULC(\$67,684 to \$88,981) 31% increase

Memberships: BAC (\$11,697 - \$10,865) 7% decrease, BBLC (\$68,783 - \$78,987) 14% increase, SIAC (\$4,843 to \$2,749) 43% decrease, ULC (\$67,684 to \$88,981) 31% increase

Cost Recovery for year round Aquatic and Leisure Facilities based on 07/08 v 08/09: Bomaderry Aquatic Centre 08/09 62.5%, 07/08 62% , an improvement of 0.5%; Bay & Basin Leisure Centre 08/09 77.6%, 07/08 74.8% , an improvement of 2.8%; Sussex Inlet Aquatic Centre 08/09 34.2%, 07/08 38.6% a decline of 4.4%; Ulladulla Leisure Centre 08/09 76.4%, 07/08 77.4% a decline of 1%.

Screen Shoalhaven Directory. New partnership between Council's Economic Development Unit, Arts & Events and Blueprint Shoalhaven to develop an online and hard copy resource aimed at attracting large screen productions to the region and promoting local film based resources.

During 2008/09 the Bereavement Services Unit was increasingly affected by competition from the crematoriums at Dapto, Wollongong and Broulee. The Broulee crematorium in particular now receives ~30% of the services originating in the Milton-Ulladulla area. The matter is of considerable concern to the Bereavement Services Unit. A complete review of its Business Plan, bearing in mind industry change and competition, will be undertaken in 2009/2010.

Usage of Council's cemeteries & crematorium remained steady, although a little below estimates. The lack of growth can be attributed to the emergence of competition.

The "Cemeteries, Memorial Gardens and Crematorium Policy was reviewed and adopted by Council.

The "Funerary & Monument Masonry Services Policy" was adopted by Council. The Policy will provides a framework for ensuring funeral directors and monument masons operating in Council's cemeteries do so in accordance with OH & S law and regulation.

Principal Activity 1 - Effective Government

Objective: 1.5 PROMOTING LOCAL PRIDE - to effectively promote a positive image of the Shoalhaven

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 1.5.1 Develop methods to better promote the achievements of Council and the local community			
MARKETING COMMUNICATION (External) STRATEGY - Annually review and implement the Media Strategy within budgetary constraints and report outcomes	GENERAL MANAGER GROUP	Completed	100%
ANNUAL PROGRESS <i>Media and communication plans have been developed for eight areas of council, including Shoalhaven Water, Strategic Planning and Infrastructure, City Services and Operations and Finance and Corporate Services. The Media Manager also worked with the Southern Councils Group to interview and appoint a Marketing and Communication Officer.</i>			
MARKETING COMMUNICATION (External) STRATEGY - Ensure key stakeholders and public understand the breadth and significance of Council's activities and achievements	GENERAL MANAGER GROUP	Completed	100%
ANNUAL PROGRESS <i>In the June quarter the Media unit issued 57 media releases and coordinated 21 media opportunities for Shoalhaven City Council and its associated business units. All media releases and media opportunities were covered by local and state media. The Media Manager also produced and coordinated the communications on the sustainable house project for Strategic Planning and Infrastructure.</i>			
RECOGNISE LOCAL EXCELLENCE - Council will continue to foster or be involved with awards and local sponsorships such as" Shoalhaven Business Awards, School Citizenship Awards, Australia Day Awards, Mayoral Civic Receptions, Arts and Cultural Awards.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>During the year Council was involved in the 60th Anniversary of HMAS Albatross. Council also recognised Local Excellence of Members of our Community by planning for the Shoalhaven Medal for outstanding service or excellence in a field of endeavour. The first awards are planned to be presented at a celebration of the 30th Anniversary of the proclamation of the City of Shoalhaven on 1 August 2009. Council was again involved in Local Government Week, Shoalhaven Business Awards, Australia Day Celebrations and Awards, School Citizenship Awards, other Mayoral Civic Functions, Arts and related Cultural Awards.</i>			

Principal Activity 2. Protecting the Environment & Planning for Growth

This Activity area covers those services that specifically aim to protect and plan for the future of Shoalhaven's natural and built environment.

Strategic Issues

The environment of Shoalhaven is recognised as one of the most beautiful, yet sensitive in the State, with its magnificent beaches, lakes, pastures and bushland.

Shoalhaven has 49 settlements and extensive rural areas each with a distinctive character and heritage. The population is approximately 96,600 (estimate as at April 2007) and over the last 20 years the area has experienced one of the State's most consistently high growth rates. In peak holiday periods the population rises to over 320,000. Indications are that the area will continue to experience strong growth. The State Governments South Coast Regional Strategy (2007) indicates that the overall Region will grow by an additional 60,000 people over the next 25 years with over 50% of this growth being attracted to the Shoalhaven.

The ocean, rivers, streams, lakes and air in this region remain relatively unpolluted. However, there are increasing pressures on these systems such as sedimentation and nutrient levels in stormwater. The area is believed to be home to the greatest number of threatened species of any Council in NSW and many proposed developments need to consider and address this issue. Council and other agencies recognise that data on species and their possible habitats is not comprehensive and needs to be continually addressed.

Shoalhaven also has a richness of cultural heritage, both Aboriginal and non-Aboriginal. This is reflected by the strong spiritual ties that the traditional people have with the land and the numerous items and places of heritage significance for non Aboriginals.

Shoalhaven is prone to two main natural hazard occurrences – bush fires and flooding. These cannot be eliminated but need to be managed as best we can – through preventative measures and through disaster plans for when they do occur.

Proposed Responses

Council plays a major role in the protection of the City's natural and cultural attributes for current and future generations. One of the biggest challenges for Council and the Community is to accommodate an acceptable and sustainable level of growth, whilst protecting the inherent natural qualities of the area. This is being addressed in many different ways, including the development of the integrated strategies outlined in *Cityplan*, eg Citywide Growth Management Strategy as well as in the development of structure plans/settlement strategies for Milton-Ulladulla, Nowra-Bomaderry, Jervis Bay & Sussex Inlet and their ensuing local environmental plans.

Council is addressing these issues through key plans and strategies for particular areas in the City. A number of new initiatives are planned to help address the in a coordinated way on a City wide basis, such as:

- Growth Management Strategy
- Citywide LEP Review (due for completion early 2009)
- Estuary Management Plans
- Integration of actions from Stormwater and Estuary Management Plans.
- Better monitoring and restoration of air and water quality
- Continue to improve disaster management planning.

Highlights – Protecting the Environment and Planning for Growth

CITY SERVICES & OPERATIONS

Waste Services

- **Waste Tracking System** - An upgrade to the waste management tracking system software for SCC's 10 Recycling & Waste Depots and associated administration computers was successfully completed during the month of October with significant help and input from IT personnel. This has helped to speed up on-site processing, improve administration and reporting capabilities, and create a better scenario for 'hot swapping' computer equipment should the need arise.
- **Mattress Collection and Recycling** - Mattress collections from waste depots started in October 2008 under an arrangement brought about by the initiative of the Southern Councils Group. The mattress collector, Dreamsafe Recycling Pty Ltd, has set up their factory in South Nowra and is collecting mattresses from Shoalhaven, Wingecarribee, Eurobodalla and Shellharbour Councils. Significantly, 8,111 mattresses have been collected and recovered, or components recycled, from Shoalhaven depots during 2008/09.
- **Home Compost Programme** – Council initiated one of the largest home compost programmes in Australia, by committing to train and provide the tools for 5,000 people to compost from home. The programme was advertised in mid February 2009 and by the end of June 2009, nearly 5,000 people had been trained. Enthusiastic compliments have been received from attendees for the high quality training programme and the foresight of Council. The programme was filmed for the television programme "Living on the Coast", Council were invited to deliver a presentation on the programme at the annual waste management conference in Coffs Harbour in April, and a number of NSW and Victorian Councils have made further enquiries about the programme. This programme has empowered residents to take responsibility for their waste, improved other aspects of sustainability in their homes and has elevated the image of Council in the community.
- **"Recycling: get to the point" – Recycling Bin Trial in Greenwell Point.** A three month trial of an innovative waste collection system was held in Greenwell Point from March to June 2009. The system provides only two recycling bins to residents, one bin for all organic materials (food (vegetable, cereal and meat), garden, food contaminated paper, tissues, nappies and other organics) and the second bin holds all non-organic dry materials including dry recycling, textiles, light globes, etc. The results of the trial exceeded expectations with recovery of up to 80% of the collected material (compared to about 33% in the current system). The recovered materials included all current recycling plus more and a compost product that is about to undergo testing for conformance to Australian Standards. Community engagement and participation in this new system was a crucial component with Council staff discussing specific concerns face to face with many of the Greenwell Point residents. This has provided direct and quick feedback with the majority of residents showing significant support for the trial and supports the theory that it is people, rather than technology, that make a system work.
- **New Landfill Cell Liner** – The design and construction of a new cell has been completed at the West Nowra Landfill facility



PLANNING

- Draft Shoalhaven Local Environmental Plan 2009 adopted by Council and forwarded to NSW Department of Planning to seek Minister's approval to publicly exhibit. The draft plan contains best practice legislative initiatives to protect the outstanding features of Shoalhaven whilst still providing for growth.
- National Threatened Species Day information and learning competition held with over 300 students participating
- Council's application for grant funding under the Estuary Management Program, totalling \$180,000 was successful. Council also received funding of \$195,000 under the Floodplain Management Program for 08/09.
- Council adopted a settlement hierarchy framework for Shoalhaven for inclusion in the draft Citywide Growth Management Strategy. The hierarchy sets out the methodology for investigating the growth constraints and opportunities for settlements and provides an outline of the proposed outcomes and timeframes that will be achieved.
- Upgrade works of flood forecasting system for Lake Conjola, Lake Tabourie and Greenwell Point have been completed.
- All fuel management works as per the Bush Fire Risk Management plan completed as scheduled.
- Council was successful in obtaining a grant from the Bureau of Meteorology to upgrade Council's Flood ALERT system.
- Council was recognised by the Federal Minister for the Environment, Heritage and the Arts Peter Garrett for its commitment to joining the Cities for Climate Protection program. Council subsequently completed a carbon inventory of its operations and achieved Milestone 1 of this program.
- Review of Coastal Hazard Maps completed.
- Annual Bushfire Mitigation Programme 100% completed.
- Floating Islands installed in Harry Sawkins Park to improve water quality.

DEVELOPMENT & ENVIRONMENTAL SERVICES

Survey to Help our Environment

Shoalhaven City Council's State of the Environment Report was made available in December 2008. The report has been compiled since 2004 and provides a comprehensive look at the environment in all parts of the City from more than 60 points of view. To help Council provide a better report that relates to all citizens whether they live in Currarong, Bomaderry or Ulladulla, Council invited the community and 77 groups to take part in a survey. 113 people completed the survey.

Environmental Services are currently finalising a snapshot summary of the report in conjunction with consultants, Planet Footprint. This summary is intended to be a simplified version of the SoE that presents the information as a graphical representation of a particular indicator. This format is a pilot that should lead to Council being able to benchmark its environmental performance against other Councils and Corporations as well as being able to present its environmental performance in a 'real time' scorecard appearance instead of after the fact as is the current situation.

Beachwatch Program

Beaches in the Shoalhaven Council area have again received an excellent report card. All 10 beaches passed the National Health and Medical Research Council (NHMRC) swimming water quality guidelines in December 2008 and January and February 2009, according to results from Department of Environment and Climate change's Beachwatch Program.

Beachwatch Manager Cris Hickey said that all 10 swimming locations passed national guidelines for faecal coliforms and enterococci; the bacterial indicators used to assess swimming water quality.

The sites tested in the program include: Shoalhaven Heads beach; Tilbury Cove; Warrain Beach; Collingwood Beach; Cudmirrah Beach; Mollymook Beach; Rennies Beach; Racecourse Beach; Bawley Point Beach; and Merry Beach.

SCC Ulladulla High School Beachwatch Adopt a School Program

Environmental Services, in conjunction with the Shoalhaven Student Workplace Program, gave students from Year 9 at Ulladulla High School the opportunity to experience the work of an Environmental Health Officer. From October - December 2008 Environmental Health Officers facilitated a Beachwatch project with the students at Rennie's Beach. The students were given an insight into the operations of Environmental Services and Environmental health careers. They conducted environmental risk assessments, water quality monitoring, data analysis and proposed pollution mitigation measures. At the end of the project the students produced some excellent presentations of their work using a variety of audio-visual tools. Students gained a greater understanding of water pollution and the environmental impacts on our local beaches.



Partnership - Shoalhaven City Council/Bomaderry High School

In the second term of school this year, in partnership with the Student Workplace Learning Program, the Environmental Services section provided Year 9 Zoology students at Bomaderry High School with experience in applied ecology and an insight into careers in science. This involved design of lesson plans and an assessment task; talking to the students about careers in science, traineeships, and practical ecology; plus field work. During the term the students got up close with a Grey-headed Flying-fox before heading into Bomaderry Creek bushland with the Environmental Services section to use GPS technology to map threatened species habitat and use survey techniques for various animal groups. The program finished with the students presenting their research on selected threatened species to the Student Workplace Learning Program and Environmental Services staff. The program was very popular with the students and teachers at Bomaderry High School and a valuable and satisfying experience for the Environmental Services section. The standard of work by the students was very impressive and Council rewarded their efforts with a number of book prizes for the school library.

Principal Activity 2 - Protecting the Environment and Planning for Growth

Objective: 2.1 A PLANNING FRAMEWORK FOR GROWTH AND CONSERVATION - to protect the natural beauty, built environment and heritage of the area, whilst adopting a balanced approach to growth

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 2.1.1 Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth

WASTE MANAGEMENT - Implement strategies to minimise waste disposed of to landfill by trialing green and organic waste processes (home composting and mobile chipping service) with a view to evaluating City-Wide implementation	CITY SERV & OPERATIONS	In Progress	95%
<p>ANNUAL PROGRESS</p> <p><i>* The home compost programme for the Shoalhaven was successfully rolled out, with 5,000 people registered and 4,000 people trained and issued with resources before the end of June 2009. A spring Compost Training Program for a further 1,500 Shoalhaven residents will be initiated for 2009/10. Quotations from suitable training organisations are being sought with a commencement date anticipated for October 2009.*</i></p> <p><i>a further trial to assess the viability of introducing an organics recycling bin together with an innovative new dry materials recycling bin in place of the current kerbside garbage service was trialled in Greenwell Point from March to June 2009. Initial results from the trial show that the system has potential to reduce up to 80% of kerbside waste materials from going to landfill. The success of the trial can largely be attributed to not only the utilization of relatively low technology waste processes, but also the collaborative approach adopted by Council. The proactive and consultative community education program empowered residents with tools and information to enable them to support the new bin system.</i></p>			
WASTE MANAGEMENT - Develop Resource Recovery Park at West Nowra to minimise both waste disposed of to landfill and levy payments	CITY SERV & OPERATIONS	In Progress	75%
<p>ANNUAL PROGRESS</p> <p><i>Following a detailed biodiversity survey and assessment of the Stage 4 land at West Nowra a cost benefit analysis was completed. A Part 3A major project submission is required for which quotations have been invited from suitable consultants to undertake the work.</i></p>			
ESTUARY MANAGEMENT PLANS - IMPLEMENTATION - Integrate planning related actions into process of policy and planning instrument development in areas covered by adopted Estuary/Natural Resource Management Plans	STRATEGIC PLAN & INFSTR	In Progress	70%
<p>ANNUAL PROGRESS</p> <p><i>Ongoing process integrated into Estuary/Natural Resource Management Plan.</i></p>			
ESTUARY MANAGEMENT PLANS - IMPLEMENTATION - Work with Natural Resources and Floodplain Management Committees to identify priority on-ground projects from adopted Estuary Management Plans and combined Estuary/Natural Resource Management Plans and seek funding assistance to implement those projects	STRATEGIC PLAN & INFSTR	In Progress	60%
<p>ANNUAL PROGRESS</p> <p><i>Committees engaged to new projects, funding bids and completed tasks, on an ongoing basis.</i></p>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Objective: 2.1 A PLANNING FRAMEWORK FOR GROWTH AND CONSERVATION - to protect the natural beauty, built environment and heritage of the area, whilst adopting a balanced approach to growth

ESTUARY MANAGEMENT PLANS - IMPLEMENTATION - Work with the Natural Resources & Floodplain Committees to undertake a review of 3 older Estuary Management Plans in the light of new State Government policy guidelines

STRATEGIC PLAN & INFSTR

In Progress

50%

ANNUAL PROGRESS

Review of St Georges Basin, Tabourie Lake and Lake Conjola commenced, with committee endorsement.

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth			
FLOOD INFORMATION - Via the Floodplain Management 10 year forward program, complete the Flood Studies and Risk Management Studies and Floodplain Management Plans, progressively replace historical flood data with the results of that work and update Council's flood policies, DCP and the LEP where relevant	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Next round of Floodplain Risk Management Studies and Plans has commenced.</i>			
FLOOD INFORMATION FORECASTING - Progressively upgrade, annually audit and maintain the flood alert system to capture rainfall and river flow information across the City.	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Upgrade of flood alert system in progress with additional and upgraded monitoring stations.</i>			
NOWRA CBD STRATEGY REVIEW - Review the existing Nowra CBD Strategy (covering the next 15 year period) and implement both a Local Environmental Plan and a Development Control Plan in conjunction with the Nowra Bomaderry LEP review.	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Masterplan for CBD Review has been initiated, 3D base mode of the Town Centre has been completed.</i>			
COASTAL MANAGEMENT - Work with the Coastal Management Committee to finalise and implement the Coastal Management Plan and undertake coastal protection, rehabilitation and maintenance works on a priority basis and seek funding assistance to implement these projects	STRATEGIC PLAN & INFSTR	In Progress	50%
ANNUAL PROGRESS <i>Draft Coastal Zone Management Plan had been completed, but now requires amendment in light of new Sea Level Rise projections required by State policy. Coastal Hazard maps have been revised.</i>			
TOWN CENTRE REVIEWS - Progressively review CBD DCPs as needs and resources permit	STRATEGIC PLAN & INFSTR	In Progress	85%
ANNUAL PROGRESS <i>Huskisson and Ulladulla DCP reviews completed, but with Ulladulla DCP requiring some additional consideration.</i>			
GROWTH MANAGEMENT STRATEGY (CITYWIDE STRUCTURE PLAN) - Prepare the Citywide Growth Management Strategy, involving the exhibition of an issues paper highlighting conservation and settlement trends and the preparation and exhibition of a draft strategy based on findings from the issues paper process and develop a mechanism to monitor and review	STRATEGIC PLAN & INFSTR	In Progress	40%
ANNUAL PROGRESS <i>Outcomes of the initial community consultation phase considered by Council in July 2008. Council adopted a draft settlement hierarchy for inclusion in the Strategy in December 2008. New Council briefed on the project in February 2009 and a detailed facilitated workshop held with Councillors in April 2009.</i>			
NOWRA BOMADERRY LOCAL ENVIRONMENTAL PLAN REVIEW - Prepare Local Environmental Plan Review for Nowra Bomaderry consistent with the Structure Plan	STRATEGIC PLAN & INFSTR	In Progress	50%
ANNUAL PROGRESS <i>The LEP review is now being managed as a component of the Citywide LEP 2009 (see Action 2.1.1.5)</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth			
NSW PLANNING REFORM PROCESS - Monitor and Review NSW Planning Reform Legislation and co-ordinate and submit Council responses to changing legislation and policies as required.	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Relevant matters reported to Council and submissions made on the following State Government proposed reforms: Draft centres Policy – Planning for Retail & Commercial Development; Discussion Paper – Competition in the NSW Planning System; 12mth Review of SEPP Infrastructure; Inquiry into the NSW Planning System; and Draft Sea Level Rise Policy Statement.</i>			
PLANNING TASK PRIORITY LISTING - Progress and complete individual projects by nominated quarters in accordance with project listing determined by Council.	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Reported to Council on a quarterly basis and completed projects highlighted. New on line works program prepared and made available internally via Councils intranet.</i>			
SHOALHAVEN DRAFT LOCAL ENVIRONMENTAL PLAN - Review Shoalhaven LEP 1985 to comply with new State Government Standard Instrument based on requirement for finalisation by March 2009.	STRATEGIC PLAN & INFSTR	In Progress	50%
ANNUAL PROGRESS <i>The draft Shoalhaven LEP 2009 was finalised by Council and submitted to the Department of Planning in September 2008 to obtain a certificate to exhibit. Detailed comments received from the Department in January 2009. These were considered by Council and responded to in March 2009. On going dialogue between Council and the Department to enable the required certificate to be issued.</i>			
SHOALHAVEN DEVELOPMENT CONTROL PLAN - Prepare a single Development Control Plan for Shoalhaven to comply with NSW Planning Reform legislation requirement of one DCP for each parcel of land.	STRATEGIC PLAN & INFSTR	In Progress	40%
ANNUAL PROGRESS <i>Work continued to transfer the current DCPs and planning polices into a single DCP. Working draft completed and series of Councillor workshop commenced in July 2009.</i>			
SMALL LOT RURAL SUBDIVISIONS - Resolve future of small lot rural subdivisions in Jervis Bay and St Georges Basin area by reviewing their potential for development and identify infrastructure feasibility and implementation mechanisms where appropriate.	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Heritage Estates – Public Environment Report (PER) under the Federal EPBC Act exhibited and finalised. Final PER submitted to the Federal Government in early 2009. Rezoning was refused on 13th March 2009. Council acknowledged the decision and 25th March 2009 and commenced negotiations to attempt to have the land acquired for addition to the National Park estate. Jerberra Estate – On going dialogue with the NSW Department of Planning and Department of Environment & Climate Change regarding development options for the Estate. Involved a site inspection in July 2008 and various meetings with Ministers and Senior Staff. State Government position was considered by Council in May 2009 and work on a compromise option commenced. Nebraska Estate – Final draft flora/fauna assessment was completed and provided to the NSW Department of Environment & Climate Change for review and discussion. Verons Estate – Riparian Mapping Study, draft Threatened Biodiversity Assessment, Cultural Heritage Assessment all completed for the Estate. Goodlands Road, Woollamia – Relevant environmental studies nearing completion – including bushfire, effluent disposal and flora/fauna. Opportunities and constraints mapping prepared. Draft Environmental Study being prepared.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth			
IMPLEMENT THE HOUSING STRATEGY - Consider and implement recommendations of the Housing Strategy when appropriate.	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>Recommendations of the Housing Strategy are considered as issues and opportunities to implement arise. Number of meetings held with NSW Department of Housing regarding the delivery of the Nation Building Economic Stimulus Plan (housing component) and the use of the self approval powers under the Infrastructure SEPP.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Objective: 2.2 ENVIRONMENTAL QUALITY - to maintain and improve the high quality of our natural assets (eg waterways, air)

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.2.1 Work with the community and government agencies to refine and develop Council's environmental monitoring system			
ENVIRONMENTAL EDUCATION - Develop effective environmental and public health awareness programs with the community by seeking grant funding and other opportunities for environmental and public health education and partnership programs	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Environmental Services successfully implemented two education projects with local High Schools targeting water quality monitoring and threatened species management.</i>			
ENVIRONMENTAL MONITORING -As part of Council's annual State of Environment Report, continue to review, develop and analyse environmental indicators, particularly those that monitor cumulative impacts.	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <i>A new reporting framework has been drafted that delivers information to the community in a 'scorecard' format. The aim of the scorecard is to simplify the reporting process so the 'state' of the environment and 'Council's' response can be more easily understood.</i> <i>The scorecard relates to issues, that results in community consultation have revealed that the community are most interested in, and benchmarks Council's performance.</i>			
STATE OF ENVIRONMENT REPORT - Continue to improve Council's annual State of Environment Report by seeking partnership and feedback with the Shoalhaven community on the quality and content of the State of Environment Report using Council's internet site, survey forms and public workshops.	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <i>The Local Government Act 1993 requires Council, as part of its charter under the Act, to "properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development (ESD)". The Act also requires Council to integrate its State of Environment Report (SoE) into its Management Plan.</i> <i>During 2007/08 Council engaged a consultant called Planet Footprint to assist with development of a SoE scorecard as a way to measure Council's progress towards sustainability and its environmental performance. The scorecard is in its final stage of development, the aim is to produce a simple, easy to read page on each State of the Environment theme. It is intended that this scorecard will be updated throughout each year to give readers more up to date information throughout the whole year and eventually benchmark the Shoalhaven City Council against other local government areas in NSW. The draft SoE scorecard can be found on Council's 'Future Directions' webpage at http://www.future.shoalhaven.nsw.gov.au/ in the Future Directions, SoE Summary paper under 'Further Reading'.</i> <i>There are still some data gaps in the scorecard. Council is endeavouring to collect this data so that we can benchmark our performance and track trends over time. The reader will also note some indicators are not present, particularly for the Council's response on the 'Corporate Footprint' pages. Council is responding to these issues through varied actions and appropriate indicators are being developed for these pages.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.2.2 Undertake and encourage the restoration and protection of our environment			
DUMPED WASTE & LITTER - Administer the Regional Illegal Dumping (RID) Squad on behalf of participating Council areas to combat illegal dumping and littering across the region.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>This function is ongoing with regular RID Management Committee meetings held every 2 month to keep updated on progress and provide direction. This function continues to provide a valuable service in the protection of natural areas on a regional basis. Identification of illegal landfills, patrolling and signposting of hotspots and the ongoing issuing of PINs continues to raise the profile of illegal dumping and littering regionally.</i>			
DEVELOPMENT SITES - Maintain awareness of erosion and sedimentation issues on development sites by: * sending out information leaflets; and *monitoring the number of penalty infringement notices issued to developers on building sites	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <i>1665 information leaflets were sent out for 08/09.</i> <i>3 Penalty Infringement Notices issued in 08/09 for erosion or sedimentation issues.</i>			
BUSHCARE GROUPS - Ensure that Bushcare groups are supported to assist them rehabilitate and protect natural areas under Council's control throughout the Shoalhaven. Report on the number of active Bushcare groups and the status of Action Plans each quarter.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>There are a total of 83 active Bushcare groups registered. 22 Bushcare plans are adopted with another 24 Bushcare plans completed ready for reporting to Council once the Bushcare Policy is adopted by Council. The remaining 37 Bushcare plans are in the process of being completed.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.2.2 Undertake and encourage the restoration and protection of our environment			
NOXIOUS WEEDS - CONTROL - Implement the Regional Weed Management Plan and report on works undertaken to control each weed including Aquatic Weeds, African Lovegrass, Broom and Gorse, Bitou Bush, Giant Parramatta Grass, Lantana, Serrated Tussock	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Aquatic Weeds - Continued monitoring of known infestations particularly Water Hyacinth, have taken place on a regular basis. Sydney Catchment Authority has completed their last inspection of Tallowa Dam for the winter season, next inspection expected to take place in spring/summer.</i> <i>The infestation of Water Hyacinth in Mark Radium Park has been treated and monitoring of this site will be included in the annual program. Control of Water Hyacinth was carried out on six properties in the Cambewarra area.</i> <i>Follow up spraying of African Lovegrass infestations throughout the City including Berry, Sussex Inlet and Ulladulla, have been completed.</i> <i>All spraying of Broom and Gorse on roadsides has been completed; inspections and spraying will be rescheduled in the spring/summer months.</i> <i>Ten hectares of Bitou Bush at Culburra Beach were aerially sprayed. In addition 35 hectares were sprayed on private land at the owners expense. Handspraying using high volume spraying and splatter gun is now in progress in previously sprayed areas of Culburra and Crookhaven.</i> <i>All spraying for Giant Parramatta Grass on roadside areas has now been completed. Private property inspections for Giant Parramatta Grass have now concluded, areas covered were Meroo, Cambewarra, West Nowra, Nowra Hill and Milton. Further Giant Parramatta Grass field days and workshops are planned before the end of 2009 in Kangaroo Valley and Milton.</i> <i>Roadside spraying program for woody weeds has concluded for this season, weeds targeted were Blackberry and Lantana. Four spray teams covered all roadside areas of the City. Wet weather disrupted this program and there may be some regrowth to be treated in spring/summer.</i> <i>Roadside spraying for Serrated Tussock has been completed in all areas, The next spraying program is scheduled for October 09.</i> <i>Roadside spraying and handpulling to control Fireweed on all roadsides has begun. Two patrols of problem areas in Kangaroo Valley and southern Shoalhaven have been carried out; in conjunction with the wet and windy alternative work program. Inspections of private property have commenced in Kangaroo Valley and southern Shoalhaven. Inspectors report Fireweed growing in the normal problem spots. The germination of Fireweed has been delayed in southern Shoalhaven due to dry weather.</i>			
NOXIOUS WEEDS - BUDGETS - Implement the Local Weed control programs and report on works undertaken to control each significant weed including Blackberry, Fireweed, Noogoora Burr, Privet and other weeds considered locally significant.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Budget for local weeds fully expended, main expenditure centred on the control of Blackberry on roadsides, Privet in reserves and Council managed land and Noogoora Burr in flood mitigation drains.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.2.2 Undertake and encourage the restoration and protection of our environment			
NOXIOUS WEEDS - COMPLIANCE - Administer and coordinate the functions of the Noxious Weeds Act by inspecting private properties and ensure identified noxious weeds are controlled. Report on the number of private property inspections undertaken each quarter (target 500 per year).	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Programmed inspections for Giant Parramatta Grass have been completed, areas covered included Meroo, Cambewarra, West Nowra, Nowra Hill and Milton. Fireweed inspections occurred from July to October 2008 and recommenced at the beginning of June 2009 in Kangaroo Valley and southern Shoalhaven for the current season. 949 inspections were completed during the year.</i>			
NOXIOUS WEEDS - AWARENESS - Raise awareness of noxious weeds and control methods within the community. Report quarterly on activities undertaken (including articles for journals, newsletters and media, attendance at local shows, field days and community information seminars).	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>A noxious weeds stand was part of the Shoalhaven City Council exhibition at he Berry Garden Fair held in October. A Water Hyacinth poster has been produced in conjunction with Sydney Catchment Authority.</i> <i>Noxious Weeds staff have presented displays at three local shows and have participated in three Giant Parramatta Grass field days in conjunction with Shoalhaven Landcare and the Small Farm Network.</i> <i>A meeting of the Kangaroo Valley Fireweed Control Committee was held in June. Two newspaper articles concerning the control of Fireweed have been prepared for release. Production of noxious weeds brochure will proceed early in the 09/10 financial year. Noxious weed staff are collating photographic resources for the production of an aquatic weed brochure early in the 09/10 financial year. Other South Coast Councils are interested in purchasing supplies of this brochure. 'Weeds of the South Coast' brochure has recently been revised and updated, supplies of the new edition have just been delivered.</i>			

Principal Activity 2 - Protecting the Environment and Planning for Growth

Objective: 2.3 EMERGENCY MANAGEMENT - to relieve the impact of natural disasters (eg floods and bush fires).

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 2.3.1 Develop and maintain a high level of expertise and good facilities for all disaster response agencies.			
MANAGEMENT IN BUSH FIRE PRONE AREAS - Implement fuel management strategies for Council managed land as per the Bush Fire Risk Management Plan through managing and maintaining Asset Protection Zones and establishing new ones where necessary	STRATEGIC PLAN & INFSTR	Completed	100%
ANNUAL PROGRESS <i>Bushfire Management Program completed as planned.</i>			
LEMC - Support and encourage efficient emergency agency co-ordination and integrated response through the Local Emergency Management Committee.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>* Council supported a training day in conjunction with the Department of Lands (Emergency Information Co-Ordination Unit) to test and improve interagency emergency response preparedness.</i> <i>* LEMC met as planned on 18 June with continuing good attendance from members.</i>			
EOC RESOURCING - Maintain Council emergency support staff skill levels and equipment levels to adequately resource the Emergency Operations Centre in times of activation.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>* Adequate numbers of Council staff are available and trained in their respective EOC roles.</i> <i>* Training was provided to two Shoalhaven City Council GIS operators in use of spatial mapping systems.</i> <i>* Training continued for future replacement LEMO and relief LEMO's.</i>			
EMERGENCY MANAGEMENT CAMP - Support and co-ordinate the annual emergency management training camp to ensure a successful event with strong multi agency attendance.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>* Successful annual camp held in August 2008 with overwhelming positive feedback from participants.</i> <i>* Organisation for combined agencies training camp to be conducted in August/September 2009 is on track.</i>			

Principal Activity 3 - Promoting & Developing the Local Economy

This includes services provided by Council to promote, develop and foster the retention and growth of sustainable economic development within the City.

Strategic Issues

The Shoalhaven is a significant regional business and industrial centre.

In 2005 Council adopted its latest Economic Development Strategy entitled '**Shoalhaven – an enterprising alternative**'. This strategy was developed to:

- provide clear direction to the Shoalhaven community about the actions required to address priorities and challenges with respect to economic development
- convey confidence to the Shoalhaven community that economic development encourages and supports positive social and environmental outcomes
- provide a sense of coordination for the Shoalhaven community with respect to the role of a range of agencies and groups, including Shoalhaven City Council, in the implementation of relevant actions and programs

The Shoalhaven Economic Development Strategy aims to foster:

- business growth and capability,
- jobs growth,
- private and public investment in the Shoalhaven, and
- tourism growth and increased tourism yield

In 2006 Council in conjunction with the NSW and Australian Governments developed '**blueprint Shoalhaven**', an action plan to deliver outcomes across a range of activities. The threads of this action plan are now being woven into Council's Management Plan across the organisational programs.

Similarly Council's Tourism Marketing Plan is an important part of the overall thrust by Council to address the economic needs of the community and areas social fabric.

Proposed Responses

Council has and will continue to work with Regional, State, and National agencies to address the issues which affect its effective operations in the broader context.

Infrastructure issues such as connectivity (Princes Highway, Main Road 92, broadband), education (Shoalhaven Campus), capability (business education, skilling, and employment lands) and liveability (waterfront developments, recreational assets, retail opportunities....) all form part of the program to foster growth in the local economy.

Highlights – Promoting & Developing the Local Economy

PLANNING

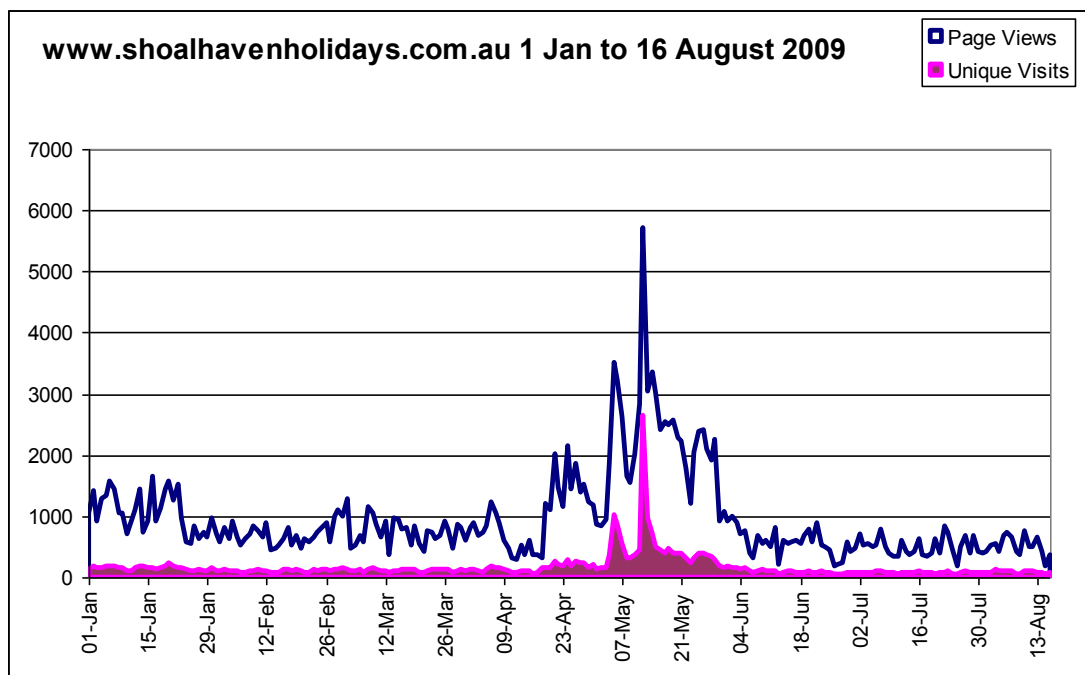
- Adoption of Amendment 4 to Ulladulla Town Centre Strategy Review – Development Control Plan number 56. The Plan provides development principles and design criteria which focus on achieving built forms and quality urban design solutions that complement and integrate with the public domain and amenity of the area.
- Grant secured from the State government to promote residential rebates for insulation, solar hot water, water efficient washing machines and solar photovoltaic cells.
- The Sustaining our Shoalhaven (SOS) Sustainable House was opened and Council received a grant from NSW Department of Environment and Climate Change to run a major competition in conjunction with the opening to promote rebates available to home owners for insulation, solar and water saving initiatives.
- Additional funding obtained from the Roads and Traffic Authority for construction of the Lake Tabourie Cycleway.
- \$100,000 additional funding obtained under the Maritime Infrastructure Program towards the construction of the Greenwell Point Boat launching ramp, pontoon and car park.
- Council was successful in gaining grant monies through the NSW Environmental Trust Restoration and Rehabilitation Grant Program, 2009-2011 to support Council's Coast and Estuaries, Bushcare, Foreshore and Natural Areas operational programs.
- Council accepted a \$1.441 million boost for the city's economy, through accepting the Federal government's Regional and Local Community Infrastructure Program grant for 19 projects.
- Council received funding for 5 projects under the Black Spot Road program, including works at Bawley Point, Jervis Bay Road, Greenwell Point Road, St Vincent Street and Naval College Road.
- Huskisson Town Centre Development Control Plan review finalised and adopted by Council following considerable community consultation.
- Amendment No. 235 to Shoalhaven LEP 1985 was gazetted – provided for additional industrial zoned land at Ulladulla and facilitated community events/festivals on public land.



FINANCE & CORPORATE SERVICES

Tourism

TV Campaign in Sydney completed over March and April. This campaign was combined with an Online marketing campaign. This generated a 186% increase in the number of page views to www.shoalhaven.nsw.gov.au over a 45 day period.



Release of Tourism figures to the 31st December 2008 - published by Tourism Research Australia (TRA). Domestic Visitors - 1.294 million, Domestic Visitor Nights - 4.129 million, international visitors - 29,000, international visitor nights (unreliable data), Day Visitors - 1.391 million. Total spent by Visitors in the calendar year ending 31st December 2008 - \$629 million, an increase of \$85 Million. Shoalhaven had an overall increase of 16.4% for the Y E December 2008 (Visitor Nights) which was contrary to a decrease of 1.8% across NSW and a decrease of 1.4% across regional NSW (excluding Sydney).

Year Ending December	Shoalhaven
2008	(Incl. JBT)
Number of Domestic Overnight Visitors	1,294,000
Number of Domestic Visitor Nights	4,129,000
Number of Domestic Day Visitors	1,391,000
Expenditure-Domestic Overnight visitors	\$474,835,000
Expenditure by Day Visitors	\$140,491,000
International Visitors	
Number of Visitors	29,000
Number of Visitor Nights - unreliable data	160,000
Number of Day visitors - unreliable data	20,000
Expenditure by International Overnight Visitors	\$12,000,000
Expenditure by International Day Visitors	\$2,000,000
Totals	\$629,326,000
Total Expenditure by all Visitors	\$629,000,000

DEVELOPMENT & ENVIRONMENTAL SERVICES

Stationary Food Vans

Council at its meeting of 22 July 2008 resolved to adopt the amendments to Stationary Food Van/Vehicles on Existing (Operating) Service Station Sites Policy (Amendment No 1), subject to further amendments being made to the disposal of waste water where there is no reticulated sewer.

The purpose of this Policy is to:

- Provide clear guidelines for the retail of food through stationary food vans/vehicles on existing (operating) service station sites in town and/ or village areas within the Shoalhaven Local Government Area (LGA);
- Restrict the location of stationary food vans/vehicles to those locations deemed appropriate by Council;
- Ensure stationary food vans/vehicles comply with relevant public health and food safety regulations;
- Mitigate any impacts of the stationary food vans/vehicles with respect to traffic safety, parking requirements and neighbourhood amenity; and
- Provide residents with access to food products not normally available in a particular area or at a particular time.

Adult Shops Policy

The Adult Shops Policy (Amendment No 1) was adopted by Council on 14 April 2009. The Policy was amended to reflect Council's position on the social impacts that applications for adult shops may have on the community.

Development Industry Forum

A Development Industry Forum was held on 28 May 2009. This forum was very successful with attendance from 19 representatives of the development industry. The Sydney Catchment Authority gave a presentation on Native Vegetation implications, Strategic Planning and Infrastructure Group gave a presentation on the SLEP2009 and SDCP2009 and Council's Environmental Manager a presentation on Threatened Species Assessment.

FINANCE & CORPORATE SERVICES

Main Road 92

The upgrading of main road 92 between Nerriga and Nowra reached significant milestones during the financial year.

The Bulee Pass section, the most difficult of the overall project, was approaching completion in June 2009 and was officially completed within weeks.

This stage and the earlier stages leave only the section through Sassafras to be completed. In early 2009 the NSW Minister for Roads agreed to contribute an additional \$15m to the project bringing the total budget for the 55km upgrade to \$95m to allow the upgrade to the Sassafras section to be tendered and constructed and the project objectives to be delivered. This Work which commenced in mid 2009 is expected to be completed in late 2010.

Work has commenced with the adjoining Councils of Palerang and Goulburn-Mulwarree to plan and design the “beyond Nerriga” upgrades.

Council' contribution to this project has been \$12m.

[Upgrading Princes Highway](#)

[Mt Conjola](#)

The realignment of this section of Highway between Nowra and Ulladulla is valued at \$48m and has been the subject of significant progress during the year from funding sourced from the NSW RTA and the Federal Government. Completion of this project is expected in the second half of 2010.

[Sth Nowra](#)

The RTA undertook community consultation for the upgrading of the highway from Kinghome St to Forest Rd at Sth Nowra. Of major concern to Council and the Sth Nowra business community was the proposed closure of the southbound access to Flinders Rd. Representations to resolve this issue are still continuing with the RTA.

[Bomaderry-Gerringong](#)

The final route alignment for this proposed \$800m upgrading project has been determined and announced. Final design, approvals and property acquisition phases are now underway and will continue through till mid 2010. Construction, as a staged project is at least 12 months away, but preliminary construction funding should be expected in 2010/11 NSW Budget.

[Dunmore-Oak Flats](#)

This project, whilst in the Shellharbour Council area, is almost completed and will be used by traffic by Christmas holidays in 2009. This realignment will deliver a 4 lane corridor from Loftus to Gerringong and delivering transport efficiencies to businesses and communities not only in Shoalhaven but to the Sth Coast in general.

[South Coast Correctional Centre](#)

Progress on the construction of the Correctional Centre at Sth Nowra progressed with many local contractors and employees involved. This \$130m project, when open in late 2010 will provide employment for around 220 personnel. The selection of the site has provided screening of the development with most of the community unaware of the building activity being undertaken. Council's involvement on this project has been on a number of aspects relating to the facility.

[Economy of the Shoalhaven](#)

The economy of the Shoalhaven has responded in a balanced way to the global economic downturn. Some sectors have experienced a slowing of activity, whilst others have experienced market realignment. The major Government projects under construction within the region have had a steadying effect as they inject millions of dollars each week into the local economy through wages and consumable purchases. Private investment activity has slowed, but unemployment levels have not risen to any major degree as no major layoffs have occurred within the local area. The Shoalhaven's ability to lift out of these slower economic times is quite good as has been experienced following earlier recessionary periods.

Principal Activity 3 - Promoting and Developing the local community

Objective: 3.1 ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.1 Actively encourage sustainable employment generation and help strive for a stronger and more diversified economic base for the Shoalhaven			
INDUSTRY GROWTH & CAPABILITY - Identify and encourage opportunities to grow sectors within the local economy that deliver increased economic, environmental and social outcomes.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Activities concentrated in the sectors of defence, marine industry, aquaculture/agribusiness, resource recovery and event infrastructure.</i> <i>Stimulating business networks involving government agencies to address sector development issues was undertaken in conjunction with the industry. Economic sector development was however influenced by the world economic situation but advances were made in all sectors.</i>			
BUSINESS GROWTH & CAPABILITY - Provide advice and support material to business to stimulate issues and opportunities with respect to economic growth	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Specific project tasks were commenced/continued such as AIR 9000 negotiations, Ulladulla Future Park, Business Treading Lightly, Shoalhaven Business Club and a business education program.</i> <i>Analysis of the Shoalhaven Labour Market, jointly with Dept of Education, Employment & Workplace Relations was concluded and reported.</i>			
SUSTAINABLE EMPLOYMENT GENERATION - To provide Information resources to assist the unemployed.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>* Job seekers can access the 19 Internet PCs at Shoalhaven Libraries for employment opportunities, training, job applications and self education.</i> <i>* Shoalhaven Libraries also have recreational and education materials to support lifelong learning.</i>			

Principal Activity 3 - Promoting and Developing the local community

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.2 Identify and foster the provision of essential infrastructure to boost the Shoalhaven's economic competitiveness			
TRANSPORT - Pursue upgrades of linkages to major highway networks between Shoalhaven, Sydney, Canberra and Wollongong with respect to movement of goods and people.	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Council pro-actively supported the continued upgrading of the key transport corridors in and out of the City. Major projects included:</i> <i>Princes Highway (RTA) - Realigning Mt Conjola under construction; Sth Nowra upgrade (Kinghome to Forest Rds) - community consultation; Gerringong-Bomaderry - detailed planning/design</i> <i>Main Road 92 (DoI, RTA, SCC) - Continuation of Bulee Gap section; Detailed design of Sassafra section; additional \$15m funding approved by RTA. Council continued its involvement in South East Australia Transport Strategy & PHocus</i>			
TRANSPORT - Pursue improved linkage of rail service to the Sydney Metropolitan Network and an increased frequency of services	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Upgrading/programmed maintenance of track continued by NSW Govt.</i> <i>Freight limitations revolve around the length of passing loops and the single track between Unanderra and Bomaderry.</i>			
EMPLOYMENT LAND - Identify and develop appropriate levels of employment land within Shoalhaven	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Negotiations commenced on purchasing Crown parcels for industrial land development at Ulladulla and Sth Nowra.</i> <i>Proposal placed before Dept of lands to jointly release industrially zoned parcels at Shoalhaven Heads, Basin View and Sussex Inlet.</i>			
EMPLOYMENT LAND - Facilitate employment land development in other towns and villages to meet community/business needs	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Steps have commenced with Dept of Lands to open up existing industrial zones in Shoalhaven Heads, Basin View and Sussex Inlet.</i>			
EMPLOYMENT LAND - Ensure adequate employment zonings exist to meet future demand	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Following gazettal and release of Council's new LEP, further negotiations will be undertaken regarding the purchase of Crown land in Ulladulla and South Nowra to be rezoned for industrial purposes.</i>			

Principal Activity 3 - Promoting and Developing the local community

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.2 Identify and foster the provision of essential infrastructure to boost the Shoalhaven's economic competitiveness			
WORKFORCE CAPABILITY - Foster a workforce with the capability required to support a sustainable economy and encourage education and training service providers to address the needs of local businesses and cater for the needs of emerging industries such as defence (Aviation and Maritime), service (aged care, child care and welfare, education and tourism), environmental and natural resource management.	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Concluded analysis with Dept of Education, Employment & Workplace Relations (DEEWR), the Shoalhaven Business Chamber and Shoalhaven Area Consultative Committee into the Shoalhaven Labour Market.</i> <i>A South Coast Defence Forum raised issues of skill requirements within that industry.</i> <i>The Beyond 2020 Joining the Dots Conference was held that discussed youth engagement, skill shortages, training needs and industry development with many agencies attending.</i> <i>Council submitted a comprehensive submission under the JobsFund Stimulus Initiative of the federal government to provide infrastructure in readiness to work out of the current economic downturn.</i>			

Principal Activity 3 - Promoting and Developing the local community

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.2 Identify and foster the provision of essential infrastructure to boost the Shoalhaven's economic competitiveness			
WORKFORCE CAPABILITY - Foster the establishment of further technical vocational education and training opportunities in the Shoalhaven compatible with industry needs	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Shoalhaven Education & Training network continues to operate within the area addressing matters relating to vocational training issues. Council is supporting the implementation of sustainable practices through the rollout of business training & diagnostic programs under Business Treading Lightly.</i>			
MARKETING - Develop a Marketing Strategy that actively promotes the Shoalhaven's benefits to Government (Regional, State & Federal) relevant government agencies, industry and Shoalhaven community	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Progressed the development of the Shoalhaven Investment Prospectus with the appointment of a marketing consultant for design and production of both website and brochure, and acceptance of a generous corporate donation of graphic design work.</i>			
ADVOCACY & POLICY/DEVELOPMENT - Seek to actively advocate for the Shoalhaven needs and influence the economic development policy	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Submissions on behalf of Council made in response to: Defence White Paper Infrastructure Australia - Princes Highway upgrade JobsFund - 38 projects for funding Council participated in: NSW Defence Round Table PHocus deputations on Princes Highway upgrade</i>			
ADVOCACY & POLICY/DEVELOPMENT - Pursue active representation in relevant economic development forums including the Southern Council Group, Illawarra Regional Development Board, Shoalhaven Area Consultative Committee and the South East Australian Transport Strategy Inc.	FINANCE AND CORPORATE	Ongoing	0%
ANNUAL PROGRESS <i>Continued representation with the Southern Councils Group, Shoalhaven Area Consultative Committee and the South East Australian Transport Strategy, Illawarra Employment Lands Task Force and Shoalhaven Business Chamber.</i>			
COMMERCIAL & INDUSTRIAL EMPLOYMENT LANDS - Ensure that there is an adequate supply of land zoned for industrial and commercial uses throughout the Shoalhaven to meet projected demand through identification in the Local Environmental Plan	STRATEGIC PLAN & INFSTR	Ongoing	0%
ANNUAL PROGRESS <i>The draft Citywide LEP 2009 identifies industrial and commercial zoned land consistent with the Nowra-Bomaderry Structure Plan. Participated in the State Government Illawarra Employment Lands Taskforce. Developed a Land Development Monitor for the City, including an industrial component. Rezoned additional employment land at Ulladulla (former Sewerage Treatment Plant site).</i>			

Principal Activity 3 - Promoting and Developing the local community

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.3 Actively promote tourism and the establishment of a broader range of tourism opportunities			
TOURIST PROMOTION - Continue to widely promote the Shoalhaven as one of the premier holiday locations in the State by producing and distributing informative, clear and quality promotional material for the public media and internet.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>www.shoalhavenholidays.com.au updated on a monthly basis .</i> <i>Tourism section of www.shoalhaven.nsw.gov.au kept up to date .</i> <i>Shoalhaven print marketing program implemented up to 30th June 2009 covering ..South Coast Style x 4 (10,000 copies each), Life Etc ABC x 6 (60,000 copies each), ABC Delicious x 11 (129,171 copies each),- Weekends for 2 x 2 (30,000 copies), Sun Herald TV magazine x 14 (575,710 copies each), Holidays for Couples x 2 (30,000), Canberra Times Relax Magazine X 3 (34,675 copies each)Sunday Telegraph Escapes x 2 720,000, We Love the South Coast (News Limited) x 1 340,000, Weekend Partnerships Saturday Telegraph x 1 340,000, Sunday Telegraph Magazine Prize Promotion 720,000.</i> <i>TV Campaign in Sydney completed over March and April. This campaign was combined with an Online marketing campaign. This generated a 186% increase in the number of page views to www.shoalhaven.nsw.gov.au over a 45 day period</i> <i>Release of Tourism figures to the 31st December 2008 - published by Tourism Research Australia (TRA). Domestic Visitors - 1.294 million, Domestic Visitor Nights - 4.129 million, international visitors - 29,000, international visitor nights (unreliable data), Day Visitors - 1.391 million. Total spent by Visitors in the calendar year ending 31st December 2008 - \$629 million, an increase of \$85 Million. Shoalhaven had an overall increase of 16.4% for the Y E December 2008 (Visitor Nights) which was contrary to a decrease of 1.8% across NSW and a decrease of 1.4% across regional NSW (excluding Sydney).</i> <i>Release of figures for March Quarter by TRA. Number of Domestic Visitors down by 2.7%. Number of Domestic Visitor Nights down 6.2%. This is in line with the State Regional figures for NSW which were down 6.9 and 6.2 % respectively. At the time of writing TRA had not released the June Quarter figures.</i>			
TOURIST PROMOTION - Have a "Point of Sale" promotions at key consumer shown in target markets - demographics/geographics	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Canberra Leisure Show - 24 to 26 October 2008 completed.</i> <i>South Coast Caravan and Camping Show - 7 to 9 November 2008 completed.</i> <i>Wagga Wagga Holiday and Travel Show - 31 January 2009 Completed</i> <i>Albury Holiday and Travel Show - 1 February 2009 Completed</i> <i>Sydney Caravan and Camping Show - 18 to 26 April 2009 Completed.</i> <i>Melbourne Caravan and Camping Show - 6 to 11 May 2009. Completed.</i> <i>Represented at the Brisbane Caravan and Camping Show via a South Coast NSW Stand.</i> <i>All consumer shows for the financial year 2008-2009 completed.</i>			

Principal Activity 3 - Promoting and Developing the local community

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 3.1.3 Actively promote tourism and the establishment of a broader range of tourism opportunities			
TOURIST PROMOTION - Implement annual action plan by end of December quarter yearly.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Shoalhaven Tourism Master Plan and action plan.</i> <i>The 120 key performance indicators within the Tourism Master Plan were reviewed and implemented where appropriate and where resources permitted.</i> <i>The marketing program as approved by Council is being progressively implemented.</i> <i>A report of the review of the 120 KPIs was presented to the Shoalhaven Tourism Board at its March 2009 Meeting. The Board recommended its acceptance to Council. Accepted by Council.</i> <i>The full marketing plan was successfully implemented by the 30th June 2009.</i>			
SERVICING CUSTOMERS - Operate two Level 1 fully accredited visitors centres.	FINANCE AND CORPORATE	In Progress	100%
ANNUAL PROGRESS <i>Both Nowra and Ulladulla Visitor Centres continue their level 1 accreditation</i> <i>Nowra Visitors Centre - 16,048 enquiries (up 13%). Ulladulla 7,377 enquiries (down 51%). Full Year to date 30th June 2009. Nowra 77,845 (down 5%) Ulladulla 59,419 (down 8%)</i> <i>On line bookings. www.shoalhavenholidays.com.au</i> <i>End of Quarter. Gross takings \$55,455.10 (up 35%) On line web page views 115,793 (up 190%).</i> <i>Year To date 30th June 2009.</i> <i>Gross takings \$248,618.14 (down 20%)</i> <i>On line web page views 328,620 (Up 140%)</i>			

Principal Activity 4 – Improving Community Facilities and Services

The “Community” Principal Activity area covers recreation, education, information, cultural development, health, community development, maintenance, replacement and provision of a range of community assets.

Strategic Directions

Council is committed to improving Community Facilities and Services in the Shoalhaven.

The Shoalhaven Community Plan 2005-2010 has identified a range of strategies in four key areas to assist in this process. These key areas are: Supportive Communities; Empowered Communities; Cohesive Communities and Creative Communities.

The aims of these strategic directions are outlined below:

Supportive Communities:

Communities in the Shoalhaven are supported by equitable access to quality services and a wide range of social, recreational, educational and cultural facilities that support their needs.

Empowered Communities:

Communities in the Shoalhaven are empowered through access to information, learning, growth and employment opportunities, and input into planning for the future of the City and its people through appropriate consultation.

Cohesive Communities:

Communities in the Shoalhaven are connected and inclusive, and collectively able to celebrate community diversity in a safe and unified environment.

Creative Communities:

Communities in the Shoalhaven are able to participate in cultural and creative opportunities and are able to celebrate together to build a strong identity at both the local and the City level.

Council cannot address these strategic directions alone and works closely with other governments, and the community to achieve the best result for the community.

Highlights – Improving Community Facilities and Services

CITY SERVICES & OPERATIONS

Library & Community Services

Our highlights emphasize the myriad of events and activities held within the Section alongside our day to day commitments

- John Larkin – Children’s Author visit
- Children’s Book Week - ‘Fuel Your Mind’ – class visits, reader’s theatre, story reading – culminating in book week presentations to competition winners.
- Adopt-a-School Program partnership with Bomaderry High School – launch of the Chill Zone
- Sun Smart Marquee - Council received a donation of a Sun Smart Marquee from the NSW Cancer Council available free of charge to Community Groups and non-profit organisations.
- A number of Book Launches and author visits hosted at the Library – Betty Bezant; Peter Andrews; Shannon Lush;
- Wrap with Love Group sessions;
- Library Amnesty for overdue items until 30 November 2008
- The Youth Specific Beautiful Soul Mental Health & Suicide Prevention Workshop conducted as part of Mental Health Week broke down myths associated with Mental Illness.
- The Official opening of Nowra Skate Park
- Community Development in partnership with local Police Command produced a crime prevention card with safety & security messages
- Local young people from the High Schools presented a youth vision to local business and employers as part of the blueprint Beyond 2020 conference
- Library staff performed their Readers Theatre performance for Bushfire Appeal at the Shoalhaven Entertainment Centre
- Fred Hollows Travelling Exhibition
- Harmony Day Play session Celebrations hosted by Shoalhaven Family Day Care
- Indigenous Employment Expo - over 1,000 job seekers came through the doors to visit the 60 stall holders. Olympian, Kyle Vander-Kuyp, was the hit of the day.
- International Women’s Day Celebrations - a multicultural lunch; a ‘Bollywood’ theme dance night, International Women’s Day awards ceremonies; the Women’s Performance night and a “Sharing Stories from WW2” afternoon tea.
- Seniors week trivia morning
- Two design workshops were held at Ulladulla Library which culminated in decorating the **‘travelling pants’** with a maritime theme as befitting their stay in Ulladulla. The final designs reflected the

coastal lifestyle of our area. The workshop groups also created a permanent installation for the library.

- Sanctuary Point Library hosted a youth **'Twilight Party'** celebrating the books and the release of a movie from the author Stephanie Meyer, about teenage vampires.s

[Leisure Services](#)

[Arts & Events](#)

- The refurbishment of the courtyard at the Arts Centre was completed making a beautiful tranquil area to meet, relax and chat
- Popular exhibition this year have included:
 - The Shoalhaven Art Society Annual Art Prize,
 - Meroogal Womens Art Prize,
 - Creative Moments Exhibition by the Nowra Spinners & Weavers, Shoalhaven Woodcraft and the Shoalhaven Potters,
 - 'By Air and by Sea' which resulted from a new partnership with the Fleet Air Arm Museum,
 - An exhibition of significant works on Paper from the Bundanon Trust,
 - The first exhibition from the Dingle and Hughes Collection - *Personal Journeys - 40 Years of Women's Abstract Art*. The works in this exhibition were produced by Australian artists between 1960 and 2000, and they form a part of the M.G. Dingle and G.B. Hughes collection. The Art Centre produced a full colour catalogue to support the exhibition.
- Production of the Screen Shoalhaven Directory in partnership between Council's Economic Development Unit, Arts & Events and Blueprint Shoalhaven to develop an online and hard copy resource aimed at attracting large screen productions to the region and promoting local film based resources.
- Twenty (22) community arts projects were supported through the Shoalhaven Arts Board Grants Scheme 2008/09 to the value of \$17,000.
- A dedicated group of 100 arts centre volunteers continue to provide a much valued service, activities undertaken include gallery guides, exhibition hanging team and a special events / function team that assists with exhibition launches and hosting private functions and bookings.
- Ongoing advice and administrative processing of event inquiries, application and issuing of licences that have included:
 - The New years Firework Community celebrations,
 - Jervis Bay Triathlon Festival,
 - Annual Agricultural Shows
 - Huskisson White Sands Carnival
 - The Blessing of the Fleet.

Community Facilities

- The extension of the Kiola / Bawley Point Tennis Clubhouse was completed and officially opened in May – providing a magnificent facility for the local community
- A new kitchen was installed at Callala Progress Hall
- The ceiling at Cudmirrah Progress Hall was replaced
- 16 volunteer management committees continue to provide a valuable service to the community providing services at local public and progress halls and community Centres
- Extension consultation and a series of meetings held with the Culburra beach Community to plan for the extension of the Culburra Beach Community Centre. Tenders were called for the project as the financial year closed, to be built in late 2009.
- The mural at Callala Beach Community Centre was completed and ready for installation.

Works & Services

- Three units of the City Services and Operations Group joined forces to hold a joint display at the *Berry Garden Fair* which was held at the Berry showground on Sunday 28th September. The Bushcare, Noxious Weeds and Waste Management display created considerable interest from the public and the latest release of the South Coast "Grow me Instead" brochure was in great demand, with over 200 copies being handed out on the day. Council's officers from these units answered many questions relating to the various displays as well as gaining valuable contact with the community. The Bushcare stand was also manned by volunteers from several bush care groups within the local areas.
- *St Vincent Street Car Park* - This car park was commenced in June 2008 and completed in August. With a budget of \$225,000 the project was designed and constructed consisting of 58 asphalt surfaced spaces.
- *Mt Coolangatta Koori Bush Regeneration Team Starts* - Council has recently employed two Aboriginal Bush Regenerators to work in cooperation with the Department of Environment and Climate Change – National Parks Division on Mt Coolangatta public reserves to undertake Lantana control and bush regeneration. The team will be working closely with two other National Parks and Wildlife Service Field Officers on both Council and DECC land. Funding for the project has come through the Southern Rivers Catchment Management Authority – Bush Incentives Program.

As Mt Coolangatta has special cultural significance to the local Aboriginal people it is a great partnership project whereby local indigenous people are provided with employment and training opportunities whilst having the opportunity to care for their country. The team are also supporting the efforts of a relatively new Bushcare group that has started on Mt Coolangatta, which is comprised of local landholders that live on or adjacent to the mountain.

- *Howell Faulks Reserve* - Approximately 15 Howell Faulks Parkcare group members and volunteers from Cambewarra recently undertook construction to extend the pathway in the Howell Faulks reserve. The long term plan is to link Tannery Road and Nooramunga Avenue with a return walk through the park.
- Funded through an Illawarra IMB grant and Parkcare funding, approximately 80 metres of concrete was added to the existing pathway previously laid by the volunteers.

The volunteers were actively supported by three local ladies who generously supplied a sumptuous morning tea.

- *Sportsground Spring Renovations* - A significant spring renovation program was carried out on sportsgrounds across the Shoalhaven. This included:
 - Fertilising 64 hectares with 7.5 tonnes of fertiliser.
 - Aerating 32 hectares using Council's new "Soil reliever" deep tine aerator
 - Topdressing 6 hectares
 - Testing soil on 4 sportsgrounds and applying 4.2 tonnes Gypsum, 3.4 tonnes Lime and 2 tonnes Dolomite to correct identified soil deficiencies
 - Returfing worn goal areas of Football (soccer) fields 510 square metres

Minor Improvement works have been carried out at

- Culburra tennis Courts – removal of old path & landscaping
- Ulladulla Sports Park- building drainage work
- Sharman Park North Nowra - landscaping

Works include 1550 metres of layback kerb and gutter, 11 drainage pits, 160 metres of stormwater pipe, joining and reconstruction of existing concrete driveways and road and footpath restoration.

- *River Road Footpath* - This project was commenced on 22 September and completed on 14 October 2008 with a budget of \$16,795. Work involved construction of approx 75 lineal metres of concrete path from Chris Creek Bridge north to the existing concrete pathway.
- *Gurumbi Lane, Erowal Bay* - This project was commenced on 10 November with practical completion on 27 November. Sealing was carried out on 19 December 2008 with a budget of \$70,000 for the project.

Full reconstruction included lowering the pavement finished surface levels and installing 190m of layback type kerb and gutter to provide for major drainage flows.

- *First Avenue & Killarney Road, Erowal Bay* - This full reconstruction was commenced on 25 July and completed on 12 November 2008. The work involved lowering of pavement finished surface levels to provide major flow drainage paths, installing 146m of piped drains, 8 new pits and 445m of new standard type kerb and gutter, 2,400sq.m of new sealed pavement and driveway reinstatements. The budget for the project is \$209,000.
- *Bi-Lo Bus Bay Footpath, Vincentia* - This project was undertaken in March with a budget of \$8,500 plus additional funds from maintenance. The work included the installation of approximately 50m of 2m wide plain concrete footpath with installation of wheelchair accessible ramps to the existing bus shelter. Excavation was required to replace poor quality rocky sand with soil. The project was finished with turf, heavy mulching and rail installation.
- *Tomerong Street Drainage* - This project commenced in January and was completed in March with a budget of \$90,000 plus \$8,656 kerb income. The work included the installation of approximately 70m of 450mm diameter concrete stormwater pipe to eliminate an existing erosion problem area. The project included construction of four new inlet pits and installation of approximately 120m of standard type kerb and gutter. Shoulder reconstruction and seal formed part of kerb construction.
- *Coconut Drive, North Nowra – Drainage / Footpath* - This project commenced in January and was completed in March with a budget of 17,800. Works were done to improve drainage in the area and reduce the incidence of overland flows through neighbouring properties.

The works involved replacing the original sealed footpath, which was badly overgrown and in need of maintenance, with a concrete footpath that is cut into the natural surface.

This allows water that bypasses the stormwater system to flow along the footpath, now the overland flow path, from Golden Cane Avenue to Coconut Drive.

- [Slaughterhouse Road Rehabilitation](#) - This project was commenced in January and completed in February. The budget for this project is \$69,340

Works included the reconstruction of approximately 1,060 square metres of road pavement (146 lineal metres), which entailed ripping the existing bitumen seal, shaping and compaction. Imported 150mm FCR20 over 150mm conforming sub-base. Installation of driveway culvert, concrete driveway and formed table drains with 75mm thick topsoil and seed.

- [Wyoming Avenue, Burrill Lake - Kerb and Gutter](#) - This project was commenced in September 2008 and completed in February 2009. The budget for this project is \$550,000.

Works included construction of 1550 metres of layback kerb and gutter, 11 drainage pits, 160 metres of stormwater pipe, joining and reconstruction of existing concrete driveways and road and footpath restoration

- [Jervis Bay, Falls Creek - RTA Regional Road Repair Program](#) - This project was undertaken in February. The budget for this project is \$240,000. Works included the reconstruction of 350 metres of roadway and widening of formation to 12 metres, and provision for cyclists on the shoulder.

- [Wattamolla Road, Wattamolla – Reconstruction](#) - This project commenced in March and was completed in April. The budget for this project was \$265,000. Works included reconstruction of approximately 910 metres of roadway and widening of formation to 6 metres.

- [Bitou Bush Control, Culburra Beach](#) - A successful aerial spraying program to control Bitou Bush in Culburra area was completed in June. Only ten hectares was needed to be sprayed on Culburra Beach this year, as previous aerial spraying programs have now reduced the level of infestation to the extent that the majority of the area can be successfully treated from the ground. A major source of infestation on private land was also sprayed, with the owner agreeing to join the program and pay for the costs on his land. This is a good example of the effectiveness of aerially spraying Bitou Bush in Shoalhaven.

- [Jerbera Estate Tomerong](#) - Construction of roads in the Jerbera Estate commenced in May 2009 with a budget of \$166,440. The project involves construction of all weather gravel roads between Pine Forest Road and Evelyn Road including some tree clearing and drainage. Work will continue into the 2009/10 financial year

- [Waterpark Road St Georges Basin](#) - This project involved upgrading *Waterpark Road* with a new sealed pavement including the installation of 140m of layback kerb and guttering, removal of driveway crossing structures and reinstatement of cut driveways. The project commenced in early June 2009 with a budget of \$65,000 and is awaiting the spray sealing works to complete the project in early July.

- [Paradise Beach Road Drainage Sanctuary Point](#) - This project involves the installation of 1200 x 450 reinforced concrete box culverts along a pathway between residences to cater for the 1 in 100 year storm event. It includes provisions to reinstate cut batters and to provide trash racks to catch pollutants at the culvert outlet. This project forms part of a wider program of drainage projects designed to more efficiently convey stormwater through St Georges Basin Country Club land so that it reduces the impact on surrounding properties. Works commenced in June 2009. Restoration will be completed during July.

- *Gas Works Car Park Construction* - Northern Construction Unit took over *the* remediated gas works site in July 2008 and commenced preparations and final design for a 200 bay carpark to be built on that land. The block was 7,500 sq.m and had to be fully drained and AC sealed for use as CBD and Entertainment Centre overflow parking. It was completed and opened for full use just prior to Christmas in December 2008. Extensive subsoil drainage in the form of a large rubble filter trench drain was installed because of the ongoing groundwater flow. This was then fed into a precast pollutant trap designed for both subsoil and surface flows at this site. Costs for the finished carpark construction came in just under \$1.0m. All three Northern Construction crews were involved in the project and received an Outstanding Performance Award from Council. The job was completed within budget.
- *Lake Tabourie Cycleway* - This project was completed in *June* 2009 at a cost of \$296,000. The 2.5 metre wide concrete cycleway was constructed along the eastern side of the Princes Highway from the Lake Tabourie Caravan Park entrance to the southern side of "The Tuckerbox" shop/petrol station; a total length of almost one kilometre. The work also included drainage, 35 metres of kerb & guttering, signage and restoration.
- *Rugby Park Rainwater Harvesting & Automatic Irrigation System* - This project was completed 29 June, 2009 at a cost of \$120,000. Works included the design and installation of a Rain Water Harvesting & Automatic Irrigation System at Rugby Park South Nowra. The system captures stormwater off the clubhouse and spectator roofs and drainage swale inlets. The water is stored in a 140KL inground storage tank and supplements requirements for irrigation. The Project also included total automatic irrigation to the playing fields.
- *Lighthouse Oval Rainwater Harvesting & Automatic Irrigation System* – This project was completed 29 June, 2009 at a cost of \$150,000. Works included the design and installation of a Rain Water Harvesting & Automatic Irrigation System at Lighthouse Oval Ulladulla. The system captures stormwater off the clubhouse and car park kerb inlet. The water is stored in a 140KL in-ground storage tank and supplements requirements for irrigation. The tank and pump pipe work has been completed as Stage 1 works. The subsequent project works also include total automatic irrigation to the playing fields.
- *Plantation Point Parade* - The new picnic table, viewing platform, whale information signs and fencing was undertaken by Parks Operations following representation from residents of Vincentia to upgrade the foreshore reserve along the eastern section of Plantation Point Parade above Nelson Beach, Vincentia. The residents have formed a Parkcare group and have constructed garden beds to contain native species endemic to the local area
- *Johnson Street Bawley Point - BBQ installed at Johnson Street Bawley Point* by Parks Operations following a request from residents.
- *Emerys Road, Budgong* - This project commenced in December 2008 and was completed in January 2009. The budget for this project is \$260,000. Works included sealing of approximately 1.75km of roadway and widening to a width of 5 metres to reduce dust for residents.

PLANNING

- Draft amendment 52 to Council's Contribution Plan (CP) adopted. The amendment was prepared to authorise developer contributions for the recoupment of part of the expenditure on certain road works at Burrill Lake.
- Local Heritage Assistance Grants projects completed. Council again resolved to offer Shoalhaven Local Heritage Assistance Fund grants to 9 successful applicants.
- St Georges Basin Village Centre Contributions Plan adopted.
- Draft amendment to Huskisson Town Centre Contributions Plan adopted for public exhibition

- Draft amendment No 94 to Council's Contribution Plan (CP) adopted. The amendment was created with the intention of upgrading car parking facilities in proximity to Berry CBD. This amendment will authorise Section 94 contributions from new development within the project contribution area.
- Council received funding from the Roads and Traffic Authority (RTA) for eight road safety educational projects. Each of the eight projects addresses a road safety issue of high priority in the Shoalhaven. Council also received Grant Funding from the Road's and Traffic Authority's (RTA) 2008-09 Bicycle Facilities program, for city wide provision of Bike Racks.
- The Shoalhaven Sports Board Website officially launched in August and can be accessed through Shoalhaven Council's website at www.Shoalhaven.nsw.gov.au/Community/SportsBoard/index.htm
- A number of improvements made to Jacob Ellmoos Reserve at Sussex Inlet, including public access, tree planting and installation of sculptures.
- Greenwell Point Foreshore stabilisation works have commenced and the Shoalhaven Fishing Platform project to install five fishing decks has been completed.
- Council received grant funding from the Roads & Traffic Authority towards the Princes Highway / Lake Tabourie Cycleway program; Mollymook traffic study; Pedestrian Safety Improvements and Traffic Data Collection.
- Council received funding under the Country Passenger Transport Infrastructure Grants scheme for \$100,970 to install four new bus shelters, retrofit existing shelters and install signage.
- Construction of new croquet courts at Bomaderry sports complex completed.
- Completion of the Kangaroo Valley shared pathway in conjunction with the Kangaroo Valley Pathway Action Group and ongoing work on the Bawley Point pathway, also in conjunction with the local community.
- Construction of the Huskisson Sportsground has commenced.
- A strategy for the provision of a Leisure Centre and an Indoor Sports Centre at Bomaderry was adopted.
- Draft Plan of Management for Milton Showground adopted.
- The draft Walking Track Strategy finalised and adopted for public exhibition.
- Planning and design finalised for additional netball courts in Park Road Nowra
- Successful passage of Council's submission to local Contributions Review Panel. This justified existing contributions above State Government limits.
- Detailed planning and design underway for development of a Baseball facility and additional soccer fields at Ison Park, South Nowra; Australian Rules field for Ulladulla Sports Park and additional sports fields at the St Georges Basin sports ground.
- Road safety programs were implemented for Seniors and Transport, Workshops for Supervisors of Learner Drivers, Fatigue on the Princes Highway and Back to School program
- As part of the Safety around Schools program, work commenced on crossings at Tomerong and Sanctuary Point schools and traffic safety information was provided for inclusion in school newsletters.
- Sports Ground Strategic Plan 2008-2036 adopted by Council.
- Draft Review of Environmental Factors for the Currarong Boat Launching Ramp placed on exhibition for public comment.



DEVELOPMENT & ENVIRONMENTAL SERVICES

Wharves and Jetties Policy

Council at its meeting of 26 August 2008 resolved to adopt the amendments to the Wharves and Jetties Policy (Amendment No 4) to exempt temporary and portable jetties within Council waterways at Riviera Keys and Panorama Waters.

The purpose of this Policy is to:

- Ensure that valuable waterfront reserve/public land is to be retained for its primary purpose, i.e. to provide access to the water for the general public;
- To provide guidelines for the placement of jetties off private property; and
- To maintain the visual amenity of foreshore areas.

Food Safety Surveillance Program

In the first year of implementation of the Food Regulation Partnership with the NSW Food Authority, 925 primary inspections of medium and high risk retail food businesses were conducted. 83% of businesses complied with critical food handling practices. During the year 230 warning letters, 7 Improvement Notices, 1 Closure Order and 5 Penalty Infringement Notices were issued.

A number of food safety awareness and education programs have been implemented to assist local businesses. These include providing local businesses with on-site food safety training; production and distribution of hand washing and temperature posters; distribution of thermometers and production of 'Foodnews' a quarterly newsletter for local food businesses.

Food Handler Training

Council is providing free training to all people within the City who work with food or who prepare foods to update their knowledge.

Council, in conjunction with Environmental Health Australia, is providing the link to the training at www.shoalhaven.imalert.com.au to all people who work in the food industry. All people who handle foods will be able to renew their knowledge or learn new skills in areas such as food-borne illnesses, potentially hazardous foods, contamination, temperature control, and other food handling skills and knowledge.

Immunisation

Council conducted monthly, free childhood immunisation clinics for the July 2008 to June 2009 period, with 740 immunisations administered to children 0-5 years.

State-wide statistics show that immunisation of children in the Shoalhaven is at 96 per cent, which is 4 per cent higher than the state average.

In light of the increased reporting of incidence of whooping cough, Council's Environmental Services Section placed advertisements in local media to encourage parents to immunise their children according to the Public Health schedule for children 0-5 years to ensure optimum protection. A timetable was included in the advertisement, displaying Council's free childhood immunisation clinics' locations and times.

In an endeavour to promote the 4 year old immunisation which is required as soon as a child turns 4 years of age, two members of Council's immunisation team attended the Shoalhaven Pre-school earlier this year and spoke to parents advising of this important immunisation. They also provided parents and carers with

immunisation information and replied to parents' and carers' questions. This was a positive time for parents and the immunisation team.

Council's immunisation service was also involved with the Council flu vaccine program for staff members and their families this winter. Whilst conducting the flu vaccination program, the immunisation team promoted childhood immunisation where possible and clarified the immunisation schedule and catch-up immunisation.

You may have seen the immunisation team on clinic days, wearing clearly identifiable pink safety vests. This apparel has proven to be a worthwhile promotion of immunisation for children 0-5 as well as keeping the team safe.

Council's Environmental Services continues to uphold the health of the community in carrying out this vital service.



Shoalhaven Arts Centre Courtyard renovation

Principal Activity 4 - Improving Community Facilities and Services

Objective: 4.1 TRANSPORT - to actively encourage and plan an efficient integrated transport system

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.1.1 Develop and implement an integrated road network transport strategy for the City			
TRAFFIC IMPACT GUIDELINES - Prepare draft DCP guidelines for traffic generating development by June 2009	STRATEGIC PLAN & INFSTR	Deferred	100%
ANNUAL PROGRESS <i>Discontinued as an "isolated" project in own right, due to incorporation into DCP process. In lieu of this isolated project there has been contributions in 2008 by Traffic staff to the review of DCP18 and DCP2009 including expanding sections relating to traffic impact study requirements.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.1 Prepare and implement a strategic plan for the cultural development of the City			
<p>COMMUNITY PROGRAMS - To provide a diverse range of programs to meet the health, education, cultural and leisure needs of the community through delivery of services and activities to:* Seniors,</p> <ul style="list-style-type: none"> * Aged and Disabled, * Infants, *Children, * Youth, * Women, * Men, * The Indigenous community, * Art & Cultural Groups, * Sporting Groups, and * Community Groups" 	CITY SERV & OPERATIONS	In Progress	100%
<p>ANNUAL PROGRESS</p> <p>A number of events, activities and programs were conducted throughout the year including:</p> <ul style="list-style-type: none"> * Mental Health First Aid Course for Youth & Community workers in the Ulladulla area. * Co-ordinated a range of activities and events to raise awareness around child abuse for "Purple Ribbon" month. * Supported launch of Mobile Youth Centre to outer lying villages in partnership with Bay & Basin Community Resources. * Co-ordinated official opening of Nowra SK8 Park. * Harmony Day Play Session Celebrations. * Delivery of a HSC Stress Less Course as a Mental Health Strategy. * Vision Screening for 4 year olds provided free at Family Day Care by NSW Health. * International Women's Day Multicultural lunch organised (in partnership with the Shoalhaven International Women's day committee, the local Illawarra Multicultural Services worker and Nowra Multicultural social group). * Harmony Day dinner/ dance was organised (in partnership with the local Illawarra Multicultural Services worker and Nowra Multicultural social group). 			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.2 Regularly review, amend and implement the Community Plan objectives to reflect the current community aspirations and priorities			
EMPOWERED COMMUNITIES - To empower communities in the Shoalhaven through access to information in a range of formats; support of community events/interagencies; effective community consultation to assist Council planning and provision of infrastructure through which community services are provided.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS * Updated the Shoalhaven Disability Action Plan. * Children and Family Services Directories were updated, printed and distributed. * Multicultural Services Directory was updated, printed and distributed. * Services for Seniors Directories distributed. * Disability Services Directories distributed. * Other community information was distributed widely through Community email networks and community notice boards. * The Community Development Officers were involved in a number of forums and interagencies to develop stronger partnerships. * The following Community Service Interagencies / Networks were facilitated or supported by Community Development staff: Northern Shoalhaven Interagency, Southern Shoalhaven Interagency, Families NSW Network, Child Friendly Cities Network, Shoalhaven Early Intervention Network, Shoalhaven Childhood Obesity Network, Out of School Hours Network, Nowra and Ulladulla Domestic Violence Committees, Healthy Cities, the Community Partners and Shoalhaven Safer Community Action Team, Youth Shoalhaven, Illawarra Area Managers Group, Shoalhaven Youth Centre's Committee, Shoalhaven Suicide and Prevention network, East Nowra Anti-Poverty Week Committee, Gambling Impact Society, Shoalhaven Safer Community Aboriginal Partnership, the HACC Forum, Disability Forum and Mental Health Interagency and others.			
SUPPORTIVE COMMUNITIES - To support equitable access to services and facilities for the Shoalhaven Community through partnerships with government agencies and other organisations; the implementation of relevant Council community plans; the support of various interagencies/Council Committees; lobbying and advocacy; information provision; health promotion; compliance with Disability Act.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS * Facilitated Youth Vision at Beyond 2020 'The Conference'. * Finalisation of the Aboriginal Advisory Committee. * Facilitated the Community Partnership meeting (a meeting between Council, NSW Police Force, other Government Agencies and Community Groups). * Completed the Shoalhaven Crime Prevention Plan. * The following Community Service Interagencies/ networks were facilitated or supported by Community Development staff: Northern Shoalhaven Interagency, Southern Shoalhaven Interagency, Families NSW network, Child Friendly Cities network, Shoalhaven Early Intervention Network, Shoalhaven Childhood Obesity network, Out of School Hours network, Nowra and Ulladulla Domestic Violence Committees, Healthy Cities, the Community Partners and Shoalhaven Safer Community Action team, Youth Shoalhaven, Illawarra Area Managers group, Shoalhaven Youth centre's committee, Shoalhaven Suicide and Prevention network, East Nowra Anti-Poverty week committee, Gambling Impact Society, Shoalhaven Safer Community Aboriginal Partnership, the HACC Forum, Disability Forum and Mental Health Interagency and others.			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.2 Regularly review, amend and implement the Community Plan objectives to reflect the current community aspirations and priorities			
COHESIVE COMMUNITIES - To promote and support community events/ celebrations /social /recreational activities; advocacy; partnerships; volunteerism; support networks; and strategies for greater community connectivity/socialisation so that communities in the Shoalhaven are connected and inclusive and collectively able to celebrate community diversity in a safe and unified environment.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS * Youth Week 2009 events planned and coordinated across the Shoalhaven. * Coordinated celebrations for Seniors Week. * Coordinated International Day of People with a Disability activities. * Anti-Poverty week activities were organised. * A program of International Women's Day events and activities were organised and website was initiated. * A Children's Week exhibition was hosted at Shoalhaven Library (Nowra) * Let's Read program launched in the Shoalhaven (also at the Library)			
CREATIVE COMMUNITIES - To promote opportunities for increased participation in cultural and creative activities; encouraging the contribution of community members; promoting opportunities for participation and community celebration to build a strong identity and a resilient community.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS * Co-ordinated the Indigenous Smoking Ceremony and Dance performance for the official opening of the Shoalhaven Entertainment Centre. * Supported the painting of a mural on Clipper Road Children's centre, * A photographic exhibition of winners of the International Women's Day awards held at the Library, * Supporting the "No Excuse for Abuse" art competitions in schools.			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.3 Provide the community with extensive, accurate and accessible educational, recreational and cultural resources			
OLDER PERSONS, YOUTH, CHILDREN, ABORIGINAL & TORRES STRAIT ISLANDERS, CALD, PERSONS WITH A DISABILITY - LIBRARIES - To provide resources, activities and technology to enrich the cultural, social and leisure activities of the cohort groups identified in the Community Plan	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>* Activities included - Preschool storytimes, fun club, school class visits book launches, Adopt-a-School program, Hush-a-Bye, Ring-a-Rosie, Author visits, Summer Reading Club, YISE parenting program, HSC Seminar, Seniors Trivia morning, celebration of Youth Week, National Simultaneous Story Time, NPWS Indigenous Culture workshop, the Travelling Pants and Library Week.</i>			
COMMUNITY INFORMATION - To facilitate community access to information about community groups and services through the Community Information Directory	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>A range of directories, booklets and brochures about Community organisations and services in the Shoalhaven are produced by Shoalhaven Libraries and Community Services. These include Aged, Disability Services, Children & Families, Youth, Indigenous & Arts. The Community Directory is available in hard copy and online and is updated continually. An updated print copy is produced annually. A calendar of events for the cohort groups is produced by Community Services.</i>			
LIBRARY SERVICES - OUTLYING AREAS - To improve access to library services for residents in Shoalhaven villages through the Mobile Service	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>The Mobile Library visits 49 outlying areas on a fortnightly schedule. The timetable is revised to suit patronage on an annual basis. Residents in outlying areas have access to Library resources through the WebOpac, including access to databases from NSW.net. Requests for information and reservations are available via phone, fax and email. Internet technology continues to be tested to improve real time access to the Library database. Approximately 12,000 items are allocated to the Mobile. 1267 new items were added in 2008-2009.</i>			
LIBRARY SERVICE - ACCESSIBLE, RELEVANT, INNOVATIVE - To provide a library service that meets community needs. Measuring user satisfaction and efficiency of the Library Service	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>Issues - 597,556</i> <i>Visitors - 333,179</i> <i>Reservations - 29,412</i> <i>Internet Use - 55,168</i> <i>New Items Added - 13,974 (Shoalhaven)</i> <i>InterLibrary Loans - 645 (Requests for Shoalhaven Stock); 412 (Requests for stock at other Libraries)</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.4 Develop a strategic framework for the planning of public open space to ensure integrated networks for pleasant and safe public areas for aesthetic enjoyment as well as cultural, recreational and social interaction			
RECREATION PLANNING - PUBLIC OPEN SPACE - Develop appropriate community consultation process for playground projects within adopted strategy and allocated funds	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Consultation continues on an ongoing basis.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.5 Develop opportunities for children to participate in outdoor recreation activities			
SPORTSGROUND MAINTENANCE PROGRAM - Regularly service our sporting grounds to be fit for use for a range of junior sporting activities and to be 95% compliant with servicing and quality presentation requirements. All sportsgrounds inspected and repaired as per the Parks & Reserves Risk Management Procedure.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Sportsground servicing was between 90% and 100% compliant with schedules for each quarter. All grounds remained fit for use. Sportsfield inspections were between 87% and 102% compliant with schedule.</i>			
PLAYGROUND REPLACEMENT & MAINTENANCE PROGRAMS - Provide safe, up to date and exciting playground equipment in our parks for children of varying ages by upgrading or replacing as per the Playground Replacement Program. All playgrounds inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Playgrounds were inspected as per the Parks and Reserves Risk Management Procedure. Playgrounds are repaired on the spot unless standard parts are required to be ordered. Once parts are delivered, the playgrounds are repaired within 3 days. Servicing was between 87% and 100% compliant for each 3 month period and playgrounds were fit for purpose. All softfalls were topped up during the winter months to provide 300 mm of softfall as per Australian Standards.</i>			
BMX TRACK MAINTENANCE PROGRAM - Regularly service our BMX tracks to be fit for use and to be 100% compliant with servicing and quality presentation requirements All BMX tracks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>BMX tracks inspected and serviced as per schedule with 100% compliance.</i>			
SKATEPARK MAINTENANCE PROGRAM - Regularly service our skateparks to be fit for use and to be 100% compliant with servicing and quality presentation requirements All skateparks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Skate parks inspected and serviced as per schedule with 100% compliance.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.6 Increase the participation levels of community involvement in physical activity through the provision of accessible range of opportunities for all age groups and abilities			
RECREATION PLANNING - SPORTS FIELDS & FACILITIES - Planning and design work undertaken across a range of facility types in line with adopted strategies and budget allocations	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Planning and design for a number of major and minor projects continues. Sporting Facilities Strategic Plan adopted.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.7 Co-ordinate and develop facilities and services which support community involvement in physical activity in all weather conditions			
RECREATION PLANNING - INDOOR SPORTS - Develop a strategic plan for the provision of the Multipurpose Indoor Sports Centre	STRATEGIC PLAN & INFSTR	In Progress	70%
ANNUAL PROGRESS <i>Council has adopted a staged approach to this facility and has included the project in its Capital Works forward planning.</i>			
RECREATION PLANNING - PASSIVE AREAS - Strategic Planning and design for passive area facilities and infrastructure	STRATEGIC PLAN & INFSTR	In Progress	90%
ANNUAL PROGRESS <i>Review of open space demand, playground enhancement and walking tracks strategy at various stages of completion.</i>			
RECREATION PLANNING - RECREATION FACILITIES - Develop appropriate community consultation process for playground projects within adopted strategy and allocated funds	STRATEGIC PLAN & INFSTR	In Progress	60%
ANNUAL PROGRESS <i>Reviews of open space demand, playground enhancement and walking tracks strategy at various stages of completion.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.8 Develop and implement Plans of Management to guide future use of key public open space areas.			
RECREATION PLANNING - PLANS OF MANAGEMENT - Develop Plan of Management for Kangaroo Valley Showground by June 09	STRATEGIC PLAN & INFSTR	In Progress	10%
ANNUAL PROGRESS <i>Funding bid for this project was unsuccessful.</i>			
RECREATION PLANNING PLANS OF MANAGEMENT - Review the Generic Plan of Management for "Parks" by June 09	STRATEGIC PLAN & INFSTR	In Progress	80%
ANNUAL PROGRESS <i>Draft Plan about to be reported to Council.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.2.9 Provide the community with services/opportunities to reflect and remember deceased persons in an appropriate manner.			
CEMETERY & CREMATORIUM SERVICES - Provide a diverse range of services to meet the health, education, cultural and leisure needs of the community through provision of services/opportunities to reflect and remember deceased persons in an appropriate manner.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>In November 2008 St Michael's Parish held its Annual Prayers of Remembrance in the Chapel at the Shoalhaven Memorial Gardens & Lawn Cemetery - the event was well attended by about 70 - 80 people.</i> <i>In December 2008 the Council hosted and sponsored the Annual Service in Remembrance of our Deceased Children". Mayor Clr. Paul Green gave the welcome on behalf of Council. The event was well attended.</i> <i>In May 2009 Mayor Clr. Paul Green welcomed about 50 people who attended The Annual Remembrance Service on Mothers Day.</i> <i>The Bereavement Services Unit regularly arranges inspection and information sessions of the Shoalhaven Memorial Gardens & Lawn Cemetery for groups, in particular TAFE students of aged care and related studies. During the year 7 groups visited.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Objective: 4.3 HEALTH AND PUBLIC SAFETY - to promote and develop effective and equitable services, especially in the areas of health and safety to improve the quality of life for all residents.

Action / Project	GROUP	STATUS	% COMPLETE
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4.3.1 Develop and provide programs and services to improve the health and amenity of the community

Strategy:

WALKING TRACK MAINTENANCE PROGRAM - Regularly service our walking tracks to be fit for use and to be 100% compliant with servicing and quality presentation requirements All walking tracks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Walking tracks inspected and serviced as per schedule with between 80% and 100% compliance for each 3 months period. The remaining walking tracks were serviced in the first week of the next period.</i>			
IMMUNISATION - Provide an effective and efficient immunisation service and promote childhood immunisation in conjunction with State and Federal health agencies by maintaining the immunisation rate of 18mth old children above 75% through both promotion and service provision. (Immunisation rates as reported from National database for Shoalhaven compared to State average.)	DEV AND ENVIR SERV GROUP	Ongoing	0%
ANNUAL PROGRESS <i>94% of children aged up to 5 years are fully immunised. This is above the State average of 89% according to the Australian Childhood Immunisation Register (ACIR). The ACIR does not provide statistics for 18mth old children.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.3.2 Prepare and implement a strategy for public safety			
PARKS & RESERVES RISK MANAGEMENT PROCEDURE - Carry out regular, detailed inspections and service the parks infrastructure as per the Parks and Reserves Risk Management Procedure	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>A total of 19,338 inspections and services were scheduled for parks in the year with 21,721 services or inspections actually completed.</i>			
ROADS RISK MANAGEMENT PROCEDURES - Carry out regular, detailed inspections and service the roads infrastructure as per the Roads Risk Management Procedures.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>All risk inspections were completed in accordance with the Risk Management Procedures for arterial, collector, local and unsealed roads.</i> <i>Many defects were repaired within the response times indicated by the Risk Management Procedures but some were not.</i> <i>Director's Comments: Results have continued to improve throughout the year and further progress is envisaged next year. A systematic review is still in progress which focuses on the procedures involved in managing the workload and priorities of both risk related work and external work requests. The review is expected to be finalised by the end of the next quarter and work will continue on managing the backlog.</i>			
COHESIVE COMMUNITIES - COMMUNITY SAFETY PLAN - To promote and implement activities involving community safety through the promotion and implementation of the Shoalhaven Community Safety Plan so that communities are connected and inclusive and collectively able to celebrate community diversity in a safe and unified environment.	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS <i>* Development of new Crime Prevention Plan.</i> <i>* Crime Audit of Sampson Crescent by NSW Police Force.</i> <i>* Assisting in the filming of the Department of Corrective Services DVD on 'Raising Awareness of Child Sexual Assault'.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITES) - to establish and manage assets to meet community needs

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.1 Maintain and develop the Cemetery sites to a high standard			
CEMETERIES & CREMATORIUM -Complete scheduled and special maintenance of grounds and structures and develop new lawn graves, memorial and landscaped garden areas to maintain a high standard attractive disposition and interment options for the community.	CITY SERV & OPERATIONS	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>At Sandridge Cemetery, 2 bronze statues are now being installed as the crypts section have been sold and the majority of construction in this area completed.</i></p> <p><i>Segment 7 at the Shoalhaven Lawn Cemetery is now the main "new ground" burial area in the Shoalhaven. At about 1 hectare in size it is largest single lawn cemetery burial area so far. It will eventually contain about 1000 graves and 1800 burials. As such it poses some challenges in developing the landscape to a high standard while moving heavy machinery in and out to service burials.</i></p> <p><i>Two landscape plans for a memorial garden at the Berry Cemetery are being prepared for public consultation.</i></p>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
INFRASTRUCTURE PLANNING 10 YEAR CAPITAL WORKS PROGRAM - Review options for public access of proposed capital projects via the Internet	STRATEGIC PLAN & INFSTR	Deferred	100%
<p>ANNUAL PROGRESS</p> <p><i>Conquest has provided information to Council on how to create Capital Works Programs and the project is progressing. Ability to provide better financial input and monitoring is being explored as a corporate objective.</i></p> <p><i>Some capital works strategies require updating to include projects listed by CCB during submissions for the 2009/10 Management Plan. However, all capital works strategies will be impacted by the development of the new Community Strategic Plan and its associated Long Term Financial Plan so it may be appropriate to defer public access to a 10 year CWP until these documents are finalised in March 2010.</i></p>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
CAPITAL WORKS PROGRAM - IMPLEMENTED - Fully implement the allocated Annual Capital Works Program and report on the projects in each program that are complete or in progress.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS			
<p><i>Projects Completed:</i></p> <p>- Broughton Vale Road – sealing ,Lyons Road, Sussex Inlet – cycleway, Crookhaven Heads – cycleway, Spotted Gum Drive, Tapitallee – sealing, First Avenue, Old Erowal Bay – sealing, Gurumbi Lane, Erowal Bay – sealing ,Guardrail Provision/Replacement Program, Jervis Bay Road – sealing, Wharf Road, Berry – sealing, Murramarang Road, Bawley Point – sealing, Beach Road, Berry - pavement repair, Slaughterhouse Road, Milton - pavement repairs Upper Kangaroo River Road – sealing,Sandra Street, Conjola Park - pavement repair, Milham Street, Lake Conjola - pavement repairs, Coolangatta Road, Berry - pavement repair,Mountain Street, Sanctuary Point - drainage - Beth Street, Old Erowal Bay – drainage, River Road, Shoalhaven Heads – drainage,Alexandra Street, Berry – drainage, Tomerong Street, Tomerong – drainage, Burton Street, Vincentia – drainage,Springs/Hoffman Intersection, Swan Haven - traffic facilities,Hillcrest Avenue, South Nowra - approach upgrade, Pitt Street, North Nowra - shoulder sealing, Currambene Street, Huskisson - kerb & gutter replacement,Waddell Street, Huskisson - subsoil drainage in preparation for kerb & gutter replacement, Wyoming Avenue, Burrill Lake - kerb & gutter, Boorawine Terrace, Callala Bay - Ratepayers' Advance Kerb & Gutter, Greville Avenue, Sanctuary Point - kerb & gutter - Golden Hill Avenue, Shoalhaven Heads - Ratepayers' Advance kerb & gutter, Kerry Street, Sanctuary Point – streetscape, Nowra Lane, Nowra – streetscape,River Road, Sussex Inlet – footpath, Bunberra Street, Bomadery – footpath,Scott Street, Shoalhaven Heads - shared path, Cycle Racks, Prince Alfred Street, Berry - footpath replacement, Coconut Drive, North Nowra - footpath replacement, Balmoral Road, Burrill Lake - footpath replacement, Kerb Ramps, Boree Street, Ulladulla – footpath, Jacobs Drive, Sussex Inlet – footpath, Evelyn Road, Tomerong – sealing, Boston Road, Worrigeer – sealing, Emerys Road, Tapitallee – sealing, Illaroo Road, Tapitallee – sealing, Riversdale Road, Tapitallee – sealing, Edendale Road, Woollamia – sealing, Killamey Road, Erowal Bay – sealing,Turpentine Road – sealing, Gas Works Carpark Construction,St Vincent Street, Ulladulla - carpark - Jacob Elmoos Reserve, Sussex Inlet – redevelopment, River Road Shallow Crossing,Greenwell Pt Road/Pyree Lane Intersection – Rehabilitation, Wattamolla Road, Kangaroo Valley - Pavement Repair - Kangaroo Valley Road, Kangaroo Valley - Pavement Repair,St Vincent Street Ulladulla - Pavement Repair,Surfers Avenue, Nurrawallee - K&G Replacement,Mitchell Parade, Mollymook – Cyclway,Gordon Street, Milton - Footpath - Princes Highway, Lake Tabourie - Pedestrian Facilities, Brogers Creek Road, Brogers Creek – Sealing, Jarretts Lane, Kangaroo Valley – Sealing, Wattamolla Road, Kangaroo Valley – Sealing, Browns Mountain Road, Tapitallee – Sealing</p> <p><i>Works In Progress or not started:</i></p> <p>- Berry Street, Nowra (Dick Smith) – Drainage, Worrigeer Road, Worrigeer – Drainage, Comerong Street, Greenwell Point – Drainage, Strongs Road – Sealing,Albert Court, Berry - Carpark extension,Forest Road, Calalla – Sealing,Civil Works at Berry Level Crossing, Berry for Railcorp, Kallaroo Road, Erowal Bay – Drainage, Sanctuary Point Golf Course – Drainage,The Wool Road, St Georges Basin – Drainage, Waratah Crescent, Sanctuary Point – Drainage, Nebraska Estate – Drainage Kallaroo Road, Erowal Bay – Sealing, Elizabeth Drive, Vincentia – Cyclway, Francis Ryan Reserve – Cycleway,The Wool Road, St Georges Basin – Cycleway,Did-dell Street, Ulladulla – Drainage, Maise Williams Drive, Mollymook – Roundabout, Croobyar Road, Milton - Shared Use Path, Milton Carpark North Side - construction</p> <p><i>Directors Comment:</i> The 08/09 capital works program for Construction Unit was very large. Total program was \$12.5M of which \$11M was completed. Additional resources were allocated to complete the program (ie 2nd grader crew in the northern area and additional skilled labourers). Wet weather in June caused more projects than expected to be "works in progress". Land acquisition issues also delayed a number of projects (Milton Carpark, Wool Road Cycleway, Wool Road Drainage, Comerong Street Drainage). Milton Carpark project was interrupted due to requests from the Star Hotel to allow access via the carpark for major renovation works. Francis Ryan Reserve cycleway was not started due to community issues concerning the preferred path location. It is expected that most projects will be completed by the end of Q1 and the remainder by the end of Q2 in 2009/2010.</p>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
MAINTENANCE WORKS PROGRAM - PARKS - Fully implement the Annual Parks Minor Improvement Works Program to preserve & enhance park assets. Report on the number of minor improvement projects completed compared to total projects for the year.	CITY SERV & OPERATIONS	Completed	100%
<p>ANNUAL PROGRESS</p> <p><i>Current & Future Planning Projects and Capital Works:</i></p> <p>PLAYGROUNDS <i>Playground replacement programme complete</i></p> <p>WALKING TRACKS <i>Walking tracks programme complete</i></p> <p>FENCING <i>All fencing projects completed</i></p> <p>BBQ's <i>All BBQ projects complete</i></p> <p>FURNITURE <i>All furniture replacements complete. Painting programme will continue into 2009/10.</i></p> <p>PARKCARE <i>Parkcare action plans in draft form for review before presenting to Council.</i></p> <p>BMX <i>Howell Faulks Reserve, Cambewarra - planning progressed.</i></p> <p>SIGNS <i>Dog Access Area maps received for high usage areas Citywide underway.</i></p>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
MAINTENANCE WORKS PROGRAM - ROADS - Fully implement the Annual Road Maintenance Works Program to preserve & enhance road pavements. Report on Bitumen Resealing, Gravel Resheeting. Low Cost & Sacrificial Sealing Programs in terms of kms completed compared to total kms funded for the year.	CITY SERV & OPERATIONS	Completed	100%
<p>ANNUAL PROGRESS</p> <p>- <i>Bitumen Resealing:</i></p> <p>- Completed 22.9km</p> <p>- Funded 25.1km</p> <p><i>Gravel Resheeting:</i></p> <p>- Completed 10.7km</p> <p>- Funded 10.7km</p> <p><i>Low Cost Sealing:</i></p> <p>- Completed 1.1km</p> <p>- Funded 1.14km</p> <p><i>Sacrificial Sealing:</i></p> <p>- Completed 6.2km</p> <p>- Funded 6.2km</p> <p><i>Director Comment: Total funded kilometres of bitumen reseal has been adjusted since the initial program. Final program length recorded against actuals. Due to structural pavement testing results and budgetting issues on some widening & strengthening projects, implementation of the program was delayed; and some projects are Works in Progress & expected to be completed early in the new financial year. One short section of Low Cost seal Albany Street (south) was not done as it was outside the Council maintained area.</i></p>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: .4.2 Implement Annual Capital and Maintenance Works Programs			
MAINTENANCE WORKS PROGRAM - BUILDING & STRUCTURES - Fully implement the Buildings & Structures annual maintenance works program to repair identified, priority defects. Report number of buildings & structural repair jobs completed compared to total jobs for the year - for each asset group.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS			
<p><i>Community Buildings:</i></p> <ul style="list-style-type: none"> - Completed jobs = 56 - Total jobs = 57 <p><i>Commercial Buildings:</i></p> <ul style="list-style-type: none"> - Completed jobs = 14 - Total jobs = 14 <p><i>Libraries:</i></p> <ul style="list-style-type: none"> - Completed jobs = 10 - Total jobs = 10 <p><i>Preschools:</i></p> <ul style="list-style-type: none"> - Completed jobs = 40 - Total jobs = 43 <p><i>Public Amenities:</i></p> <ul style="list-style-type: none"> - Completed jobs = 26 - Total jobs = 27 <p><i>Public Halls:</i></p> <ul style="list-style-type: none"> - Completed jobs = 17 - Total jobs = 20 <p><i>RFS Buildings:</i></p> <ul style="list-style-type: none"> - Completed jobs = 18 - Total jobs = 20 <p><i>Surf Clubs:</i></p> <ul style="list-style-type: none"> - Completed jobs = 12 - Total jobs = 12 <p><i>Bus Shelters:</i></p> <ul style="list-style-type: none"> - Completed jobs = 19 - Total jobs = 19 			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
<i>Flood Mitigation</i> Completed = 12 - Total jobs = 16			
<i>Parks:-</i> Completed = 62 - Total jobs = 66			
<i>Parks Structures:</i> - Completed = 16 - Total jobs = 19			
<i>Residential:</i> - Completed = 20 - Total jobs = 20			
<i>Waterways:</i> - Completed = 22 - Total jobs = 38			
<i>Depots:</i> - Completed = 43 - Total jobs = 47			
<i>Director Comment: Defects requiring repair are nominally costed at risk inspection stage. Actual costs have been higher on some repair jobs. Minor adjustments are required throughout the year as work commences on specific Building defect repairs to take into account unforeseen extra works. In waterways, the budget was inadequate for the full list & a number of repairs have been deferred.</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
MAINTENANCE WORKS PROGRAM - CUSTOMER SERVICE - Action maintenance & servicing requests from the public in accordance with "Customer Service Targets" response times. Report % of requests completed within each 'response time' category compared to targets.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Response within 5 days</i> Target = 30% Actual = 44% <i>Response within 20 days</i> Target = 70% Actual = 69% <i>Response within 90 days</i> Target = 90% Actual = 89%			
MAINTENANCE WORKS PROGRAM - RISK MANAGEMENT - Inspect, record and repair defects throughout the year in accordance with adopted Risk Management Procedures. Report number of defects recorded year to date& number of defects repaired year to date.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS <i>Number of defects recorded year-to-date = 2,702</i> <i>Number of defects repaired year-to-date = 3,857</i>			

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
CAPITAL WORKS PROGRAM - ACHIEVED - Percentage of Capital Works Program projects achieved within agreed timeframes	CITY SERV & OPERATIONS	Completed	100%

ANNUAL PROGRESS

* A diverse range of projects were undertaken in 2009/2010, many of which resulted in Mayoral Openings to officially present the new facilities to the Community. Approximately 95% of the programmed works were completed by expenditure, excluding projects Granted under Federal economic stimulus programs which were received towards the end of the Financial year. All projects were commenced with approximately 15% of these to carry over into over into 2009/2010.

* Significant projects completed included:

Kangaroo Valley Showground toilets replacement - \$245,000, Rugby Park, Nowra water harvesting & Irrigation system - \$135,000, Culburra streetscape stage 2 - \$125,000, Bolong Bridge handrail replacement \$180,000, Harry Sawkins Park, water treatment islands \$36,000, Berry Museum roof refurbishment - \$135,000, Leisure Centres (BBLC & ULC) capital improvements - \$190,000, Sussex Inlet Theatre building compliance upgrade - \$200,000, Callala Bay Sportfields Amenities additions - \$320,000, Main Road 92, Contribution to project - \$3,300,000, Nowra Skatepark - \$690,000, Bendalong Tourist park new amenities and improvements - \$440,000, Tapitallee Bridge replacement - \$750,000, Culburra Fire Station additions - \$195,000, Arts Centre Courtyard improvements - \$65,000, Voyager Park New amenities & RVCP offices - \$635,000, Kioloa Tennis Extensions - \$120,000, Greenwell Point foreshore improvements - \$180,000, Nowra Croquet Courts - \$155,000

* Projects substantially delivered, with construction well advanced:

Shoalhaven Heads Tennis Courts resurfacing - \$50,000, Greenwell Point Boatramp, jetty and carpark - \$86,000, Park Road Netball, 6 new courts - \$400,000, Broughton Creek Bridge, causeway replacement - \$390,000, Cambewarra Rural Fire Station - \$300,000, Lighthouse Oval irrigation works - \$75,000, Harry Sawkins Park playground - \$100,000, Huskisson Sportsfield, new oval - \$384,000, Ulladulla harbour terraced landscaping - \$290,000, Village Entry signs - \$40,000

Ongoing Project Investigation and Design:

Vic Zealand Carpark, Ison Park Masterplan,

Ulladulla Sportspark, Stage 3, Turpentine Road, upgrade gravel section, Currarong Boat launching ramp St Georges Basin Soccer fields Culburra community Centre Expansion

Other initiatives included:

Advancement of Projects under the Federal Government RCLIP Program

Significant contribution to the preparation of Council's JobsFund Application to the Federal Government

Negotiated agreement to project manage the Lady Denman Heritage Museum extensions.

Significant technical support to Recreation Planning (SP&I Group) in the ongoing master planning and planning approvals for facilities at major sports venues.

Ongoing technical support to a number of areas across Council in the ongoing investigation, planning and designs for identified future infrastructure needs across the City.

Ongoing implementation of RFS Strategic Plan for the delivery on new rural Fire Station across the City.

Ongoing investigations, designs and construction works across a variety of Council's asset areas, including bridges, cemeteries, leisure centres and pools, Tourist Parks and Reserves.

Principal Activity 4 - Improving Community Facilities and Services

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Implement Annual Capital and Maintenance Works Programs			
IMPROVED LIBRARY FACILITIES - Continue to improve library buildings to meet community needs.	CITY SERV & OPERATIONS	Completed	100%
ANNUAL PROGRESS * New chairs purchased for the Library Meeting Room. * CD stands replaced at Nowra Library. * New children's furniture for Nowra and Milton Libraries.			

Principal Activity 4 - Improving Community Facilities and Services

Objective: 4.5 IMPROVING COMMUNITY FACILITIES AND SERVICES

Action/Project	GROUP	STATUS	% COMPLETE
Strategy: 4.5.1 Assess the need and priority for the provision, replacement and maintenance of assets			
CORPORATE LONG TERM WORKS PROGRAM - Ensure that Council's property portfolio is managed through appropriate acquisitions and disposals to provide for current and longer term strategic needs.	GENERAL MANAGER GROUP	In Progress	50%
ANNUAL PROGRESS <i>Property Registers maintained and reviewed by Corporate Property Review Committee on a regular basis. Revised Registers tabled and reviewed at Council Property Steering Committee.</i>			
CORPORATE LONG TERM WORKS PROGRAM - Complete prioritise and review a list of proposed strategic land acquisitions and disposals.	GENERAL MANAGER GROUP	In Progress	50%
ANNUAL PROGRESS <i>Land Acquisition/Sales reviewed on regular basis at Property Review Committee level.</i>			
STRATEGIC PLANNING FOR LIBRARY FACILITIES - To plan for new libraries to meet recommended standards from the State Library of New South Wales	CITY SERV & OPERATIONS	In Progress	100%
ANNUAL PROGRESS * The Library Strategy will be updated in 2008/2009 and plans for refurbished or new facilities to be included in Section 94 planning. A consultants brief is currently being prepared. * Consultants were engaged in June to update the Library Strategy.			

Principal Activity 5. Providing Essential Water & Sewerage Services – Shoalhaven Water

[Shoalhaven Water – Business Excellence – A Leader in the Water Industry](#)

Shoalhaven Water is defined as a business unit of Shoalhaven City Council.

The Shoalhaven Water Group is responsible for the provision, operation and maintenance of all reticulated water supply and sewerage services within the City. The supply of these services has been driven by the community's desire to have a healthy lifestyle, a high living standard and to minimise the impact on the environment.

Shoalhaven Water is recognised by its peers and the State Government as a leader in its field. Shoalhaven Water is the 4th largest water utility in New South Wales.

As a Category 1 Business under the National Competition Policy, Shoalhaven Water, as the “utility” arm of Council complies with the policy as follows:-

- Act as a corporatized trading enterprise,
- Separate the trading enterprise and have its accounting and other operations structured in such a way as to provide a distinct reporting framework, and
- Function under the same regulatory restrictions and requirements as any private sector business operating in the same field.

In providing an effective, efficient and professional supply of services Shoalhaven Water is responsible for:

- Strategic planning,
- Pricing of services,
- Water meter reading and billing,
- Effluent pumpout services,
- Water resource and water cycle planning,
- Development assessment,
- Capital works,
- Operations and Maintenance

The NSW Office of Water, under the Water Management Act, provides the regulatory role in the management and administration of these services as provided by Local Government Water Utilities. Shoalhaven Water complies with the NSW Government Best Practice Management Guidelines for Water Supply, Sewerage and Trade Waste Services in this respect.

Shoalhaven water is committed to managing its water supply effectively to provide a safe, high quality drinking water that consistently meets the current NHMRC/NRMMC Australian Drinking Water Guidelines and customer and other regulatory requirements.

To achieve this, in partnerships with stakeholders and relevant agencies, Shoalhaven Water:

- Manages water quality at all points along the delivery chain from source water to the consumer;
- Uses a risk-based approach in which potential threats to water quality are identified and balanced;
- Integrates the needs and expectations of our customers, stakeholders, regulators and employees into our planning;
- Has established regular monitoring of the quality of drinking water and effective reporting mechanisms to provide relevant and timely information and promote confidence in the water supply and its management;
- Has developed appropriate contingency planning and incident response capability;

- Participates in appropriate research and development activities to ensure continued understanding of drinking water quality issues and performance;
- Contributes to the debate on setting industry regulations and guidelines, and other standards relevant to public health and the waste cycle; and
- Continually improves its practices by assessing performance against corporate commitments and stakeholder expectations.

Shoalhaven Water maintains a drinking water quality management system consistent with the current version of the *Australian Drinking water Guidelines* to effectively manage the risks to drinking water quality.

All managers and employees involved in the supply of drinking water are responsible for understanding, implementing, maintaining and continuously improving the drinking water quality management system.

The water supply system consists of 3 major dams, 4 water treatment plants, 38 service water reservoirs, 29 pumping stations and 1,500kms of mains. The system is maintained and operated by a team of professionally trained staff. The system feeds 49,642 assessments, including three major industrial customers. The Shoalhaven River is the principal water source for which Council has successfully negotiated protocols for water releases from the Sydney Catchment Authority's Tallowa Dam. This protocol has been instrumental in effectively securing the City's water supply needs for the next 30-50 years.

There are twelve separate wastewater schemes, with the most recent being the Conjola Regional Sewerage Scheme. The twelve schemes currently have 219 pumping stations and 1,117km of sewer mains and 44,480 assessments. Innovative solutions to sewage treatment have been developed through REMS (REclaimed Water Management Scheme) which has seen reclaimed water from four wastewater treatment plants used for playing fields, golf courses and agricultural purposes.

Strategic Issues

Population growth and the increase in drinking water/sewerage standards are the major factors in supplying appropriate water and sewerage services. A need exists therefore to ensure that timely infrastructure works are undertaken and consumer demands are minimised in order to meet the city's water supply needs for the next 30-50 years. These strategies must be achieved in an environmental, financial and socially responsible manner.

City Plan – Objectives and Achievements

Council's overarching planning document, City Plan, outlines how the water supply and sewerage services are provided with a holistic approach to 4 main objectives:-

1. **Asset Management** – providing efficient and effective services to agreed levels of customer services in an equitable manner.

This includes projects such as:

- Maintaining and upgrading sewerage and water schemes,
 - Planning for new schemes and augmentation for example
 - Conjola Regional Sewerage Scheme (commissioned)
 - Kangaroo Valley Sewerage Scheme (planning underway)
 - REMS Stage 1b. (planning underway)
 - Milton Ulladulla Pump station Upgrades (under construction)
 - Water supply security planning
 - Water pipeline construction from Bewong to Milton. (planning underway)
2. **Environmental Safeguards** – operating Shoalhaven Water in an environmentally responsible/sustainable manner for the betterment of present and future generations and to ensure a high quality of life and health to our community.

CityPlan aimed to reduce average household water consumption from 300 kilolitres in 1993 to 250 kilolitres per year by 2004. This was achieved and has been further reduced to approximately 150KL per annum.

3. **Customer Service** – Strive to understand and exceed customer expectation/satisfaction, with an emphasis on consultation and continuous improvement.

Shoalhaven Water regularly undertakes assessment of the services provided through a number of mechanisms including customer questionnaires and benchmarking through State and national performance reporting.

4. **Systems Operations** – To operate/maintain and improve the water supply and sewerage schemes in a cost effective manner.

Performance is measured by comparison with State median operating costs. Annual operating cost for water supply for 2008/09 was \$261/property compared to a State median of \$300.

Annual operating cost for sewerage services for 2008/09 was \$390/property compared to a State median of \$320. This may be attributed to the number of sewerage schemes for Shoalhaven, and the quality of treatment.

Shoalhaven Water maintains a 20 year financial plan to provide a strategic approach to financial management.

Highlights – Providing Essential Water & Sewerage Services – Shoalhaven Water

NSW Water Utilities Review

The NSW Government commissioned an independent review of the State's 106 non-metropolitan local water utilities. The objectives of the review were to:

- to identify the most effective institutional, regulatory and governance arrangements for the long term provision of water supply and sewerage services in country NSW
- to ensure these arrangements are cost-effective, financially viable, sustainable, optimise whole-of-community outcomes, and achieve integrated water cycle management.

The report was released in January 2009. The report recognised Shoalhaven

Water as a distinct business unit of Shoalhaven City Council and recommended that the current structural arrangements should be maintained. The report also included a number of other recommendations, including the need to review the reporting and regulatory roles undertaken by State Government agencies with a view to streamlining these requirements and to ensure a consistent approach across these agencies.

Performance Reporting

The latest National Performance Report for Urban Water Utilities once again revealed that Shoalhaven Water is considered to have performed at the “higher” end of the scale in comparison to the other comparatively sized Non Major Water Utilities. For example, Shoalhaven had an average annual residential water consumption of 144 kL/household compared with the NMU average of 230 kL. Shoalhaven also had a total of 10 water main breaks per 100km water main compared to the NMU average of 20.

The National Water Performance Report is designed to outline water consumption trends with up to 155 key indicators relating to the performance of the urban water industry. This is achieved by:

- providing nationally consistent definitions and approaches which enable comparisons to be made,
- informing customers about levels of service,
- building community confidence and improve the water literacy of the community,
- inform the decision making processes of government, regulatory agencies and water businesses, and
- encourage greater transparency in the way water is managed.

Curarong Sewerage

The Curarong Sewerage Scheme, designed to serve a peak population of 2,600 has progressed to 90% completion.

Despite encountering difficult construction conditions in hard rock, the contractor, Select Civil, has managed to remain on target to complete construction by the end of 2009.

Another pleasing aspect of the scheme construction is the rapport the contractor (and their sub-contractors) has developed with the local community. Council has received very little negative feedback despite the contractor working in close proximity to houses.

Five major contracts were let for the scheme which comprises:

- 10km of sewer reticulation
- 14km of transfer pipelines
- 3 pumping stations
- Installation of a pressure sewer system to serve 80 properties
- Augmentation of Callala STP

Kangaroo Valley Sewerage

Following completion of the Kangaroo Valley Sewerage Scheme EIS the document was placed on public exhibition and submissions were invited.

While the vast majority of submissions were supportive of the scheme, some modifications were made to address concerns of the community and statutory authorities. A report was prepared under Clause 243 of the EP & A Regulation, which outlined the conditions of approval.

Council, with the concurrence of the other determining authorities, resolved at its December 2008 meeting to proceed with the scheme in accordance with the conditions set out in the Clause 243 Report and EIS.

A procurement workshop was held in December 2008 to determine the best procurement method based on the risks expected to be encountered and the expectations of the scheme.

The workshop determined that, due to the heritage issues and the importance of visual amenity of the treatment facility, the scheme should proceed by preparing a concept design followed by a Design, Develop and Construction Contract.

Concept Design tenders were called in June 2009.

Trainee Program

Shoalhaven Water embarked on a program to include 10 trainees in its field operations, leading the way in encouraging employment during tough economic times. As a major employer in the city, Council has endeavored to host and employ a large group of trainees, and this was the first time 10 were taken on at once.

The idea is to help provide employment for youth in the city and to build the talent pool from which groups such as Shoalhaven Water can draw trained staff.

The trainee program is being undertaken in partnership with Shoalhaven Group Training

and will assist in ensuring talented local young people will be given the opportunity to remain in the local community and build a solid skills base and gain nationally recognised qualifications with which to build their future careers upon.

The traineeships commenced in March 2009 and will continue for a minimum of 12 months and during that time the trainees will be experiencing all aspects of Water and Sewer operations as well as completing their Certificate II in Water Operations through TAFE.

EWON

The Energy and Water Ombudsman (EWON) provides an independent way of resolving customer complaints about some water supplies in NSW. On 1st June 2009 Shoalhaven Water became the first Local Government water utility in NSW to join as a member of EWON. EWON is an industry based scheme which is funded by its members. EWON provides customers of Shoalhaven Water with an independent way of resolving a customer complaint. If, after Shoalhaven Water is given an opportunity to resolve a complaint or issue, a customer is not satisfied with the outcome; they may choose to contact EWON. EWON can investigate a wide range of complaints including;

- Disputed accounts
- High bills
- Debts
- Disconnection or restriction of service
- Reliability of supply
- Connection issues
- Actions of a supplier that affect your property

Shoalhaven Water is committed to providing our customers with high quality water and wastewater services. As an organisation which strives to not only meet but exceed our customers' expectations, the availability of EWON to our customers is a positive step toward our continuous improvement of our services.

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Objective: 5.1 ASSET MANAGEMENT - to provide efficient and effective water/wastewater services to agreed 'Levels of Customer Service' in an equitable and commercial manner

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 5.1.1 Responsibly manage the Council's finances, resources and regulatory functions

MAXIMISE GRANT FUNDING OPPORTUNITIES - Investigate and make timely application for subsidy/grant funding for water, wastewater and reclaimed water management and report to Council	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>During the 2008/09 financial year grant of \$4,740,286 obtained for Currarong Sewerage Scheme. Other grant applications also made for IWCM study and St Georges Basin/Callala upgrades</i>			
STRATEGIC BUSINESS PLAN - Develop and action a yearly Strategic Business Plan for the management of the Water and Wastewater Businesses by the end of the June quarter	SHOALHAVEN WATER GROUP	Completed	100%
ANNUAL PROGRESS <i>Strategic Business Plan developed for the Water and Wastewater businesses in consultation with Section Managers and presented to Council.</i>			
FINANCIAL PLAN - Maintain a 20 year Financial Plan to ensure any impact from charges is stabilised and managed	SHOALHAVEN WATER GROUP	Completed	100%
ANNUAL PROGRESS <i>The 20 year Financial Plan was reviewed and updated to reflect all foreseeable costs and income whilst achieving the lowest uniform level of stable typical residential bills to meet the levels of service. The 20 year Financial Plan inputs and modelling comply with the NSW Best Practice Management of Water Supply and Sewerage Guidelines.</i>			
FINANCIAL PLAN - Report to Council and Regulator regarding projected typical residential bills by April 2009	SHOALHAVEN WATER GROUP	Completed	100%
ANNUAL PROGRESS <i>The 20 year Financial Plan included as a component, the Typical Residential Bills together with options for pricing paths. The detail was provided through Council briefings and reports. The NSW Office of Water (formally Department of Water and Energy) formally reported the TRB as part of the Comparative Performance and Triple Bottom Line Reporting consistent with the National Water Initiative indicator. This detail was subsequently provided to Council as required by the NSW Best Practice Management of Water Supply and Sewerage Guidelines.</i>			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 5.1.2 Ensure assets are constructed and replaced to provide facilities to deliver the quality, quantity and reliability of the levels of service			
MILTON/ULLADULLA SEWERAGE SCHEME - Complete construction of Burrill Lake Pump Station upgrade	SHOALHAVEN WATER GROUP	In Progress	98%
ANNUAL PROGRESS <i>Delays were experienced to program completion due to failure of a manhole during dewatering activities at Pumping Station B3. Repairs extended over 7 months with costs expected to be met by insurance. All works should be completed by September/October 2009</i>			
RECLAIMED WATER MANAGEMENT - REMS - Complete Stage 1a of REMS by constructing St Georges Basin STP upgrade.	SHOALHAVEN WATER GROUP	In Progress	20%
ANNUAL PROGRESS <i>St Georges Basin STP upgrade was re-tendered due to original tenders greatly exceeding the estimate. The project was re-tendered with Callala STP upgrade. This process proved to be cost effective and Council approved a construction contract at its meeting on 27 June 2009.</i>			
RECLAIMED WATER MANAGEMENT - CONNECTIONS - Connection of Nowra and Bomaderry into REMS	SHOALHAVEN WATER GROUP	In Progress	15%
ANNUAL PROGRESS <i>Delays to this phase have been experienced due to the need to review the feasibility of future Shoalhaven Starches connection into the Scheme. In addition, the issues with the surcharge main across the Shoalhaven River Bridge triggered a review of the risks associated with the adopted strategy. Investigations are due for finalisation in the first half of 2009/10.</i>			
RECLAIMED WATER MANAGEMENT - CONNECTIONS - Complete design	SHOALHAVEN WATER GROUP	In Progress	15%
ANNUAL PROGRESS <i>Further investigations being undertaken on the North Nowra surcharge main being undertaken to ensure that long term strategy is best possible outcome.</i>			
CONSTRUCTION FOR DEVELOPMENT - Construction of water and sewer assets to serve Vincentia development area	SHOALHAVEN WATER GROUP	Completed	100%
ANNUAL PROGRESS <i>This project was completed on time to coordinate with the development.</i>			
SEWERAGE REHABILITATION - Develop priority program for rehabilitation of sewer systems to reduce infiltration	SHOALHAVEN WATER GROUP	In Progress	30%
ANNUAL PROGRESS <i>Excess infiltration/inflow analysis - Berry and Ulladulla completed. Programmed sewer lining at Culburra Beach progressing with Stage 4 - 5,400m and Stage 5 - 2,900m completed this year.</i>			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Objective: 5.2 ENVIRONMENTAL SAFEGUARDS - To operate Shoalhaven Water in an environmentally responsible/sustainable manner for the betterment of present and future generations. To ensure a high quality of life and

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 5.2.1 Provide water and wastewater services that minimize environmental impact and achieves sustainable environmental outcomes			
DEMAND MANAGEMENT STRATEGY - Ensure an effective Demand Management Strategy by maintaining average residential yearly water consumption below 220 kl/annum	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>The NSW median average for 2007/08 was 173kl with Shoalhaven recording a figure of 144kl. In 2008/09 Shoalhaven recorded a figure of 151kl the result of which is in keeping with the Demand Management Strategy.</i>			
RECLAIMED WATER MANAGEMENT - MONITORING - Maintain monitoring program, consolidate operations and provide annual report	SHOALHAVEN WATER GROUP	Completed	100%
ANNUAL PROGRESS <i>All monitoring carried out as per guidelines in the REMS Environment Management and Environment Monitoring Plans and annual report provided to stakeholders in December 2008.</i>			
RESOURCE RE-USE - BIOSOLIDS - Continue to manage and explore the beneficial re-use of reclaimed water and biosolids	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>All processed, dewatered biosolids applied to farmland in accordance with NSW Government Environmental guidelines.</i> <i>Investigations underway for golf course re-use of reclaimed water at Shoalhaven Heads.</i> <i>Negotiations underway for reclaimed water re-use at Kangaroo Valley.</i>			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 5.2.2 Ensure that Council meets and embraces its ESD obligations under the Local Government Act			
ECOLOGICAL VIABILITY - Use media campaigns to promote the efficient use of water resources	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Campaigns throughout the year to promote the efficient use of water resources included:</i> <ul style="list-style-type: none"> - Water Week activities with Tapstar - Quarterly flyers with each water account - Treatment plant tours - Rainwater Tank Rebate extended - Water restrictions in place from 16/2/09 to 15/6/09 			
ENVIRONMENTAL MONITORING OF WATERWAYS - Assist with coordination and monitoring of activities for protection of the quality of Shoalhaven waterways.	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Water sampling carried out in accordance with licence requirements. In addition, assistance given, as per Council resolution, to Oyster Quality Assurance Program sampling activities.</i>			
ECOLOGICAL INTEGRITY - Re-use biosolids and reclaimed water for beneficial purposes	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>1660ML of reclaimed water re-used.</i> <i>5710 tonnes of biosolids re-used for agricultural purposes.</i>			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Objective: 5.3 CUSTOMER SERVICE -Strive to understand and exceed customer expectation/satisfaction with emphasis on quality service, consultation and continuous improvement.

Action / Project	GROUP	STATUS	% COMPLETE
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Strategy: 5.3.1 Develop and provide programs and services to improve the health and amenity of the community.

DEVELOPMENT PLAN (Currarong) - Construction of Currarong Sewerage Scheme	SHOALHAVEN WATER GROUP	In Progress	85%
ANNUAL PROGRESS <i>Progress in accordance with program despite difficult construction conditions (in rock) being experienced. The three SPS's and associated transfer mains are 95% completed, gravity sewers are 90% completed, pressure sewer system (80 properties) is 50% completed and a contract has been let for the upgrade of Callala STP. The scheme is due for completion late in 2009.</i>			
DEVELOPMENT PLAN (Kangaroo Valley) - Complete approvals and design process for Kangaroo Valley Sewerage Scheme	SHOALHAVEN WATER GROUP	In Progress	50%
ANNUAL PROGRESS <i>Council completed an EIS for the preferred Scheme. Council, with the concurrence of the other determining authorities resolved to proceed with the Scheme in accordance with conditions outlined in the EIS and Clause 243 Report. Discussions are proceeding with the community and the landowner. A procurement workshop was held in December 2008 that recommended to proceed to Concept Design phase prior to design development and construction. Tenders were called for Concept Design on 23 June 2009.</i>			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 5.3.2 Develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.			
CUSTOMER SERVICE - Implement and report on National Water Performance Framework	SHOALHAVEN WATER GROUP	In Progress	70%
ANNUAL PROGRESS Council's Action Management System was replaced with the software Merit. Implementation of the program including database procedural enhancements, creation of documented procedures and oversight of data input has been ongoing. The indicators required for reporting as part of the NWI will be subject to independent audit in July 2010.			

Principal Activity 5 - Providing Essential Water & Sewerage Services - Shoalhaven Water

Objective: 5.4 SYSTEMS OPERATION - To operate/maintain and improve the water supply and sewerage schemes in a cost effective manner

Action/Project	GROUP	STATUS	% COMPLETE
Strategy: 5.4.1 Effectively operate and maintain the schemes to ensure that the levels of service are delivered at the most efficient long term cost			
WATER SUPPLY - To operate, maintain and improve the performance of the water supply system in a cost effective manner	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Performance is measured by comparison with State median operating costs. Annual operating cost for 2008/09 was \$261/property compared to a state median of \$300.</i>			
WASTEWATER - To operate, maintain and improve performance of wastewater schemes in a cost effective manner	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Performance is measured by comparison with State median operating costs. Annual operating cost for 2008/09 was \$390/property compared to a State median of \$320. This may be attributed to the number of sewage schemes for Shoalhaven, and the quality of treatment.</i>			
INTEGRATED WATER CYCLE MANAGEMENT - Implement the IWCM Plan and report to Council	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>IWCM formally approved by State Government in April 2009. Implementation ongoing with review required within 6 years.</i>			
WATER QUALITY - To implement and maintain a drinking water quality management system consistent with the current Australian Drinking Water Guidelines - Framework for Management of Drinking Water Quality.	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Water quality monitoring and testing has been carried out in accordance with ADWG with high compliance achieved, i.e.</i> * Microbiological (E-Coli) 99.3% samples comply with ADWG * Chemical - Health Samples 100% comply with ADWG - Aesthetic Samples 99.8% comply with ADWG			
DROUGHT ACTION PLAN - Operate the water supply scheme in accordance with the Drought Management Plan and report to Council as required	SHOALHAVEN WATER GROUP	Ongoing	0%
ANNUAL PROGRESS <i>Biannual review of Drought Management Plan (DMP) completed. Water restrictions imposed from 16 February to 15 June 2009 in accordance with DMP.</i>			

Principal Activity 6. Operating Holiday Haven Tourist Parks

Holiday Haven Tourist Parks is Council's major commercial operation providing 12 tourist parks within Shoalhaven City. It is classified as a Category 1 Business as required by the Local Government Act.

The aim of Holiday Haven is to provide a wide range of quality accommodation, caravan and camping services for its clients, whilst ensuring that Council's tourist parks remain at the forefront of industry standards.

Strategic Issues

Council is the largest tourist park operator in NSW. The business is well managed and provides facilities, related amenities and a sound revenue stream for Council. For Council to maintain and enhance this situation it needs to ensure that Holiday Haven:

- Continues to operate efficiently and effectively to maintain and enhance business performance
- Keeps abreast of and capitalises on emerging industry trends and opportunities.
- Investigates and implements an improved range and quality of facilities and services
- Preserves and enhances the parks' built and natural environment
- Produces a substantial profit for expenditure on Shoalhaven's large Crown parks and reserves portfolio.

Proposed Responses

The effective operation of this commercial enterprise will involve:

Appropriate reinvestment into capital assets on the parks to:

- Sustain the current level of park quality
- Enhance facilities on offer to patrons, particularly in the areas of park layout and park facilities generally, with emphasis on recreation.
- Ensure that the new quality on-site accommodation investment program generates a sound return on investment.
 - To adopt a pricing strategy which reflects market prices but provides an appropriate commercial return to Council, while recognising Council's community support obligations and maintaining the customer perception of value for money at all of the parks.
 - Continue effective contract management of Council's tourist parks with emphasis on a reasonable return for the parties involved.
 - Intelligent and effective marketing of the operation, particularly in major market areas and particular market segments.

Highlights – Holiday Haven Tourist Parks

Installation of Sewer – Lake Conjola Entrance Tourist Park



A new pressure sewer system has been installed at Lake Conjola Entrance Tourist Park at a cost of approximately \$250,000. The system replaced an ageing system that no longer complied with today's advanced environmental requirements. Added to the system are new state-of-the-art dump points accessible to large RV's.

Bendalong Amenity Block

The construction of a new amenities block at Bendalong Point was completed in December at a cost of \$268 000. This block will service the Camping sites at the top end of the park. Positive comments over the peak season from all who used it.



Lake Tabourie Ensuite Units

Two new 4-way ensuite units have been installed at Lake Tabourie Tourist Park. The units, manufactured by students at Nowra TAFE, feature full tiling and special access ramps.



Burrill Lake Ensuites

New powered Ensuite sites were installed on the lakeview sites at Burrill Lake just before Easter. This unit comprises 4 units with private shower and toilet facilities and can be utilised by customers with a caravan, camper trailer or tent and have proved very popular on this site and other sites in the Holiday Haven Group.



Principal Activity 6 - Operating Holiday Haven Tourist Parks

Objective: 6.1 SUCCESSFUL COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations in an open and competitive manner

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 6.1.1 Develop a sound business plan for Holiday Haven Tourist which offers value for money to customers and good returns for Council.			
BUSINESS STRATEGY - Develop a separate business strategy covering the activities of Holiday Haven Tourist Parks	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Holiday Haven Business Plan has been prepared for Council during 2008/09 and adopted - refer Council Min 09.571. The revised Business Plan expands the key strategic areas the business faces in the next three years and the funding and resource proposals to achieve the revenue targets.</i>			
OPERATING TARGETS - Meet established targets for growth, profitability and rate of returns	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Growth of 6.42% is currently in excess of target of 6% per annum.</i>			
OPERATING TARGETS - Target 65% cash flow profit	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Cash flow profit for the twelve months to June 2009 was 67.1% which exceeds the target of 65%. This was comparative with a general increase in caravan and camping activity across the tourism industry on the South Coast.</i>			

Principal Activity 6 - Operating Holiday Haven Tourist Parks

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 6.1.2 Develop a Marketing Plan incorporating existing and potential markets			
MARKETING PLAN - Review existing client sources and implement adjusted strategy to cater for changing consumer markets including regional, shoulder and package programs.	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Client source data and client surveys reviewed and fed into adopted Business Plan during 2008/09. Marketing Strategy reviewed and also entered into Business Plan. Improved web response data gathering tools installed and operating. More targeted online, web and print advertising implemented, in response to consumer feedback.</i>			
MARKETING PLAN - Achieve industry standard exposure on promotion and marketing of Park facilities, services and environments, through enhanced delivery of marketing material through direct mail, electronic media, principal industry publications and various consumer shows	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>During the financial year 2008/09 Holiday Haven continued to implement existing strategies promoting an increased presence on Sydney community TV and high quality travel and leisure publications. Individual properties undertaking direct-mail for school groups for off-peak times. Increased use of web marketing - new info CD under development. Continued to attend Consumer Shows to promote Holiday haven Tourist Parks and region to new markets and clients. Partnerships established with online newsletters as a more effective 'direct mail' option.</i>			

Principal Activity 6 - Operating Holiday Haven Tourist Parks

Action / Project	GROUP	STATUS	% COMPLETE
Strategy: 6.1.3 Provide industry standard visitor facilities in all Holiday Haven Tourist Parks			
SPECIAL ACCESS CABINS - Provide suitably equipped special access cabins at a number of popular sites within the Holiday Haven Group	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>As at the 30/06/2009 special access cabins were now provided at 75% of HH properties - a total of 9 cabins (1 per park). Draft plans are currently underway to shift special access cabin at White Sands to a more significant location within the Tourist Park. Additionally - new cabins at some parks may be designed and ordered as special access to allow existing special access stock to be shifted to properties without this facility (eg Swan Lake, Burrill Lake, Kangaroo Valley). Holiday Haven Tourist Park continues to investigate cabins and assess suitability in parks who currently don't have special access cabins.</i>			
SPECIAL ACCESS CABINS - Review needs annually in the Cabin Strategy and list special access cabins with the relevant industry classification bodies.	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>Reviewed with cabin strategy - listings confirmed during 2008/09 in those publications where available.</i>			
ACHIEVE QUALITY CUSTOMER SERVICE - Implement contract arrangements and training for management and staff to ensure delivery of high levels of customer service	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>As at 30/06/2009 contract documents were under review by Council's legal unit. Client service incentives were built into contracts. Training arranged for Caravan & Camping Industry Gumnut Awards and Pathways to Sustainable Tourism specifically to address the broad strategy of ensuring sustainable environmental and socially responsible management of the Tourist Park properties. Next series of AussieHost courses for management teams will be undertaken in 1st Quarter 2009/10.</i>			
ACHIEVE QUALITY CUSTOMER SERVICE - Monitor customer feedback and implement timely responses to client suggestions, comments and complaints	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>During the financial year 2008/09 Client Surveys were sourced from direct clients at the Tourist Park properties, through mail-outs to clients and Holiday Van owners and through information recorded through Trade Promotions at Caravan & Camping consumer shows. Client surveys will continue after winter season and well into 2009/10. Results of these surveys were reported periodically to Council. There were strong indications from our customer base that the products and facilities in Holiday Haven Tourist Parks were not up to the standard found in other parks, that products needed improvement and more recreational facilities needed in Holiday Haven Tourist Parks. As a result more recreational facilities were added to selected parks throughout the Group. More recreational zones have also been planned for other selected park</i>			
UPGRADED AMENITIES - 5 YEAR CAPITAL COST PROGRAM - Develop a 5 year capital costs program consistent with the Business Plan and to ensure a high standard of facilities.	FINANCE AND CORPORATE	Completed	100%
ANNUAL PROGRESS <i>An updated capital program is included in the adopted Holiday Haven Business Plan. Detail is listed for the next three (3) years of the Management Plan period. A further report will be submitted to Council during 1st Quarter 2009/10 when revotes and loan funding is established.</i>			

Part b – Regulatory Reporting



Legal Proceedings

Section 428 (2)(e)

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Ozdirik v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$ 2,090.67	\$ -	Appeal discontinued. Decided in Council's favour.
Patrick v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$ 1,309.37	\$ 800.00	Appeal withdrawn. Decided in Council's favour.
Gee Ha Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$13,649.90	\$ -	Appeal dismissed. Decided in Council's favour.
Jones v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$6,545.00	\$ -	Appeal dismissed. Decided in Council's favour.
Shoalhaven City Council v SCCR	Class 4 Appeal	Land & Environment Court	\$39,597.83	\$ -	Proceedings commenced. Matter listed for hearing in September 2009.
Shoalhaven City Council v FB & FA McMahon Pty Ltd & Kel Campbell Pty Ltd	Class 4 Appeal	Land & Environment Court	\$34,903.19	\$ -	Proceedings commenced. Matter listed for hearing in July 2009.

Broker v Shoalhaven City Council	Court of Appeal - Appeal from Class 4 Land & Environment Court	Court of Appeal	\$34,111.93	\$	50,000.00		Appeal dismissed. Decided in Council's favour. <i>Note: Legal costs recovered include cost associated with previous years</i>
Denny v Shoalhaven City Council	Appeal	Nowra Local Court	\$	-	\$	-	Appeal withdrawn. Decided in Council's favour.
Murphy v Shoalhaven City Council	Appeal	District Court	\$	-	\$	-	Appeal withdrawn. Decided in Council's favour.
Shoalhaven City Council v Williams	Prosecution	Nowra Local Court	\$	-	\$	-	Defendant guilty and fined \$250. Decided in Council's favour.
Shoalhaven City Council v Lister	Prosecution	Nowra Local Court	\$	-	\$	-	Defendant guilty and given 6 months good behaviour bond. Decided in Council's favour.
Shoalhaven City Council v Christopher	Prosecution	Nowra Local Court	\$	-	\$	-	Defendant guilty and fined \$1,000.00. Decided in Council's favour.
Shoalhaven City Council v Fenton	Prosecution	Nowra Local Court	\$	-	\$	-	Defendant guilty and fined \$600.00. Decided in Council's favour.

Fatality at Bawley Point Road	Coroner's Inquest	Coroner's Court	\$50,259.00	\$	-	No finding of guilt on Council.
Workers Compensation Matters			\$22,764.00	\$	-	Total legal costs incurred for worker's compensation matters.



Fees, Expenses & Facilities Provided to Elected Members

Section 428 (2) (r) & Clause 217 Local Government General Regulations

The following fees were expended during the year 2008/2009 –

Mayoral Fees	\$33,102
Councillor Fees	\$189,756

The total costs associated with Council expenses and facilities such as travel, allowances, expenses, computer, communication and other costs associated with Council and committee meetings for 2008/2009 was \$381,437 which is made up as follows:

Provision of Facilities including dedicated office equipment allocated to councillors	\$20,228
Cost of phone calls by Councillors	\$44,068
Spouse/partner accompanying person expenses	\$Nil
Training and skill Development	\$7,414
Councillor attendances at Conferences and Seminars	\$48,730
Subsistence and out of pocket expenses	\$22,640
Travelling Expenses	\$63,359
Interstate Travelling Expenses	\$20,349
Mayoral Vehicle	\$10,846
Printing and Stationary	\$15,064
Councillors' Office Relocation	\$24,279
Carer Expenses	\$580
Other Expenses	
• Council & Committee Meetings, Briefings Meals & Sustenance	\$42,282
• Secretarial Support	\$61,598

Council has adopted a Policy on the Payment of Expenses and Provision of Facilities for Councillors which allows Councillors to claim expenses incurred in the discharge of their civic function. Set out below is the sections of the Policy that relate to the entitlements of the mayor and Councillors. Business within the Shoalhaven City Council Area

Councillors may claim distance allowance and reasonable transport and sustenance costs in respect of any legitimate business conducted within the City of Shoalhaven on behalf of the Council subject to completion of claim forms to be provided by the General Manager.

- **Private Vehicle**

If travelling is by private vehicle the rate applicable shall be in accordance with the State Government Rate, Crown Employees (Public Service Conditions of Employment) Reviewed Award 2006, as applicable at the time of travel. The current rates which are subject to annual review are as follows for the current year:

Engine Capacity	Cents per kilometre
2601 cc and over	86.2
1601 cc - 2600cc	80.3
1600 cc or less	57.5

In the event that a Councillor is returning from a private or business trip outside the City of Shoalhaven and is travelling directly to a Council engagement, the Councillor shall be entitled to a reimbursement of travel expenses from the city boundary to that engagement

- **Public Transport**

Councillors travelling by taxi, car rental or other means of public transport shall be reimbursed for actual expenses incurred.

- **Sustenance**

Reasonable costs incurred for sustenance will be met by Council or actual costs reimbursed.

Council will generally provide meals when Council business extends over meal times. If a meal is not provided, and

- a Councillor who resides more than 2 kilometres from Council, is committed to Council engagements including Community meetings, briefings etc both in the morning (am) and in the afternoon (pm) or
- it is likely that the Councillor will arrive home after 7.30pm,

the Councillor will be entitled to a reimbursement of reasonable costs (actual expenses) paid for the meal (lunch and/or dinner) to a limit set out in 3.3(d).

Where multiple engagements occur outside of Council, and a Councillor resides more than 2 kilometres from the engagement(s) that Councillor shall be entitled to be reimbursed for the actual cost of the meal.

1.1. Definitions

“Legitimate Business” (Clause 3.1) includes, but without being limited to, attendance at the following:

- all Council meetings;
- civic functions, receptions and official openings;
- Council appointed Committees, Boards and Working Parties/Groups or the like;
- other functions by invitation in capacity as Mayor or Councillor;
- inspections, briefings or the like as arranged by Council;
- meetings of Community Consultative Bodies (CCB's);
- responding to rate payer's enquiries or requests for inspections

“Council business” (Clause 3.3) includes, but without being limited to, the following –

- meetings of State or regional organisations (or the like) of which the Mayor/Councillor is a member;
- official or civic functions of such significance that attendance is justified and authorised by Council or jointly by the Mayor and General Manager;
- conferences or training;
- other official business approved by the Council or jointly by the Mayor and General Manager.

1.2. Business Outside the Shoalhaven City Council Area

Within the limits established in this policy, Council shall meet reasonable out of pocket expenses incurred by Councillors in attending Council business outside the City area authorised by Council resolution. For travel within NSW, the Executive Support Section shall authorise expenditure when the event has been deemed business of Council. Where the business is outside NSW or the event has not been deemed business of Council by resolution, approval is to be under the joint delegated authority of the General Manager and Mayor in respect of Councillors or the Deputy Mayor and General Manager in respect of the Mayor,

Claims for such expenses may include:

a) Private Vehicle

If travelling is by private vehicle, the rate applicable, as from the 1st July, 2005, shall be in accordance with the State Government Rate, Crown Employees (Public Service Conditions of Employment) Reviewed Award 2006, as applicable at the time of travel and detailed in clause 3.1 (a) .

b) Public Transport

Councillors travelling by taxi, car rental or other means of public transport shall be reimbursed for actual expenses incurred.

c) Airfares

Where appropriate Council shall meet the costs of airfares to an event authorised under this policy. The General Manager shall be authorised to determine under what circumstances travel by air is appropriate.

Any air travel frequent flyer points earned from Council business travel shall only be redeemed for subsequent Council business and not be converted for private use.

d) Accommodation & Sustenance

Council shall meet actual reasonable accommodation sustenance and incidental costs as follows:

i) Accommodation

An accommodation allowance for actual expenses up to a limit of \$300.00 per day shall apply or as is organised through the General Managers' office.

Only in circumstances where accommodation is provided at a facility where an event is staged, Council will meet the full cost of accommodation, even if the cost exceeds the authorised amount.

The annual limit for accommodation to be paid under this section is \$10,000.00.

ii) Sustenance

Council will reimburse reasonable costs (actual) incurred for meal expenses to a daily limit of \$250.00. This amount will be reviewed annually.

ii) Incidental Expenses

Reasonable out of pocket or incidental expenses associated with attending conferences, seminars or other Council business outside the city area may be reimbursed upon the presentation of official receipts and the completion of the necessary claim form. Incidental expenses include telephone or facsimile calls, refreshments, internet charges, laundry and dry cleaning, newspapers, taxi fares, tolls and parking fees. In addition, the cost of meals not included in the registration fees for conferences or similar functions may be reimbursed after reconciliation for single day events.

The cost of out of pocket or incidental expenses referred to above shall not exceed \$150 per day for each Councillor.

When a Councillor is on business outside of the city an annual limit for car hire use of \$2000 shall apply and where possible vehicles are to be shared between Councillors. If further allowance is required prior approval shall be obtained from the Mayor and General Manager.

e) Reviews

The State Government Rate for Crown Employees issued by the NSW Department of Premier and Cabinet reviews the private vehicle travelling rates outlined in this section in July each year. These rates will become effective from the first day of July each year.

f) Seminars and Conferences

For councillors attending conferences or seminars Council will meet the cost of registration fees and other associated expenses provided for elsewhere within this policy.

After returning from a conference or seminar, councillors, or an accompanying member of council staff, shall provide a written report to council on the aspects of the conference or seminar relevant to council business and/or the local community. No written report is required for the Annual Conference of the Local Government and Shires Association.

g) Training and Development

This policy shall apply to Training and Development Requirements of Councillors in respect to registration, mileage and other allowances set out in clause 3.3. Requests for course fees for Training and Development of Councillors shall be approved by the GM upon submission of information that demonstrates a benefit to the Council that is consistent with the estimated cost of that Training. The limit payable under this clause for course fees shall be \$4,000 each financial year per Councillor.

h) Overseas travel

Overseas travel must be approved by a meeting of the full council prior to a Councillor undertaking the trip. Council will scrutinize the value and need for the overseas travel together with the direct and tangible benefits for the council and the local community.

After returning from overseas, councillors, or an accompanying member of council staff, shall provide a detailed written report to a full meeting of council on the aspects of the trip relevant to council business and/or the local community.

1.3. Additional Facilities for the Mayor

In addition to the facilities, equipment and services provided to Councillors, the following additional facilities may be provided to the Mayor, in recognition of the special role, responsibilities and duties of the position, both in the Council and in the community.

1.3.1. Mayoral Vehicle

The Mayor may provide a vehicle of appropriate standard for use on Mayoral duties or alternatively Council shall provide and maintain a vehicle of appropriate standard for use by the Mayor to carry out the role, responsibilities and duties of the Mayor. For private use outside of the City of Shoalhaven a rate of 15 cents per kilometre shall apply. The Mayor shall be required to provide a monthly reconciliation of such private use which may be deducted from the fees paid to the Mayor.

1.3.2. Additional Equipment, Facilities & Services

- Ceremonial clothing, including Mayoral Robes and Chain of Office.
- Dedicated secretarial support.
- Furnished Mayoral office.
- Communication facilities and call costs associated with the operational role of the Mayoral office.

1.4. Insurance

Councillors shall receive the benefit of insurance cover for –

- Personal Accident, including travel, while on Council business.
- Public Liability (for matters arising out of Councillors' performance of their civic duties and/or the exercise of their Council functions).
- Professional Indemnity (for matters arising out of Councillors' performance of their civic duties and/or the exercise of their Council functions).
- Councillor Liability (for matters arising out of Councillors' performance of their civic duties and/or the exercise of their Council functions).
- Travel insurance for approved interstate and overseas travel on Council business.

1.5. Communication Expenses

Where it is deemed mutually convenient, Council shall provide or support access to Council's central computing facilities for each Councillor. The technology used for connection will be dependent on the location and availability. However, "high speed" technology solutions will be provided wherever practicable. Councillors will be provided with a maximum of two lines, or alternatively broadband or ISDN, to their nominated residence for Council usage.

In addition, Council will provide –

- Mobile phone and car kit
- Facsimile machine (if requested)
- Desktop Computer and Notebook (or similar updated technology) as determined appropriate by the General Manager for Councillors to perform their civic functions.
- Printer
- Personal Digital Assistant (PDA)

Council will meet the following costs:

- Connection and rental charges;
- Councillors shall be provided with an allowance for telephone use to a yearly limit of \$6,000. Call costs made from the Mayoral Office are not included.

Council may enter into any telephone (capped) plan that may be considered appropriate and/or cost effective taking into account a Councillors usage history and where a savings potential can be identified.

All private usage of equipment (e.g., telephone and mobile phone) shall be reimbursed to Council.

Councillors shall provide a monthly declaration of private use of telephone and facsimile use and other use of Council equipment.

In circumstances where it is not practicable for the Councillor to receive a Council mobile phone in addition to being required to carry their own business/personal mobile phone, the Councillor may elect to retain their own business/personal phone and be reimbursed a monthly allowance, taking into account the Councillor's use over at least a 3-month period. The monthly allowance would be based on the cost for calls, data exchange if email is received on the phone, and the cost of providing a phone of similar standard to that which would normally be supplied by Council, spread over a 2-year period.

1.6. Secretarial Assistance & Office Supplies

The General Manager shall be authorised to provide reasonable secretarial support for each Councillor by way of providing stationery, photocopying, postage and stenographic support. There is no limitation in respect of a Councillor responding to and dealing with constituent's correspondence.

In respect of Councillor initiated correspondence reasonable secretarial support shall mean no more than forty (40) stamps or the equivalent and/or the typing of forty (40) letters per month per Councillor (with the exception of the Mayor)

In addition, Council will meet the mailing costs of up to 40 Corporate Christmas cards for each Councillor.

Councillors will have access to photocopiers in Administration buildings for Council business.

Secretarial support and stationery supplies shall only be used for Council business, in accordance with this Policy and Council's Code of Conduct.

1.7. Office Equipment

Council will provide the following office equipment:

- one filing cabinet (or similar) for the purpose of storing Council records - limited to \$300)
- Office desk - limited to \$900 and
- ergonomic chair limited to \$400

Council will provide a paper shredder for the purpose of destroying Council documents, in accordance with the provisions of the State Records Act.

In addition, Council will provide a digital camera for Council purposes, if requested.

1.8. Councillors Room

A Councillors' Room shall be provided which is to be shared by all Councillors. It will include:

- Office equipment such as desks - studio style, meeting room, a telephone, facsimile, photocopy machine, Desktop Computers, VGA access, and Internet access;
- Library of relevant documents including adopted Council policies and plans, Council documents on public exhibition, Local Government Act, Planning and Environment Legislation, or Internet access to the Local Government Legislation website.
- Kitchen facilities including refreshments which shall comprise tea/coffee, and non-alcoholic drinks;

1.9. Acquisition and Return of Equipment and Facilities

Equipment and other facilities provided to councillors under this policy shall be returned to the council after the completion of the councillor's term of office, during an extended leave of absence or at the cessation of their civic duties.

Councillors shall have the option to purchase council equipment previously allocated to them at the cessation of their duties. The item for sale may be purchased at an agreed fair market price or written down value as determined jointly by the General Manager and Mayor in respect of councillors or the Deputy Mayor and General Manager in respect of the Mayor

1.10. Spouses, Partners and Accompanying Persons

Councillors may claim reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature and held within the Shoalhaven City Council area. Such functions would be those that a councillor's spouse, partner or accompanying person where invited to attend, and as such are costs incurred by the Councillor in the performance of his or her functions. Examples include, but are not limited to, Award ceremonies, Citizenship ceremonies, civic receptions, and the like.

Councillors may claim the cost of their spouse, partner or an accompanying person's attendance at the official conference dinner of the Local Government and Shires Association Annual Conference. The expense which is met by council is limited to the cost of the function ticket.

The Mayor, or a councillor when representing the Mayor, may claim reasonable costs of a spouse, partner or an accompanying person where invited to a function outside the Shoalhaven City Council area but within the state. Such functions would be those where the Mayor's spouse, partner or an accompanying person would be expected to attend or would be required to carry out an official ceremonial duty. This clause will apply to situations where Councillors when representing the Mayor are required to attend major events outside the city and are approved jointly by the Mayor and General Manager limited to actual expenses up to \$2,000 per Councillor per year.

The payment of expenses for spouses, partners or accompanying persons for attending appropriate functions as permitted above is limited to the cost of the ticket, meal and/or the direct cost of attending the function. Peripheral expenses incurred by spouses, partners or accompanying persons such as grooming, special clothing and transport are not reimbursable expenses.

In circumstances not provided for above Councillors' spouses, partners or accompanying persons may accompany them on Council business trips subject to all expenses incurred in relation to their presence being paid for by the relevant Councillor.

Definition

"An *Accompanying Person*" is a person who has a close personal relationship with the councillor and/or provides carer support to the Councillor.

1.11. Carer and Other Related Expenses

Council will reimburse the reasonable (actual) cost of carer arrangements up to a maximum of *twenty four hours per week*, including:

- childcare expenses and
- the care of elderly, disabled and/or sick immediate family members of councillors,

in order to allow councillors to undertake their council business obligations.

An annual limit in the amount of \$3,000 shall apply to this clause.

Council may also pay for other related expenses associated with the special requirements of councillors such as disability and access needs, to allow them to perform their normal civic duties and responsibilities.

1.12. Legal Advice

This section does not relate to circumstances of legal fees being paid when a Councillor takes action against another person as plaintiff.

Councillors shall be entitled to legal advice, subject to the concurrence of the General Manager, on Council related personal matters.

Legal advice includes seeking opinion on personal pecuniary interest matters or the like as approved by the General Manager.

In the event of any inquiry, investigation or hearing by any of the following –

- Independent Commission Against Corruption
- Office of the Ombudsman
- Department of Local Government
- Police Service
- Director of Public Prosecutions
- Local Government Pecuniary Interest Discipline Tribunal
- Administrative Appeals Tribunal or other similar body

into the conduct of a Councillor; or where legal proceedings being taken against a Councillor arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor, Council shall reimburse such Councillor, after the conclusion of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis, PROVIDED –

- a) the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis; and
- b) the inquiry, investigation, hearing or proceeding results in a finding substantially favourable to the Councillor, despite an identification of a minor technical breach.

[Note: No expenses will be allowed which are contrary to the Department of Local Government Circular 05/08 "Legal Assistance for Councillors and Council Employees" – see Appendix 1.

1.13. Expenses arising from a Motor Vehicle Accident Whilst on Council Business

Council shall reimburse any reasonable out-of-pocket expenses incurred by a Councillor, if they are involved in a motor vehicle accident whilst on Council business. Any amount claimed will be reduced by the amount that may be recovered from any other third party or from their own motor vehicle insurer. This clause shall not apply if the Councillor is charged with driving under the influence of alcohol or drugs or is charged with driving at excess speed (i.e. over the speed limit).

A claim under this Clause shall be limited to the excess provided for in Council's Motor Vehicle Policy.

1.14. Attendance at Political Functions

Council will meet the incidental costs associated with the attendance of the Mayor or a Councillor at a political function, at the invitation of a local Member of Parliament or candidate of a registered political party. "Incidental costs" do not include any cost which would constitute a direct contribution to election campaign funds. Any costs incurred under this Clause must be authorised by Council resolution or under the delegated authority of the General Manager jointly with the Mayor or Deputy Mayor, as required.

1.15. Contribution to a Complying Superannuation Fund

In accordance with the Australian Taxation Office's Interpretative Decision 2007/205, Council may enter into an arrangement with a Councillor under which the Councillor agrees to forego all or part of their annual fee in exchange for the Council making contributions to a complying superannuation fund on their behalf.

Any request by a Councillor to redirect their fees as a superannuation contribution must be in writing and cannot be retrospective.

Councillors are responsible for seeking independent financial advice, before making a decision on whether or not to make additional superannuation contribution before submitting an application to Council. Proof of receiving that advice is to be provided in the written request.

Requests in writing are to be provided to the General Manager who is the approving authority

1.16. Election Material

Under no circumstances shall Councillors use the secretarial services, council facilities, equipment and services provided to produce election material or for any other political purposes in association with Local, State or Federal Government elections.



Senior Staff Remuneration Package

Section 428 (2) (g)

Local Government (General) Regulation 2005

Section 217 Clause (1) (b)

Shoalhaven City Council, as outlined in this report is a multi-purpose Council administering traditional local government activities such as road works, recreational facilities, planning, development approvals, health and community services, libraries as well as other major activities such as the provision of water and sewerage services, tourism and industrial development. The total assets of the City under administration is around \$1.6 billion dollars which would place the City, in asset value terms, among the top 10% of organizations within Australia.

Council's expenditure (including depreciation) is around \$250 million dollars per annum which includes a number of commercial activities together with the range of activities indicated earlier. Council employs over 700 staff on a permanent basis as well as casual/temporary staff as required, consultants and contractors.

Council administers approximately 99 Acts of Parliament and associated regulations and needs professional staff that have a wide ranging appreciation of the legal requirements associated with a complex government instrumentality. Council's activities link strongly to other Government agencies, particularly at the State level, which requires sensitive handling where State Government changes the political emphasis from time to time. The total amount of money payable for salary, fringe benefits, vehicle and other on-costs for Council's senior staff including the General Manager and six (6) Group Directors is summarised as follows:

Director	Total Value of Salary Component of Package	Total amount of any bonus payments, performance or other payments that do not form part of salary	Total employers contribution to superannuation (salary sacrifice or employers contribution)	Total value non-cash benefits	Total Fringe Benefits tax for non-cash benefits	Total
General Manager	\$237,281	Nil	\$13,745	\$7,500	\$9,508	\$268,034
Assistant General Manager	\$179,967	Nil	\$13,745	\$8,888	\$8,165	\$210,765
City Services & Operations	\$161,468	Nil	\$14,532	\$1,035	\$532	\$177,567
Finance & Corporate Services	\$138,517	Nil	\$19,783	\$7,000	\$4,816	\$170,116
Development & Environmental Services	\$144,555	Nil	\$13,745	\$7,000	\$4,478	\$169,778
Strategic Planning	\$137,941	Nil	\$20,359	\$7,000	\$6,623	\$171,923
Shoalhaven Water	\$144,555	Nil	\$13,745	\$7,000	\$4,616	\$169,916

Major Contracts Awarded

Section 428 (2) (h)

DATE	PROJECT	COMPANY	AMOUNT
22/7/08	Tender for Crookhaven Heads Tourist	Gaoever Pty Ltd	\$296,415
28/8/08	Shredding of Green Waste at Landfill and Transfer Station	Davis Earthmoving & Quarrying Pty Ltd	\$217,440
26/8/08	Removal and Processing of Shredded Green Waste	Soilco Pty Ltd	\$218,950
09/09/08	Tenders – Bendalong Tourist Park, Campers Amenities	Tereno Pty Ltd	\$265,460
25/11/08	Water Meter Reading Services	Fieldforce Services Pty Ltd	\$193,605
25/11/08	Currarong Sewerage Scheme - Pumping Station Power Supply Tender	Tony Pollard Electrics Pty Ltd	\$155,638
2/12/08	Construction of Greenwell Point Boat Ramp, Pontoon and Associated Car Park	TCL Pty Ltd	\$423,250
4/12/08	Home Compost Program	Source Separation Systems Pty Ltd	\$147,500
2/12/08	Callala Bay Sports Field Amenities Building Additions	Ablock Builders Pty Ltd	\$131,230
2/12/08	Osborne Park Replacement Amenities	Batmac Constructions Pty Ltd	\$174,761
27/1/09	Sewer Rehabilitation Works at Culburra Beach and Greenwell Point - Stage 5	Tyco Water Pty Ltd	\$1,690,812.20

27/1/09	Shoalhaven Heads Sewerage Augmentation	NSW Water Solutions (Department of Commerce)	\$439,904.30
10/3/09	Tender for Huskisson Sportsfield	Wellco Developments	\$249,210
10/3/09	Tender for Remedial Works - Timber Piling Support for Submarine Water Pipeline Under Shoalhaven River, Terrara to Pig Island	Solitaire Pty Ltd	\$71,896.00
10/3/09	Broughton Vale Bridge	Bridgeworks Aust. Pty Ltd	\$294,100
24/3/09	Park Road Netball Courts Tender	Wellco Developments	\$250,510
24/3/09	Currarong Sewerage Scheme Tender - On Property Design and Installation of a Pressure Sewer System	McNamee Constructions Pty Ltd	\$1,185,400
24/3/09	Storage and Equipment Facility	Ablock Builders Pty Ltd	\$922,611.00
14/4/09	Supply and Delivery of Pipes - Anson St, St Georges Basin	Cemex Australia Pty Ltd	\$181,154
28/4/09	Landfill Liner Tender	Jaylon Pacific Pty Ltd	\$66,116.00
28/4/09	Cambewarra Satellite Rural Fire Station	Tereno Pty Ltd	\$262,636
28/4/09	Nowra CBD CCTV Project	SME Telecommunications P/L	\$99,391

26/5/09	Culburra Beach Community Centre	Ablock Builders Pty Ltd	\$597,835.00
9/6/09	Terraced Parklands at Ulladulla Harbour	Digging Around Pty Ltd	\$240,152.13
9/6/09	Construction of Car Park at Greenwell Point Boat Ramp	Druce DP Pty Ltd	\$241,797.10
25/6/09	St Georges Basin & Callala STP Contract	Select Civil Pty Ltd	\$4,905,633
25/6/09	Construction of Fish Passage – Currowan Creek	Streamline River Restoration	\$118,181.81
25/6/09	Bawley Point Rural Fire Station & Civil Works	Tereno Pty Ltd	\$233,875.00

Bush Fire Hazard Reduction Programs

Section 428 (2) (i1)

Council completed all of the bush fire mitigation activities it is responsible for under the Shoalhaven Bush Fire Risk Management Plan. Council participated in all Shoalhaven Bush Fire Management Committee meetings and worked closely with the Committee to ensure Council's activities are integrated with the activities of all agencies and bush fire management actions are coordinated and objectives met.

The NSW Rural Fire Service (RFS) have overarching responsibilities for complaint investigation and subsequent direction of land owners and managers to undertake specific works when necessary. The table below refers to complaints against Council managed land investigated by the RFS for the financial year 2008-09. Six sites required works of a minor nature. Works were completed in a timely manner to the satisfaction of the RFS.

Area	Total Inspections	Hazard Found
Northern	9	0
Southern	10	2
Central	4	2
Bay & Basin	7	2
TOTAL	30	6

Table 1: No. of Bushfire Hazard Complaints in respect of Council Land investigated by the NSW RFS during 2008-09

Area	Asset Protection Zone Locations
Northern	36
Southern	28
Central	5
Bay & Basin	35
TOTAL	104

Table 2: No. of APZs and/or Firebreaks on Council's Annual

Maintenance Schedule

Council maintains Asset Protection Zones and/or Firebreaks at over 100 sites on a range of Council managed lands including Parks, Sportsgrounds, Operational Lands, Natural Areas and road reserves. Strategic installations and fire trails/roads are inspected annually to assess the status of existing bushfire protective measures and, if required, proposed works are assessed and implemented.

Council's operational activities in respect to fire mitigation consist largely of mechanical clearing and maintenance of previously cleared areas. Most bushfire mitigation activities are certified using the Bushfire Environmental Assessment Code (BEAC) and recorded on NSW Rural Fire Service Bushfire Risk Information Management System (BRIMS). BRIMS is the state-wide database developed by the NSW Rural Fire Service whereby all bushfire mitigation activities are reported and monitored. Not all works proposals can be certified using the BEAC and require more thorough and detailed environmental assessment.

Council continues to participate in a number of working groups established by the Bushfire Risk Management Committee including the Fire Trails Working Group and the Fuel Management and Risk Management Sub-committees.



Cultural Diversity

Section 428 (2) (j)

The following programs were undertaken during 2008/2009 to promote services and access to services for people with diverse cultural and linguistic backgrounds:

Council partly funds a Community Development Officer to assess the needs of Shoalhaven's Multicultural Community and develop programs to address their identified needs. During the year the following programs were undertaken:

- Ongoing support for Shoalhaven Multicultural Committee
- Information dissemination
- Multicultural Directory printed, sponsored and distributed by SCC
- Assisted and promoted annual multicultural dinner dance to celebrate "Harmony Day" in partnership with multicultural group members.
- Address Local Ethnic Affairs Policy Statement objectives.



Work Carried Out on Private Land

Section 428 (2) (k)

There were no resolutions made under Section 67 of the Local Government Act concerning works carried out on private land during 2008/2009.



Contributions/Donations

Section 428 (2) (I)

During 2008/09, Council made grants totaling \$251,419 to local organizations and community groups

Beneficiary	Amount \$
Albatross Music Company	7,425
Australian Aerial Patrol	10,000
Basin Villages Forum	400
Bawley Point-Kioloa Ratepayers & Residents Association	400
Bay & Basin Community Resources	1,707
Bernie Regan Memorial Sporting Trust	1,000
Berry & District Garden Club Inc	60
Berry Small Towns Alliance	400
Blessing of the Fleet Festival	9,000
Bomaderry High School	100
Bravehearts Inc. Education	3,000
Budgong Community Group	400
Callala Bay Community Centre (Kids Corner)	3,800
Callala Bay Progress Association	400
Callala Beach Progress Association	400
Cambewarra Residents & Ratepayers Association	400
Camellias Shoalhaven Inc	100
Cancer Council Relay for Life Committee Meetings	205
Culburra Beach Progress Association	400
Currarong Progress Association	400
Get to the Point Program	400
Healthy Cities Illawarra	150
Huskisson Chamber - NYE Fireworks	10,000
Huskisson Woollamia Community Voice	40
Hyams Beach Villagers Association	400
Illawarra Academy of Sport	15,000
Jervis Bay Triathlon Festival	9,000

Beneficiary	Amount \$
Lions Club (Sussex Inlet) – Australia Day	3,100
Lions Club (Ulladulla Milton) – Australia Day	9,000
Lions Club of Jervis Bay – White Sands Carnival	2,000
Lyrebird Pre-School	1,000
Mayors Relief Fund – Victorian Bushfire Appeal Concert	5,000
Milton Shoalhaven Anglican School	100
Milton Ulladulla Family Historical Society	500
Milton Ulladulla Men’s Shed	8,000
Milton Ulladulla Carols by Candlelight	3,500
Mollymook Surf Lifesaving Club	5,000
Mollymook Oval Management Committee – Group 7 Grand Final	2,003
Murramarang Progress Association	400
Music Shoalhaven	2,800
Native Animal Network Assoc.	2,200
Nowra Anglican College	100
Nowra Christian Community School	100
Nowra RSPCA	1,000
Nowra Culburra Surf Lifesaving Club	5,000
NSW Animal Welfare League	1,000
Nowra Technical High School	100
Opera South	4,925
Orient Point Progress Association	400
Red Head Villages Association	400
Salvation Army	5,168
Shoalhaven Area Consultative Committee - Kokoda	2,250
Shoalhaven City Concert Band	3,250
Shoalhaven City Pipes & Drums	3,300
Shoalhaven City SES Unit	20,000
Shoalhaven City Turf Club	12,000
Shoalhaven Community Transport	8,240
Shoalhaven Heads Berry Football Club	4,000

Beneficiary	Amount \$
Shoalhaven Heads Community Forum	400
Shoalhaven Heads Surf Lifesaving Club	5,000
Shoalhaven High School	100
South Coast Writers	455
Southern Shoalhaven SES Unit	24,300
St Johns High School	100
St Vincent De Paul	6,842
Sussex Inlet & Districts Community Forum	400
Sussex Inlet Community Technology Centre Rental Assistance	6,240
Sussex Inlet Surf Club	5,000
Tabourie Lake Residents & Ratepayers Association	400
Tabourie Museum Foundation	5,665
Ulladulla & District Community Forum	400
Ulladulla High School	100
Ulladulla New Years Eve Fireworks	10,000
Ulladulla RSPCA	1,000
University of the Third Age	275
Vincentia High School	100
Vincentia Residents & Ratepayers Association	400
Youth Concert, Nowra Legacy	484
	\$251,419

Human Resource Activities

Section 428 (2) (m)

Functions of the Section

Human Resources encompasses a broad range of responsibilities which impact on Council's ability to operate efficiently and effectively, having regard to employment law, best practice, workplace relations, remuneration management, Occupational Health & Safety, Human Resources initiatives including corporate training and development for employees and the business needs of Council. In accordance with the State & Federal Industrial Relations Legislation, Council supports a consultative process with staff and Unions.

Human Resources aims to enhance business partnerships with each Group of Council to enable it to continue to provide strategic advice and professional assistance ensuring the attainment of business goals and objectives.

Human Resources aims to maximize the potential of Council's people through shared goals, consultation and participation in the decision making processes, and working in an environment free from all forms of discrimination as is best practice and required by relevant State and Federal Legislation.

Human Resources endeavours to see that organizational people activities are carried out in accordance with and within the framework of the Corporate Human Resources Strategy Human Resource policies, and procedures helping to achieve the goal of best practice. The human resources strategy, policies and procedures are continually subject to review in consultation with relevant stakeholders and through consultative mechanisms.

Human Resources provides training and development opportunities for all of councils staff through the mechanisms of strategic training needs analysis, the sourcing of training intervention, provision of in-house training and assessment, coaching services to identified staff and operation of Council's training records and data base.

Occupational Health and Safety

OHS Management Systems

Management have continued to support and resource Health and Safety in 2008/09. All system documentation due for review has been amended, communicated and implemented. OHS Committee's have been involved in the consultation process for revision of content and assisted in the implementation of changes. Council's OHS Management System was successful in the 2008 NSW WorkCover Best Workplace Management systems and was awarded a position as one of seven finalists in this category. Council also has internal processes for recognising staff safety performance.

3 Year Self Insurance Licence

The efforts by management, the OHS Unit, OHS Committee's members and staff has ensured the requirements for the 3 year Self Insurance licence are continuing to be met.

OHS Hot Line

Enhanced promotion of the 24hour Incident Reporting Hotline has assisted in the management of injury reporting and allowed for the improvement of communication between, the injured staff member, their supervisor and the Return to Work Co-ordinator.

Dangerous Goods Notifications

All sites that have Dangerous Goods in excess of the manifest quantities have appropriate emergency information and a current notification licence issued by WorkCover.

Emergency Procedure

Emergency Site Manuals have been created and adopted for sites where Council staff work. Staff have been trained and drills undertaken.

Consultation

Council has six OHS Group Committee's that meet regularly to discuss safety. All representatives have been trained and are actively involved in resolving safety issues for their respective work places. Meeting minutes are placed onto Notice Boards and the OHS website for access by staff, and or on display for the public.

OHS Unit staff attend Section/Unit Team Briefs to support staff in addressing safety concerns.

OHS Training

OHS Unit have developed a number of different training packages and provided training to a wide range of staff. OHS Corporate induction, OHS Risk Assessment, Incident Reporting and Corporate Workshops for supervisor and management have been provided along with regulatory training being co-ordinated by the Training and Development Unit to ensure legislative requirements are maintained.

Health and Wellbeing

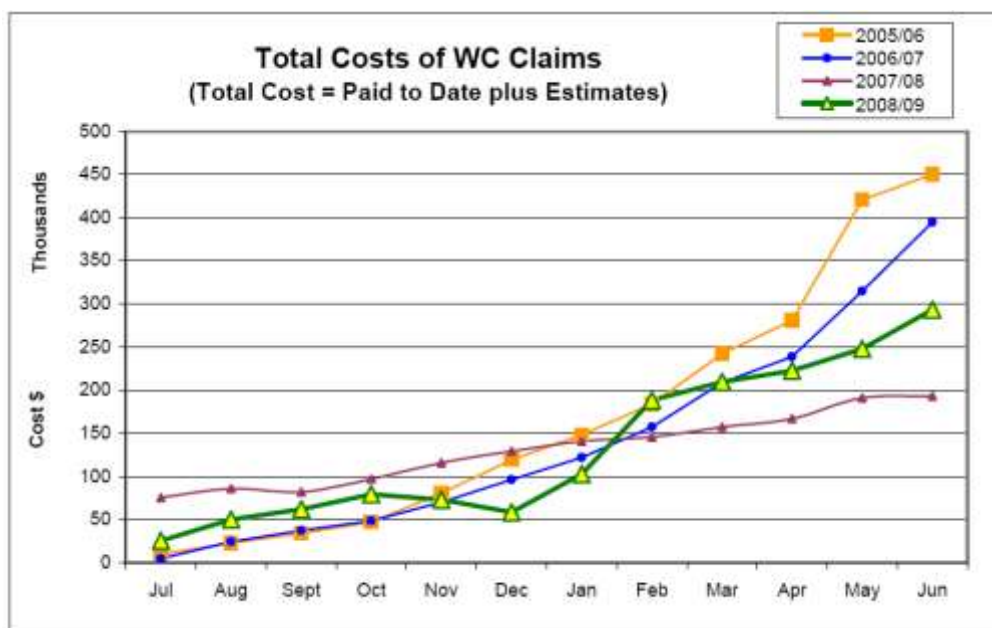
Another Health and Wellbeing Expo was held in 2008 in the Shoalhaven Entertainment Centre. Over 300 staff attended presentations on a range of topics including skin cancer, healthy eating and fitness, massage, diabetes and health checks to reinforce best health habits.

Key Performance Indicators for OHS were:

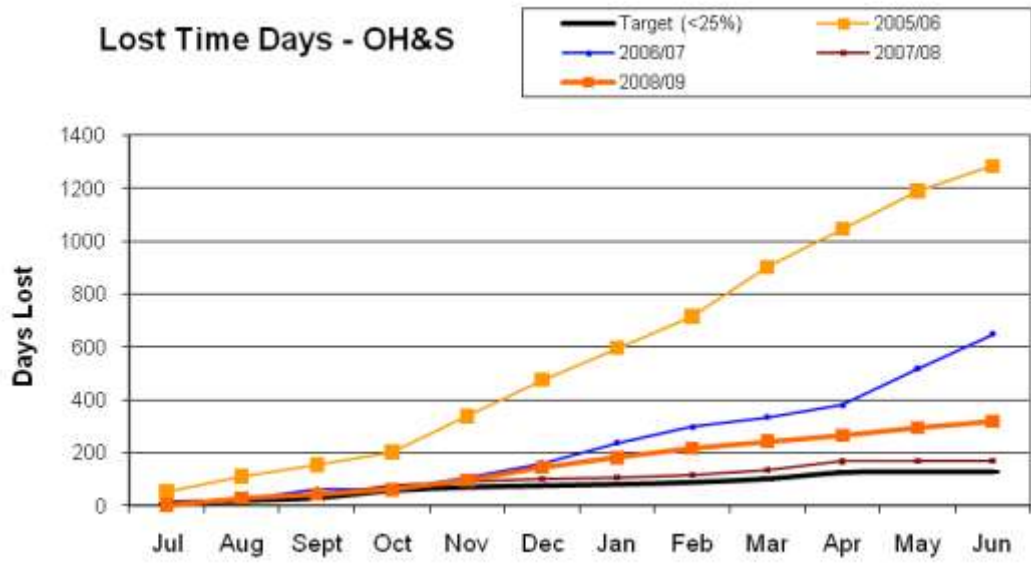
Lost Time Injury: Target 5% reduction. Actual achieved 7.8% increase.

Hazards reported: Target 10% increase. Actual achieved 1% lower than 07/08 and 8.8% below target set.

Lost Time Worker Compensation: Target 5% reduction. Actual Achieved 42% higher.



Lost Time Days - OH&S



Activities to Implement EEO Management Plan

Section 428 (2) (n)

The purpose of Councils Equal Employment Opportunity (EEO) Management Plan is to (1) prevent unlawful discrimination and (2) encourage diversity, through the application of employment policies, practices, and strategies. The Local Government Act 1993 requires each Council to prepare and implement an EEO Management Plan that includes specific provisions of Section 345.

During 2008/09 Council have achieved a number of targets through implementation of its EEO Management Plan including:

- Completion of an EEO survey targeting bullying and harassment in the workplace
- Delivery of Prevention of Bullying and Harassment in the Workplace refresher training - it is planned over the next 12 months to have all staff complete this refresher
- Participation in the Shoalhaven Indigenous Employment Expo
- Development and implementation of:
 - Aboriginal Employment Strategy
 - Working from Home Policy
 - "Becoming a Parent at Shoalhaven City Council" brochure
 - Purchased Annual Leave Policy
 - Breastfeeding (for Staff) Policy
- Continued development of the Planned Departure Program
- Development of a Mental Health Management in the Workplace Policy and Guidelines
- An additional Human Resources Advisor being trained in mediation providing another qualified employee for Council to assist in the mediation of staff grievances
- Attendance by Human Resources staff at a Cultural Awareness workshop - Human Resources are now considering whether this training would be worthwhile for all employees
- Disability Awareness workshops being conducted for frontline and Human Resources staff
- Attendance by a number of female staff at the Women in Leadership conference held at Bomaderry
- Celebration of International Women's Day including fundraising to support the Shoalhaven Women's Refuge
- 100% of staff who had been on maternity leave returning to work including part-time / job-share arrangements, reduced working hours or graduated return to work arrangements
- Development of an EEO Page on the Human Resources Intranet site
- Continued high numbers of trainees, apprentices and cadets employed including over 150 Existing Worker Traineeships

- Continued participation in career expos to promote career paths in local government to the youth of Shoalhaven
- Improved collection of EEO data from staff

The objectives for the 2008-2011 EEO Management Plan are based on Council's four Workplace Values, which are aimed at driving a culture and organisation that staff wish to work in. The Workplace Values and EEO Objectives are as follows:

Objective 1: Workplace Value - Organisation: How we work together.

To promote Council as a best practice organisation and a preferred employer, by collecting quality data on EEO issues, reporting to Council and making decisions and develop strategies accordingly.

Objective 2: Workplace Value – People/Staff: How we behave at work.

To ensure staff are equipped with the knowledge and tools to behave at work with a commitment to respect, fairness, dignity, diversity and equity by developing effective training and/or communication processes of policies, practices and strategies.

Objective 3: Workplace Value - Workplace: The sort of workplace we aspire to.

To foster a workplace environment that aspires to working together and embracing staff diversity and positively promoting equal employment opportunity for women, Aboriginal and Torres Strait islanders, ethnic groups and people with disabilities.

Objective 4: Workplace Value - Leadership: How we lead and manage our work.

To develop policy to ensure Council provides leadership that fulfils legislative, regulatory and industrial responsibilities in order to provide a fair, decisive, inclusive, and harmonious working environment.



External Bodies Exercising Council Functions

Section 428 (2) (o)

During 2008/2009 there were no external organisations to which Council has given any delegation.



Companies in which Council held controlling Interest

Section 428 (2) (p)

During 2008/2009 Shoalhaven City Council held a controlling interest in “Southern Water Services Pty Ltd”. This Company was established by Council to develop its commercial interests in recognition of the National Competition Policy and to operate on a commercially viable basis.



Partnerships, Co-Operatives and Joint Ventures

Section 428 (2) (q)

South Coast Co-Operative Library Service



The South Coast Co-operative Library Service is a co-operative comprising the three local government areas of Shoalhaven, Eurobodalla and Kiama. Eurobodalla and Kiama outsource their purchasing, cataloguing and processing of book and non book materials to Shoalhaven. The primary role of the Co-operative Library Manager (also Manager, Shoalhaven Libraries) is to set budget estimates for the partner book and non book resources (only those to be purchased through the Co-operative agreement) and to apply for joint grants where appropriate.

Shoalhaven own and maintain the software for the Library Management System – Libero. All nine branches throughout the Co-operative are online and can access the library catalogue through the WebOpac. The branches are Nowra (headquarters), Ulladulla, Sanctuary Pt, Milton, Mobile Services (Shoalhaven libraries) Moruya, Batemans Bay, Narooma (Eurobodalla Library Service), Kiama and Gerringong (Kiama Municipal Library).

Southern Regional Illegal Dumping Squad (RID)

The Waste Services Section of Council have an agreement with the Department of Environment and Climate Change, the Sydney Catchment Authority, NSW National Parks & Wildlife and the Shire Councils of Eurobodalla and Wingecarribee for the operation of the Greater Southern Regional Illegal Dumping (RID) Squad. Shoalhaven is the Administrator for the project which expires in June 2010.



Sydney Catchment Authority (SCA) - Environmental Services works in partnership with SCA to develop best practice monitoring and inspection procedures of on-site sewage management facilities.

Health -Shoalhaven City Council Environmental Health Officers are part of the South Eastern Sydney Illawarra Area Health Service and Local Government Liaison Group.

NSW Food Authority - Council is part of the NSW Food Regulation Partnership which, with other local government areas and the NSW Food Authority, work together towards safer food. Council's Environmental Health Officers are part of the Illawarra Regional Food Surveillance Group.

[Student Workplace Learning Program](#) - Council has implemented a number of environmental education and workplace learning programs in partnership with the Student Workplace Learning Program; a Federal Government funded program.

[South Coast Regional Tourism Organisation Inc](#) - Shoalhaven City Council is a key and pivotal member of the South Coast Regional Tourism Organisation Inc. The South Coast Regional Tourism Organisation Inc covers that part of the South Coast of New South Wales comprising the Local Government areas of Wollongong, Shellharbour, Kiama, Shoalhaven, Eurobodalla and Bega Valley.

Its vision is to improve the yield from Tourism and its contribution to the future development of the South Coast of New South Wales in economic, social, cultural and environmental terms.

Its mission is to promote the position of the South Coast of New South Wales both for visitation and development of Tourism infrastructure as the most popular coastal tourist destination area in the State of New South Wales.

[Sydney Melbourne Coastal Drive](#) -The Shoalhaven Tourism Board through the South Coast Regional Tourism Organisation Inc sits on the Sydney Melbourne Coastal Drive Committee which is the main body for promoting tourism to our area from overseas. The Sydney Melbourne Coastal Drive is made up of Tourism New South Wales, Australian Capital Tourism (Canberra), the South Coast Regional Tourism Organisation Inc (which includes the Local Government areas of Wollongong, Shellharbour, Kiama, Shoalhaven, Eurobodalla and Bega Valley), the Regional Tourism body covering the Lakes Entrance and East Gippsland area, the Regional Tourism body covering the Phillip Island area and Tourism Victoria.

[Grand Pacific Drive](#) - Shoalhaven City Council and the Shoalhaven Tourism Board see themselves as key regional partners of the Grand Pacific Drive Project and through the collective and co-operative partnership marketing with other key stakeholders are committed to the on-going marketing and advertising programs within the Drive.

The Shoalhaven Tourism Board through Shoalhaven City Council is playing an active role in the Grand Pacific Drive Project in that the entry gateway at the southern end of the Grand Pacific Drive will be located at the Shoalhaven Visitors Centre, Nowra.

[Citywide LEP Review](#) - Being undertaken by Council with funding assistance provided from the NSW Department of Planning's Planning Reform Fund

[Citywide Growth Management Strategy](#) - Being undertaken by Council with funding assistance provided from the NSW Department of Planning's Planning Reform Fund

[Sustaining Our Shoalhaven \(SOS\) Sustainable House Project](#) - Council has supported the local business community to build a display home to showcase 'sustainable' building and design concepts. Over 60 local and national businesses and a number of schools have been involved in this extensive project. The project has:

- a 'one-stop-shop' for residential rebates
- demonstrates into-the-grid solar power
- use of recycled materials
- solar hot water
- grey water treatment and reuse
- high thermal value masonry
- a permaculture garden
- fauna friendly fruit tree caging
- effective passive solar design.

It is open 5 days a week and entry is free. Council provided in-kind assistance and also worked with local schools to develop interpretive material for the house which explains the ways the house saves water and energy and

waste products. This material suggests ways that visitors can lessen their energy and water usage and reduce their waste products.

This project provides the opportunity for the community to learn about sustainable building and design options, and gain ideas for retrofitting their own homes. It also demonstrates the lifecycle cost benefits of choosing low energy and water use appliances. It also shows the benefits of solar passive design and good ventilation. This initiative has been nominated for an NSW Excellence in Environment Award.

[NSW Government Residential Rebates Promotion](#) – Council successfully ran a competition in partnership with the Department of Environment, Climate Change and Water, the Good Guys and Shoalhaven Hot Water and Gas to promote residential rebates available to households in NSW. The competition offered \$10,000 worth of prizes as a 'sustainable makeover' for the winners home. To enter people had to visit the Sustainable House and identify sustainable features of the house as well as one of the NSW government rebates available in the one-stop-shop.

[Threatened Species Day Competition](#) – In partnership with the Nowra Wildlife Park, Council ran its annual Threatened Species Day Competition with primary schools across the city. The aim of this initiative is to raise awareness of the plight of threatened species. Over \$1000 worth of prizes go to local schools as part of this educational initiative.

[National Tree Day](#) - Council staff organised a series of mass tree plantings with local primary schools on Council reserves across the City.

[Catchment Management Authority Mapping Project](#) – Staff continue to work with the Catchment Management Authority on a number of issues linked to funding opportunities and Native Vegetation Act implementation. One of the projects is a vegetation mapping project jointly funded by the CMA and the Department of Environment, Climate Change and Water.

[Southern Councils Group](#) - The Southern Councils Group is a voluntary association of seven Local Government Authorities (Bega Valley, Eurobodalla, Kiama , Shellharbour , Shoalhaven, Wingecarribee, and Wollongong). The seven member councils nominate their Mayor and another Councillor to the Board of SCG. Staff are employed by Kiama Council, the managing Council, and a Secretariat office is maintained in Kiama. The Group draws heavily on the skills and resources of its member Councils staff to undertake joint initiatives and also works to prevent duplication of effort where possible. The Strategic Plan acts as a framework for activity with annual priorities established to guide current work.

Projects coordinated through this Group include:

- [NRM & Planning Directors](#) Sub-Groups – Council staff are part of the Natural Resource Management and Planning Directors Sub-Groups of the Southern Councils Group and are currently involved in relevant projects. Shoalhaven currently chairs the Natural Resource Management Group.
- [Resource Recovery Opportunities](#) - Council have been working together with 6 Councils of the Southern Council Group on a regional project to identify opportunities to manage waste and resource recovery. The project commenced on the basis that each individual Council has insufficient waste volumes to attract high technology processors at a reasonable cost, but a joint operation where materials are pooled could provide economies of scale. The project incorporated a number of studies including the financial and environmental cost to haul materials long distances.
- [Business Treading Lightly](#) - Business Treading Lightly (BTL) helps business and local government in the Illawarra and South Coast of NSW adapt to the challenges and opportunities of climate change by showing them how to operate sustainably
- [NSW Dept of Planning Employment Lands Taskforce](#) - The Illawarra Employment Lands Taskforce (IELT) is a specific initiative for the Illawarra under the NSW State Plan: A New Direction for NSW. The IELT is the primary collaborative body, involving relevant State agencies and local government within the Illawarra, to implement the actions related to employment lands contained within the Illawarra, South Coast and Sydney-Canberra Corridor Regional Strategies. LGAs included in the IELT program include; Wollongong, Shellharbour, Kiama, Wingecarribee and Shoalhaven. The IELT, which held its inaugural meeting in January

2007, is chaired by the Minister for the Illawarra. The monitor is one of the tools used by the IELT to manage the supply and availability of employment lands for the Illawarra region.

- [South East Australia Transport Strategy Inc\(SEATS\)](#) - The South East Australian Transport Strategy Inc. (SEATS) provides highly coordinated and influential advocacy for the development of transport infrastructure in the South East Australian region that supports sustainable economic development and the prosperity of its constituents

[Bega Valley Council and Eurobodalla Shire Council](#) – multiple joint funding applications have been submitted with our neighbouring Councils. The most recent example was the Local Adaption and Pathways Program. While this application was not successful, we will continue to collaborate when seeking funding.

[Voyager Park Coastal Patrol and Amenities Building](#) -This is a jointly funded project in partnership with the Federal Government under the Dotars Regional Partnership Scheme, contributions from the Royal Volunteer Coastal Patrol and Council. The building will be used all year round with the Coastal Patrol headquarters on the first floor, and on the ground floor public amenities including disabled access facilities, as well as the pool lifeguard office to service the public sea pool. This project is due for completion in October 2008.

[Coastal Council Property Group \(CCPG\)](#) Council's Property Unit has become a member of the Coastal Council Property Group (CCPG) which meets quarterly at different venues throughout Sydney and the NSW South Coast. The CCPG consists of approximately 34 members from 12 NSW Councils. The meetings are held with the view to discussing relevant property issues arising from within their respective Councils that may be applicable to other Councils. Issues also relating to Local Government property dealings including legislative changes are discussed whilst undertaking invaluable networking.

[Natural resources and Floodplain Management Committees](#) - Coastal Management committee-These 7 committees are providing advice to council in relation to the management of estuaries, natural areas, floodplain and coast. These committees comprise community representatives, Council's representatives and representatives from the following State Agencies: NSW DPI, DECCW, NPWS, SES, Department of Lands, Local Aboriginal Land Councils, Southern Rivers CMA, NSW Maritime.

[South East Weight of Loads](#) - The South East Weight of Loads Group (SEWOL) was formed in 1991 with the objective of protecting road assets against premature failure caused by overloaded vehicles. The group, which currently comprises fourteen Councils including Shoalhaven City Council, employs inspectors who weigh vehicles to check compliance with legislated load limits. Enforcement is spread across the area of the member Councils.

[Road Safety](#) -Council's Road Safety Officer position is part-funded by the RTA. Council and RTA work together to promote road safety to the people of the Shoalhaven. The position co-ordinates many programs including Bike Week, SKYDS, Seniors Safety and Learner Driver Supervisor Workshops.



Rates & Charges Written Off

Section 428 (2) (r)

Local Government (General) Regulation 2005 – Reg 132

The following is a summary of rates and charges written off during the period July 2008 to June 2009:

Abandoned	\$11,596.19
Postponed Abandoned	\$9,091.80
Pensioner Rebates	\$3,156,245.16
TOTAL AMOUNT	\$3,176,933.15

Abandoned rates and charges are determined under various sections of the Local Government Act 1993 which include:

- a) Section 564(2) of the Local Government Act 1993, which states Council may abandon interest charges on ratepayers who make periodical payments of their rates and charges to Council.
- b) Section 567 of the Local Government Act 1993, which enables Council to abandon interest on rate accounts whereby in Council's opinion, the person is unable to pay the accrued interest "for reasons beyond the person's control" or payment of the accrued interest would cause the person hardship.
- c) Section 595 of the Local Government Act 1993 requires Council to write off postponed rates and charges which have accrued for more than five years.
- d) Section 583 of the Local Government Act 1993 requires Council to write off rates, charges and interest for an eligible pensioner who is entitled to a pensioner rebate.

Special Variations

Section 508 (2)

The following table details the expenditure on individual projects funded under the Special Variation Infrastructure Program. The total funding in 2008/2009 from this source was \$3,759,539 and expenditure at the 30th June 2009 was \$3,248,780 or 86% of target. The balance of the funding will be expended in early 2009/2010 and details of projects not completed are:

- Public Amenity replacement at Swan Lake – this is an on-going project with funding provided over two years.
- Kallaroo Road, Erowal Bay sealing – significant design issues due for completion in 2009/2010.
- Drainage Program – the project at Prince Edward Avenue is funded over three years, Did-Dell and Sanctuary Point Road projects were completed in July 2009, Worrigeer Road and Berry Street require further investigations.
- Pedestrian Facilities – Francis Ryan was delayed due to changing the initial route and further consultation required for the new route, the Wood Road was delayed due to land acquisition.
- Culburra Beach Car Park Stage 2 – project was delayed by rain and now been completed.
- Park Road Netball Courts – the courts are under construction and the scope has been extended to utilize the available funding.



Additional Rates Revenue Progress 2008/09

	Special Variation Budget				Actual	Budget Remaining	% Spent
	2007/08 Unspent	2008/09	Adjustment	Current			
Public Amenity Program							
Kangaroo Valley Showground/Hall/Pool	\$80,127	\$120,000	\$2,050	\$202,177	\$202,177	\$0	100%
Program to be determined		\$70,000	-\$70,000	\$0	\$0	\$0	0%
Swan Lake			\$52,000	\$52,000	\$3,465	\$48,535	7%
Honeymoon Creek Erowal Bay			\$15,950	\$15,950	\$15,950	\$0	100%
	\$80,127	\$190,000	\$0	\$270,127	\$221,592	\$48,535	82%
Rural Road Sealing Program							
Illaroo Road Bugong Rd to Riversdale		\$100,000	\$20,980	\$120,980	\$120,980	\$0	100%
Jarretts Lane, Kangaroo Valley		\$140,000		\$140,000	\$140,000	\$0	100%
		\$240,000		\$260,980	\$260,980	\$0	100%
Urban Road Sealing Program							
Kallaroo Rd, Erowal Bay		\$195,000	-\$11,070	\$183,930	\$5,141	\$178,789	3%
Killarney Rd, Erowal Bay		\$50,000	\$11,070	\$61,070	\$61,070	\$0	100%
Edendale Rd, Woollamia		\$139,286	-\$51,746	\$87,540	\$87,540	\$0	100%
First Ave, Erowal Bay	\$115,621		\$14,306	\$129,927	\$129,927	\$0	100%
	\$115,621	\$384,286		\$462,467	\$283,678	\$178,789	61%
Local Road Repair Program							
Slaughterhouse Rd (Ch1.85 to 1.98)		\$64,000		\$64,000	\$64,000	\$0	100%
Upper Kangaroo River Rd (Chn.525 to 1.0)		\$66,000		\$66,000	\$66,000	\$0	100%
Coolangatta Rd, Berry (Ch0.22 to 0.44)		\$171,000	-\$18,670	\$152,330	\$152,330	\$0	100%
Beach Rd, Berry (east end)		\$225,000	\$7,167	\$232,167	\$232,167	\$0	100%
Murramarang Rd, Bawley Pt (Ch2.3 to 2.5)		\$130,000		\$130,000	\$130,000	\$0	100%
		\$656,000		\$644,497	\$644,497	\$0	100%
Drainage Program							
38 Duncan St Vincentia - pipe open drain		\$25,000	\$16,465	\$41,465	\$41,465	\$0	100%
Worigee Rd, Worigee - upgrade drainage opposite Isa Rd		\$30,000		\$30,000	\$0	\$30,000	0%
Did-Dell St,Ulladulla-pipe outlet erosion protection		\$25,000		\$25,000	\$12,701	\$12,299	51%
32 Haiser Rd,(rear)-Greenwell Pt.-fix s/w pipes & a grated pit with a tidal flap		\$30,000	-\$14,597	\$15,403	\$15,403	\$0	100%
Sanctuary Pt Golf Course - stage 2 works		\$70,000		\$70,000	\$36,395	\$33,605	52%
388 Elizabeth Dr.-Vincentia - road gully pit with EK1 & connect to existing pipeline		\$20,350	-\$1,093	\$19,257	\$19,257	\$0	100%
Prince Edward Ave Drainage	\$67,791			\$67,791	\$20,706	\$47,085	31%
Burton St Pipe Open Drain	\$14,000		-\$775	\$13,225	\$13,225	\$0	100%
Berry St Nowra Drainage	\$15,000	\$0		\$15,000	\$0	\$15,000	0%
	\$96,791	\$200,350		\$297,141	\$159,152	\$137,989	54%
Bridge Program							
Tapitallee Rd, Tapitallee - replace timber bridge		\$180,000		\$180,000	\$180,000	\$0	100%
Kerb & Gutter Program (New)							
Wyoming Ave, Burrill Lake		\$300,000	\$67,500	\$367,500	\$367,500	\$0	100%
Braidwood Ave, Burrill Lake		\$67,500	-\$67,500	\$0	\$0	\$0	0%
		\$367,500		\$367,500	\$367,500	\$0	100%
Pedestrian Facilities							
Footpath Forward investigation and design		\$5,000	-\$568	\$4,432	\$4,432	\$0	0%
Isa Rd, Worigee (Old Southern Rd to Mall Rd)		\$30,000	-\$30,000	\$0	\$0	\$0	0%
Jacobs Dr, Sussex Inlet (Sandpiper Way to The Moorings)		\$39,000	\$27,963	\$66,963	\$66,963	\$0	100%
Cycleway Forward investigation and design		\$5,000	-\$4,432	\$568	\$568	\$0	100%
Cycleracks			\$5,000	\$5,000	\$5,000	\$0	100%
The Wool Rd, St Georges Basin (near Dean St)		\$58,000		\$58,000	\$14,522	\$43,478	25%
Francis Ryan Reserve (rear of shops)		\$40,000		\$40,000	\$808	\$39,193	2%
Princes Hwy, Lake Tabourie		\$70,000	\$30,000	\$100,000	\$100,000	\$0	100%
		\$247,000		\$274,963	\$192,292	\$82,671	70%
Car Parking Construction							
Culburra Beach Car Park Stage 2		\$125,000		\$125,000	\$119,920	\$5,080	96%
Active Recreation							
Park Rd Netball Courts		\$160,000		\$160,000	\$102,304	\$57,696	64%
Routine Maintenance - Parks and Reserves							
Parks & Reserve Maintenance		\$215,579		\$215,579	\$215,579	\$0	100%
Routine Maintenance - Roads							
Local Roads Routine Maintenance		\$501,285		\$501,285	\$501,285	\$0	100%
Special Rate Funding	\$292,539	\$3,467,000	\$0	\$3,759,539	\$3,248,780	\$510,760	86%

Note: - The projects may have other additional funding, but only the special rate funding is included in this table

- Actuals for the "Annual Increase to Maintenance Allocations" is based on a pro-rata of the overall budget.

Overseas Visits Funded by Council

Local Government (General) Regulation 2005 – Sect 217

Clause (1) (a)

During 2008/2009 no expenses were incurred for overseas travel.



Activities for Children

Section 428 (2) (r)

Local Government (General) Regulation 2005 – Sect 217 Clause (1) (c)

- Council supports and maintains sports fields for the use of children throughout the City.
- Council supports and maintains playgrounds in parks, sports grounds and tourist facilities in numerous locations for use by children.
- Council supports National Tree Day by providing shrubs and plants to allow children to be involved in planting at various locations through the City.
- Council prints and distributes Directories of Services for Children and Families.
- Council partly funds a Children's Development Officer to assess the needs of children within the City and develop programs to address these needs.
- Council sponsors a Family Day Care Scheme providing care for children on a flexible basis.
- Council provides buildings for the running of children's activities and services including long day care, vacation care, occasional care and preschools. Council supports a mobile preschool to service outlying villages with a preschool.
- Council partly funds, with Interchange Shoalhaven, several vacation care centres for children with disabilities.
- Council supports the Purple Ribbon Project community partnership project raising awareness against child abuse.
- Council supports Early Childhood Services and groups, Early Intervention network for children with Special Needs, Shoalhaven Childhood Obesity Network and the Families NSW Network Shoalhaven.
- Council provides and replaces playgrounds, skate parks, BMX tracks and sporting fields to encourage participation in junior sports activities.
- Council together with the Department of Sport & Recreation and Department of Education and Training provide swimming programs for children of all ages.
- Council's Shoalhaven Aquatics provide a range of learn-to-swim programs, gym programs (including programs for children with special needs and behavioral difficulties) and school sport programs.
- Council supports the "Lets Read" community partnership project, promoting literacy in early childhood.

Access & Equity of Services to All

Local Government (General) Regulation 2005 – Section 217 – Clause (1) (d) (i)

Introduction

Shoalhaven City Council is committed to developing a Community Plan every 5 years to assist Council identify the needs of its community and provide or advocate for appropriate and accessible services and facilities for the benefit of its community. Council will consider its Community Plan when formulating its management plans for each year.

Community Plan 2005-2010

Council's Community Plan 2005 – 2010 was developed in consultation with the community during 2004 and has identified the needs of the following target groups:

- Children & Families
- Youth
- Older Persons
- Persons with a Disability
- Persons from a Culturally and Linguistically Diverse Background
- Aboriginal & Torres Strait Islanders
- Men & Women

These identified needs have formed the basis for the Access and Equity activities covered in the current Management Plan.

A copy of the current Community Plan is available for perusal at Council's Administration Building.

Shoalhaven Profile

Shoalhaven is a large geographical area of 4,660 sq km with 49 villages and towns widely spread throughout the area. The population is approximately 92,000 although during the main holiday periods the number of residents and visitors total well over 320,000.

Shoalhaven has a higher than State and Illawarra average proportion of children, older residents and aboriginal people.

A high proportion of people are not in the workforce. Public transport is limited, which impacts on both residents and visitors.

Definition of Access & Equity Activity

An Access and Equity activity is defined as one which assists Council to:

- Promote fairness in the distribution of resources, particularly for those most in need
- Recognise and promote people's rights and improve the accountability of decision makers.

- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life.
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

Identified Access & Equity Activities

Access and Equity activities proposed for the period of this Annual Report have been derived from the Shoalhaven City Council Community Plan 2005-2010. This plan revolves around four main strategies:

Supportive Communities

Empowered Communities

Cohesive Communities

Creative Communities

Children & Families

- Supported Children's Services throughout the city with the dissemination of information and supported training.
- Supported the Purple ribbon campaign against child abuse with the distribution of ribbon's and a media campaign and support of projects that support victims of child abuse.
- The provision of Directories for Children & Families, with descriptions of the different types of children's services.
- Involved in the "Families NSW" network and projects in the Shoalhaven which include a range of early intervention and prevention services to assist families (particularly vulnerable families) raise healthy, well adjusted children.
- Supported the Shoalhaven Childhood Obesity network in promoting a healthy lifestyle for children and families through various promotions.
- Shoalhaven Aquatics provides a range of programs and services for children including Learn-to-Swim, Kids Time, Waterslides and Birthday parties.

Older Persons

- Supported and facilitated Seniors Week 2009.
- Distributed Physical Activities for Seniors booklet in partnership with South Eastern Sydney and Illawarra Area Health.
- Needs of Older People considered in the assessment and determination of development applications.
- Services for Seniors Directories distributed.
- Shoalhaven Aquatics provides a range of programs and services including Seniors Program.
- "Where can I get Legal Help" for Seniors brochure published and distributed.

Person with Disabilities

- Supported and facilitated events for International Day of People with a Disability.
- Reviewed Disability Discrimination Act Action Plan.
- Needs of People with Disabilities considered in the assessment and determination of development applications.
- Disability awareness training
- Council continues to implement an annual program of upgrading or providing new 'pram ramps' to priority locations as identified by the Shoalhaven Access Committee.
- Supported various forums e.g., Disability Forum, HACC Forum.

Persons From a Culturally & Linguistically Diverse Background

- Distributed Multicultural Directory.
- Continued to support the local multicultural committee and social group.
- Supported and facilitated Harmony Day play session celebration, Harmony Day Dinner Dance and assisted with other activities to encourage participation of CALD community.

Aboriginal and Torres Strait Islanders

- Ongoing support of Shoalhaven Safety Community Aboriginal Partnership (SSCAP).
- Council provides mail out services and in kind support to local Aboriginal service providers.
- Shoalhaven Aquatics provides a range of programs and services in association with Aboriginal Health.
- Support for NAIDOC Week events.

Men and Women

- Supported the Berry, Bay & Basin, Shoalhaven Heads and Nowra Men's sheds.
- Assisted in the organisation of a week of events to celebrate International Women's Day.
- Supported the Nowra and Ulladulla Domestic Violence committees raise awareness around the issues of domestic violence.
- Shoalhaven Aquatics provides a range of programs and services in association with National Heart Week, Men's Health Program, weight Loss Programs and fitness classes.
- Supported and facilitated International Women's Day Events.

Youth

- Continue to work on the Integrated Youth Plan. Updating previous Youth strategies through the Integrated Youth Plan.
- Maintained Youth Bus
- .Continue to support and Facilitate access to information and use of the Internet for Youth.
- Developed relevant publications relating to services and facilities for youth.
- Committee member of Illawarra and South Coast Youth Services Conference
- Continue to promote education forums and information for community workers to grow worker's knowledge of youth services and issues.
- Continue to support local youth centres and services, habitat to provide culturally appropriate programs.
- Supported and assisted Careers Expo 2009 at Shoalhaven Campus
- Delivered NSW TAFE Art Start project.
- Information distributed to youth workers concerning grants, youth issues and services.
- Maintained updated information on Council's Youth Advisory Committee's web page and Youth Advisory Committee Planning Day.
- Facilitated Youth Advisory Committee Planning Day.
- Organised Youth Week 2009.

- Provided free or low cost transport to Youth Events/Activities.
- Shoalhaven Aquatics provides a range of programs and services including teen gym.
- Facilitate Youth Advisory Committee
- Attend Illawarra Area Group Managers, Human Services Meetings.
- Council includes Youth in consultation across many plans and strategies
- Provision of mental health, first aid & suicide prevention training.
- Advocate through Youth Advisory Committee to all levels of Government on youth issues and needs



National Competition Policy:

Categorisation of Council's Business

Local Government (General) Regulation 2005 – Sect 217

Clause (1) (d) (ii)

List of Category 1 Businesses

Shoalhaven Water

- Supply and distribution of water services
- Construction and maintenance of water supply infrastructure

Shoalhaven Sewer

- Supply and distribution of waste water services
- Construction and maintenance of waste water supply infrastructure

Holiday Haven Tourist Parks

- Operation of cabin, on-site and camping facilities

Shoalhaven Mechanical Services

- Provision of services involving mechanical repairs and servicing, fitting and machining, welding and fabrication

Clause (1) (d) (iii)

List of Category 2 Businesses

Shoalhaven Memorial Gardens

- Operation and maintenance of cemeteries and crematorium and provision of related services.

Electrical Technology Services

- Provision of professional and technical electrical services.

Clause (1) (d) (iv)

Revenue and Expenses – Category 1

	Revenues	Expenses	Assets
	\$'000	\$'000	\$'000
Shoalhaven Water	14,447	18,514	330,286
Shoalhaven Sewer	29,519	28,107	513,775
Shoalhaven Mechanical Services	3,996	3,867	48
Holiday Haven	15,806	10,641	48,930

Clause (1) (d) (v)

Progress Implementing Competitive Neutrality

Council has adopted the principle of competitive neutrality to its business units as part of the national competition policy, which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the 'Application of National Competition Policy to Local Government.'

Clause (1) (d) (vi)

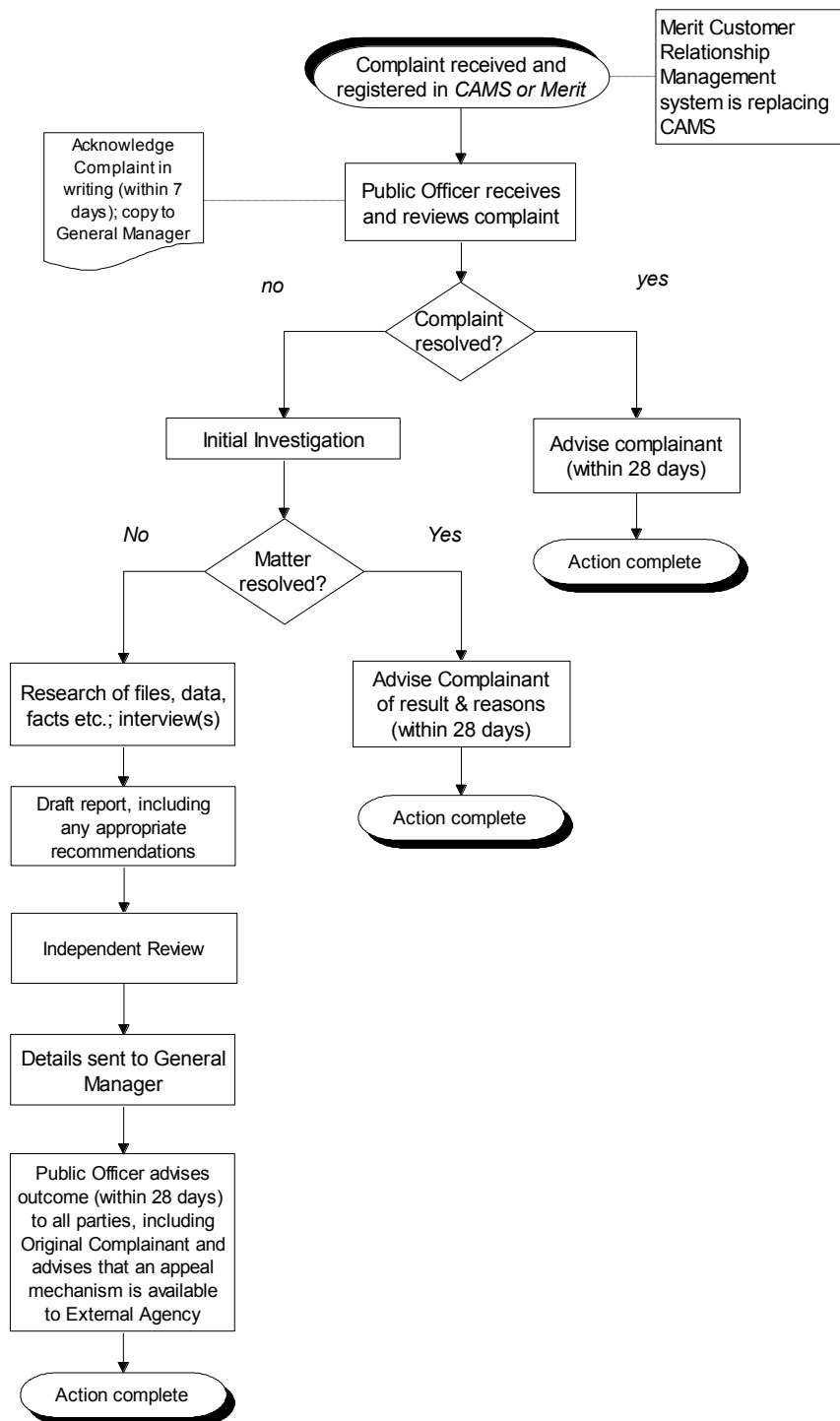
Competitive Neutrality – Pricing Requirements

Competitive neutrality pricing requirements have been applied to each Category 1 Business using the 'Pricing of Costing for Council Business – A Guide to Competitive Neutrality' issued by the Department of Local Government in July 1997.

Competitive Neutrality Complaints Handling Mechanism

Local Government (General) Regulation 2005 – Clause 217(1)(d) (vii) & (ix)

Council has received no complaints that it has determined to be competitive neutrality complaints during the 2008-09 financial .year



Stormwater Management Services

Local Government (General) Regulation 2005 – Sect 217

Clause (1) (e)

Council's projected 2008/09 Stormwater Management Program was funded the following way:

- ❖ \$450,000 – Council revenue
- ❖ \$600,000 - Additional rates Stormwater Levy
- ❖ \$200,350 – Additional revenue from special variation
- ❖ \$15,000 - Grant income
- ❖ \$380,000 – Strategic Projects Reserve

The actual result was:

- ❖ \$331,154 – Spent from council revenue
- ❖ \$496,344 – Spent from additional rates Stormwater levy
- ❖ \$159,152 - Spent from special variation revenue
- ❖ \$7,609 – Spent from s217 Roads Act 1993 contributions received from land owners for kerb and gutter construction that occurred in two stormwater improvement projects.
- ❖ \$36,000 – Spent from Grant
- ❖ \$12,601 – Spent from Strategic Projects Reserve

Council also carried forward into 2008/09 unspent funds on 13 projects that were not complete.

	Council Funds	Strategic Projects	Special Rate Levy	Stormwater Levy	Total
Prince Edward Ave Drainage	\$0	\$0	\$47,085	\$21,033	\$68,118
Berry St Nowra Drainage	\$0	\$0	\$15,000	\$0	\$15,000
Did-dell St, Ulladulla	\$0	\$25,000	\$12,299	\$0	\$37,299
Isa Rd Worrigeer Drainage	\$0	\$135,000	\$0	\$97,710	\$232,710
Kallaroo Rd Erowal Bay	\$75,000	\$0	\$0	\$62,131	\$137,131
Sanct.Pt Golf Course Stage 2	\$0	\$0	\$33,605	\$0	\$33,605
The Wool Rd St Georges Basin	\$12,000	\$0	\$0	\$8,000	\$20,000
Worrigeer Road Worrigeer	\$0	\$0	\$30,000	\$0	\$30,000
Comerong St Greenwell Point	\$70,308	\$0	\$0	\$0	\$70,308
Waratah Cr Sanct Pt Drain	\$57,753	\$0	\$0	\$0	\$57,753
Drainage Unallocated	\$56,707	\$0	\$0	\$0	\$56,707
Strategic S/Water Catchment An	\$18,953	\$0	\$0	\$0	\$18,953
St Georges Basin DCP	\$0	\$187,399	\$0	\$0	\$187,399
	\$290,721	\$347,399	\$137,989	\$188,874	\$964,983

During the year there was an additional \$28,609 of revenue added to the Stormwater Management Program. These funds came from grant funds and s217 Contributions for kerb and guttering. The table above compares the actual Stormwater Management Program with the projected Stormwater Management Program as proposed in the Management Plan with an explanation for the difference.

Companion Animals Act

Local Government (General) Regulation 2005 – Sect 217 Clause (1) (f)

Statement of activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation including information on:

Lodgment of Pound data collection returns with the department

The information contained in this section of the Annual Report is to be reported to the DLG in accordance with their Guidelines.

Lodgement of Data relating to dog attacks with the department

Dog Attacks reported to DLG via DLG reporting system as incidents occurred. During the reporting period there were 173 dog attacks reported to the DLG as occurring within SCC.

Only dog attacks reported to Council are included in this figure.

Amount of funding spent relating to companion animal management activities.

Shoalhaven City Council has spent a total of \$590,135 in respect of Companion Animal Management, and related activities during the course of the reporting period.

Companion animal community education programs carried out.

SCC is utilising the DLG companion animal brochures along with Council developed brochures. The SCC library has make available books, DVD's and CD's to compliment the resources noted in the brochures to help pet owners with a variety of dog and cat issues.

Strategies Council has in place to promote and assist the desexing of dogs and cats.

Owners of non-desexed pets who come to the attention of Council as a result of enforcement programs and/or the annual registration drive are encouraged to take advantage of the discounted registration fee for desexed animals.

In addition nine animals have been desexed utilising funding provided by the DOH. Telephone calls received from the general public requesting discount desexing are referred on the RSPCA, Nowra or Ulladulla branches who also offer this service to eligible pet owners.

Strategies to comply with Section 64 (Companion Animals Act) to seek alternatives to euthanasia for unclaimed animals.

Council's Pound is managed by the RSPCA who have complimentary strategies in this regard.

Ranger Services promotes desexing and highlights the euthanasia problem during routine telephone enquiries about animal matters especially registration costs and during the enforcement process.

Off-Leash Areas provided in the Council area.

Shoalhaven City Council understands that it is necessary for our communities' dog owners to have access to suitable exercise and play facilities. The Access Area for Dogs Policy developed by Council facilitates this. There are 22 Off-Leash Areas (OLA's) on Council managed land providing dog owners the opportunity to enjoy their pets company for recreation and training without the restraint of a lead. This Policy was adopted by Council at its meeting of 10 February 2009 and is presently under review considering an additional three new OLA's, and extending the times at a further two of the OLA. Council is in the process of updating its Access Areas for Dogs booklet to ensure current OLA maps are to a consistent standard and easy to read for the public. This information is also available on Council's website.

Detailed financial information on the use of Companion Animals Fund money for management and control of companion animals in the area.

Statement of Income and Expenditure for Companion Animals for the Year Ended 30 June 2009

INCOME

Registrations	\$127,424	
Fines and Costs	\$55,494	
Other	<u>\$61,890</u>	\$244,808

EXPENDITURE

Salaries	\$219,662	
On Costs	\$57,089	
Training and conferences	\$1,670	
Motor Vehicle Costs	\$63,566	
Pound Costs	\$218,301	
State Debt Recovery infringement processing fees	\$18,474	
Other Costs	<u>\$11,372</u>	<u>\$590,135</u>
Surplus / (Deficit)		<u>(\$345,327)</u>



Freedom of Information Act 1989

FOI Statistical Report

Practice Note 7 (Section 68 FOI Act)

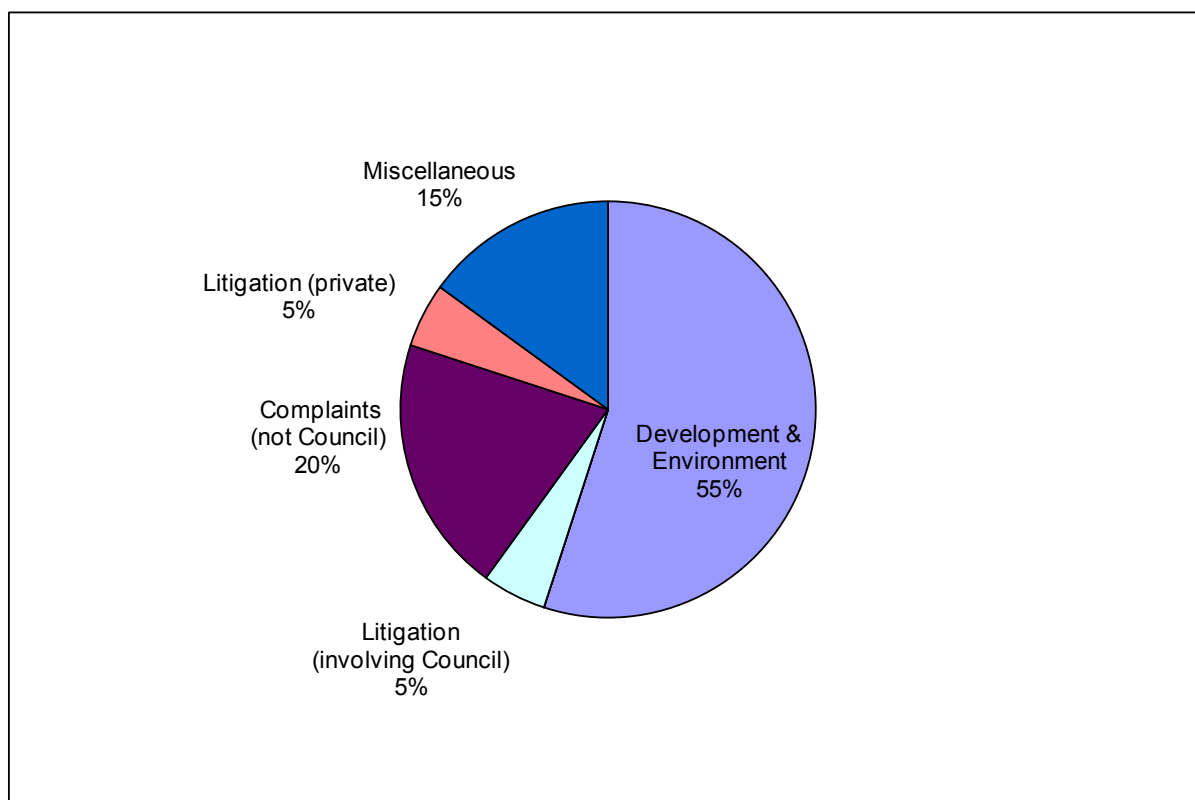
The following statistics are published as required by the *Freedom of Information (General) Regulation 1995* pursuant to Section 68(6) of the *Freedom of Information Act, 1989* (FOI Act). For comparison purposes Council is required to publish statistics for both the current and previous reporting period.

Council received a total of twenty one (21) applications under the FOI Act in this reporting year. This represents a slight decrease on the previous year and the variation could be attributed to the greater use of the right of document access that is provided under Section 12(6) of the *Local Government Act, 1993*.

The proportion of FOI applications received in relation to private complaints (not against Council) increased. There was no appreciable difference in the proportion of applications received in relation to issues concerning development or the environment. Council did not receive any applications for internal review in this reporting period.

In addition to applications lodged under the FOI Act, Council processed and determined three hundred and fourteen (314) applications for documents and information under the provisions of Section 12 of the *Local Government Act, 1993* and this is consistent with the number received in the previous reporting period.

Council also deals with information requests on an informal basis having regard to privacy and health principles and the consultation considerations of the FOI Act.



How many FOI applications were received, discontinued or completed?	NUMBER OF APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
New	6	5	17	16	23	21
Brought forward	0	0	0	0	0	0
Total to be processed	6	5	17	16	23	21
Completed	6	5	17	16	23	21
Discontinued	0	0	3	2	0	0
Total processed	6	5	14	14	20	19
Unfinished (carried forward)	0	0	0	0	0	0
Why were FOI applications discontinued?	NUMBER OF <u>DISCONTINUED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007-2008	2008/09	2007/08	2008/09	2007/08	2008/09
Request transferred out to another agency (s20)	0	0	0	0	0	0
Applicant withdrew request	0	0	3	2	3	2
Applicant failed to pay advance deposit (s.22)	0	0	0	0	0	0
Applicant failed to amend a request that would have been an unreasonable diversion	0	0	0	0	0	0

of resources to complete (s.25(1)(a1))						
Total discontinued	0	0	3	2	3	2
What happened to completed FOI applications?	NUMBER OF COMPLETED APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Granted or otherwise available in full	2	3	8	10	10	13
Granted or otherwise available in part	2	2	5	4	7	6
Refused	1	0	1	0	2	0
No documents held	0	0	1	0	1	0
Total completed	5	5	15	14	20	19
How were the documents made available to the applicant?	NUMBER OF APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN FULL)					
	PERSONAL		OTHER		TOTAL	
All documents requested were:	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Provided to the applicant	1	3	6	10	7	13
Provided to the applicant's medical Practitioner	0	0	0	0	0	0
Available for Inspection	1	0	0	0	1	0
Available for purchase	0	0	0	0	0	0

Library material	0	0	0	0	0	0
Subject to deferred access	0	0	0	0	0	0
Available by a combination of any of the reasons listed above	0	0	1	0	0	0
Total granted or otherwise available in full	2	3	7	10	9	13
How were the documents made available to the applicant?	NUMBER OF APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN PART)					
	PERSONAL		OTHER		TOTAL	
Documents made available were:	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Provided to the applicant	3	2	4	4	7	6
Provided to the applicant's Medical Practitioner	0	0	0	0	0	0
Available for inspection	0	0	0	0	0	0
Available for purchase	0	0	0	0	0	0
Library material	0	0	0	0	0	0
Subject to deferred access	0	0	0	0	0	0
Available by a combination of any of the reasons listed above	0	0	0	0	0	0
Total granted or otherwise available in	3	2	4	4	7	6

part						
Why was access to the document refused?	NUMBER OF <u>REFUSED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Exempt	1	0	1	0	2	0
Deemed refused	0	0	0	0	0	0
Total refused	1	0	1	0	2	0
Why were the documents classified as exempt? (Identify <u>one</u> reason only)	NUMBER OF APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
Restricted documents:	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Cabinet documents (Clause 1)	0	0	0	0	0	0
Executive Council documents (Clause 2)	0	0	0	0	0	0
Documents affecting law enforcement and public safety (Clause 4)	3	1	0	0	3	1
Documents affecting counter terrorism measures (Clause 4A)	0	0	0	0	0	0

Documents requiring consultation:	0	0	0	0	0	0
Documents affecting intergovernmental relations (Clause 5)	0	0	0	0	0	0
Documents affecting personal affairs (Clause 6)	1	1	1	1	2	2
Documents affecting business affairs (Clause 7)	0	0	1	1	1	1
Documents affecting the conduct of research (Clause 8)	0	0	0	0	0	0
Documents otherwise exempt:	0	0	0	0	0	0
Schedule 2 exempt agency	0	0	0	0	0	0
Documents containing information confidential to Olympic Committees (Clause 22)	0	0	0	0	0	0
Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)	0	0	0	0	0	0
Documents relating to threatened species conservation (Clause 24)	0	0	0	0	0	0

Plans of management containing information of Aboriginal significance (Clause 25)	0	0	0	0	0	0
Private documents in public library collections (Clause 19)	0	0	0	0	0	0
Documents relating to judicial functions (Clause 11)	0	0	0	0	0	0
Documents subject to contempt (Clause 17)	0	0	0	0	0	0
Documents arising out of companies and securities legislation (Clause 18)	0	0	0	0	0	0
Exempt documents under interstate FOI Legislation (Clause 21)	0	0	0	0	0	0
Documents subject to legal professional privilege (Clause 10)	0	0	2	1	2	1
Documents containing confidential material (Clause 13)	0	0	1	1	1	1
Documents subject to secrecy provisions (Clause 12)	0	0	0	0	0	0
Documents affecting the economy of the State (Clause 14)	0	0	0	0	0	0

Documents affecting financial or property interests of the State or an agency (Clause 15)	0	0	0	0	0	0
Documents concerning operations of agencies (Clause 16)	0	0	0	0	0	0
Internal working documents (Clause 9)	0	0	0	0	0	0
Other exemptions (eg., Clauses 20,22A and 26)	0	0	0	0	0	0
Total applications including exempt documents	4	2	5	4	9	6
How many Ministerial Certificates were issued?				NUMBER OF MINISTERIAL CERTIFICATES		
				2007/08	2008/09	
Ministerial Certificates issued				0	0	

How many formal consultations were conducted?		NUMBER		
		2007/08	2008/09	
Number of applications requiring formal consultation		8	13	
Number of persons formally consulted		22	25	
How many applications for amendment of personal records were agreed or refused?		NUMBER OF APPLICATIONS FOR AMENDMENT OF PERSONAL RECORDS		
		2007/08	2008/09	
Agreed in full		0	0	
Agreed in part		0	0	
Refused		0	0	
Total		0	0	
How many applications for notation of personal records were made (s.46)?		NUMBER OF APPLICATIONS FOR NOTATION		
		2007/08	2008/09	
Applications for notation		0	0	
What fees were assessed and received for FOI applications processed (excluding applications transferred out)?	ASSESSED COSTS		FEES RECEIVED	
	2007/08	2008/09	2007/08	2008/09
All completed applications	\$2,625.00	\$1,351.00	\$1,733.00	\$831.00

Note – The FOI Act does not provide for full recovery of costs incurred in the processing of applications.

How many fee waivers or discounts were allowed and why?	NUMBER OF FOI APPLICATIONS (WHERE FEES WERE WAIVED OR DISCOUNTED)					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
Processing fees waived in full	0	0	1	0	1	0
Public interest discounts	0	0	0	0	0	0
Financial hardship discounts – pensioner or child	0	0	0	0	0	0
Financial hardship discounts – non profit organisation	0	0	0	0	0	0
Total	0	0	1	0	1	0
How many fee refunds were granted as a result of significant correction of personal records			NUMBER OF REFUNDS			
			2007/08		2008/09	
Number of fee refunds granted as a result of significant correction of personal records			0		0	

How long did it take to process completed applications? Note: Calendar days	NUMBER OF <u>COMPLETED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
0-21 days - statutory determination period	3	3	8	9	11	12
22-35 days – extended statutory determination period for consultation or retrieval of archived records (S.59B)	1	1	4	4	5	5
Over 21 days – deemed refusal where no extended determination period applies	0	1	0	1	0	2
Over 35 days – deemed refusal where no extended determination period applies	2	0	2	0	4	0
Total	6	5	14	14	20	19

How long did it take to process completed applications?	NUMBER OF <u>COMPLETED</u> FOI APPLICATIONS					
	PERSONAL		OTHER		TOTAL	
	2007/08	2008/09	2007/08	2008/09	2007/08	2008/09
0-10 hours	6	5	13	14	19	19
11-20 hours	0	0	1	0	1	0
21-40 hours	0	0	0	0	0	0
Over 40 hours	0	0	0	0	0	0
Total	6	5	14	14	20	19
How many reviews were finalised?	NUMBER OF COMPLETED REVIEWS					
	2007/08			2008/09		
Internal Reviews	0			0		
Ombudsman Reviews	0			0		
ADT reviews	0			0		

Privacy and Personal Information Protection Act, 1998

(Section 33(3) of the PPIPA)

The *Privacy and Personal Information Protection Act, 1998* (PPIPA) provides for the protection of personal information and for the protection of the privacy of individuals generally. The *Health Records & Information Privacy Act, 2002* (HRIPA) provides similar protection in respect of a person's health information. Council's Privacy Management Plan (PMP) sets out those policies and procedures that apply to the handling of personal and health information and includes details of Council's internal review (privacy complaint) process. The PMP is available in booklet form or electronically from Council's internet site.

Modifications and departures from these Acts are made through the introduction of various codes of practice, public interest direction exemptions and regulations. Staff are notified of all relevant changes as they occur. Training and briefing sessions are held periodically for staff and councillors with particular focus on staff working in areas such as development, planning and counter services. A privacy component is also included in Council's Staff Induction Program.

Privacy information and guidelines are available to staff and councillors on Council's intranet website, with information also being disseminated through staff circulars, memorandums, e-mail messages and handouts. Privacy notifications are developed as required and distributed to relevant staff for use in the collection of personal information and engagement of contractors & consultants.

Council's internal review procedures are detailed in the PMP and the Privacy Officer is responsible for the conduct of reviews. There were no applications for internal review received in this reporting period.

Enquiries regarding the implementation and administration of the PPIPA or HRIPA should be directed to Council's Privacy Officer by telephoning (02) 4429 3366.



Environmental Planning and Assessment Act 1979

Section 93 G (5)

Council had no Section 93 planning agreements in place during the 2008/2009 period.



Statement of Environment Report

Section 428 (2) (c)

(See separate document)



Productivity Gains & Cost Savings – 2008/2009

Council has set a target of achieving a 10% - 20% productivity gain/cost saving across the organisation's operations over a five year period. This target is one of several targets) including the recent above rate-pegging increase and disposal of surplus properties) adopted by Council in an endeavour to allocate additional funds for the maintenance, renewal/upgrade and provision of new infrastructure across the City.

Each year Council will include a report on actions to achieve this target in the Annual Report – the 3rd report follows:

1. Changes in Service Delivery			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Final Notices	Increase in revenue	Implementing the sending of Final Notices by a mercantile agent. This is currently saving Council around \$20,000 annually	Implementation has occurred with savings being monitored
Printing and posting reminders and final notices – Using Councils Mercantile Agents	Cost savings	Council's Mercantile Agents sending out Reminder and final Notices	
Increased output of Creditors team	Productivity increases	There has been an increase of 8% on the number of supplier invoices processed with the same level of staffing in the team.	
Successful implementation of new legislative reforms.		Implementation of first parts of reform package with minimal disturbances.	N/A
Successful implementation of new food inspection regime.	Increased revenues.	Implementation has been handled well without major problems.	Approx \$71,233

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Increased revenue from greater emphasis on compliance.	Additional PINs/prosecution increases revenue.	Increase emphasis on compliance action leading to revenue.	Approx \$20,000
Maintain low turnaround times with staff turnover.	Avoided significant loss of productivity with reduced staff levels.	In a period where there has been staff turnaround in key positions, productivity has been maintained.	N/A
Further phase of leak detection project	Estimated saving of 50 ML/annum	Involvement in federally funded program administered by the NSW Water Directorate	\$50,000
Payroll productivity increases	Productivity increases	The pay office is now required to perform more output with the same level of staffing, the increase output is due to additional staff timesheets to process with the SEC opening, additional superannuation funds to process, additional statistics from the ABS is required.	
Tourism – saving on negotiations with media companies	In 2008/2009 there was a increase of 16.8% savings over the full budget for the financial year for the Shoalhaven Tourism Board	Direct negotiations with media companies achieved significant savings over the “rack rates”	\$133,698.00
Tourism - Hours at the Shoalhaven Visitors Centres	Productivity Gain of 3.14% p.a. maintained for 21 years.	Hours at the Shoalhaven Visitors Centre, Nowra have been kept at the same level since 1987 (119 staff hours per week). The number of face to face enquiries during that time has grown from 45,700 (1987) to 75,844 (2008). Average increase of 1,435 p.a. for 21 years	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
TRS Hours deducted for the Group from 1 July 2008 to 30 June 2009			1,582.98 hours
Improve grader crew productivity	Program grader crew(s) to allow work on rostered day off	Implementation issues currently being discussed with operational staff.	Not available
Improve patching crew productivity	Program patching crew(s) to allow work on rostered day off	Implementation issues currently being discussed with operational staff.	Not available
Schedule of daily tasks for weed inspectors.	<p>Scheduling of weekly tasks will allow weed inspectors to focus their time on increasing the number of property inspections carried out. The workload of managing CAMS and other time consuming duties will be shared amongst staff.</p> <p>Staff should be able to carry out an additional five to ten property inspections per week (4hrs @ \$35.00/hr = \$140.00/ week)</p>	Schedules added to EDDs for Northern and Southern Weed Inspectors and implemented in June 2008. Schedules are being monitored on a fortnightly basis to ensure productivity savings are occurring. Baseline data being collected to measure cost productivity gains.	Failure to fully implement WeedMap software have made accurate recording of inspections impossible. Indications point to slight increases in property inspections in both the northern and southern area however, increased spraying workload in the southern area and time spent by inspectors trying to implement WeedMap software has significantly impacted on inspections. Approximate productivity gain equals \$1,000.
Change of work practice and up skilling of resource in Technical staff	<p>Project design and drafting work undertaken that would normally have been delivered by external resources.</p> <p>Increase in Cost recovery opportunity</p>	<p><u>Resource 1</u> 455 hours at hourly saving of \$31/h</p> <p><u>Resource 2</u> 637 hours at hourly saving of \$25/hr Minus training cost of \$2,500</p>	<p>Estimated annual benefit of \$23,000 in direct savings.</p> <p>Annual increase in cost recovery of \$10,000</p>

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Products and Services	Increasing use of electronic medium for communicating with customers / advertising information	<p>Reduces paper use / postage and speeds up communication</p> <p>Eg EOI's for Arts Grants, Performing Arts Focus Group / Exhibitors for Gallery for 2010.</p>	Not able to quantify
Reduction of Working Near Overhead Power Lines Refresher Training	Productivity gain.	The Training Provider presents the annual Refresher Training as Recognition of Prior Learning (RPL), reduced to one half day, allowing the participants to return to work by midday and be productive for the afternoon.	
Products and Services	Increasing use of electronic medium for communicating with management committees and issuing of newsletters	Reduces paper use / postage and speeds up communication	Not able to quantify

2. Changes in work practices arising from innovation or benchmarking work			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Increasing creditors EFT	Decreased costs	The number of printed cheques has now reduced to below 10% of total payments this saves money in the printing and signing of the cheques.	
Credit card charges	Decreased costs	Combining the website credit card statements to one Council statement, this saved on the administration fees charged.	
603 Certificates	Productivity gain	Improved turn around times for processing 603 certificates – now on average 4 days to completion	
Trainee Program in Operations -	10 trainees commenced in March 2009. Reduced dependency on casual labour hire.	In partnership with Shoalhaven Group Training	\$100,000
Staff Recruitment - GM	Cost saving	Recruitment of AGM undertaken inhouse rather than using consultant	Est \$25,000
Purchased Additional Leave Policy - AGM	Salary savings.	Utilised by 15 employees since November 2008 resulting in salary savings for Council.	Salary savings - \$41,352 per annum (assuming no casual usage to backfill)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Fleet partnership - increase Certificate IV attendance by OHS / Training & Development for delivery of equipment	Cost savings.	Improved risk assessment follow up with compliance assessment records being completed and staff trained prior to use of new equipment. Reduced incident and injury occurrence from new equipment.	
Redesign of "Think Before You Life Sticker"	Cost savings.	Redesign of sticker reduced the cost of production. The redesign included inclusion of the OHS hotline number for further promotion.	Approx \$1,000 (once off)
Change in protocol for the issue of prescription safety glasses.	Cost savings.	Risk Assessment being signed off by OHS Unit to validate that glasses are being used for safety.	Approx \$7,000 per annum
Provision of Coaching prior to some Technical Courses	Cost savings.	Coaching Sessions have been scheduled to enable easy entry to some Technical Courses, namely Dogging and Rigging and C2 Crane Operation.	Approx \$5,000 per annum
In-house production of Traffic Control Activity Log Books	Cost savings.	The RTA were not able to provide replacement Log Books for Council's Traffic Controllers and suggested we produce our own.	Approx \$1,000 once off)
Risk Assessment Training being provided in-house	Cost savings.	Training provided by members of the HR Team.	Approx \$6,000 per annum

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Provision of Jetpatcher Operator Training in-house	Cost savings.	Providing Jetpatcher Operator Training through a suitably experienced and Certificate IV in Training and Assessment qualified Council Employee will deliver the On-The-Job Training package in place of the engagement of a trainer from the manufacturer.	Approx \$2,500 - \$3,000 per annum
IT budget control	Productivity gain.	Overall for the 2008/09 financial year each unit of IT produced savings / income resulting in \$91,016 savings within the section.	\$91,016 (once off)
Audit Committee	Productivity gain.	Introduction of new Audit Committee without additional staff resources have resulted in productivity gain.	
Maintenance of low loss time.	Maintain productivity.	Low loss time enhances output and productivity.	N/A
Further development of State of Environment Report with benchmarking facilities.	Improved monitoring capacity and simple format.	State of Environment Report with simplified presentation facility (planet footprint) will improve customer service and monitoring capacity.	N/A
Student Engineer Program	2 student engineers engaged over Christmas period to assist with projects	Valuable work experience gained by engineering students and benefits to Council through specific projects being allocated and completed.	\$12,000

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Assistance with transfer to library of electronic documents through exchange student program	Saving of staff time to allow reduction in volume of space used for technical library	Electronic library achieved without detracting from other staff duties and allowed exchange students to be involved in Shoalwater activities	"In kind" saving estimated at \$15,000
OH&S and Sick Leave coordination and tracking system improvements	Faster return to work	Faster return to work has benefits for both Council and employee	
Program of "low level" trade waste inspections to be undertaken by EHO's.	Minimises duplication of inspections	Allows for cross over of specialist areas	
Decommissioning ULP and diesel fuel Tanks at Bomaderry Depot	Cost savings negating annual underground fuel tank integrity inspection fees to comply with EPA legislative requirements	Currently considering closure of bowsers at Ulladulla Depot which would provide further savings	\$12,000
Reduction in hard copy business papers	Maintained current level of hard copies reduced in previous financial year	We have maintained the reduced number of Business papers being distributed in Exec Support, but there has been some additional costs associated with extra meetings and associated servicing that is required by the new Council.	
Returning incorrectly addressed postal items to point of origin	Productivity gain	Reduces records staff time in fixing errors before dispatch and recipients of RTS items may take a different view on efficiency	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Postal items using oversized envelopes	Cost savings	Senders are made aware of postage cost differential (often double the cost) to prevent corrective action for future occurrences	
Counter staff – multi tasking	Productivity gain	Increased productivity with Counter staff multi-tasking by way of assistance to debtors, rates and ranger services staff with filing and correspondence	
Enabling photocopiers as scanners	Productivity Gain for all staff	Scanning done quickly and efficiently without sending and bring small scanning jobs for Records	
On-line Planning Work Program made available on Council Intranet – STRATEGIC PLANNING	Improved staff efficiency and more effective and quicker communication of information	Minimises staff time in maintaining a hard copy work program to report to Council quarterly	\$500 per annum
Scheduled annual review of selected plans and strategies	Improved staff efficiency	Reduction in time in addressing one off proposals. Defines staff direction	\$3000 per annum
Improve grader productivity	New grader supplied with 6WD and level control	It is assumed there will be productivity gains in both construction and maintenance projects. Practical methods of measuring productivity are yet to be developed.	Not available

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Improve heavy patching operations	Hired bobcat with 'rotomilling' attachment used to speed excavation and trimming of heavy patches (in lieu of using a backhoe) \$11,000 per year (at the assumed gain of 15%)	A 15% productivity gain has been assumed in the heavy patching operation. This has yet to be verified by measurements of output.	Not available
Vary standard material specifications to suit project and time of construction.	Reduction in lost time due to wet weather – less rework/maintenance.	Costing yet to be determined.	Not available
Reusing road pavement materials by stabilizing if suitable	Reduction in new gravel pavement material purchases & reduced consumption of natural resources	At eleven road reconstruction project locations in 2008/09, road pavements were stabilised, which allowed pavements to be reused as sub base layers, thus reducing the volume of new gravel materials purchased by 25,000 tonne for a nett cost saving of \$181,700	\$181,700
Improve Preconstruction Planning	Place all projects on a design schedule to ensure completion with suitable lead times to enable material/resources to be obtained.	Costing yet to be determined.	Not available
Stabilising table drains	Less maintenance on pipes (clogged) Environmentally friendly.	Costing yet to be determined.	Not available

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Spraying equipment to be used on RDOs.	<p>Casual spray operators will be engaged to use two spray vehicles when permanent staff are on RDO.</p> <p>8.5hrs/vehicle/fortnight @ \$70.00/hr = \$595.00</p>	<p>Casual Spray Operator from Casual Pool now works during rostered day off of permanent staff to fully utilise plant. Mainly working in private works area. Cost savings are being recorded through the Small Jobs Costing Program.</p>	<p>Estimate productivity saving \$3,400</p> <p>System has been implemented in northern area; however, rain and windy conditions have stopped this process from reaching its full potential. Unavailability of suitably trained and experienced operators in the southern area has prevented the system from being implemented here.</p>
Develop wet/windy alternative work procedure.	<p>Identify tasks that can be carried out during windy or light rain conditions. Normally spraying operations would be halted during this time, alternative work tasks could include cutting down, removal and/or poisoning of Privet and Lantana. Handpulling of Fireweed, roadside weed surveys, checking on effectiveness of spraying operations and carrying out private property inspections.</p> <p>4hr/mth @ \$35 = \$140/mth</p>	<p>Discussions have taken place with staff to ensure that alternative work is available and carried out during wet or windy periods. Records of wet and windy days are being kept and cost savings can be calculated.</p>	<p>Estimated cost saving \$500.</p> <p>Heavy rain has prevented the implementation of some of these procedures; handpulling of Fireweed has been implemented from May.</p>

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Outsourcing of end processing for bestseller fiction and non book items	Productivity savings for staff	Enabling extended customer focus	Difficult to measure but improved Productivity and customer service
Ordering and Cataloguing using online marc records	Used for all genres and formats	Productivity savings in staff time – faster throughput; better consistency of the database (external customer service). No additional costs for the service	Difficult to measure but improved Productivity and customer service
Products and Services	Encourage volunteering at Gallery	Continued use of volunteers to assist with exhibition hanging / changeovers / mail outs / events & functions, gallery guides and provide services that could otherwise not be offered within existing resources	Not able to quantify Gallery guides (3 per session) provide a minimum of 18 hours assistance per day at the Gallery.
Use of Water Saving Technology	Installed stage 1 are reclaimed / harvested water system pipe work across 1000 square metres of gardens	Stage 2 – installed of harvesting / reclaimed water tanks will enable water system to be implemented – saving mains water to irrigate gardens.	
Products and Services	Called for quotes to provide cleaning services at Council managed community / public halls	Appointed new cleaners for three community halls and reduced frequency of cleaning in low use halls.	Cost Savings through reduced frequency of cleaning

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Products and Services	Called for quotes to provide grounds maintenance services at Council managed Community centres / public halls	Reduced frequency of grounds maintenance services at low use / Council managed public halls and community centres.	Cost Savings through reduced frequency of grounds maintenance
Ulladulla recycling bay – waste tonnes transferred	Material transferred from Ulladulla to West Nowra reduced from 4,443t (2007/08) to 3,752t (2008/09).	A 4% (2007/08) and a further 12% (2008/09) reduction from Ulladulla. Achieved in spite of a population growth rate of about 1.7%, but also reflects general economic slow down. Savings in landfill capacity and in waste levy.	\$20,440 direct (levy) \$61,300 indirect (capacity)
Ulladulla recycling bay – reduction in transfer bins lifted	Bins lifted reduced from 554 in 2007/08 to 467 in 2008/09	16% reduction with resultant cost savings.	\$20,140 direct
Monitoring of Financial markets		Close monitoring of the financial markets led to a significant saving in loan interest during the year when a \$14 million loan was drawn down earlier than it usually would to take advantage of an unusual yield curve that allowed Council to invest the funds at an interest rate higher than the loan rate.	
Huskisson recycling bay	Material transferred from Huskisson to West Nowra reduced from 703t to 213t (2007/08) to 207t (2008/09)	A 70% reduction from Huskisson in spite of a population growth rate of about 1.7%. Savings in landfill capacity and in waste levy.	\$240 direct (levy) \$720 indirect (capacity)

3. Changes in Organisation Structure

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Incorporation of Workers Comp and RTW into HR office area	Productivity gain.	Workers Compensation Advisor and RTW Coordinator relocated into the HR office area delivering administrative efficiencies and improved coordination with other HR functions.	-
-Improved coordination of 3A submissions.	Improved productivity.	Creation of 3A coordinator role has led to improved efficiency with complex submissions.	N/A
Restructure of education and demand management tasks (Tapstar, Water Week activities, Rural Shows, water restrictions, washing machine rebates)	Relevant tasks transferred from engineering staff to more effectively utilise technical resources.	Engineering staff more able to focus on project work	\$20,000
Use of Staff Resources	Engagement and development of four (4) Aquatic Trainees,	Saving over other staffing options	
Restructure of Section to promote teamwork and provide greater focus on productivity	Effectiveness of Projects delivered on terms of sustainable design and whole of life costs	Report on restructure set for March 2009 Consultative Committee. Structure operating for Q2	Productivity improved with reduced staffing levels as measured by reduced staff costs \$70,000 and increased Cost recovery of \$40,000

4. New or Improved "Strategic Alliances" with Southern Councils group or other organisations

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Providing Training Room/s for Courses conducted by Local Government Learning Solutions (Lgov) in return for no cost places.	Cost savings.	Lgov Learning Solutions have conducted Course/s in Council Training Rooms for Shoalhaven City Council Staff as well as surrounding Councils.	Approx \$2,500 (once off)
Local Government Learning Solutions (Lgov) often offer Shoalhaven City Council positions on Courses they conduct in Sydney	Cost savings.	Lgov Learning Solutions often offer Council one or two positions on courses where they need to meet minimum numbers to be able to conduct the course.	Approx \$3,500 per annum
Sourcing Training Providers who do not charge for conducting Training	Cost savings.	This approach is used for SHARPS Needle Stick Injury Training, which is conducted by the Illawarra Area Health Service as a Community Awareness Service (including to Council Staff)	Approx \$4,500 per annum
Using Council owned plant for practical training	Costs savings.	Utilising Council plant as opposed to commercial hire.	Approx \$5,000 per annum
Activity Based Costing formula for the South Coast Cooperative Library Service	Implementation of an Activity based costing formula to replace the previous population based formula	Truer representation of services provided to the Cooperative Partners – some cost savings to Eurobodalla & Kiama Council	Cost savings to partner Councils, Customer service improvement
4,193t builders waste sent to Huntley in 2007/08 4,989t builders waste sent to Huntley in 2008/09	<ol style="list-style-type: none"> 1. Financial benefit of \$107,461 (2007/08) and \$179,261 (2008/09) -gate income less price at Huntley less loading costs 2. Landfill capacity (airspace) saving equivalent to \$500,000 (2007/08) and \$600,000 (2008/09) 	Transferring builders waste to Huntley not only saves Council from paying the State landfill levy, it also preserves valuable landfill capacity and extends the life of West Nowra	\$179,261 direct savings and \$600,000 indirect (capacity)

5. Elimination of unnecessary/redundant tasks (process improvements)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Review of use of casuals	Salary savings.	Identification of systematic use of casuals and notification to Groups of alternative employment options eg. fixed term.	Approx \$3,000 per annum
Reduction to some training times	Productivity gain.	Some Courses have been scheduled using a different approach to the training to ensure participants minimum lost "job time".	-
Limited attendance at professional development	Cost savings.	Ensuring attendance at professional development is only for events that are directly relevant to local government and internal auditing is very cost effective.	Approx \$500 per annum
Continued reduction of backlog in subdivision section.	Productivity gain and less reliance on part-time assistance.	Continued improvement in turnaround times and outstanding applications.	N/A
Rationalisation of computer software systems to reduce costs on programs, equipment and maintenance	Reduction in number of licences for various programs and reduction in hardware	Avoids duplication of hardware and software	\$13,000
Print room – production Council Business Papers	Cost Saving	No longer 'hot tape' binding business papers but instead stapling edge of documents prior to distribution.	\$3,000
Print Room - reduction in use of cardboard covers for hard copy business papers	Cost savings	No longer providing thick cardboard covers to these documents has also provided cost savings	\$3,000

6. Reduction in Services or level of service provided			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Retention of vehicle	Cost savings.	Longer retention of the Internal Auditors current vehicle and new vehicle when the current one is replaced results in cost savings.	Approx \$2,000 (once off)
Cessation of Shoalhaven Mail advertising contract	Cost saving	Staff reduction in Graphic design wages reduced from 35 hrs to 21 hrs (14 hrs per week)	\$15,000
Staffing budget	There has been a significant saving in the Insurance area with more claims being denied (reduced excess amount) and a reduced rate of pay than that which was paid to the previous Insurance/Risk Manager.	The Four Weekly meeting cycle has impacted on staff budget in the Executive Support area.	
Delay replacing vacant staff positions	Reduce salary costs	There was a corresponding loss of productivity but \$ savings were made	\$20,000 in 2008/2009

7. Introduction of new or improved technologies			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Energy management	Reduced operating cost to energy cost savings.	21% of the projects identified in the plan have now been completed providing a total energy reduction of 5,946GJ. Sites contributing to this energy reduction include Bay and Basin Leisure Centre (5,304GJ), Ulladulla Leisure Centre (280GC), St Georges Basin Sewage Treatment Plant (9GJ) and Vincentia Sewage Treatment Plant (353GJ).	Savings associated with energy reduction (electricity and gas) based on 2008/09 price - \$48,800 (gas) and \$8,767 (electricity) Total savings - \$57,567 per annum
Energy Management	Reduced operating cost to energy cost savings	Automated hibernation of PCs. User education also results in less PCs being left on possibly contributing to twice this saving.	\$7,225 per annum
Continuing implementation of CHRIS21	Productivity gain and minor cost savings.	Implementation of CHRIS 21 is continuing with exploration of other features available in the system including: <ul style="list-style-type: none"> • Simplified and more accurate reporting • Screens set up for entering incident reports and risk assessment details • Development to use for Return to Work with links to Injury Management and Return to Work plans. • Review and development of a new Exit Interview Form In house training has been conducted where possible.	Approx \$2,000 (once off)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Increased usage of electronic media for job advertisements	Cost savings.	Electronic media is significantly cheaper than print media. In some instances such advertising has been at no direct cost (eg. industry websites).	Metro - savings approx \$2,500/advert Regional - savings approx \$600/advert
VoIP telephone system upgrade	Operating cost savings 2009/10	Cost savings through reduction in contract service fees, telephone line rental and call costs.	Approx \$30,000 per annum
Development and enhancement of IT systems	Productivity gain.	Although not contributing to productivity gains within IT, software developments such as the implementation of Merit and use of mobile computing in Shoalwater and Works and Services for drainage have led to productivity gains for Council. Improvements on the management of insurance schedules improves efficiency across the organisation. Introduction of electronic documents will also lead to gains.	-
Lot yields for Planning	Productivity gain.	Software development to calculate lot yields for Planners reducing ad hoc requests to IT.	\$10,640 (once off)
Negotiated per copy cost 'click' rate for Digital photocopiers and main printers in the Print Room	Cost savings		\$29,000
Purchase 'Bigfoot' Waste Paper Crusher and Bailer	Cost saving in recycling pick up costs annually.	Keeping in line with ESD principles as Council is supplying reasonable quantities of shredded paper to keen staff composters and Animal Pound for animal bedding, etc.	\$8,000

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Establishment of Legal Services Panel	Productivity gain	Tender process selected five firms for Council's Legal Services Panel. The Panel presents an opportunity to reduce external legal costs and offers council a number of value-added services including free seminars and training	
New contract debtors billing system	Productivity gain	Introduction of new Contract Debtors billing system in creating new accounts and invoicing time	
Electronic timesheets	Productivity gain	Work progressing on electronic timesheets that should reduce processing time giving a productivity gain	
Change vehicles from 6 to 4 cylinder	Reduce operating costs	Three vehicles in the Infrastructure Planning section changed from 6 to 4 cylinder during 2008/2009	\$4,000 in 2008/2009
Enhance technology	Productivity gain	Remote access to Council's computer network via wireless connection allows more timely and flexible working conditions	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Introduce new Groundmaster mowers.	Introduction of new mowers targeting a minimum 20% efficiency gain	Purchased new mowers December 2007. Productivity increased by 34% over the full year.	\$301,818 An analysis of the mowing for 2008/09 compared with 2006/07 shows a 34% increase in services. Average cost per service down by \$31 per visit or 33%
ESD friendly vehicles	Chassis of the Mobile Library replaced – latest in carbon friendly emissions technology Use of 4 cylinder vehicle at the Library - Prius Car for the CDOs	Environmentally friendly Savings on running costs and more efficient use of petrol	Not yet available
Use of Water Saving Technology	Rain water harvesting at Ulladulla and Bay and Basin Leisure Centres has resulted in reduced use of mains water.		A cumulative saving of 3.5 megalitres in mains water consumption

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Use of energy Saving Technology	<p>Energy Use – Solar Collectors utilized as the primary heating source for pool water at Bay and Basin, Ulladulla Leisure Centre and Sussex Inlet and Bomaderry Aquatic entire indoor pools.</p> <p>The energy efficient rotex gas / solar hybrid systems have been effective in reducing the consumption of gas and electricity to heat hot water for showers at 4 year round facilities..</p> <p>The evacuated solar cells for heating pool water for hydro pool and spa at Ulladulla Leisure Centre has recently been installed and commissioned.</p> <p>Air-conditioning - Installation at Ulladulla Leisure Centre gym completed. Commissioned in early March - utilising a contemporary energy efficient system.</p> <p>Installation of variable speed drive pumps at Bay and Basin Leisure Centre will result in net reduction in electricity consumption.</p>	This equates to a reduction in gas and electricity consumption of approximately 30%.	<p>Efficiency Gain / Consumption Savings - Energy</p> <p>BBLC - 22% electricity / -15% gas.</p> <p>ULC - 8% electricity / +1.5% gas.</p> <p>BAC +5% electricity / -2 % gas.</p> <p>SIAC -21% electricity .</p> <p>70% of hot water for showers heated through hybrid system.</p> <p>Information not yet available</p> <p>Information not yet available</p> <p>Information not yet available</p>

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Use of energy Saving Technology	<p>Installed motion sensor activated lights in chapel and offices at SMGLC.</p> <p>Continue to manage services to optimize use of LPG gas.</p>		<p>Unable to quantify</p> <p>Estimate 10% reduction in LPG gas consumption.</p>
Land Management	Xeriscape, low water use gardens developed at Shoalhaven Memorial Gardens, Worrige	Reduce water use and cost of operations.	Unable to quantify. Sales in these gardens are proving popular while giving the benefit very low maintenance requirements
Use of energy Saving Technology	Use of energy efficient electrical appliances / lighting	As equipment falls due for replacement energy efficient appliances are being selected and energy efficient lighting globes installed	Not able to quantify
Construction of landfill cell	The excavation and preparation of landfill cell 3B1 by Council as part of the day to day landfill operation instead of using a contractor to do the work as a short term contract has saved approx. \$3.1million	Council undertook the excavation and preparation of landfill cell 3B1 using it's own plant and operators. The estimated cost to Council is \$448,000. The estimate (based on Reed Construction data NSW June 2009) for a contractor to perform the work is \$3.6million	\$3.1 million

8. Entrepreneurial activities			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Business Development / conference bidding/ Centre marketing	Projected revenue increase	Increased marketing of the centre as a conference and other function venue has resulted in more enquiries to hire the SEC, building the customer base. Staff commit time to take prospective clients on tours and discuss hire details. Multiple days usage of centre attracts a discounted hire price.	
Marketing/ Advertising	Productivity Gain and revenue increase	More strict guidelines underpin marketing strategies for shows. Events where the centre takes the risk are strongly marketed and those that are the risk of the promoter receive basic and low cost advertising and marketing tools.	
Programming	Productivity Gain and Revenue increase	Stronger negotiations with promoters to secure shows that will be profitable to the centre. This is done by discerning suitability and then agreeing on specific ticket prices for events. Door deals are avoided as historically these leave the centre at a loss.	June financial report shows improvement
Systems	Productivity gain	Meetings held with staff at the SEC and Redzweb have resulted in a brief being presented that outline major enhancements to system functionality. These enhancements like the EFTPOS installation have allowed staff to work more efficiently.	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Budget control	<p>Revenue Increase</p> <p>June figures show an increase in revenue and a decrease in financial loss.</p>	More robust estimations of show viability are being undertaken by SEC staff to confirm that events will not add financial pressure to the budget. These estimates are then used as a negotiation tool to develop more positive financial outcomes.	
Energy Management	<p>Productivity Gain</p> <p>The Acting SEC manager and technical co-ordinator have had preliminary meetings with Peter Swan to conduct an energy audit of the SEC. A first stage report has been sent for review to the SEC staff.</p>	This undertaking will ensure SEC is operating in an energy efficient manner and will advise on possible improvements to the consumption of energy at the SEC.	
In-House Seminars for Development & Environmental Services	Productivity Gain	Legal Services offers a case law and legislation update for DES every 6 months. Allows DES staff an opportunity to be better informed of updates and reduces the need for external training therefore reducing costs to Council	
Develop and introduce the Health and Wellbeing program via Expos	Productivity gain.	Increase of knowledge among employees on lifestyle habits that impact on work performance. ie. Men's International Health.	-
Hosting Pilot Course/s provided by Local Government Learning Solutions (Lgov)	Cost savings.	Lgov Learning Solutions have conducted Pilot Course/s in Council training rooms with Council providing feedback on content, delivery and relevance etc.	Approx \$2,600 (once off)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Provision of persons to perform work (volunteers)	Cost savings / Productivity gain.	Overseas placement University Students on Work Experience with Council provide services for two months per Student, at no cost to Council.	No cost savings estimate
Seal Gravel Roads	Reduce road network maintenance costs	18.4kms of gravel road and shoulder sealed in 2008/09. (Average routine maintenance cost for sealed pavements \$1,358/km, unsealed pavements \$2,224/km – thus saving is \$868/km pa) (Average long term maintenance cost for sealed pavements \$2,750/km, unsealed \$4,654/km – thus saving is \$1,904/km pa over the long term)	\$16,000 (based on LCS, SAC seals, other road and shoulder sealing, a total of 18.4 equivalent kms were sealed in 08/09 – Saving at \$868/km)
Seal shoulders, table drains and pit inlets	Reduce shoulder and table drain maintenance costs.	Current whole-of-life costing methodology yet to be determined.	Not available
Recycling	Recycling of printer cartridges; paper products	Reduced manual handling with paper recycling	Proactive recycling Program in place

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Provide quality Products and Services	<p>Total visitation for year round Aquatic and Leisure Facilities - based on 07/08 v 08/09</p> <p>Bomaderry Aquatic Centre (108,404 - 105,466) 2.8% decrease</p> <p>Bay & Basin Leisure Centre (152,203 - 197,771) 29% increase</p> <p>Sussex Inlet Aquatic Centre (28,074 to 28,313) 1% increase</p> <p>compared with 502,064 in 2008 – 2009)</p>		<p>This represents an increase of 54,632 visits or growth of 12% over the 12 month period (447,432 in 2007 – 2008, Ulladulla Leisure Centre (158,751 to 170,514) 7% increase</p>
Provide quality Products and Service	<p>Cost Recovery for year round Aquatic and Leisure Facilities - based on 07/08 v 08/09</p>		<p>Bomaderry Aquatic Centre 08/09 62.5%, 07/08 62% , an improvement of 0.5%</p> <p>Bay & Basin Leisure Centre 08/09 77.6%, 07/08 74.8% , an improvement of 2.8%</p> <p>Sussex Inlet Aquatic Centre 08/09 34.2%, 07/08 38.6% a decline of 4.4%</p> <p>Ulladulla Leisure Centre 08/09 76.4%, 07/08 77.4% a decline of 1%</p> <p>Cost recovery at Seasonal</p> <p>08/09 27%</p> <p>07/08 26.5%</p> <p>An improvement of 0.5%</p>

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Provide quality Products and Service	Utilize overseas / tertiary work experience students to supervise beach patrol inspection over NSW School summer holiday period	2 students undertook duties	Services provided at minimal cost to supervise – student hours approx 200 hours.
Products and Services	Provided a regular on site service at Sandridge Cemetery to promote secondary / memorial sales	This service proved successful until it had to be withdrawn after SBS was no longer in a position to contact bereaved families directly. Appointments now by request and are at 10% of previous level.	Initial income growth not realized due to constraints
Landfill gas to power	In 2007/08 generated 7,477 MWhrs of electricity and in 2008/09 this was 5,201 MWhrs	Enough power to supply 998 average NSW homes in 07/08 and 693 homes in 08/09. Displaced 6,666 tonnes CO ₂ equivalent in 07/08 and 4,629 tonnes CO ₂ equivalent in 07/08	\$92,580 indirect (Carbon credits based on touted price of \$20/t)
9. New “revenue” streams			
Internal inter fund borrowings	Increased revenue and decreased costs	Due to the current interest rates for borrowing and investing, General and Sewer funds borrowed from the Water fund for their loan program in 2008/09, this saved interest expense for General and Sewer funds and increased the investment income to Water fund, compared what could have been achieved borrowing and investing externally.	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Credit card payments	Increase in revenue	The Revenue Section is also trying to encourage ratepayers to make their Council account payment by credit card and away from Australia Post. Australia Post currently charges Council \$1.45 per transaction, whereby paying through Council Credit Card provider costs \$0.60. With over 200,000 Council notices and invoices distributed each year and Australia Post being the dominant payment vehicle customers use, there can be significant savings in leading customers towards paying their Council account by either telephone or through the internet.	Intend to send brochures through installment notice mail out promoting credit card payment
Accepting external participants on Council courses.	Revenue gain.	When there are sufficient places available and no other local source of training provision, external participants can be accepted on Council conducted courses.	Approx \$2,500 per annum
Conducting Existing Worker Traineeships	Revenue gain.	Government grants for participants are greater than training providers charge.	Approx \$60,000 for 2008/09 (fluctuates annually)
Telecommunication towers	Increased revenue.	2008/09 budget was \$437,979 - 2008/09 actual was \$451,919.	\$13,940 per annum
Family Day Care Fee Review	Meeting room fees established and additional fees for training have been introduced	Greater ability to generate income	Meeting Room income \$4,015 2008-2009

Annual Statement of Account and Auditors Report

Appendix A