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mayor & general managers forewords....

The past financial year has seen Shoalhaven City Council complete a number of major projects that have helped to achieve our Vision for the City and our objectives in Cityplan – our strategic blueprint for the future.

All of these projects have added to the cultural life and enhance the environment so that the city can continue to enjoy its status as a major destination for people seeking a beautiful environment. One specific project, the Shoalhaven Entertainment Centre, now adds another feature to the city – the ability for citizens to see national and international performing artists.

Shoalhaven City Council has worked hard and managed finances strongly during the last financial year to complete a number of major projects. These include:

- Opened the majestic \$24 million Shoalhaven Entertainment Centre
- Completed the \$56 million Lake Conjola sewerage scheme
- Remediation of the old gasworks site off Bridge Road, Nowra
- Upgraded the historic Greenwell Point memorial park, valued at \$108,000
- Completed child safety works valued at \$50,000 around four schools in the city
- Purchased land at Plantation point, valued at \$550,000 which places the entire point area in public hands
- Opened Culburra's new \$60,000 public amenities building at Tilbury Cove
- Built a new 70-metre high telecommunications tower on Cambewarra mountain
- Completed coastal regeneration works at four city beaches – Bendalong, Cunjurong Point, Cudmirrah, and Lake Tabourie valued at \$130,000
- Constructed Ulladulla harbour \$590,000 foreshore viewing platform, landscaping and new public amenities in Apex Park
- Completed Lake Tabourie's new \$9.3 million sewerage scheme

In the same period Council has seen the new Nowra-Bomaderry Structure Plan approved by the State Government.

Council's Arts Centre has successfully hosted the exhibition, In Living Memory, celebrating the 100th anniversary of the Bomaderry Children's Home.

Council has also worked in partnership with the NSW Department of Planning, Department of Lands, and the Department of Premier and Cabinet and the Ulladulla and Districts Community Forum on revising the Ulladulla Development Control Plan.

Council has revised and adopted major policies which will help better plan for the city's infrastructure. Major policies that have been adopted by Council include:

- Footpaths and cycle ways
- Parks and reserves
- Waterways infrastructure [boating facilities]
- Compliance policy
- Donations for Tourism Sporting Events
- Effluent Pumpout
- Events
- Organisational Energy and Water Management Policy
- Private use of Public Parking
- Shoalhaven Arts Board guidelines

- Statement of Business Ethics
- Voluntary Planning Agreements

Council's total revenue for 2007/08 was \$159 million which included \$75.84 million (or 47 per cent) from rates and charges. Council's liquidity remained sound with an unrestricted current ratio of 2.5 to one, comfortably above the recommended level of two to one. Council's Debt Service Ratio remained at 9.36 per cent, below the range of 15 to 20 per cent which is acceptable for high growth Councils with Water & Sewer responsibilities.

The city's total assets are valued at \$1.79 billion with Council's total liabilities of \$135.98 million. This gives the ratepayers of the city a total equity of \$1.66 billion.

In the 2007/2008 financial year Council saw about 60,000 tonnes of solid waste going to landfill in West Nowra. This was the lowest amount since 2003/2004 [when about 65,000 tonnes was deposited].

Similar improvements have been achieved with the collection of recycling materials from the kerbside increasing from 8,206 tonnes in 2003/2004 to 10,413 tonnes in 2007/2008.

Also at West Nowra Waste Depot AGL uses the landfill gas which comprises approximately 55 per cent methane and 45 per cent carbon dioxide for power generation. Through using gas to generate electricity Council has destroyed the equivalent to 30,060 tonnes of carbon dioxide at the West Nowra depot. This is equivalent to removing 7,910 cars from the road for one year.

In the past 12 months the generator has produced 7,477 megawatt/hours of electricity, producing sufficient power to supply approximately 998 homes.

Major Development applications that Council has considered and approved for 2007-2008 includes:

- Residential Apartments (79) with over basement Parking for 154 Cars, on the corner of Ocean/Davies/Shepherd Streets, Mollymook
- Redevelopment of Mollymook Motel into 18 serviced apartments
- Substantial alterations and additions to Mollymook Golf Club
- Mixed use residential/cafe complex in Beach Street, Huskisson
- Tourist units (21 in total) as part of tourist facility in Ocean Street, Mollymook

The year has been highly successful and productive to improve the quality of life for all residents and visitors to our City. We commend this report to you.

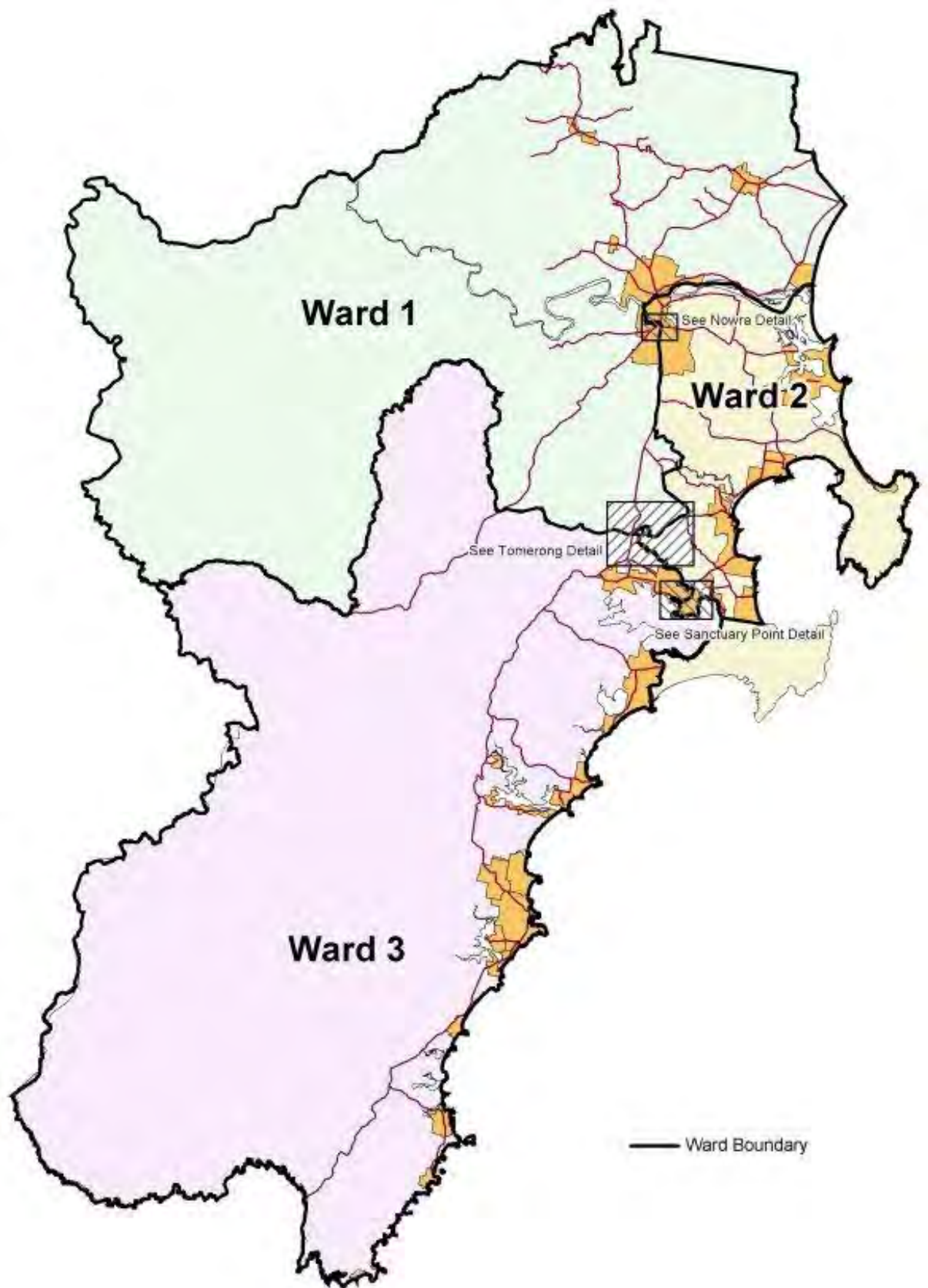


General Manager, Shoalhaven City
Russ Pigg



Shoalhaven City Mayor
Councillor Greg Watson

wards and councillors....



ward 1 councillors...

Clr John Anderson
Assistant Deputy Mayor



Clr Richard Bates



Clr Gary Kearney



Clr Gareth Ward



ward 2 councillors....



Cllr Peter Murphy



Cllr Paul Green
Deputy Mayor



Cllr Jack Kerr



Cllr Jim McCrudden

ward 3 councillors....

Clr John Finkernagel



Clr Rebecca Rudd



Clr John Willmott



Clr Josi Young



senior staff....



John Gould
Assistant General Manager



John Wells
Director City Services & Operations



Ernie Royston
Director Strategic Planning



Carmel Krogh
Director Shoalhaven Water

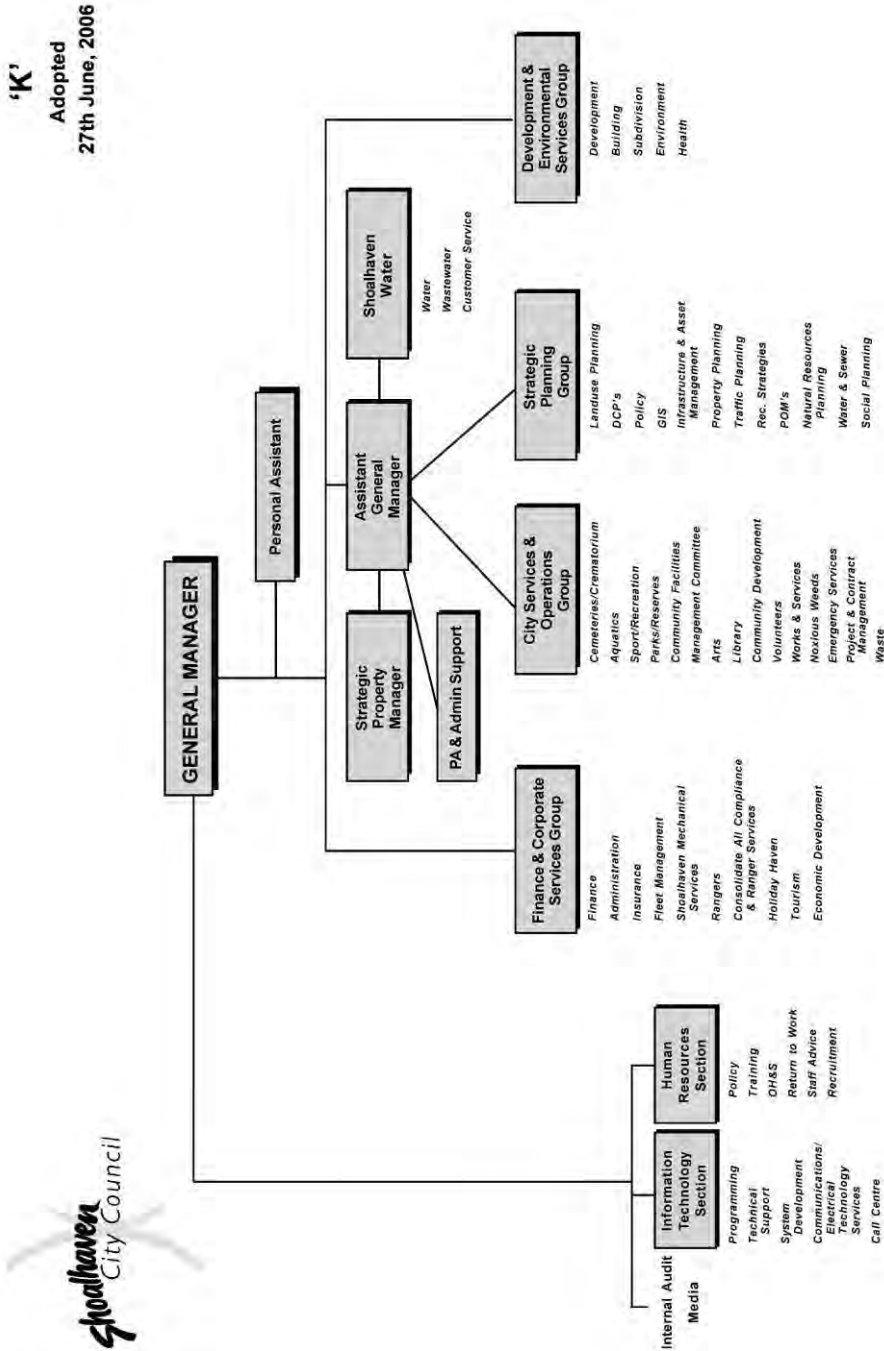


Peter Dun
Director Finance &
Corporate Services



Tim Fletcher
Director Development & Environmental
Services

organisational structure....



part a

principal activities....



environment – economy – community - council

ABBREVIATIONS USED IN THE FOLLOWING PAGES:

The column marked Grp. Dir. refers to the Group Director/Manager responsible for each task:

GM	GENERAL MANAGER
FC	FINANCE & CORPORATE SERVICES GROUP
CSO	CITY SERVICES & OPERATIONS GROUP
DES	DEVELOPMENT & ENVIRONMENTAL SERVICES GROUP
GMIT	GENERAL MANAGER – INFORMATION TECHNOLOGY
GMHR	GENERAL MANAGER – HUMAN RESOURCES
SP	STRATEGIC PLANNING GROUP
SW	SHOALHAVEN WATER GROUP



Shoalhaven Art Centre Exhibitions

Principal Activities

Principal Activity 1

Effective Government

Principal Activity 2

Protecting the Environment and Planning for Growth

Principal Activity 3

Promoting and Developing the Local Economy

Principal Activity 4

Improving Community Facilities and Services

Principal Activity 5

Providing Essential Water & Sewerage Services – Shoalhaven Water

Principal Activity 6

Operating Holiday Haven Tourist Parks



Shoalhaven Arts Centre

1. effective government....

This Principal Activity includes Council's support, regulatory and other functions not covered in the other Principal Activity areas. These include corporate services such as record keeping, information technology and management of Council's finances as well as those activities that Council is required to undertake such as the assessment of new developments.

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 challenge 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 given to embracing the principles of Ecologically Sustainable Development throughout the organisation.

A greater focus is proposed in developing more effective working relations with government, the community and others.

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 – 2007/2008

City Services & Operations

Leisure Services

Aquatic Services

- Total Leisure and Aquatics Centre attendances – 537,286
- Total Learn-to-Swim/Squad enrolments – 8,242
- Reduction of actual wages budget by reducing Lifeguard afternoon representation, reducing numbers of Centre Cleaners and rostering of Permanent Part-time staff over weekends.
- Refurbishment of pool heating plant and building management system showing significant reduction in overall energy usage and greater reliability of pool heating.
- Rainwater harvesting system proving consistent 25% saving in town water usage.
- New face to face In House training of Lifeguards proving very successful in maintaining Lifeguard proficiency standards, whilst at reduced delivery costs.
- Full painting and replacement of exterior panels found faulty.
- Speedo shop fit out was installed - merchandise sale up almost 100%
- Solar hot water installed on amenities
- New mats and undercover benches for 25m pool, new poolie pal, new auto vac, and a Coffee machine in kiosk at Bomaderry Aquatic Centre
- RLSSA Active Family Fun Day held in December
- Squad program increased dramatically by the demise of Jason Batson
- RLSSA Keep Watch program incorporated into all Aquatics facilities

Bereavement Services

The “All Denominations” portion at the Sandridge Cemetery (Mollymook) was developed to address demand for grave sites facing the sea. About 300 plots were surveyed and will be allocated over the next 30 thirty years. The management of the portion will strive to improve the quality and presentation of monuments found elsewhere in the cemetery.

Financial targets were achieved, notably with an excellent revenue result when observed in the context of 2007/2008, which was buoyed by once off crypt land sales in the order of \$200k.

Expenditure was 5% below budget, again exceeding the target of a 3% saving.

Project Delivery Section

During the 07/08 financial year the Project Delivery Section undertook its most ambitious capital works delivery program since the sections commencement. An extraordinary number and variety of projects were successfully delivered. These projects included;

Shoalhaven Entertainment Centre - Despite extensive wet weather in the latter stages of the project, the Shoalhaven Entertainment Centre reached practical completion and was handed over to the Centre operators for final fit-out in time for the gala opening on 5 July 2008.

Bolong Rd Bridge - Major repair and preventative maintenance works to structural elements of the bridge over Broughton Creek on Bolong road were completed. The repairs entailed encapsulation and air filtering of the work areas during grit blasting and repainting to prevent lead and other pollution to the surrounding area and waterway.

Tapitallee Bridge Design and approvals were completed, and construction commenced, for a replacement bridge across Tappitallee Creek. The new 2 span concrete bridge will replace the existing 3 span timber structure. Timber from the old bridge will be reused on minor pathways and park structures.

Cycleways - A total of 3,400 lineal metres of new shared cycleway and pathway was constructed at Callala Bay, Orient Point, Bawley Point and North Nowra.

Park Rd Netball - The Masterplan was completed and design commenced on the expansion of the Park Rd Netball courts in preparation for 08/09 construction funding. The ultimate master plan will provide up to 8 new courts and over 200 car spaces.

Art Centre Courtyard - A revamp of the courtyard area at the Shoalhaven Arts Centre was designed. Construction is scheduled for completion in August 2008.

Fire Stations - The strong and effective working relationship with the Rural Fire Service continued in 07/08 with implementation of the RFS capital works program.

A new fire tanker double garage was constructed at Lake Tabourie to augment the existing fire station.

Designs were completed and construction commenced on a major addition to the Culburra Fire Station scheduled for completion in late August 2008.

Design and development approval was undertaken for new fire stations at Cambewarra, Mundamia, and Bawley Point.

Site investigations were undertaken for future fire stations at St Georges Basin, Bendalong, and Worrowing Heights.

Turpentine Rd Sealing - 4.1 kilometres of Turpentine Rd was designed and sealed along the most densely populated section of the unsealed section of the road. This work provides a sealed link through to the Princes Highway for most properties in the area, significantly improving safety for all road users and eliminating dust problems for residents. 2.4 kilometres was constructed under contract with the remaining works completed by Council's Works and Services Unit.

Mick Ryan Reserve - Upgrading of the Mick Ryan Reserve at Milton was completed, providing new gardens, pathways, lighting, picnic barbeque facilities, and an upgraded toilet

Main Road 92 - The Project Delivery Section continued to assist the RTA in the delivery of 53kms of sealed road from Nowra to Nerriga. Construction commenced on the Bulee Gap to Nerriga section of the road, which when complete will provide dramatic safety improvements, better travel conditions and

significantly decreased maintenance costs on this existing difficult section. Detail design development progressed for the final stage of the works with a tender release planned for July 2008.

[North Nowra Link Road](#) - The draft Environmental Assessment (EA) for the route selection process was submitted to the Department of Planning under the Section 3A Concept Approval phase. Following further extensive consultation with a range of stakeholders and State Government Departments, the final EA for public consultation was 95% completed by end of June with a formal submission date to the Department of Planning scheduled for the end of July.

[Ulladulla Tennis Courts](#) - A four court expansion of the Ulladulla Tennis Court Complex was completed, increasing the size of the facility by 50 %.

[Milton Basketball Stadium Floor](#) - Total replacement of the specialised sport flooring at the Milton Basketball Stadium was completed. A close working relationship was established with the Showground Management Committee representatives in relation to timing of the works and quality of the finished product.

[Irrigation Schemes](#) - New water harvesting and irrigation schemes were designed and installed at Thompson St Sportfields Sussex Inlet, and Yurunga Reserve, Manyana. Investigations and planning for similar schemes at Rugby Park Nowra and Mollymook Reserve were undertaken. These facilities will dramatically decrease the demand on potable water supplies in the future.

[Voyager Park Amenities](#) - Design, approvals and tendering were completed for a new public amenities and Royal Coastal Patrol building at Voyager Park Huskisson. Construction of the facility was commenced following a planned delay to avoid interference with operation of the Huskisson Seapool.

[Ulladulla Sports Park Amenities Renovation](#) - The amenities building at Ulladulla Sports Park was extensively renovated and expanded providing additional change room, storage rooms and referees room, as well as improved kitchen facilities, toilets and disabled toilet. Allowance was made in the works for a future second storey addition.

[Concept & Masterplan & Forward Designs](#) - Designs were completed for the Broughton Mill Causeway which when constructed will provide a safer creek crossing for road users. This work will allow construction to commence quickly when funding becomes available.

Detail designs, development approvals and tender documentation were completed for the [Greenwell Point Boat Launching Ramp](#). Tenders were advertised for the project in late June 2008.

Design and tender documentation was prepared for replacement of the toilets at the [Kangaroo Valley Hall](#) in preparation for construction funding becoming available in 08/09.

Designs were prepared for expansion of the amenities building at [Callala Bay Sportsfield](#) in preparation for construction funding in 08/09.

Design, documentation and development consent were completed for modification of the [Berry Showground Amenities building](#), allowing for disabled amenity and overall improvements.

Additions and alterations were designed for the existing amenities building at [Vincentia Sportsground](#).

Concept masterplan designs and estimates were prepared for [potential sports facilities sites](#) in the Central area of the City to assist in strategic planning of sports facilities.

A large number of sportsfields masterplans were prepared to assist in the development of [Section 94 Contribution Strategies](#) throughout the city.

[Industrial Land Development](#) - Continuing development of Council's Industrial land portfolio, focused on the development of land for a major development within Flinders Industrial Estate. Forward investigation and design works were also completed for further expansion of Flinders Industrial Estate and Albatross Aviation Technology Park.

[Amenities Buildings](#) - Designs and specifications were prepared for a number of amenities throughout the city including Lake Tabourie Holiday Park, Bendalong Holiday park and Huskisson Sportsground. Lake Tabourie was constructed in 2007/08 with funding available for Bendalong in 2008/09 and Huskisson in 2009/10.

[Heritage](#) - Heritage studies, archival recording and heritage advice were provided for the Nowra Gasworks site, Sussex Inlet Theatre, Berry Showground, Graham Lodge, Kangaroo Valley Hall.

[Bay and Basin Leisure Centre Heating](#) - A new pool water heating system was designed and installed which will significantly improve the efficiency of the Centres energy usage.

[Wondalga Sportsfields](#) - A development application was prepared and submitted for new sporting fields to significantly expand the Lyrebird Park complex. The DA encompassed the Masterplan for the site with Stage 1 to include 2 new cricket ovals. The DA has been fully assessed with a determination pending.

[Nowra Gasworks Site](#) - A major land decontamination project was undertaken to rehabilitate the old Nowra Gasworks site in preparation for its development as additional car parking for the Nowra CBD. The work involved complex issues of public safety, heritage impact and cost limitation.

[Nowra Skatepark](#) - Detail design was completed and a revised development application submitted and approved for the new skatepark facility in Nowra. This allowed for a construction contract to be awarded in late June 2008, with construction to commence in July 2008.

[Village Entry Signage](#) - Three new village entry signs and associated landscaping were able to be created this financial year, providing dramatic new entry statements for Callala Bay, Callala Beach and Currarong.

[Ulladulla Harbour Upgrade](#) - A major element of Council's ongoing harbour precinct upgrade works was implemented this year with a new viewing platform and public amenities being constructed in Apex Park. The new amenities include full disabled facilities and access. The work was programmed to minimise impact during major tourist visitation times. Close liaison was maintained with local retail operators to limit adverse impact on their businesses during the construction phase.

[Mollymook Carpark](#) - A further stage in the upgrading of the Mollymook foreshore was achieved with completion of the new car park, paving and landscaping to the west of the surf club.

[Emergency Management](#) - The Emergency Risk Management project was substantially progressed with more than one thousand risk statements developed and agreed with relevant emergency agencies.

[Cambewarra Communications Tower](#) - The Project Delivery Section assisted Council's Communications Section in contract and project management for the new communications tower on Cambewarra Mountain.

[Ulladulla Leisure Centre Rainwater Harvesting](#) - A new 140kl water tank and water supply system to harvest roof water was installed at the Ulladulla Leisure Centre with potential for significant town water usage savings.

[Greenwell Point Foreshore Park](#) - A new and inspiring Greenwell Point War Memorial was created in partnership with the local RSL representatives and despite prolonged wet weather was opened in time for Anzac Day 2008. The surrounding public park that is a focal area for visitors was also enhanced.

[Albert Court Streetscape](#) - Improvements to pedestrian access and safety in Albert Court Berry were completed and included new paved areas, landscaping and delineation of road areas.

[Huskisson Cycleway](#) - Continuation of the Huskisson foreshore shared pathway realised completion of this project. This final section required close cooperation with Shoalhaven's Holiday Haven Caravan Parks and attention to environmental constraints imposed by the closeness to Jervis Bay Foreshore.

[Berry Pool Car Park](#) - A new carpark for the Berry Pool located in Albany Street Berry was designed and constructed, providing for 11 standard spaces and 1 disabled space.

[SIAC Concourse Resurfacing](#) - Selection and application of anti slip application to Sussex Inlet Aquatic Centres concourse areas was completed.

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 99% success rate for issue of Planning (Section 149) Certificates. This continues an excellent success rate in excess of the objective of 95%.
- GIS up to date with registered subdivisions, gazetted zones and adopted council policies affecting land.

Finance & Corporate Services

Corporate Business Units

Shoalhaven Mechanical Services

Shoalhaven Mechanical Services is a Category 1 Business (under National Competition Policy Guidelines) and operates at Council's workshops at Bomaderry, Woolamia and Ulladulla to provide the following:

- Mechanical fitting/machining/fabrication/welding;
- Maintenance of Council's mobile fleet;
- Child restraint fitting and installation;
- RTA light and heavy vehicle inspections station;
- Support for Council's static plant e.g., water and wastewater reticulation systems;
- Support for Emergency Services operations and NSW Rural Fire Service

Highlights for the year 2007/2008 have included:

- Complete refurbishment and overhaul of the Comerong Island Ferry
- Servicing of Council's fleet and heavy plant
- Major servicing of Shoalwater and Wastewater infrastructure
- Purchased a new 20 metric tonne crane to service Council's future needs.

Graphic Design and Printing Units

The Graphic Design and Printing units provide professional and imaginative corporate designs, black and white and colour printing services to the whole organization including but not limited to brochures, logos, newsletters, forms, web sites, posters and certificates, business cards, photo editing and retouching, advertisements, illustrations, business papers, council letterhead and colour digital photocopying.

Highlights for the year 2007/2008 have included:

- Information to Ratepayers Brochure and Management Plan Cover Design
- Shoalhaven Building Design Awards
- The Shoalhaven Mail – Advertising and Editorial Design
- Development & Environmental Services Banners
- Printing Council business and committed meeting papers.

Supply Team – Store, Purchasing & Fleet Management

The Supply Team look after the Council's overall procurement, inventory and fleet management matters while maintaining major internal customer services focus and providing Council with a cost efficient solution for the acquisition of many goods and services across the organization.

Highlights for the year 2007/2008 have included:

- Awarding a new LPG Gas contract for Council
- Negotiating the preferred supplier of chemicals and small appliances
- The purchase of 114 new and or replacement vehicles and plant items
- Installation of EZI TRACK devices for heavy plant and equipment
- Purchase of E Tag devices for Council's corporate light passenger fleet
- Revised and updated the following Corporate Policies and Procedures:
 - Motor Vehicle Leaseback Agreement
 - Motor Vehicle Guidelines for Effective and Efficient Use
 - Motor Vehicle Policy
 - Plant and Equipment Acquisition Procedure
 - Purchasing Policy
 - Salary Sacrifice for Motor Vehicle and Leaseback
 - Risk Assessments for the Disposal of Plant and Equipment.

Admin. Building Management & Catering Team

The Admin Building Management and Catering Team provides Council with a one stop shop for the overall maintenance, security and cleaning of Council's Administrative Buildings and also the corporate catering needs including the servicing of all Council and Committee meetings. The organization of many Council run events and public meetings also fall within the scope of the team.

Highlights for the year 2007/2008 have included:

- Australia Day Celebrations
- Mayoral and various civic receptions
- RFS & SES annual awards dinner
- Public Meetings for 2008/2011 Management Plan
- Installation of new audio visual equipment in Council Chambers and Committee Rooms

General Manager

Human Resources

- Electronic Management of Inspection Testing & Monitoring

The implementation of a new electronic Monitoring tool for Workplace Inspection and equipment Testing and Tagging has provided an efficient tool for Manager's & Supervisors to ensure safety standards are met.

- 3 Year Self Insurer Licence

The efforts in recent years by Management, the OH&S Unit and Committees and staff in general has resulted in WorkCover issuing Council with a 3 year self insurer licence for Workers' Compensation.

- OH&S Hotline

Enhanced promotion of the 24hour Incident Reporting Hotline has assisted in meeting the Injury reporting requirements and has improved communication between the Return to Work Coordinator and injured employees.

- Dangerous Goods Notifications

All sites that have Dangerous Goods in excess of the Manifest quantity have a current licence issued by WorkCover, acknowledging the Goods held and the pertinent emergency information.

- Emergency Procedure Site Manuals

Emergency site Manuals have been re-developed and adopted for most sites with staff trained.

- Committee Consultation

Council has five Group OHS Committees. All representatives are trained and are active in their involvement. Agendas and minutes are placed onto the OHS Website for access by all staff.

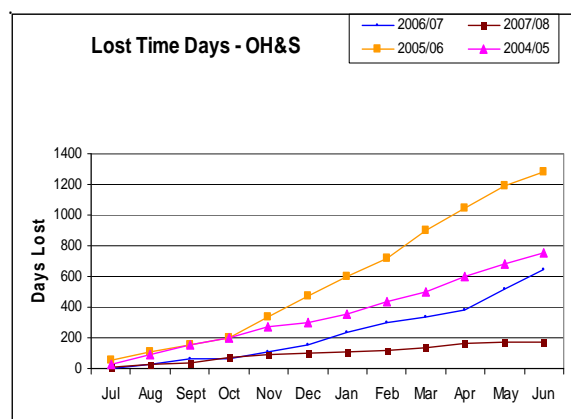
- OH&S Training

OHS Unit staff have developed a number of different training packages including OHS Corporate Induction, Manager and Supervisors Corporate Workshops, Dangerous Goods, Testing and Tagging Processes and OHS Risk Management.

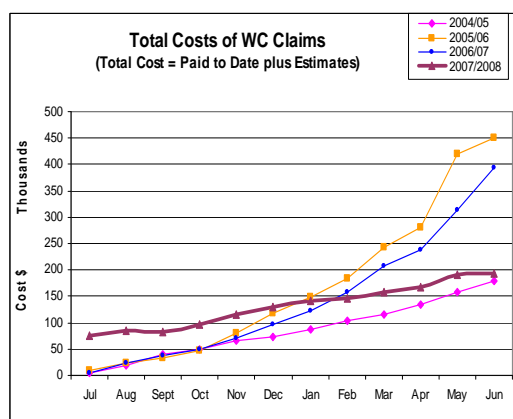
- Health & Wellbeing Expo

Another Health and Wellbeing Expo was held at the Ulladulla Depot in September 2007. In total over 300 employees attended presentations on a range of topics including depression, skin cancer, general health and fitness, massage and diabetes.

PERFORMANCE



Target 5% reduction. Actual achieved 72%



Target 5% reduction. Actual achieved 51%

Other Key Performance Indicators for Occupational Health & Safety were

Lost Time Injuries:	Target	5% reduction.	Actual achieved	25%.
Hazards Reported:	Target	10 % increase	Actual achieved	22%
Lost Time Workers Compensation	Target	5% reduction	Actual achieved	30%

Principal Activity: 1		EFFECTIVE GOVERNMENT	
Objective: 1.1		LEADERSHIP AND DIRECTION - to develop strong leadership and decisively guide the best future for the Shoalhaven.	
Strategy: 1.1.1		Develop, communicate and maintain the Cityplan process.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. Cityplan PROCESS</i>			
Ensure that the whole of Council is aware of and follows the Cityplan processes to achieve better corporate strategic planning	Better corporate strategic planning throughout Council through ensuring that development and review of key strategies takes place on a rolling basis.	GM	<p>During the year significant progress has been made to adapt and review a whole range of strategies, plans and policies within the Cityplan strategic planning framework including:</p> <ul style="list-style-type: none"> * Nowra Bomaderry Structure Plan and Sussex Inlet Settlement Strategy * Parks & Reserves Asset Management Plan * Energy & Water Management Policy * Sporting Facilities Strategic Plan 2007 - 2036 * Burrill Lake Entrance Management Plan * Lower Shoalhaven River Floodplain Risk Management Plan
			<ul style="list-style-type: none"> * Events Policy * Markets Policy * AMP - Walking Tracks * Public Open Space Plan * Shoalhaven Entertainment Centre Business Plan * Shoalhaven River Estuary Management Plan * Arts Board guidelines * 19 Bushcare Group Action Plans

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
		GM	<ul style="list-style-type: none"> * Voluntary Planning Agreement Policy * AMP - Waterways Infrastructure * AMP - Footpaths & Cycleways
			<ul style="list-style-type: none"> * Integrated Water Cycle Management Strategy * Sporting Events Policy * Wharves & Jetties Policy * Shoalhaven Entertainment Centre Policy * Stationery Food Vans on Existing Service Stations Policy * Council Members Payments of Expenses & Provision of Facilities Policy * DCP 17 * DCP 48 * DCP 54 (Huskisson) * DCP 56 * DCP 82 (Signs) * CCB Guidelines * Broughton Creek Flood Study * Shoalhaven Bereavement Services Business Plan * Holiday Haven Tourist Parks Pets Policy

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
2. HUMAN RESOURCE STRATEGIES			
Develop strong leadership and decisively guide the best future for the Shoalhaven	Annually review and implement the Corporate HR Strategic Plan and report outcomes.	GMHR	<ul style="list-style-type: none"> • The Leadership and Management Skills Development Course number 15 commenced on 28th May with 15 participants and Course number 16 is due to commence on the 3rd September. • The Graduate Certificate in Management and Masters in Management continues with the 2006/2007 graduate Certificate graduates progressing to undertake the Masters in Management. retention strategies are presented in the ongoing corporate responsibilities workshops as well as featuring the workforce management (and succession) plan. • Round 2 of the corporate Responsibilities Workshops will conclude in July with Round 3 commencing in August.

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.1	LEADERSHIP AND DIRECTION - to develop strong leadership and decisively guide the best future for the Shoalhaven.		
Strategy:	1.1.2	Integrate the principles of ecologically sustainable development into all Councils planning, decision-making and actions.		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
<i>1. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</i>				
Ensure that Council meets and embraces its ESD obligations under the Local Government Act.	Implement strategies within the Arts and Events, Aquatics, Bereavement Services and Shoalhaven Multi Purpose Culture and Convention Centre to reduce consumption of Water. Gas & Electricity and the production of waste. Encourage hirers/event organisers to consider ESD as part of their overall planning, including waste management.		CS	The implementation of ESD principles across Leisure Services has seen a significant reduction in Leisure Services' overall reliance on gas, electricity and water. These initiatives are all reflected in the respective Business Plans and are funded through Capital Works Programs and Federal Government Grants.
	Ensure Council's fleet continues to move towards lowering its impact on the environment		FC	It is envisaged that a greater choice of 4 cylinder vehicles will encourage Council Staff to use more of these vehicles thereby reducing Council's fuel consumption. Trialing of 4 cylinder diesel passenger vehicles has also commenced.
	Include the ability to apply ESD principles in tenders for consideration by council.		FC	Contract and Tendering Conditions Policy currently under review by the Legal Services Manager. Application of ESD principles and Environmental Management, has been included in the revised policy.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Develop and implement the ESAP to conform with State Government legislative requirements, identifying opportunities to reduce Council's energy consumption and improve efficiency.	GM	<p>Council's Energy Savings Action Plan (ESAP) was approved by the Minister for Primary Industries, Energy, Mineral Resources and State Development in February 2008.</p> <p>The main focus of the ESAP was to recommend energy saving initiatives and to identify an implementation timetable to achieve them. This has been achieved through budget submissions and inclusion of ESAP objectives in the management plan and group/section plans.</p> <p>A secondary focus of the ESAP is the development of a corporate energy saving culture. Initiatives to achieve this include the adoption of a corporate energy policy, benchmarking of high energy consuming sites (through an external provider) and energy management training delivered to key personnel.</p>
2. ECOLOGICALLY SUSTAINABLE DEVELOPMENT			
Ensure that Council meets and embraces its ESD obligations under the Local Government Act.	All new and reviewed plans and projects are consistent with the adopted ESD guidelines and embrace Ecological, Social and Economic imperatives	SP	Council established its Climate Change Risk Management Working Party and joined the Cities for Climate Protection program.

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.2	INVOLVING OTHERS - to work more effectively with the community, government and others.		
Strategy:	1.2.1	Establish methods of achieving improved ongoing community liaison.		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
<i>1. CITYWIDE COMMUNITY LIAISON</i>				
Identify and implement the most effective methods of community liaison on a geographical and issue related basis	Implement the Community Consultation Strategy within each Group and report outcomes.		GM	Councillors and staff have participated in extensive community consultation programs including: * Meet the community sessions * Many meetings with CCB's either on individual issues or in meetings with Executive groups * DCP Working Groups * Meetings with Business Chambers * Landowner and resident meetings and briefings * Public meetings * Public exhibition of major strategies and policies

Principal Activity: 1		EFFECTIVE GOVERNMENT	
Objective: 1.2		INVOLVING OTHERS - to work more effectively with the community, government and others.	
Strategy: 1.2.2		Review and develop stronger networks with government and other organisations to work towards the objectives of Cityplan.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. INTEGRATED COMPLIANCE & ENFORCEMENT</i>			
Ensure effective local and regional liaison to improve and co-ordinate the provision of integrated compliance and enforcement services to the Shoalhaven	Number of joint agency/unit compliance and enforcement operations	FC	Local and Regional liaison during the year has been achieved in accordance with the aims of this task. Sewol and RID Squad activities have continued as highlighted during all 4 quarters. Enhancement of the operational relationship between Ranger Services and Environmental Services has progressed well with SOP's that affect both sections being drafted.
	Attendance at community and agency meetings to foster liaison and exchange information	FC	The year saw Ranger Services continue to provide a presence in relation to crowd monitoring, and support for staff and elected representatives at various public meetings. This type of support has historically been aimed at being low key and non confrontational, contributing to the orderly conduct of meetings generally. Other activities involved targeted enforcement with community groups in relation to signage issues, and foreshores vegetation and vandalism. It has been a busy year overall for Ranger Services in this regard.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
2. COMMUNITY PLAN OBJECTIVES			
Review and develop stronger networks with government and other organisations to work towards the objectives of the Community Plan	Liaise with community organisations to implement the Community Plan	CS	<p>Youth Advisory Committee Members attended a Regional Youth Advisory Committee Meeting at Moruya Golf Club on the 22 May 2008.</p> <p>Youth representatives from Eurobodalla, Bega, Cooma/Snowy, Bombala, and Shoalhaven gathered to network, share information and talk about the big issues facing rural youth in our region.</p> <p>Special guests on the day were the Hon. Mike Kelly MP for Eden Monaro and the Hon Joanna Gash MP for Gilmore.</p> <p>Information sharing was done by each group on what they have been doing and what they are planning for the future.</p>
3. GOVERNMENT DEPARTMENTS			
Arrange and hold focus meetings with relevant government departments at the start of major Council projects, as appropriate	Focus meeting held for each major project as deemed by Council, which involves integration with NSW Government agencies in the approval process	SP	<p>Liaison with government authorities on major Council projects including LEP 2009, DCP 2009, DCPs for Huskisson and Ulladulla CBDs, Council Infrastructure Projects, Shaolin Temple, Native Vegetation, and Estuary Management Plans have resulted in understanding of State Government policy direction which minimises conflicts during the approval process.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
4. STATE & FEDERAL REPRESENTATIVES			
Ensure that Council optimises every opportunity to stress the unique range and complexity of issues facing the Shoalhaven to relevant State and Federal Ministers and local elected Representatives	Ongoing liaison with State & Federal Ministers and local MPs	GM	Councillors and staff have continued to meet with many Ministers and local MP's on a range of important matters. Staff have also met with the Director Generals, Regional Managers and other government agency staff of many Government Departments to discuss many Council matters. This includes Dept of Planning, RTA, Dept of Lands, NSW Health, Police, Dept of Commerce, Dept of Corrective Services, Dept of Environment and Climate Change, Rural Fire Service and SES.

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.2	INVOLVING OTHERS - to work more effectively with the community, government and others.		
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		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
1. COMMUNITY CONSULTATION				
Maintain community involvement in the development of works programs.	Attend CCB meetings to provide information and receive feedback on maintenance and capital programs		SP	Consultation with Community Consultative Bodies has been of benefit to focussing work program to community needs. Consultation includes regular meetings with CCBs from a regional area, meetings with individual CCBs on specific area issues and consultation on major local projects.

Principal Activity: 1		EFFECTIVE GOVERNMENT	
Objective: 1.3		EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.	
Strategy: 1.3.1		Implement sound financial management strategies to meet Cityplan objectives.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. SECTION 94 CONTRIBUTIONS PLAN MAJOR REVIEW			
Complete the major review of the 1993 Section 94 Contributions Plan	For existing projects in the CP, complete the analysis of demand, concept designs and cost estimates by end December 2007	SP	Target affected by Department of Planning proposals for Legislative reform of Sect 94. Passage of EP&A Amendment Act will require Council to prepare a new contributions plan during 2008/09. In the meantime, investigations have been completed to allow 6 further amendments to the Contributions Plan to developed to public exhibition.
	Progressively finalise documentation of CP amendments for the major review	SP	Target affected by Department of Planning proposals for Legislative reform of Section 94. Passage of EP&A Amendment Act will require Council to prepare a new Contributions Plan to program to public exhibition.
	Council adoption of a new combined CP by end of first quarter 2008.	SP	Passage of EP&A Amendment Act will require Council to prepare a new Contributions Plan during 2008/09.
2. 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)	Draft Contribution Plans to be exhibited with Development Control Plans/LEPs for new release areas	SP	Town Centre Contribution Plans are in preparation for Ulladulla, Huskinson & St Georges Basin, concurrent with respective DCP reviews, following passage of EP&A Amendment Act. On-going for Nowra/Bomaderry Structure Plan land release area.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. CONTRIBUTION PLANS FOR SHOALHAVEN TOWN CENTRES			
Progressively develop integrated infrastructure plans and contribution plans for Shoalhaven town centres	Complete Huskisson pilot project and evaluate	SP	Report prepared for Council consideration recommending exhibition of a Draft Plan.
	Draft Contribution Plans to be exhibited with draft amendments to town centre DCPs	SP	Draft Plans for Ulladulla & St Georges Basin being finalised for exhibition. Draft Plan for Huskisson in preparation. These have been prepared in conjunction with DCP reviews.
	Complete Ulladulla town centre Contribution Plan	SP	Draft Plan is with consultant for finalisation and exhibition.
4. MISCELLANEOUS SECTION 94 PROJECTS			
Prepare amendments to the S94 Contribution Plan according to Council direction for miscellaneous works projects	For new projects draft Contribution Plan amendments to be exhibited within 6 months of Council resolution to prepare.	SP	Target affected by legislative changes to Section 94. However, 6 Amendments to the Contributions Plan have progressed to public exhibition in the final quarter.
5. SECTION 94 ADMINISTRATION			
Contribution Plan to be available to the public on the Internet	2008 Contribution Plan to be available on the Internet following completion of the major review.	SP	It is proposed that the new Contributions Plan to be prepared in 2008/09 will be formatted for online presentation subject to availability of resources.
6. FINANCIAL PERFORMANCE MEASURES			
To effectively manage Council's financial resources as per policies and guidelines set by Council and the Department of Local Government	Manage Council's debt in accordance with Council policy	FC	Council's internal debt service ratio for 2007/08 is 16% - below the target of 25%.
	Review and keep up to date all Council policies regarding Council's finances	FC	A "Statement of Business Ethics" was developed and adopted by Council which provides some protocols in Council's dealings with various customers.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
7. 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	Continue to investigate improvements to Council's financial systems and processes	FC	<p>The Finance system roll over to the new financial year 2007/08 and new organisational structure was successful.</p> <p>Electronic timesheet project is progressing with several sections trialing the system.</p>
8. LONG TERM FINANCIAL STRATEGY			
Develop a 10 year Financial Plan and ensure data is regularly reviewed and updated	Regularly review with senior staff the 10 year Financial Plan and adjust accordingly	FC	<p>Modifications to the 10 Year Financial Plan were made during the year to reflect the 2008-2011 adopted budget.</p> <p>A further briefing of the updated 10 Year Financial Forecast will be provided to the newly elected Council in October 2008.</p>
9. STATUTORY FINANCIAL REQUIREMENTS			
To ensure that Council meets its statutory financial and taxation obligations	Lodgment of statutory documents, submissions and returns within appropriate timeframes	FC	All statutory requirements met. FBT and BAS returns lodged on time. Council has also completed it's audited financial statements for 30th June 2007 and submitted to them to the DLG within the required timeframe.
	Ensure Council's surplus funds are managed in an effective manner	FC	Some returns during the 2007/2008 financial year have been less than the benchmark target. This has primarily been a result of the downturn in the financial markets and the impact on Councils managed funds. Overall, Council has exceeded its budget target for interest on investment revenue.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
10. DONATIONS			
Identify the donations to be made by Council to any individuals and community groups pursuant to Section 356 of the Local Government Act. (Also see list of Donations, Sponsorships and Subsidies)	Payment of donations, subject to submissions of claims by the identified groups and individuals	FC	The total allocations for the year amount to \$143,297.58 which supported 59 projects or groups in the city. Funds in the amount of \$13,178 have been carried forward to facilitate the Tourism Sporting Events Donations policy that was adopted by Council

Principal Activity:	1	EFFECTIVE GOVERNMENT	
Objective:	1.3	EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.	
Strategy:	1.3.2	Further develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. GROUP PLANS & BUSINESS PLANS</i>			
Group Plans and Business Plans (each Business Unit) are prepared/reviewed annually	Plans are completed in July each year and Group Directors report six monthly to the General Manager	GM	Plans were completed and monitored on a quarterly basis.
<i>2. MAJOR COMPUTER APPLICATION ENHANCEMENTS - GIS</i>			
Continue to enhance all aspects of Council's internal Geographic Information System	Continue to upgrade the map base accuracy.	SP	Council's GIS has been maintained in a timely manner and the cadastral accuracy upgrade has been progressing according to expectations, although slower than previous years due to the secondment of a staff member to the survey section for 3 days a week since January 2008. This financial year an additional 2900 parcels have been upgraded. Considerable progress has been made in identifying the status of roads (Crown, public etc) within the City. Work has commenced in the upgrade of Road centrelines to facilitate a link to road asset databases.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. 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	Review and implement the EEO Management Plan and report outcomes	GM	<ul style="list-style-type: none"> • Results of EEO survey collated and presented to Group Directors. <p>Development of brochure "Working for Shoalhaven City Council" containing EEO information for potential employees. To be distributed with job information packages.</p> <ul style="list-style-type: none"> • HR site visits to include EEO issues on agenda in order to increase awareness of issues across the organisation. • Development of "recruitment refresher" training course. Content highlights equity issues. • Development of refresher "Bullying and Harassment" training. Delivery to be targeted at those areas where awareness may be an issue. • Recent case law information to be issued to Managers and Supervisors via email.
4. STATUTORY REPORTING			
To ensure that Council meets its statutory obligations.	Council adopts and reports on it's statutory obligations in regard to: Management Plan, Annual Report, Quarterly Operating Report and Rating returns.	FC	<p>The Management Plan 2008-2011 was adopted by Council at its Ordinary Meeting of the 24th June 2008.</p> <p>The Annual Report for 2006/07 was finalised and was submitted to the Dept. Local Govt. on the 28th November 2007 which is prior to the statutory deadline as required under the LGA.</p> <p>All Rating returns including the Pensioner Rate Rebate Claims and Notional Rate Revenue Compliance returns have been forwarded to the Dept. of Local Govt. by the prescribed dates.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
5. ELECTRONIC ACCESS TO COUNCIL INFORMATION			
Web site availability and usability	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.	FC	The website has been expanded to incorporate Agendas and Minutes for Advisory Committees, Special Interest Groups, those with Delegated Authority, Natural Resources and Floodplain Management Committees and Outside Committees. It has also reflected the Change in the Committee structure following the introduction of an additional Ordinary Meeting which replaced the Policy and Planning Committee Meeting. Work is continuing on the development of an improved webpage for CCBs.
6. INNOVATION			
Foster innovation in the workplace to provide efficient and effective provision of services and customer relations	Through the innovation program, seek innovative ideas from staff, have them investigated and implement them within resource and budgetary constraints	FC	Council reviewed its Innovation Plan to encourage innovation that provides recognition to Council and staff as well as a benefit to the staff member. As such, the relaunch was based on an allocation of up to \$1,000 being awarded if an innovation is presented at a Conference and that innovation is adopted by another Council.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
7. EFFICIENT COMPLIANCE AND ENFORCEMENT			
Develop & train staff to adapt to changing situations, use technology more efficiently and ensure sound knowledge base for efficient decision making	Continuous review and update of legislative changes	FC	During the year changes were seen in relation to Ranger Services compliance with the Security Industry Act, Firearms licencing requirements, Tranquiliser use and storage. The changes to the Companion Animals Act were also bedded down during the year, particularly in relation to dangerous and restricted breeds of dog. This has been a particularly time consuming activity for Ranger Services this year.
	Training & development of all staff to ensure best possible service standards	FC	This year has seen a number of secondment opportunities taken up by Ranger Services Staff. In addition training in tranquiliser use, storage and handling was conducted. Firearms handling and safety was also undertaken. In this regard ongoing refresher training will feature in future years due to the unique safety issues involved with the use of such items.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Continued adoption of technological solutions to logistic issues.	FC	<p>The use of technology for Ranger Services to facilitate its field work has continued throughout the year. In particular, the purchase of additional Toughbook Computers for use in the field has continued. Some technical issues remain unresolved in terms of providing access to the full suite of Council's systems to these computers, however the critical systems needed (such as the companion animals register) can be accessed making for productivity and cost savings for those staff not required to return to the office to complete many tasks.</p>
8. INFORMATION MANAGEMENT STRATEGY			
Information Technology is utilised to best advantage to ensure effective resource use, maximise customer service and continuous improvement.	Review annually and implement the Information Technology Strategy and report outcomes	GM	<p>The highlight of this year was the successful completion of the Cambewarra Communications Tower providing enhanced infrastructure into the future.</p> <p>IT networks, servers and PCs remained reliable and secure enabling staff to effectively undertake their work. Major applications were upgraded including CHRIS, Trim and Masterplan and significant work has commenced on the replacement of Council's customer request system (CAMS).</p> <p>The IP telephony project started which will deliver cost savings and improve the reliability over the aging existing PABX system.</p>

Principal Activity:	1	EFFECTIVE GOVERNMENT	
Objective:	1.3	EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.	
Strategy:	1.3.3	Ensure that Councils activities are carried out within a clear framework of policies, procedures and service standards.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. INTERNAL AUDIT PLAN			
Ensure that Council has a disciplined approach to evaluate and improve the effectiveness of its risk management, control and governance processes	Annually review and implement the Annual Audit Plan on a risk assessment basis and report outcomes.	GM	<p>The Internal Audit Program concentrated on a number of major projects in 2007-08.</p> <p>The more significant projects were:</p> <p>Significant time was spent on the Department of Local Government's Promoting Better Practice review in the first half of 2008.</p> <p>Significant effort was devoted to Statewide Mutual insurance matters to endeavour to further improve Council's compliance position and thus reduce public liability risks.</p> <p>Coordinated the completion and annual review of Council's Intranet-based Corporate Risk Register. This register will be a key basis for determining enterprise risk management and addressing control and other risks affecting Council.</p> <p>On-site compliance audits were done at nine Tourist Parks during the year. Results indicated that the parks were being well managed, and generally 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.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>Financial and related audits were completed for each of Councils five aquatic and leisure centres, village pools and two sea pools with recommendations made for some maintenance matters, security, OH&S, and computer back-up procedures as appropriate.</p> <p>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.</p> <p>Compliance audits of Council's Rangers Access Agreement with the RTA was completed.</p> <p>Shoalhaven's Internal Audit has also had a role in investigations when required.</p> <p>Councils' Internal Auditor also represented Council on the executive of the Corruption Prevention Network (CPN).</p> <p>An updated fraud control strategy was formalised, covering all ten elements of an effective approach to addressing fraud and corruption risks and highlighting Council's approach to addressing possible fraud events.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>An audit of Council's investment portfolio was completed, in response to emerging concerns on investments generally following the sub-prime crisis in the USA.</p> <p>A report was also prepared for Council on climate change effects for NSW coastal councils, based on a presentation at the Public Sector Internal Auditors Conference in Canberra in June.</p>
2. RECORDKEEPING ACTIVITIES			
Ensure Council's recordkeeping activities comply with the State Records Act and associated Standards	Continuously monitor Council's recordkeeping activities, changes to legislation and industry 'best practice' and enhance systems and procedures as appropriate.	FC	In response to State Records notifications regarding legislative changes and new standards a system has been implemented to ensure compliance with the "Standard for Appraisal & Disposal of State Records" and the Records Procedures Manual has been updated to ensure compliance with "General Disposal Authority(GDA)24 - Imaged Records"
3. CORPORATE POLICIES			
Ensure that Council's corporate policies are accessible and remain relevant to current issues and the current political and community environment	Monitor and maintain improved access to council policies for the public, elected members and council staff.	FC	Council's program for reviewing and updating its policies continued throughout 2007-08. Over 96% of identified public policies have now been reviewed and presented to the elected Council for reaffirmation or rescission.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
4. APPLICATIONS FOR DEVELOPMENT			
Meet statutory requirements for development and other application processing times and process all applications in a timely and efficient way.	<p>Percentage of applications determined within target time:</p> <p><i>Development Applications:</i></p> <p>Within 40 days - 70%</p> <p>Within 21 days - 40%</p> <p><i>Construction Certificates for Building Works:</i></p> <p>Within 40 days - 70%</p> <p>Within 21 days - 40%</p> <p><i>Construction Certificates for Subdivision Works:</i></p> <p>Within 10 days - 65%</p> <p><i>Subdivision Certificates:</i></p> <p>Within 21 days - 80%</p> <p>Within 10 days - 50%</p> <p><i>Complying Development Certificates</i></p> <p>Within 7 days - 90%</p> <p>Within 5 days - 50%</p> <p><i>Building Certificates</i></p> <p>Within 15 days - 80%</p> <p>Within 7 days - 40%</p>	DE	<p><i>Development Applications:</i></p> <p>Within 40 days - 79%</p> <p>Within 21 days - 55%</p> <p><i>Construction Certificates for Building Works:</i></p> <p>Within 40 days - 57%</p> <p>Within 21 days - 29%</p> <p><i>Construction Certificates for Subdivision Works</i></p> <p>within 10 days - 97%</p> <p><i>Subdivision Certificates:</i></p> <p>Within 21 days - 68%</p> <p>Within 10 days - 57%</p> <p><i>Complying Development Certificates:</i></p> <p>Within 7 days - 74%</p> <p>Within 5 days - 65%</p> <p><i>Building Certificates:</i></p> <p>Within 15 days - 82%</p> <p>Within 7 days - 60%</p>
5. ENVIRONMENTAL & PUBLIC HEALTH MONITORING			
Monitor premises to ensure health, safety and environmental standards are met	Conduct an inspection and education program to achieve 90% of food premises rates as satisfactory and follow up on those premises that do not meet the required standards	DE	A total of 796 inspections were conducted during this year. A good or satisfactory rating of 95% was achieved. A poor rating was given to 39 premises.
	Carry out assessments and audits of non scheduled commercial and industrial premises to determine compliance with environmental legislation and determine the level of non-compliance	DE	Targeted audits of commercial and industrial premises in Bomaderry catchment revealed the need to expand the program to other catchments and continue to educate businesses to prevent pollution of waters.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Conduct an inspection and education program to achieve 100% of skin penetration premises rated as satisfactory and follow up on those premises that do not meet the required standards	DE	82 inspections of skin penetration premises were undertaken. All premises were deemed good or satisfactory. No premises were given a poor rating.
	Carry out 1000 inspections of onsite sewage management facilities and determine the proportion of failing systems.	DE	2268 inspections undertaken in the year. 408 of these inspections failed and were required to undertake remedial action.

6. ENFORCEMENT POLICY & PROCEDURES

Continuous review and improvement of ranger services policies, procedures and practice to ensure corporate alignment and best practice in accordance with legislation	Develop and implement complaints handling case management system	FC	<p>The introduction of the CRM system is due to be completed in 2008/09. In the interim the stand alone Rangers Data Base continues to provide excellent access to operational information.</p> <p>Pending the introduction of any new corporate CRM system, the use of the Rangers Data Base will need to continue, with opportunities to improve on data capture to be identified and incorporated if necessary into the CRM system.</p>
	Develop and review procedures	FC	Over the year a number of procedures have been drafted. SOP's for Ranger Services have all but been completed and will be in used by Q1`08/09. A draft Parking Priority Policy has also been developed and will be put before Council for adoption in due course.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Complete Compliance & Enforcement Policy	FC	This task has now been completed, with only the yearly reviews of the Compliance Policy to be made. The first review has been somewhat delayed due to the requirement to incorporate any changes made as a result of the deliberations of the Legal Proceedings Review Committee. Among other things the review will incorporate reference to Model Litigant and Restorative Justice provisions.
	Proactive compliance enforcement strategies developed to ensure the functions and decisions of Council are adhered to by the community.	FC	The year has seen Ranger Services continue to be proactive in a number of areas. A Companion Animal registration drive, illegal signage removal and inspection of dangerous and restricted breed dog enclosures and other provision, have been prominent during the year. In the lead up to the local government elections Q1 08/09 an increased emphasis on illegal political advertising is expected.
7. INSURANCE/RISK MANAGEMENT			
Compliance with Workers Compensation Legislation, Self Insurers Guidelines and all other directions from WorkCover NSW	Ensure Council's continued status as a self insurer through favorable monthly claim audit reports and favorable Case Management Reports.	FC	Self Insurers Licence compliance has been achieved by the timely provision of Audit Reports and Case Management reports to Workcover for the year

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
8. RISK MANAGEMENT			
<p>Continued facilitation of Councils Risk Management process through:</p> <p>*the adoption of appropriate policy and procedures through Council's Corporate Risk Management Committee.</p> <p>Compliance with directives from Council's Insurers.</p> <p>*Continued engagement in the South Coast Regional Risk Management Committee.</p>	<p>To ensure satisfactory results in the Statewide Public Liability Audit.</p>	FC	<p>The South Coast Regional Risk Management group conducted a workshop on Freedom of Information and Privacy in September 2007, which was hosted by Council. Council achieved an audit score of 90.7% which ranks it in the top 10% within the State. The State average was 70% which is an excellent result for Council. The benefit of such a result is that a percentage of premium is returned to Council. The South Coast Regional Risk management Group achieved the highest average score in the State</p>
9. OCCUPATIONAL HEALTH & SAFETY			
<p>Facilitate consultation, develop appropriate processes, implement and manage Council's OH&S System to support the achievement of Cityplan and Management Plan objectives</p>	<p>Ensure the OH&S system meets all legal and Workcover requirements and that strategies are effective in reducing risk to meet all legal obligations as a responsible employer. Develop strategies to enhance consultation, a safety culture reduction of incidents and positive OH&S input from the workforce.</p>	gm	<ul style="list-style-type: none"> • There has been a substantial improvement made to reducing costs (51%) and the number of incidents for Workers Compensation (30%). • Both reporting of hazards and reduced incident rates for LTI's has occurred. • 100% of new employees have attended OH&S Induction. • All corporate OH&S procedures are within the 3 year review time frame and in TRIM. • OHS Group Committee's are continuing to meet to discuss safety regularly.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<ul style="list-style-type: none"> • Health and Wellbeing activities are consistently well attended by staff. • Council has entered Hearth Foundation Local Government Awards and WorkCover Safety Awards. • A number of staff recognised for safety initiatives.
10. PLANNING CERTIFICATES			
Process Section 149 (Planning Certificates)	95% of certificates issues in three to five working days	SP	99.99% of S149 Certificates issued in under 5 days.

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.4	COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations.		
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.		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
<i>1. BUSINESS UNIT OPERATIONS</i>				
Ensure Business Units are efficiently and effectively meeting the needs of the organisation and other customers	Development and review of Business Plans with key performance indicators and targets	FC	The recent change in Management structure within the Corporate Businesses Section has prompted full review of all the current Business Plans and associated Capital Works Programs. Any changes to those Plans as a result of the review will be reported in Quarter 1 of the new 2008/09 financial year.	
	Adherence to performance indicators and targets	FC	The Corporate Business Units are on track in terms of adherence to current performance indicators and targets.	
	Review services provided and service delivery methods	FC	The Corporate Business Units are continually reviewing service provision and quality service delivery in our operations. Succession Planning is a major focus with the pending retirement of a number of key long serving staff.	

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
2. BUSINESS PLANS & STRATEGIES			
Refine and develop individual business plans for each unit within Leisure Services	Identify opportunities to increase revenue from use of arts and community facilities. Review delivery of services to achieve savings in operating expenditures.	CS	<p>Business Plans prepared and adopted for Aquatics, Bereavement Services, Community Facilities and Shoalhaven Entertainment Centre. Art Collection Policy finalised and adopted by Council, Arts board Guidelines reviewed and adopted by Council.</p> <p>Policies prepared in area of Events and Shoalhaven Entertainment Centre. Extensive Consultation undertaken with representatives from Funerary and Monumental Masonry Services Providers with regard to OH&S provisions at Council's cemeteries. Policy and report to Council pending.</p>
	Implement program strategies to grow income by 4% in the KPA of memberships, learn to swim and secondary spend. Implement strategies to reduce expenditures on staffing, gas, electricity and water	CS	<p>Shoalhaven Aquatics' patronage is slowly increasing. This is primarily due to the wide range of programs and services currently being trialed and offered throughout the Aquatic & Leisure Facilities.</p> <p>Review of staffing and the Aquatics' restructure has presented significant savings across the Aquatics Unit, in particular, Bay & Basin Leisure Centre. The employment of 4 trainees has also reduced expenditure.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			Aquatics has enjoyed a reduction in gas, water and electricity consumption, with the implementation of ESD initiatives which include rainwater harvesting tanks, efficient gas/water heating services coupled with solar and more integrated building management systems which have the ability to redirect heating sources, dependent on weather and demand.
	To review the cost of services provided and consider the impact of emerging competition in the industry to maintain and grow current market position.	CS	The review of each of the Leisure Services Unit Business Plans highlights the challenges facing Leisure Services over the next 3 years. All Units are consistently reviewing a wide range of services offered to ensure a mainstream approach in meeting the requirements and demands of the ratepayers, from the presentation of arts shows/exhibitions, Entertainment Centre performances, Leisure Centre programs and the sensitive needs of Bereavement Services.
	To develop a Business Plan for the management and operation of the SMPCCC with a blend of commercial and community bookings to optimise revenue generating potential.	CS	A Business Plan has been prepared and adopted by Council. Fees and charges have been prepared and adopted by Council.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
		CS	<p>Tenders have been sought for provision of Catering and Cleaning services at SEC.</p> <p>A policy for the operation and management of SEC has been adopted by Council.</p> <p>A comprehensive program of shows and activities has been prepared to mark the official opening and community festival. This includes site tours of the venue.</p> <p>An interactive web site, booking and ticketing system has been commissioned and is operational. Tickets can be purchased on-line 24/7 using credit card.</p>

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.5	PROMOTING LOCAL PRIDE - to effectively promote a positive image of the Shoalhaven.		
Strategy:	1.5.1	Develop methods to better promote the achievements of Council and the local community.		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
<i>1. MARKETING COMMUNICATION (External) STRATEGY</i>				
Ensure key stakeholders and public understand the breadth and significance of Council's activities and achievements	Annually review and implement the Media Strategy within budgetary constraints and report outcomes.	GM	<p>Council's Media office produced and distributed 224 media releases for the 2007-2008 financial year. This resulted in more than 537 mentions in local media as nearly all media releases receive two or more mentions in different media in the Illawarra and South Coast regions.</p> <p>The Media office also distributes this content to all community consultative bodies and village and town newsletters and local email lists. These locally produced media continually use the information provided by Council's Media office. Consumers of these media are distributed throughout the Illawarra and south coast regions.</p> <p>In conjunction with this activity the Media office also provides background information on a daily basis to journalists from regional, state and national media outlets.</p> <p>Council continues to provide information and news items to the national local government magazines such as Local Government Focus, Local Agenda, LGM [Local Government Manager], and Councillor.</p>	

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>This specific news and profiles is provided directly by the Media office. Consumers of this media are in local government positions throughout NSW and Australia.</p> <p>The Media office also provides specific media releases on arts and events from the Arts Centre and Entertainment Centre to a specific group of art / event media.</p> <p>In the fourth quarter, Council produced six pages of council news and information for four issues of the Shoalhaven Mail. This is directly distributed to 30,000 households in the city, with another 4,000 issues available for citizens.</p> <p>The Media office manages the news content on a weekly basis for the Council's internet home page at www.shoalhaven.nsw.gov.au.</p> <p>The Media office also provides photographic services for internal events, such as Mayoral meetings and other events within Council.</p> <p>The Media office has also provided advice and management of internal leadership strategies and forums.</p> <p>The Media office has also provided advice on the council's internet site development.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
2. RECOGNISE LOCAL EXCELLENCE			
Council will continue to foster or be involved with awards and local sponsorships such as: Business Excellence Awards, School Citizenship Awards Australia Day Awards Mayoral Civic Receptions, Arts and Cultural Awards	Identify Council sponsorship or award involvement each quarter.	FC	<p>Council has demonstrated its commitment to supporting and promoting the various existing methods of showcasing excellence achieved by citizens and businesses within the Shoalhaven during 2007/2008.</p> <p>During this the second Quarter of the financial year 2007/2008 Council has again promoted dinners and functions recognising the long standing support to many community groups. Council has also supported the Blessing of the Fleet Committee which is aimed at restoring this event to a high profile event for the community and visitors.</p> <p>Council has also signed a Friendship Agreement with Coolamon Shire which is a commitment that both Councils will work together to provide improved services for the respective communities.</p>

2. Protecting the Environment and 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 – 2007/2008

Community & Operations

Waste Services

Management of garden green and kitchen organic waste – Waste Services trialled two methods of reducing the amount of green and organic waste being managed by Council. A mobile chipping service was well received by the community, although poorly subscribed and very costly. However a home composting initiative that included compulsory training, on line help, follow up, consumer surveys and free bins and kitchen tidies proved that home composting will reduce the total amount of waste picked up in the garbage bin and therefore preserve landfill space, reduce emissions and reduce the amount of trucks required for collection.

Excellence in the Environment – Waste Services received a “highly commended” award for Excellence in the Environment in Category C Councils. Council’s “Another Prong to the Garden Fork” project, trialling green waste management processes, was rewarded at the award ceremony held at Parliament House on 4th December 2007. This project incorporated the acclaimed home composting trial, chipper trial and ancillary green waste management initiatives.

Safety Show – Waste Services hosted a stand at the Safety Show in Sydney from 24 to 26 October, 2007. The display advertised Council’s pro-active management of asbestos containing materials at Recycling and Waste Disposal sites.

Clean Up Australia Day - Another successful day was held in the Shoalhaven this year with 96 groups participating from Berry to Tallowa Dam, and as far south as Merry Beach. The Shoalhaven hosted the second largest number of volunteer groups in all LGAs in Australia, only behind Brisbane. A combination of residents and holiday makers made up the total of 3,000 participants, with over 17 tonnes of material collected as well as 58 shopping trolleys recovered from the Shoalhaven River at Nowra.

Waste Processing Trials - Waste Services undertook two trials to assess the feasibility of processing mixed kerbside domestic garbage so as to reduce the volume and increase recovery of resources. The first trial took material through a large rotating mechanical digester, separated recoverable materials, landfill material and organic material, and ended up with a fine organic fraction that is currently being assessed for potential uses. The second trial is still underway and used covered windrows with air blowing through the garbage to break down the organics.

Planning

- Lake Conjola Flood Study adopted by Council. Lake Tabourie Flood Study and Caravan Park Flood Safety Study progressed. Draft Broughton Creek and Kangaroo Valley Flood Studies placed on public exhibition.
- Coastal Hazard Studies completed.
- \$165,000 funding approved by State Government to Estuary Management works.
- Flood studies adopted for Burrill Lake, Moona Moona Creek and Currambene Creek.
- Lower Shoalhaven Flood Risk Management Plan adopted.
- Millards Creek Ulladulla, Urban Stream Corridor Management Plan adopted and commenced grant funded projects.
- Three innovative general community and two youth specific workshops were held as part of the preparation of a Citywide Growth Management Strategy using funding provided by the NSW Department of Planning’s Planning Reform Fund.

- Final Sussex Inlet Settlement Strategy was finalised and publicly released. Council is now advancing a number of the rezoning proposals identified in the Strategy.
- Nowra-Bomaderry Structure Plan received final endorsement by the NSW Department of Planning. The final document was subsequently published and made available on Council's internet site.
- Projects related to Riparian Corridor Verification and Assessment of Bio-certification potential were subsequently completed and will assist to implement the Nowra Bomaderry Structure Plan.
- Initial meeting of Councils Climate Change Risk Management Working Party held.
- Council subsequently joined the Cities for Climate Protection program and work commenced on gathering information necessary to establish an inventory and forecast for key sources of greenhouse emissions.
- Beach recession studies and hazard studies for coastal cliffs and headlands presented to Council. A draft Management Plan is being prepared and will be the subject of further community consultation.
- Completion of the Fire Access Atlas for use as an operational tool by fire-fighters in the Shoalhaven.
- Completion of draft Flood Emergency Plans as well as a revised draft Floodplain Management Policy for Caravan Parks.
- Amendment No.232 to *Shoalhaven Local Environmental Plan 1985* was gazetted and rezoned land at Dolphin Point to part Residential 2(c) consistent with the zoning of adjoining land to provide for new residential development, and part Environment Protection 7(d2)(Special Scenic) to preserve an existing riparian corridor and provide opportunities for biodiversity connectivity.
- Work continued on the Citywide Local Environmental Plan review (LEP 2009) and associated Development Control Plan (DCP review and a series of Councillor briefing workshops were held. Nowra / Bomaderry LEP incorporated.
- Estuary Management Plans adopted for the Shoalhaven River and Millards Creek.

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.	
Strategy:	2.1.1	Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. WASTE MANAGEMENT</i>			
Implement strategies to minimise waste disposed of to landfill	Trial green and organic waste processes (home composting and mobile chipping service) with a view to evaluating City-Wide implementation	CS	The home composting trial involving 200 residents proved to be successful and Council have resolved to extend home composting to a further 5,000 households in the 2008/09 financial year.
	Develop Resource Recovery Park at West Nowra to minimise landfill and levy payments	CS	Land has been purchased adjacent to the current West Nowra landfill site with the aim of developing a Resource Recovery Park. While a business case for operating the site to manage only Shoalhaven's waste stream is being developed, Council is also working with the Southern Council's Group to possibly include the facility as part of a larger regional waste strategy.
	Provide financial incentives for separation of commercial loads into dry and wet to assist further recovery through fee structures.	CS	Differential pricing has been incorporated as part of the ongoing pricing strategy to encourage dry commercial waste loads (which are simpler to separate and recover) to be collected separately from putrescible waste loads.
<i>2. GROWTH MANAGEMENT STRATEGY (CITYWIDE STRUCTURE PLAN)</i>			
Prepare the Citywide Growth Management Strategy and develop a mechanism to monitor and review	Adopt and exhibit an issues paper highlighting conservation and settlement trends and prepare and exhibit a draft management strategy based on findings from the issues paper process.	SP	Final report received on the outcomes of the initial community consultation and reported to Council. Work is continuing on the preparation of the draft Growth Management Strategy.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. NOWRA BOMADERRY LOCAL ENVIRONMENTAL PLAN REVIEW			
Prepare Local Environmental Plan Review for Nowra Bomaderry consistent with the Structure Plan	Adopt and Exhibit a Draft Local Environmental Plan based on new State government standard format	SP	The Department of Planning endorsed the Nowra Bomaderry Structure Plan in late February 2008. Work is continuing on the preparation of a Local Environmental Plan resulting from that Structure Plan.
4. ESTUARY MANAGEMENT PLANS - PREPARATION - SHOALHAVEN RIVER			
Work with Shoalhaven River Natural Resource & Floodplain Management Committee to prepare an Estuary Management Plan.	Complete the Estuary Management Plan by end of December 2007	SP	The final Estuary Management Plan has been adopted by Council.
5. ESTUARY MANAGEMENT PLANS - PREPARATION - MILLARDS CREEK			
Work with Ulladulla Harbour and Millards Creek Natural Resource & Floodplain Management Committee to prepare a Natural Resources Management Plan for Millards Creek Urban Stream Corridor	Prepare draft Natural Resources Management Plan for Millards Creek Urban Stream Corridor by end of December 2007	SP	Estuary Management Plans have been adopted. Implementation commenced with grant funded projects.
6. ESTUARY MANAGEMENT PLANS - IMPLEMENTATION			
Consider actions identified in adopted Estuary Management Plans and combined Estuary/Natural Resource Management Plans	Consider integrating planning related actions into process of policy and planning instrument development in areas covered by adopted Estuary/Natural Resource Management Plans	SP	Comprehensive project program submitted to DECC for funding support. Estuary Management Plans assessment of each water body to be integrated into the new LEP. Preliminary zoning recommendation completed for inclusion in the LEP.
	Work with Natural Resources and Floodplain Management Committees to identify priority on-ground projects from adopted plans and seek funding assistance to implement those projects	SP	Comprehensive project program submitted to DECC for funding support. Preliminary advice received from DECC that the 2007/08 funding application had been successful. Total \$165K to be matched in Council's 2008/09 budget allocation to NSW Estuary Management Plan Implementation. 2008/09 DECC submission complete.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
7. FLOOD INFORMATION			
Via the Floodplain Management Program, progressively replace historical flood data with the results of Flood Studies and Risk Management Studies and Floodplain Management Plans	Progressively complete studies and plans outlined in the 10 year forward program.	SP	Broughton Creek and Kangaroo valley Flood studies exhibited and being finalised. Lower Shoalhaven River Flood Risk Management Plan adopted. Flood studies for Lake Conjola and Burrill Lake adopted. Lake Tabourie & Bomaderry Creek Flood Studies commenced. Caravan Park Flood Safety Study developed, exhibited and close to finalisation.
	Implement Council's Interim Flood Policy when final draft Flood Studies are received	SP	Flood Study data updated for Kangaroo River, Broughton Creek, Burrill Lake, Lake Conjola, Moona Moona Creek & Currumbene Creek.
	Amend DCP 106 when final Floodplain Management Plans are completed.	SP	St Georges Basin FRMP information incorporated in DCP106. Lower Shoalhaven FRMP Amendment adopted and has been included in the DCP as an amendment and will be exhibited shortly.
8. FLOOD INFORMATION - FORECASTING			
Progressively improve the capability for flood forecasting by use of Flood Alert Systems (catchment derived flooding)	Progressively upgrade, annually audit and maintain the alert system to capture rainfall and river flow information across the City.	SP	Flood Alert System upgrades funded under NDMP for Greenwell Point, Orient Point, Lake Conjola, Burrill Lake and Tabourie Lakes. Installation now complete. Annual maintenance on existing system undertaken.
9. NOWRA CBD STRATEGY REVIEW			
Review the existing Nowra CBD Strategy (covering the next 15 year period)	Review and implement Local Environmental Plan and a Development Control Plan in conjunction with the Nowra Bomaderry Draft LEP	SP	Work on the Development Control Plan will continue in late 2008 following the preparation of the draft LEP for the Nowra Bomaderry area.
10. IMPLEMENT THE HOUSING STRATEGY			
Implement recommendations from the Housing Strategy	Consider the recommendations of the Housing Strategy when appropriate	SP	The Housing Strategy continues to be considered during preparation of strategic plans

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>11. COASTAL MANAGEMENT</i>			
Prepare Coastline Management Plan as per NSW Government's Coastal Management Manual 1990	Undertake Coastal Management Plan project inclusive of hazard studies as per 3 year project plan by end of June 2009.	SP	Coastal audit, Coastal Asset Plan & Coastal Issues/Objectives Summary completed. Hazard studies to be undertaken. Preliminary draft issued for Coastal Management Committee meeting in 1st quarter 2008/09.
	Undertake Coastal Maintenance Program on a risk management basis	SP	Coastal Maintenance Program completed & audit of assets completed to form scope of works during 2008/09. Complete 2008/09 audit in progress.
<i>12. FLOODPLAIN STUDIES/PLANS</i>			
Work with Government agencies towards completion of Floodplain Management Program	Complete various studies and plans in accordance with Council priorities	SP	Broughton Creek and Kangaroo Valley Flood studies exhibited and being finalised. Lower Shoalhaven River Flood Risk Management Plan adopted. Flood studies for Lake Conjola and Burrill Lake adopted. Lake Tabourie & Bomaderry Creek Flood Studies commenced. Caravan Park Flood Safety Study developed, exhibited and close to finalisation.
<i>13. NSW PLANNING REFORM PROCESS</i>			
Monitor and Review NSW Planning Reform Legislation	Co-ordinate and submit Council responses to changing legislation and policies	SP	Council has made detailed submissions to the NSW Department of Planning in relation to the Planning Reform Bill.
<i>14. PLANNING TASK PRIORITY LISTING</i>			
Progress project listing as determined by Council	Complete individual projects by nominated quarters	SP	A redesign of the Planning Work Program was launched in May 2008.
<i>15. SHOALHAVEN DRAFT LOCAL ENVIRONMENTAL PLAN</i>			
Review Shoalhaven LEP 1985 to comply with new State Government Standard Format	Set up process for review based on requirement for finalisation by March 2009	SP	Work has continued on the LEP review during the year, including the mapping project.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
16. SHOALHAVEN DEVELOPMENT CONTROL PLAN			
Prepare a single Development Control Plan for Shoalhaven	Prepare, exhibit and adopt one comprehensive Development Control Plan for Shoalhaven to comply with NSW Planning Reform legislation of one DCP for each parcel of land	SP	Work is ongoing on the review of the Shoalhaven Development Control Plan
17. SMALL LOT RURAL SUBDIVISION			
Resolve future of small lot rural subdivisions in Jervis Bay and St Georges Basin area	Review potential for development and identify infrastructure feasibility and implementation mechanisms where appropriate	SP	Work has progressed in relation to each of the estates being Jerberra, Heritage, Verons, Goodlands Road and Nebraska. Negotiation has continued with both Federal and State Governments on identified constraints. Council has implemented special rates towards rezoning, road design and road construction. Allocations of general fund have been made for roads in Jerberra, Nebraska and Verons Estates. Liaison has continued with landowners through regular correspondence, Web page information and some face to face discussions/meetings.
18. ULLADULLA CBD REVIEW			
Joint venture with State Government to prepare/review DCP for Ulladulla CBD and surrounds	With input from the Working Party prepare the draft plan for exhibition in 2nd quarter of 2007/2008	SP	The review of DCP 56 incorporating development Guidelines for the Town Centre of Ulladulla. has been a joint venture partnership with Premier and Cabinet, Department of Planning and Department of Lands and has involved 5 independant facilitated workshops with a community based working party and two consultants reports. The Draft Review has been publicly exhibited and is subject to Council consideration in July 2008.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
19. OTHER TOWN CENTRE REVIEWS			
Progressively review CBD DCPs for other areas. e.g. Bomaderry, Berry, St Georges Basin	Review plans as needs and resources permit	SP	The review of DCP 54 Huskisson Town Centre was initially relating to height and scale however during the course of discussion with the community based working party now involves the review of the whole document. There has been 3 independently facilitated workshops and the plan has been approved to be placed on exhibition. It is expected that adoption of the documents will occur in late 2008. St Georges Basin DCP 17 has been adopted by Council.

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).	
Strategy: 2.2.1		Work with the community and government agencies to refine and develop Council's environmental monitoring system.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. ENVIRONMENTAL EDUCATION			
Develop effective environmental and public health awareness programs with the community	Seek grant funding and other opportunities for environmental and public health education and partnership programs	DE	Environmental Services successfully gained two grants this year and are awaiting the outcome of two more grant applications.
2. 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.	Regularly report on water quality against set parameters for key Shoalhaven water bodies	DE	Water quality monitoring of our 22 catchments was completed during the year. Results of monitoring were analysed using the water quality index. Most catchments were rated as good with only one catchment being rated as poor after heavy rainfall events.
3. STATE OF ENVIRONMENT REPORT			
Continue to improve Council's annual State of Environment Report	Seek 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.	DE	Consultant's proposal for provision of SoE reporting services received for consideration. Community consultation confirmed that Council reduce the number of key environmental performance indicators which are reported for both Council operations and the community. More frequent reporting of environmental performance is required as a monitoring and evaluation tool for Council's operations and strategic planning.

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).	
Strategy: 2.2.2		Undertake and encourage the restoration and protection of our environment.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. DEVELOPMENT SITES			
Maintain awareness of erosion and sedimentation issues on development sites	Number of information leaflets sent out each quarter	DE	2027 information leaflets were sent out to ensure increased awareness of the environmental impact of inappropriate construction processes.
	Number of penalty infringement notices issued to developers on building sites	DE	Three (3) penalty infringement notices were issued to developers on building sites.
2. DUMPED WASTE & LITTER			
Utilise the Regional Illegal Dumping (RID) Squad to combat illegal dumping and littering	Administer the Regional Illegal Dumping (RID) Squad on behalf of participating Council areas.	CS	The RID squad has continued to be an effective tool in managing illegal dumping in the three participating local government areas.
3. BUSHCARE GROUPS			
Support Bushcare groups to rehabilitate and protect natural areas under Council's control throughout the Shoalhaven	Report the number of active groups and the number of projects complete and in progress	CS	<p>2007/08 saw another very successful year for the Bushcare movement. Staff have worked hard with the volunteers to provide technical and on ground support. A number of grants have been obtained by Council to undertake a range of projects using Bushcare Volunteer Hours as a basis for Council's in-kind contribution. These include</p> <ul style="list-style-type: none"> * The SRCMA funded Milton Rainforest Reserve Project * The Grotto Regeneration Envirofund Project * The SRCMA funded Bundewallah Reserve Project

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>* Mt Coolangatta Regeneration Project</p> <p>* Green Corps project</p> <p>The year also saw the introduction of a new "newsletter" to the group called Bushcare Links which is produced monthly and was developed to provide the groups with information on the Bushcare movement throughout the City.</p>
4. NOXIOUS WEEDS - CONTROL			
Implement weed control programs to confirm with Regional Weed Management Plans, within allocated budgets.	Report on controls implemented for each weed including Aquatic Weeds, African Lovegrass, Broom and Gorse, Bitou Bush, Giant Parramatta Grass, Lantana, Serrated Tussock	CS	Roadside spraying and contractual spraying on private properties has been carried out throughout the year targeting various noxious weeds to be controlled at the correct time of the year. The main weeds controlled include Blackberry, Lantana, Giant Parramatta Grass, African Lovegrass, Privet, Fireweed, Bitou Bush and Water Hyacinth.
5. NOXIOUS WEEDS - BUDGETS			
Implement control programs for significant local weeds, within allocated budgets.	Report on controls implemented for each weeds including Blackberry, Fireweed, Noogoora Burr, Privet and other weeds considered locally significant.	CS	Grant applications were submitted for continuing and new Group Projects and for Weed Control Coordination (property inspections) to NSW DPI. A grant of \$10,000 was received from Southern Rivers Catchment Management Authority to assist with control and an awareness campaign for Water Hyacinth in Shoalhaven. Sydney Catchment Authority will also assist with the production and distribution of literature relating to Water Hyacinth outbreak in Lake Yarrunga. NSW DPI has also allocated in excess of \$14,000 to assist with the coordination and control of this outbreak.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
6. NOXIOUS WEEDS - COMPLIANCE			
Administer the Noxious Weeds Act, co-ordinate the function of the Act by inspecting private properties and ensure identified noxious weeds are controlled.	Report on the number of private property inspections undertaken (target 500 per year)	CS	Considerable resources were allocated to controlling the outbreak of Water Hyacinth in Kangaroo Valley, this entailed inspecting farm dams on over 300 properties and several inspections of the Kangaroo River and upper reaches of Lake Yarrunga and regular inspections of the property where the source of this infestation began. An aerial inspection was undertaken to speed up this process with the inspection including the whole of the Lake Yarrunga catchment, which involved Noxious Weeds Officer from Kiama and Wingecarribee Shires. Fireweed inspections were carried out in Southern Shoalhaven and Kangaroo Valley with infestations of Fireweed are still being found and listed for control in these areas. Section 18 Weed Control Notices were served and one (1) Penalty Notice was served in Milton. Limited Fireweed inspections were carried out on properties in the Central area of Shoalhaven.
7. NOXIOUS WEEDS - AWARENESS			
Raise awareness of noxious weeds and control methods within the community.	Report on activities - target 5 local media articles, 4 articles for local farm journals & newsletters attendance at 2 local shows per year, attend Small farm field day at Berry . Attend at seminars and provide information to community groups upon request.	CS	Council staff have participated with displays at three (3) local shows, one (1) Small Farm Field Day at Berry and have written six (6) local media articles and three (3) articles for farm journals.

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).	
Strategy: 2.3.1		Develop and maintain a high level of expertise and good facilities for all disaster response agencies.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. LEMC</i>			
Support and encourage efficient emergency agency co-ordination and integrated response through the Local Emergency Management Committee	Minimum three LEMC meetings held per year with strong emergency agency attendance	CS	Three meetings of the LEMC were held in the financial year with continuing strong representation and interest from virtually all major emergency response agencies. There was concern however of the withdrawal of local representation from the Welfare Agency and this concern has been raised at District level.
<i>2. EOC RESOURCING</i>			
Maintain Council emergency support staff skill levels and equipment levels to adequately resource the Emergency Operations Centre in times of activation.	Adequate numbers of appropriately trained staff available to resource the EOC in case of activation	CS	The Shoalhaven has fortunately had a quiet year with respect to need for activities of the EOC. Despite this there is continuing adequate resources to staff the EOC. Shoalhaven's long standing LEMO is nearing retirement and plans are underway to ensure primary and backup LEMO resources are available into the future.
<i>3. EMERGENCY MANAGEMENT CAMP</i>			
Support and coordinate the annual emergency management training camp	Annual training camp successfully held with strong multi agency attendance	CS	Another highly successful Annual Training Camp was held in August 2007 with strong interest and attendance from a broad range of emergency response groups. Planning is well in hand for the 2008 camp.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
4. BUSHFIRE HAZARD REDUCTION			
Maintain existing asset protection zones in accordance with the scheduled program to manage fuel loads on Council managed lands in the high risk areas identified in the Bush Fire Risk Management Plan	Compliance with the scheduled program	CS	Additional mows throughout the year resulted in over 130% compliance with schedule.
5. MANAGEMENT IN BUSH FIRE PRONE AREAS			
Implement fuel management strategies for Council managed land as per the Bush Fire Risk Management Plan	Manage and maintain Asset Protection Zones and establish new ones where necessary	SP	First round of maintenance of existing APZ's & firebreaks have been completed in all areas. Enhancement works at Bomaderry & Mollymook have been completed. 2 new APZ's constructed at North Nowra. 08/09 work schedules and environmental assessments being prepared.

3. Promoting and 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 2007/2008

Planning

- S94 Plan Amendments adopted for Car Parking and Fire & Emergency Services across the City and further work undertaken on amendments for open space, active recreation, Ulladulla, Huskisson and St Georges Basin Town Centres, Northern Leisure Centre, Dolphin Point road works and Berry Car Parking.
- Submissions made to the NSW Department of Planning and Local Government & Shires Associations in regard to the EP&A Amendment Bill.
- Submissions made to NSW Department of Planning on proposed amendments to the Senior Living and Major Project State Environmental Planning Policies (SEPPs). Submissions also made on proposed reforms to the NSW planning system.
- Adoption of Voluntary Planning Agreement Policy by Council.
- Significant work towards S94 systems upgrades.
- Development of 3D Modelling for Ulladulla and Huskisson town centres.
- Adoption of Development Control Plan No. 119 which covers the proposed hotel site and the remainder of the civic precinct, Bridge Road, Nowra. The DCP provides detailed principles to guide the future development of the land.
- Commencement of the Sustainable House Project to be built at Worrigee and co-ordinated by Council in conjunction with a consortium of local businesses and development approval granted for the proposed house. The project aims to showcase a range of sustainable alternatives and the house will be fully interpretive and kitted out for training events and seminars.
- Prepared and exhibited draft Public Environment Report (PER) under the Commonwealth Environment Protection & Biodiversity Conservation Act for the 'Heritage Estates' at Worring Heights and publicly exhibited by Council during June 2008.
- Adoption of St Georges Basin Development Control Plan review by Council.
- Major Development Control Plan reviews of the Ulladulla and Huskisson areas continue, including considerable public consultation and Working Party meetings.
- New census package on Shoalhaven population and housing made available via Council's web site.

Finance & Corporate Services

Tourism

- During 2007-2008 the Shoalhaven Tourism Board implemented an extensive multi media marketing campaign using a mix of TV advertising, print advertising and on-line marketing. Total cost of the campaign was \$605,000 plus an additional spend of \$351,000 by Tourism New South Wales on brand marketing.
- 75,000 copies of the main Shoalhaven promotional brochure "Shoalhaven Holidays" were produced. This 116 page, A4, magazine style glossy publication is currently being distributed to visitors to the Shoalhaven.

- Total direct expenditure in the Shoalhaven by visitors, in the calendar year 2007 was \$544 million.
- Shoalhaven tourism business Won 9 of the categories and took out another 12 Awards of Distinction and Encouragement Awards in the South Coast Regional Tourism Awards. The Lady Denman Heritage Complex, Dolphin Watch Cruises, Crystal Creek Meadows Luxury Accommodation and Milton Country Cottages went on to be listed as finalists in the State Awards. Crystal Creek Meadows Luxury Accommodation won its category in the State Awards and went on to secure an Award of Distinction at the National Tourism Awards.
- Figures released from the National Visitors Survey and the International Visitors Survey by Tourism Research Australia for the year ended 31 March, 2008 showed a healthy growth in visitation to the Shoalhaven.

Shoalhaven (Incl JBT)	Year Ending March 2007	Year Ending March 2008	Change
Domestic Visitors	1,151,000	1,234,000	+7%
International Visitors	22,000	32,000	+45%
Day Visitors	1,218,000	1,479,000	+21%

Principal Activity:	3	PROMOTING AND DEVELOPING THE LOCAL ECONOMY	
Objective:	3.1	ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.	
Strategy:	3.1.1	Actively encourage sustainable employment generation and help strive for a stronger and more diversified economic base for the Shoalhaven.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. SUSTAINABLE EMPLOYMENT GENERATION			
Information Resources to assist the Unemployed	Provision of information and resources to assist the unemployed.	CS	Shoalhaven Libraries continue to support job seekers -PC access for job applications; recreational & educational materials for lifelong learning and access to a range of Local, Regional & National newspapers
2. INDUSTRY GROWTH & CAPABILITY			
Identify and encourage growth sectors within the local economy that fosters: *significant employment growth *the attraction of professional graduates *improved levels of income/capita	Prepare Industry Development Strategies that identify opportunities, issues, needs, the capacity to value add to economic, environmental and social outcomes and develop actions for the following industry sectors: *agribusiness, including agriculture *defence (especially aviation/avionics) *education & training *high technology (information technology/simulation) *manufacturing (especially export orientated) *transportation and distribution *aged care services	FC	Specific industry sectors that attracted significant strategic growth facilitation were: Aquaculture - development of proposal for Ulladulla STP, Jervis Bay mussel farming development Agribusiness - development of agribusiness development & sustainability plan Defence - liaison with govt & industry regarding location of platform support in Nowra for future helicopter projects Waterfront/Marine industry - liaison with govt & industry regarding development of waterfront marine precincts Government project liaison - providing development liaison for major govt projects: Sth Coast Correctional Centre; Bamarang Power Station; MR92 upgrade; Gerringong-Bomaderry Ph Upgrade

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Develop a Targeted Attraction Program based on the outcomes and opportunities identified through the preparation of industry Development Programs	FC	<p>Specific initiatives included:</p> <p>Defence - participation in NSW Govt Defence Round Table; Liaison with DMO CEO</p> <p>Sustainability - Partner in "Business Treading Lightly"; Preparation of grant application to NSW Environment Trust</p> <p>Marine - formation of a Sth Coast marine industry network</p> <p>Skill Shortages - particular attention on marine industry, aviation/avionics, aged care</p>
	Identify and communicate opportunities for the replacement of goods and services currently imported into the Shoalhaven economy	FC	<p>Promoted involvement by local subcontractors in major construction projects.</p> <p>Continued with local business network meetings including a new Marine Industry group</p>

3. BUSINESS GROWTH & CAPABILITY

Provide Assistance to and encourage business	Provide effective and efficient advice to planning process (ie., LEP, DCP)	FC	<p>Major project involvement included: Sth Coast Correctional Centre; Bamarang Power Station, Ulladulla Harbour redevelopment; Shoalhaven River Marine Industrial precinct;</p> <p>Planning issues: Nowra Bomaderry Structure Plan, Illawarra Employment Lands task force;</p> <p>Local DA submissions: industrial, commercial, agribusiness</p>
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Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Conduct and publish research that enables an improved understanding of issues and opportunities with respect to economic growth	FC	<p>Census 2006 - update data series and release</p> <p>Provide input into IRIS Research data collection and analysis for publication</p> <p>With DEEWR undertook research into Shoalhaven labour market dynamics</p> <p>With UoW updated Shoalhaven Export industries analysis</p>
	Identify opportunities for export development through the leverage of Shoalhaven's Sister City Relationships	FC	<p>With UoW updated Shoalhaven Export benchmarking study.</p> <p>Hosted delegations from various centres within China with respect to - water & sewer, education, town planning, business administration, agriculture.</p>

Principal Activity:	3	PROMOTING AND DEVELOPING THE LOCAL ECONOMY		
Objective:	3.1	ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.		
Strategy:	3.1.2	Identify and foster the provision of essential infrastructure to boost the Shoalhaven's economic competitiveness.		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
1. TRANSPORT				
Significantly improve access between Shoalhaven, Sydney, Canberra and Wollongong with respect to movement of goods and people.	Pursue upgrades of linkages to major highway networks	FC	Major projects assisted or monitored: Main Road 92 upgrade; Sth Nowra PH upgrade; Mt Conjola PH realignment; Gerringong-Bomaderry Route selection. Other PH project liaison: Pambula Creek floodplain crossing; Oak Flats-Dunmore realignment. Participation in PHOCUS (Princes Highway Task Force); SEATS (South Eastern Australia Transport Strategy)	
	Pursue improved linkage of rail service to the Sydney Metropolitan Network and an increased frequency of services	FC	No issues or investigations into Illawarra/Sth Coast Railway were raised.	
2. ITC SERVICES				
Foster the improved availability of and access to ITC services	Complete and audit of industries access to ITC services	FC	Progressive improvements were undertaken by communication providers to deliver broadband and dialup facilities to population and employment centres	
3. EMPLOYMENT LAND				
Identify and develop appropriate levels of employment land within Shoalhaven	Maintain adequate supplies of developed serviced land in Nowra-Bomaderry and Milton-Ulladulla	FC	Stage 9 of Flinders Industrial estate at Sth Nowra finalised. Sales completed in year - 4 Lots available for sale - 40+	
	Facilitate employment land development in other towns and villages to meet community/business needs	FC	No major industrial subdivisional work undertaken by Council or private developers. Supplies exist of vacant lots at most centres.	

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Ensure adequate employment zonings exist to meet future demand.	FC	Nowra/Bomaderry Structure Plan release in 2008/9 will release new areas within northern Shoalhaven.
4. WORKFORCE CAPABILITY			
Foster a workforce with the capability required to support a sustainable economy	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	FC	<p>Workforce training facilities expanded at Shoalhaven Campus.</p> <p>Minister for Defence committed HATS to HMAS Albatross.</p> <p>Liaison continues to establish an aviation skills training centre at Nowra.</p> <p>Proponents of Ulladulla Future Park, an aquaculture research and business development facility, given permission to proceed to next stage</p>
	Foster the establishment of further technical vocational education and training opportunities in the Shoalhaven compatible with industry needs	FC	<p>From Blueprint Shoalhaven a local Education & Training network has established to stimulate & promote vocational education programs to industry as well as to educators and students.</p> <p>Liaison with DoDefence regarding Skills training facility to compliment HATS and other platform support programs.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
5. MARKETING			
Foster an increased awareness of the Shoalhaven's capabilities and assets	Develop a Marketing Strategy that actively promotes the Shoalhaven's benefits to Government (Regional, State & Federal) relevant government agencies, industry and Shoalhaven community	FC	<p>Co-ordinated & hosted 2007 Integral Energy Shoalhaven Business Awards</p> <p>Attended Defence seminars & briefings to advocate Shoalhaven as a industry location for support operations.</p> <p>Promoted need for boat harbour facilities on Sth Coast to NSW govt</p> <p>Promoted various major projects to industry & community to gain support and interest sub contractors to become involved.</p>
6. ADVOCACY & POLICY DEVELOPMENT			
Seek to actively advocate for the Shoalhaven needs and influence the economic development policy	Develop and implement coordinated advocacy programs for key issues and the capacity to present identified development opportunities	FC	<p>Submissions/Representations made:</p> <p>HoR PWC regarding MRH90 Facilities at HMAS Albatross</p> <p>NSW Ministerial Defence Round Table</p> <p>Princes Hwy - Gerringong-Bomaderry Route Selection project</p> <p>DEEWR survey into Shoalhaven Labour market</p>
	Pursue active representation in relevant economic development forums including: * Southern Council Group * Illawarra Regional Development Board *Shoalhaven Area Consultative Committee *South East Australian Transport Strategy Inc	FC	<p>Council represented on:</p> <p>Southern Councils Group + relevant subcommittees & taskforces (incl PHOCUS, Econ Devt, Business Treading Lightly, Trade Waste, Natural Resource Managers, Regional Planners.)</p> <p>Governmental task forces: Shoalhaven Area Consultative Committee, Illawarra Employment Lands Task Force, Defence Round Table</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>Interagency Forums: South Eastern Australia Transport Strategy, IRIS Research</p> <p>Community forums: Shoalhaven Business Chamber, Illawarra Business Chamber</p>
7. 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	Structure Plans and Local Environmental Plans to identify suitable areas for industrial and ahead of market requirements and minimise intrusion of inappropriate development in or adjacent to such areas.	SP	Following the release of the Illawarra Employment Land Guidelines the relevant outcomes will continue to be considered in strategic planning projects throughout the City.

Principal Activity:	3	PROMOTING AND DEVELOPING THE LOCAL ECONOMY		
Objective:	3.1	ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.		
Strategy:	3.1.3	Actively promote tourism and the establishment of a broader range of tourism opportunities.		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
1. TOURIST PROMOTION				
Continue to widely promote the Shoalhaven as one of the premier holiday locations in the State	Produce and distribute informative, clear and good quality promotional material for the public media and Internet.		FC	<ul style="list-style-type: none">* Maintained and refreshed its website www.shoalhavenholidays.com.au.* Kept the Tourism Section of www.shoalhaven.nsw.gov.au up to date.* The Visitors Guide "Shoalhaven Holidays" contract was let to PMP Print of Sydney for the production of a 116 page booklet. All artwork, text and layout completed. 75,000 copies will be printed.* The "sister" publication "Shoalhaven - Your Holiday Escape", contract was let to Fergies Printing of Brisbane.* On-line packages loaded to take advantage of marketing program.* 75,000 copies of "Shoalhaven Holidays" delivered and distribution commenced.* New editions of:<ul style="list-style-type: none">* Pets on Holidays in the Shoalhaven* Tide Charts* Calendar of Events produced.* Sydney Caravan and Camping Show completed (2,525 enquiries)* Melbourne Caravan and Camping Show completed (1,350 enquiries).

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Have "Point of Sale" promotions at key consumer shown in target markets - demographics/geographics	FC	<p>* Wagga Wagga Holiday & Travel Show - Sat 2 February, 2008</p> <p>* Albury Holiday & Travel Show - Sun 3 February, 2008.</p> <p>* Canberra Leisure Show completed. 900 enquiries serviced.</p> <p>* South Coast Caravan and Camping Show - completed - 260 enquiries serviced.</p> <p>* Wagga Wagga Holiday & Travel Show - 2/2/2008 - booked.</p> <p>Albury Holiday & Travel Show 3/2/2008 - booked.</p> <p>* Sydney Caravan & Camping Show - 29/3/08 to 6/4/08 - booked.</p> <p>* Melbourne Caravan & Camping Show - 23/4/08 to 28/4/08 - Reserved.</p> <p>* Sydney Caravan and Camping Show (29/3/08 to 6/4/08) commenced.</p> <p>* Melbourne Caravan and Camping Show (23/4/08 to 28/4/08) booked.</p> <p>* Shoalhaven - Your Holiday Escape A4 Magazine style brochure finalised. Ready for printing.</p> <p>* New edition of the Calendar of Events printed.</p>
	Implement annual action plan by end of December quarter yearly.	FC	<p>Some of the Tourism Master Plan KPI's:</p> <p>* No. 3 - Statistical and economic analysis completed and published 5 October, 2007.</p> <p>* No. 17 - Visitors Guide released. 75,000 copies, 116 pages, full colour throughout.</p> <p>No. 29 - New South Coast Regional Tourism Organisation formed - covers six Local Government areas.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>South Coast Regional Tourism Organisation expanded to include the 6 Local Government Areas.</p> <p>* No. 44 - On-Line tickets sales introduced. Nowra Players signed contract. Negotiations started with Ticketek.</p> <p>Ticket sales expanded to other "Theatre" groups.</p> <p>* No. 63 - South Coast Tourism Awards implemented.</p> <p>Expanded South Coast Tourism Awards in planning phase.</p> <p>* No. 90 - Additional signage for Nowra Visitor Information Centre negotiated with RTA.</p> <p>* No. 106 - Shoalhaven City Council continues to show leadership to the tourism industry.</p> <p>* No. 107 - Shoalhaven Tourism Board takes a leadership role in regional tourism.</p> <p>* No. 108 - Shoalhaven Tourism Board plays a pivotal role in South Coast Regional Tourism Organisation.</p> <p>Tourism Manager elected to be Secretary, Treasurer and Public Officer of expanded South Coast Regional Tourism Organisation.</p> <p>Shoalhaven City Council/Shoalhaven Tourism Board has two members on Board of the expanded South Coast Regional Tourism Organisation.</p> <p>* No. 114 - Statement of Economic Impact published - 5/10/07.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>* No. 115 - Tourism budget maintained at current level and rate pegging increase.</p> <p>Budget maintained at current level.</p> <p>The 120 performance indicators of the Tourism Master Plan were reviewed and implemented where appropriate and as resources and time permitted.</p> <p>Major Marketing Program implemented in:</p> <ul style="list-style-type: none"> * Sydney * Regional New South Wales * ACT * Melbourne <p>Total budget \$894,262. KPI's 3 to 40 from Shoalhaven Tourism Master Plan refer.</p>
2. SERVICING CUSTOMERS			
Shoalhaven Tourist Centres	Operate two Level 1 fully accredited visitors centre.	FC	<p>During the quarter ending 30 September 2007 both Shoalhaven Visitor Centres (Nowra and Ulladulla) were inspected and audited under the State Accreditation Program and both came through with flying colours as Level 1 Centres.</p> <p>Visitation statistics were:</p> <p>Nowra - 17,853 up 38% on same quarter in 2006.</p> <p>Ulladulla - 8,603 up 11% on same quarter in 2006.</p> <p>During the quarter ending 31 December 2007, the Nowra Visitors Centre recorded 21,383 enquiries (an increase of 24% over the same quarter in 2006) and the Ulladulla Visitors Centre recorded 12,637 enquiries (a decrease of 2%).</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>During the quarter ending 31 March, the Nowra Visitors Centre recorded 28,200, an increase of 16% over the same quarter for 2007.</p> <p>The Ulladulla Visitors Centre recorded 28,455, an increase of 71% over the same quarter for 2007.</p> <p>During the quarter ending 30 June the Nowra Visitors Centre recorded 14,218 enquiries - a drop of 10% over the same quarter for 2007.</p> <p>The Ulladulla Visitors Centre recorded 14,923 an increase of 49% over the same quarter for 2007.</p> <p>Full financial year statistics are:</p> <p>Nowra 81,654 (+16%)</p> <p>Ulladulla 64,557 (+37%)</p>

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 2007/2008

City Services & Operations

Library & Community Services

Library Services

- Issues per annum – 589,505; Visits per annum – 376,263
- 2,231 people visited the Local Studies collection and asked 981 questions
- Acquisitions for the Cooperative per annum – 19,853
- The works program continues to be implemented. OHS requirements have been addressed with regular testing of emergency lighting at all Branches and fire alarm audits. Maintenance issues are ongoing as the buildings age. As needed furniture and equipment is updated to improve ambiance and modernise the Library spaces
- Shoalhaven Libraries - Nowra
 - Air conditioning unit replaced in the Library meeting room
 - Reconfiguration of Library spaces to update appearance and improve accessibility
 - Public amenities and meeting room painted
 - Front steps repaired
 - New chairs purchased for the meeting room
 - Updated networks
- Sanctuary Point
 - Carpet cleaned
 - Story time cushions purchased
- Milton
 - Fire proof book chute purchased
 - Story time mat purchased
 - Arched window reconstructed
 - Door locks repaired
- Ulladulla
 - Story time mat purchased
 - New floor sealed
- Mobile
 - Replacement Chassis with state of the art emissions technology
 - Carpet cleaned
 - Coloured noticeboards purchased
 - New notebook

- Children's Activities - Story times, Fun clubs, holiday workshops and class visits continue to be held at all Libraries. Children's book week the annual highlight with the Readers Theatre, author visits and the Library Idol competition – 216 activities were held with 3284 children attending. Summer Reading Program and Premier's Reading Challenge continue to be supported
- Youth Week Band and Pizza night continues to be popular in showcasing local music
- Home Library Service continues to grow – 18,418 issues this year
- The recommendations from the SLNSW Service Review of Shoalhaven Libraries are being implemented. An activity based costing formula was implemented this financial year.
- Staff continue to attend Professional development and training opportunities

Community Services

- In Living Memory Exhibition was very well received by Indigenous communities within the Shoalhaven. Exhibition dates were Friday 16 May – Wednesday 11 June 2008. An Elder's Preview was held on Friday 16 May 2008 with over 70 people attending the morning. This was followed by the official opening by Peter Read, the author of the Stolen Generations, on Friday 23 May 2008. This event was very well received with Paul Lynch, the Minister for Local Government and Aboriginal Affairs, Greg Watson, Mayor of Shoalhaven City Council in attendance.
- 100 Year Anniversary Bomaderry Aboriginal Children's Home was held on Saturday 24 May 2008. This was a day of celebration for the returning residents, some of who travelled from Queensland and Western Australia and Victoria. Official guests included, Rev Jonathon Lilley, Ms Joanna Gash, Hon Paul Lynch, Hon Matt Brown, Cllr Greg Watson, Mrs Shelley Hancock, Mr Col Markham, and Magistrate Doug Dick. Returning residents unveiled a memorial plaque in the gardens. Official photographs of all events were taken by renowned photographer Mervyn Bishop and Michelle Blakeley, of which will become the basis for a pictorial history of the Bomaderry Aboriginal Childrens Home.
- Official Launch of the Access Maps occurred on the 20 May 2008 at Shoalhaven City Council by the Mayor Cllr Watson. The production of these maps was made possible by Shoalhaven City Council with the support of Health Cities Illawarra.
- A new pamphlet has been developed to assist the elderly in our community to know where to get legal help. This has been a combined effort from Shoalhaven City Council and a local community member Julia Unwin. This pamphlet has now been distributed throughout the Shoalhaven.

Leisure Services

Arts & Events

- Preparation of Commemorative Booklet for Entertainment Centre Opening
- Finalisation of Arts Centre Website
- Finalisation of Events Policy and Community Events Information Kit
- Finalisation of Dingle Hughes Art Bequest, agreements signed
- Finalisation of Grand Piano Donation from Warren Halloren, with Bechstein Grand Piano delivered to Entertainment Centre prior to the Official Opening.
- Finalisation and acceptance of Art Collection Policy and Arts Board Guidelines
- Appointment of 2 new Arts Board Members
- Electronic version of Council's Art Collection created with all images of all works linked and included in the database.

- Arts Centre has hosted some exhibitions of note, including Bundanon's Sidney Nolan works, Operation Art, Design Tech, State Records exhibition of Bomaderry Children's Home, My Le Thi, Southern Highland Printmakers, Nowra Quilters, Narrawilly Proggy Ruggers
- Some of the students trained in Sound and Lighting at 313 have secured casual positions at the Entertainment Centre
- Arts Centre signage, for front and back walls, has been approved, ordered and yet to be put in place.
- Arts Centre Courtyard upgrade has been negotiated, tendered, and contracted. Work will commence in July 2008.

Works & Services

- Council coordinated the aerial spraying of 91 hectares of bitou bush with NSW Australian National Parks carrying out spraying of additional land under their control. Unmatched grant funds from Southern Rivers Catchment Management Authority and NSW DPI were obtained to assist with the control of Water Hyacinth; totalling in excess of \$24,000.
- Milton Basketball Stadium now boasts a new select grade Southern Bluegum timber floor, specifically chosen to cater for the needs of the stadium and the environmental factors of the area, such as ideal moisture levels. Previously, the stadium only catered for basketball players, but the new floor has been linemarked for basketball and volleyball, with sockets and plates also provided for indoor soccer nets.

After six weeks of labour and several months of planning, the Milton court will now cater for a wide variety of users. Schools and community groups will now be able to participate in a greater range of activities and competitions.

Council originally allocated \$120,000 for the project in the 2007/08 budget, yet came under budget in the installation, and the remaining funds will go towards other sporting facility projects in the area.

The Milton Showground Management Committee and the local basketball association are overwhelmed with the new floor, and believe this to be a great asset to the community.

- Fairfax Road, Woollamia - This project entailed road reconstruction from Chainages 0.58km to 2.02km. The project included existing drainage maintenance, pipe laying, tree felling and clearing for widening, sub-base preparation, sub-base stabilisation, imported base placement and compaction, testing, spray sealing, guidepost installation and linemarking. The original seal width of 6m was widened to prevent table drain erosion and thus minimise future maintenance requirements.

Planning

- Flood alert system upgrades funded for Greenwell Point, Orient Point, Lake Conjola, Burrill Lake and Tabourie Lakes. Annual maintenance undertaken on existing system.
- The first round of maintenance of the existing asset protection zones and firebreaks has been completed in the Northern, Northern Coastal and Bay and Basin areas. Two new asset protection zones constructed at North Nowra.
- Nowra Showground Plan of Management adopted by Council.
- Cycleway brochure finalised and recognised by the Australian Bicycling Achievement Awards with an Honourable Mention.

- Adoption of Asset Management Plans for Walking Tracks; Parks & Reserves and Footpaths and Cycleways.
- Exhibition of Use of Council's Waterways Infrastructure (wharves and jetties) by Commercial Users.
- Northern Shoalhaven Multipurpose Sport Stadium expression of interest finalised and Council endorsed discussion with preferred proponent for the development and operation of the centre.
- Shoalhaven City Council Open Space Plan adopted by Council.
- Draft Robert Lonesborough Reserve, Orient Point, Plan of Management finalised for consideration.
- Draft Sporting Facilities Strategic Plan 2007-2036 completed, endorsed by Sports Board and Council and placed on public exhibition.
- Additional dog off leash areas finalised for Nowra Showground, Berry, Ulladulla and Mollymook.
- Preliminary Draft Milton Showground Plan of Management finalised for Council endorsement prior to public exhibition.
- Exhibition of Council's Road Safety Strategic Plan which will provide direction until 2012.
- Budget input for 2008/09.
- Designs completed for additional sporting fields at Huskisson and St Georges Basin.
- Detailed design for new Nowra Skate Park completed.
- Planning for a synthetic Hockey Complex finalised.
- Planning for new Nowra Croquet facility finalised.

Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES			
Objective: 4.1 TRANSPORT - to actively encourage and plan an efficient, integrated transport system.			
Strategy: 4.1.1 Develop and implement an integrated road network transport strategy for the City			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. TRAFFIC FLOW FROM NORTH NOWRA TO BOMADERRY AND NOWRA</i>			
Complete the review of options to address the issues of future traffic flow from North Nowra to Bomaderry and Nowra as part of the Nowra/Bomaderry Structure Plan process	Confirm State Government position on selected alignment by December 2007	SP	The Traffic Study (Link Road Options Study) was completed by Maunsell Australia on 31st October 2007. The study endorsed the preferred alignment of Pitt St – Narang Rd, a position which was supported by RTA in their letter to Council dated 4th July 2007, following development of the Draft report. The Environmental Assessment (EA) of the North Nowra Link Road (prepared in accordance with Department guidelines) was completed in November 2007. The Department of Planning has since requested a series of amendments to the EA documentation. Council is currently finalising the EA for re-submission to the Department. Following re-submission by Council, DoP has a statutory period of 21 days in which to decide if the Environmental Assessment is adequate to proceed to public exhibition.
<i>2. ARTERIAL ROAD HIERARCHY</i>			
Review arterial roads as identified by SEPP 11 for Shoalhaven City	Determine functional road hierarchy for Shoalhaven City and establish a revised set of arterial roads as defined by SEPP11. Compile by end of December 2007	SP	The introduction by the State Government of the 'SEPP Infrastructure 2007' negated the need for this action.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. TRAFFIC IMPACT GUIDELINES			
Prepare draft DCP guidelines for traffic generating development	Establish working party to determine appropriate traffic impact guidelines for Shoalhaven City and draft DCP completed by December 2007	SP	The introduction by the State Government of the 'SEPP Infrastructure 2007' negated the need for this action.

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.			
Strategy: 4.2.3 Prepare and implement a strategic plan for the cultural development of the City.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. COMMUNITY PROGRAMS</i>			
To provide a diverse range of programs to meet the health, education, cultural and leisure needs of the community	Deliver services and activities to: Seniors, Aged and Disabled, Infants, Children, Youth, Women, Men, the Indigenous community, Art & Cultural Groups, Sporting Groups and Community Groups	CS	<p>Leisure Services continues to deliver a wide range of services to the ratepayers of Shoalhaven.</p> <p>Aquatic & Leisure Centres are currently offering a wide range of programs targeted to youth, infants and the disabled. Approximately 19,500 visitors visited the Art Centre in 2007-08 with a total of 87,000 visitors since opening.</p> <p>Dialogue magazine prepared and distributed. Local philanthropist donated a grand piano for use at the Shoalhaven Entertainment Centre. An Art bequest agreement has finalised.</p> <p>Community Facilities continues to offer Management Community support by means of workshops on policy, hiring of venues, provision of training on Council's documentation requirements, attendance at Annual General Meetings and general user group meetings.</p> <p>Arts & Events continues to offer a demographically diverse range of services throughout the Shoalhaven, from supporting local triathlons and the Centenary of Rugby League, to promoting major art exhibitions.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>With the official opening of the Shoalhaven Entertainment Centre, Leisure Services will further enhance its provision of quality community cultural entertainment.</p> <p>Arts & Events continues to offer a demographically diverse range of services throughout the Shoalhaven, from supporting local triathlons and the Centenary of Rugby League, to promoting major art exhibitions.</p> <p>With the official opening of the Shoalhaven Entertainment Centre, Leisure Services will further enhance its provision of quality community cultural entertainment.</p> <p>Bereavement Services has continued to diversify and address the growing diverse needs of its clients such as development of the Sandridge crypts, development of the Tree of Life and installation of internet service provision at Shoalhaven Lawn Cemetery & Crematorium.</p>

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.		
Strategy:	4.2.4	Regularly review, amend and implement the Community Plan objectives to reflect the current community aspirations and priorities.		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
<i>1. SUPPORTIVE COMMUNITIES</i>				
Communities in the Shoalhaven are supported by equitable access to services and facilities that support their needs	Communities needs are supported and serviced through a number of strategies eg., partnerships developed with government agencies and other organisations; access to Council's community facilities such as community halls, showgrounds and sporting assets, implementation of relevant Council community plans; support of various interagencies/Council Committees; lobbying and advocacy ; information provision; health promotion; compliance with Disability Discrimination Act.		CS	<p>Community Development Staff work on a regular basis work with the young people of the Student Representative Council at Vincentia High. Through this work and previous research conducted by Vincentia High School it was discovered that there was real need for a Breakfast Club at the school.</p> <p>Community Development staff liaised with the Red Cross as an organisation that delivers sponsorship and funding for breakfast clubs to advocate the identified need.</p> <p>The outcome of this partnership initiated by Community Development Staff will see the start of a Breakfast Club for the students of Vincentia High during week 2 of the current term.</p> <p>Student Representative Council members rallied in the Bay & Basin Community and have gathered more sponsors to supply fresh milk, bread and fruit to the project. Student Representative Council members as well as school staff and Community members will be volunteering in the program as workers to set up, serve and clean up the breakfast.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			Research has shown that if children and young people have a healthy breakfast before school they are more likely to be positively engaged with learning, education and their school, therefore lowering anti-social behavior because of positive engagement.
2. 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	An empowered Community is evidenced by a number of strategies eg Information provision in a range of formats/relevant languages; promotion of training/education/lifelong learning/literacy opportunities; provision of skill development courses; facilitation of awareness of rights; promotion of employment/health options information; identification of research options; Needs advised to Council; support of community events/interagencies; effective community consultation. Provision of attractive infrastructure through which community services are provided - CTC's, Home Care, Family Day Care, Mobile Pre Schools, Libraries	CS	Youth Week Shoalhaven 2008 was a huge success. More than 1,200 young people and members of the Community attended and participated in events across the City and its Villages.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. COHESIVE COMMUNITIES			
Communities in the Shoalhaven are connected and inclusive and collectively able to celebrate community diversity in a safe and unified environment	Evidenced by a number of strategies eg., provision/maintenance of Council infrastructure; promotion of community events/celebrations; information provision; advocacy partnerships between agencies; increase of volunteerism; promotion of social/recreation activities; implementation of strategies for community connectivity/socialisation; promote support networks	CS	Community Development staff continued to ensure all target groups are connected and included in joint projects and partnerships.
4. 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 levels.	Promote opportunities for increased participation in cultural activities; identify, foster and share information promoting positive images of community groups; promote good role models; recognise contribution of community members; promote opportunities for community celebration; support Youth Week, Seniors Week, International Women's Day, NAIDOC, Carers Week.	CS	Community Development staff continued to facilitate and participate in cultural and creative activities and events during 2007-08. Highlights include; The 100 re-union of the Bomaderry Homes event and the "In Living Memory" exhibition of photos of residents and workers involved in the Bomaderry Homes, Youth Week activities, Harmony Day 2nd multicultural Dinner and dance, International Day of People with a Disability, Three weeks of International Women's day events, and projects such as the Clipper Rd Mural.

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.			
Strategy: 4.2.5 Provide the community with extensive, accurate and accessible educational, recreational and cultural resources.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. COMMUNITY INFORMATION			
Facilitate community access to information about community groups and services	Update and distribute community information online and in hard copy.	CS	The Community Information Directory is available in both hard copy and online and is updated on a continual basis. Directories produced during 2007-2008 were Seniors; Disability; Children & Families & Indigenous
2. LIBRARY SERVICE - ACCESSIBLE, RELEVANT, INNOVATIVE			
Provision of a library service that meets community needs	Customer satisfaction with library service; efficiency of library service	CS	Number of Issues - 589505 Number of Visits - 376263 Number of Reservations - 13416 Internet use - 50271 Number of Inter-Library Loan requests - 636(Incoming); 292 (Outgoing) New stock added to the collection - 12665
3. LIBRARY SERVICES - OUTLYING AREAS			
Improved access to library services for residents in Shoalhaven villages	Review mobile services and timetables to best meet the needs of those in outlying areas	CS	The Mobile Library visits 49 outlying areas on a fortnightly schedule. Timetables are reviewed annually to assess patronage and suitability of sites. 1270 new items were added to the Mobile collection. The truck chassis was replaced this year with sophisticated ESD technology installed.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
4. OLDER PERSONS, YOUTH, CHILDREN, ABORIGINAL & TORRES STRAIT ISLANDERS, CALD, PERSONS WITH A DISABILITY - LIBRARIES			
Provide resources, activities and technology to enrich the cultural, social and leisure activities	Wide range of contemporary services, activities, resources provided within budget for a number of cohort groups as identified in the Community Plan	CS	<p>Shoalhaven Libraries again offered a range of resources and activities during the year. Along with the usual storytimes and school holiday activities there were book launches and Author visits. Book week was celebrated in August and Youth Week and Seniors Week were celebrated in April.</p> <p>The Hush-a-Bye Babies program recommenced with Colleen Langan and Simultaneous Story time was held in May</p> <p>* Older persons New Large Print - 781 New Talking Books - 473 HLS Clients - 989 HLS Issues - 18418 Number of Activities - 6 Number attending - 83</p> <p>* Youth New Youth Resources - 544 Number of Activities - 6 Number attending - 106</p> <p>* Children New Children's Resources - 2945 Number of Activities - 216 Number attending - 3284</p> <p>* People with a Disability Number of Activities - 76</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>Number attending - 367</p> <p>Flagstaff employment continue to support a work experience person at Shoalhaven Libraries - Nowra</p> <p>*CALD</p> <p>Number of foreign language books requested - 36(Spanish, Japanese, German, French, Greek, Russian, Hungarian, Serbian, Slovakian, Chinese</p>

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.		
Strategy:	4.2.6	Develop a strategic framework for the planning of public open space to ensure integrated networks of pleasant and safe public areas for aesthetic enjoyment as well as cultural, recreational and social interaction		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
1. RECREATION PLANNING - PUBLIC OPEN SPACE				
Review various recreation plans and policies	Develop strategy for rationalisation of existing public open space and future provision.	SP	The Shoalhaven City Council Public Open Space Plan has been completed and adopted by Council in February 2008. This document provides a guide for the planning and provision of future public open space.	

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.			
Strategy: 4.2.7 Develop opportunities for children to participate in outdoor recreation activities.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. PLAYGROUND REPLACEMENT & MAINTENANCE PROGRAMS			
Provide safe, up to date and exciting playground equipment in our parks for children of varying ages.	Playgrounds upgraded or replaced as per the Playground Replacement Program. All playgrounds inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CS	2007/08 saw a successful year of playground replacement and maintenance. A new 10 year programme has been developed which will guide the replacement programme in future years. Risk inspections are scheduled based on the usage patterns of the playgrounds which range from 4 inspections per year in local parks to 12 inspections in Icon parks.
2. SPORTSGROUND MAINTENANCE PROGRAM			
Regularly service our sporting grounds to be fit for use for a range of junior sporting activities.	95% compliance with servicing and quality presentation requirements. All sportsgrounds inspected and repaired as per the Parks & Reserves Risk Management Procedure.	CS	<p>2007/08 saw the introduction of new mowers and mowing schedules throughout the City. The scheduled visits for sportsfields were aligned to meet the needs of the sporting clubs and varied depending on the sport allocated for each ground. The compliance target was 95% which was met overall with a total compliance for the year of 95.72%. This was an outstanding achievement for the Parks staff involved considering the change in mowing schedules and machinery.</p> <p>Risk Inspections are undertaken regularly to ensure the playing surface and surrounding infrastructure are safe for users. The compliance target for inspections was 100% however only 90.5% was achieved overall.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. SKATEPARK MAINTENANCE PROGRAM			
Regularly service our skateparks to be fit for use.	100% compliance with servicing and quality presentation requirements. All skateparks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CS	Skateparks are heavily used in most areas and provide a valuable resource for the local community. They are prone to high vandalism and litter issues and require frequent servicing and inspections. The average compliance for inspections in 2007/08 was 95.3% with a target frequency of 100%. It is predicted that the compliance figure of 100% is achievable in 2008/09 as new staff have been employed to undertake inspections.
4. BMX TRACK MAINTENANCE PROGRAM			
Regularly service our BMX tracks to be fit for use	100% compliance with servicing and quality presentation requirements. All BMX tracks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CS	The compliance with scheduled visits is being consistently met with the average compliance over the past two quarters of 106%. Although BMX tracks are relatively small in numbers they are prone to vandalism and litter issues.

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.	
Strategy:	4.2.8	Increase the participation levels of community involvement in physical activity through the provision of accessible range of opportunities for all age groups and abilities	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. RECREATION PLANNING - SPORTS FIELDS & FACILITIES</i>			
Undertake planning for the provision of outdoor sporting facilities	Planning work undertaken across a range of facility types in line with user needs and funding availability	SP	Following extensive consultation with all relevant stakeholders, the final draft of the Sportsground Strategic Plan 2008-2036 has been completed and adopted for public exhibition. The Plan will guide all future sporting field development and improvements to service the projected population for the next 28 years.

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.		
Strategy:	4.2.9	Co-ordinate and develop facilities and services which support community involvement in physical activity in all weather conditions		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
<i>1. RECREATION PLANNING - INDOOR SPORTS</i>				
Planning, design and development of indoor facilities which offer a variety of programs and activities for all age groups.	Develop a strategic plan for the provision of the Northern Leisure Centre	SP	Following an initial site assessment for the location of the future Northern Leisure Centre, a strategic assessment of associated projects has commenced to determine a cost benefit analysis of options available.	
	Undertake planning for other facilities to meet user needs and funding availability.	SP	An assessment of the preferred proposal on the delivery and operation of the facility is being undertaken within the context of implications on associated planned facilities.	

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.		
Strategy:	4.2.10	Develop and implement Plans of Management to guide future use of key public open space areas		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
<i>1. RECREATION PLANNING - PLANS OF MANAGEMENT</i>				
Review Generic Plans of Management and develop action plans for Showground Plans of Management	Action Plan developed for future improvements by June 2008		SP	To compliment the draft Sportsground Strategic Plan, a review has commenced of the Generic Plan of Management in order to compliment the Strategic Plan.
	Review Generic Plan of Management for "Sporting Fields" by June 2008		SP	To compliment the draft Sportsground Strategic Plan, a review has commenced of the Generic Plan of Management in order to compliment the Strategic Plan.

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.		
Strategy:	4.2.11	Provide the community with services/ opportunities to reflect and remember deceased persons I an appropriate manner		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
<i>1. CEMETERY & CREMATORIUM SERVICES</i>				
Provide a diverse range of services to meet the health, education, cultural and leisure needs of the community	Provide the community with services/opportunities to reflect and remember deceased persons in an appropriate manner. Provide a variety of memorial options to meet a range of needs	CS	Bereavement Services continues to embrace the cultural and diverse needs of our community. The Unit has recently updated its website, refurbished the customer service area and counseling room. The development of new brochures, coupled with a new online booking diary, has enhanced services previously offered to funeral directors and the general public. Revocation of Rights of Burial issued over 60 years ago has commenced. It will assist in planning future burial needs for the City.	

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.			
Strategy: 4.3.1 Develop and provide programs and services to improve the health and amenity of the community.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. WALKING TRACK MAINTENANCE PROGRAM			
Regularly service our walking tracks to be fit for use.	100% compliance with servicing and quality presentation requirements. All walking tracks inspected and repaired as per the Parks and Reserves Risk Management Procedure.	CS	Walking tracks are inspected twice annually and cleared for pedestrian access. Safety inspections highlight maintenance issues which are then either repaired on the spot or repaired within specific intervention levels set by the Parks and Reserves Risk Management Procedure. There has been a 91% compliance with risk inspections over the past 3 quarters which is below the 100% target. It is predicted that the compliance figure of 100% is achievable in 2008/09 as new staff have been employed to undertake inspections.
2. SUPPORTIVE COMMUNITIES - ACCESS			
Communities in the Shoalhaven are supported by equitable access to services and facilities that support their needs.	Health promotion	CS	Council's Community Development staff continue to work in partnership with Health workers and group and to promote Health messages. Highlights include the "Beautiful Soul" and mental health week events and the Shoalhaven Childhood Obesity network event at Nowra show. This year Council also participated in the Aboriginal Sexual Assault taskforce highlighting Aboriginal health.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
3. IMMUNISATION			
Provide an effective and efficient immunisation service and promote childhood immunisation in conjunction with State and Federal health agencies	Maintain 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.	DE	93% of children in the Shoalhaven aged 24 to <27 months are fully immunised which is consistent with the NSW average of 93% according to the Australian Childhood Immunisation Register (ACIR).

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.			
Strategy: 4.3.2 Prepare and implement a strategy for public safety.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. PARKS & RESERVES RISK MANAGEMENT PROCEDURE</i>			
Implement procedure by carrying out regular and detailed inspections of infrastructure	All parks infrastructure inspected and serviced as per Parks and Reserves Risk Management Procedure	CS	<p>The introduction of Risk Inspections was not fully introduced until the second quarter. These inspections were scheduled to meet the Parks and Reserves Risk Management Procedure. Two full time staff are now allocated to undertake these inspections across the City.</p> <p>Although the schedule wasn't fully met for 2007/08 due to the phasing in of the new system, a solid base has been set up for the 2008/09 year which should realize the scheduled visits. The last 3 quarters have averaged at approximately 98% compliance.</p>
<i>2. ROADS RISK MANAGEMENT PROCEDURES</i>			
Implement procedure by carrying out regular and detailed inspections of infrastructure	All roads infrastructure inspected and serviced as per Roads Risk Management Procedures	CS	<p>Although specific resources have been directed to repair road defects, these have not been able to significantly improve compliance. The short response times for repairs on arterial roads continue to be difficult to achieve without deferring other priority tasks.</p>
<i>3. COHESIVE COMMUNITIES - COMMUNITY SAFETY PLAN</i>			
Communities in the Shoalhaven are connected and inclusive and collectively able to celebrate community diversity in a safe and unified environment	Implementation of activities involving community safety. Promotion and implementation of Shoalhaven Community Safety Plan.	CS	<p>Community Development staff continue to address Crime and Community Safety issues through involvement in the "Living Futures" crime prevention committee, regular meetings with the local Police and groups such as the Purple Ribbon team and the local Domestic Violence committees</p>

Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES			
Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.			
Strategy: 4.4.3 Maintain and develop the Cemetery sites to a high standard			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. CEMETERIES & CREMATORIUM</i>			
Execute scheduled and special maintenance of grounds and structures and ensure development of relevant and attractive disposition and interment options for the community.	Develop new lawn graves, memorial and landscaped garden areas and maintain to a high standard	CS	<p>Bereavement Services has continued to develop and maintain its portfolio through a vast range of landscaping throughout its Cemeteries, in the placement of Family Gardens, review of Segment 7 strategies, Sandridge Memorial Gardens, new memorial garden entitled "The Chapel Walk" offering medium to high priced memorial spaces and recent adoption by Council for the memorial garden development at Berry Cemetery.</p> <p>Service numbers were as expected. Cremation numbers at 578 were up 8.44% over the previous year. Burials were higher in the main cemeteries, except the Shoalhaven Lawn Cemetery. It recorded a small and insignificant decline (79, down -6%).</p> <p>Rights of burials issued were consistent with estimates.</p> <p>Revenue was above the estimate. Expenditure was 2% below the estimate.</p> <p>All scheduled works (non-operating) were complete below budget, allowing a number of other initiatives to be accelerated. Notably there have been further enhancements to the Chapel's multimedia equipment and additional drainage work has been carried out in Nowra Cemetery.</p>

Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES			
Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.			
Strategy: 4.4.4 Implement Annual Capital and Maintenance Works Programs.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. IMPROVED LIBRARY FACILITIES</i>			
Continue to improve library buildings to meet community needs	Implement the works program to enhance access and facilities in library buildings	CS	<p>The works program continues to be implemented. OHS requirements have been addressed with regular testing of emergency lighting at all Branches and fire alarm audits.</p> <p><i>Shoalhaven Libraries - Nowra</i></p> <p>Air conditioning unit replaced in the Library meeting room</p> <p>Reconfiguration of Library spaces to update appearance and improve accessibility</p> <p>Public amenities and meeting room painted</p> <p>Front steps repaired</p> <p>New chairs purchased for the meeting room</p> <p>Updated networks</p> <p><i>Sanctuary Point</i></p> <p>Carpet cleaned</p> <p>Story time cushions purchased</p> <p><i>Milton</i></p> <p>Fire proof book chute purchased</p> <p>Story time mat purchased</p> <p>Arched window reconstructed</p> <p>Door locks repaired</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
		CS	<p><i>Ulladulla</i></p> <p>Story time mat purchased</p> <p>New floor sealed</p> <p>Maintenance issues are ongoing as the buildings age. As needed furniture and equipment is updated to improve ambience and modernise the Library spaces</p>
2. CAPITAL WORKS PROGRAM - ACHIEVED			
Achieve implementation of the Capital Works Program within agreed timeframes	Percentage of projects achieving agreed timeframes	CS	The 2007/2008 year saw one of the most demanding capital works programs in recent times. Commencement and completion rate of projects on time and budget continued to improve with over 95% of total expenditure completed.
3. CAPITAL WORKS PROGRAM - IMPLEMENTED			
Fully implement the Annual Capital Works Program	Report on the projects in each program that are complete or in progress	CS	<p>Works completed in 2008/2009:</p> <p>Lyons Road, Sussex inlet - Cycleway</p> <p>Mitchell Parade - Mollymook - Cycleway (Tallwood Ave to Dolan Rd)</p> <p>Huskisson White Sands - Cycleway</p> <p>Village Drive, Ulladulla - Footpath</p> <p>Kerry Street, Sanctuary Point - Footpath</p> <p>MacGibbon Parade, Old Erowal Bay - Footpath</p> <p>River Road, Sussex Inlet - Footpath</p> <p>Paradise Beach Road, Sanctuary Point - Footpath</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>Greenwell point Road, Worrigea - Footpath and Cycleway</p> <p>Albatross Road, Campbell Place, Lawrence Avenue, Princes Highway Nowra - Footpath</p> <p>Graham Street, Footpath Replacement</p> <p>Colloden Street, Vincentia - Drainage</p> <p>Waratah Crescent, Sanctuary Point - Drainage</p> <p>Alexandra St - Berry - Drainage</p> <p>Kingsley Avenue, Ulladulla - Drainage</p> <p>Leo Drive, Narrawalle - Drainage</p> <p>Emmett Street, Callala Bay - Drainage</p> <p>Golf Road and Ocean Street, Mollymook - Upgrade pedestrian traffic and parking arrangements near Surf Club</p> <p>Wharf Road - Rehabilitation</p> <p>Prince Edward Avenue, Culburra - Rehabilitation</p> <p>Osborne & North Streets, Nowra - Safety Around Schools Project</p> <p>McMahons Road - Traffic improvement work</p> <p>Cambewarra Lookout Road – Guardrail</p> <p>Elizabeth Drive, Vincentia - kerb and guttering, drainage and shoulder sealing</p> <p>Seasongood Road - Upgrade and seal</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>Fairfax Road - Upgrade and seal</p> <p>Turpentine Road - Upgrade and seal</p> <p>Wattamolla Road - Rehabilitation</p> <p>Bolong Road - Rehabilitation</p>
4. MAINTENANCE WORKS PROGRAM - PARKS			
Fully implement the Annual Parks Minor Improvement Works Program to preserve & enhance park assets.	Report number of parks minor improvement projects completed compared to total projects for the year.	CS	<p><i>Parks Operations delivered a total of projects within expected timeframes and on budget. These included</i></p> <p>* Bench seat installation at each of the new playground sites - Liberty Place Sullivan Street, Andrew Crescent, Paringa Park, Collingwood Reserve, Narrawallee, Faulks Reserve, Paul Bland Reserve, Dyballs Beach, Paringa Reserve, Bomaderry Creek and Rannoch Drive.</p> <p>* Picnic table installation at Narrawallee foreshore reserve, Collingwood Reserve Basin View, Harbour Cunjurong Point, Boulevard Reserve, Bomaderry and Edwards Avenue Reserve Bomaderry.</p> <p>* Tables, shelters and BBQ's for the Tourism Grant funded projects at Burrill Lake Lions Park, Beach Street Reserve, Lake Tabourie, Cunjurong Point Boatramp, Bomaderry Lions Park and Paringa Park Nowra.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>*Shelters at Tilbury Cove, Sullivan St Park, Kangaroo Valley, Berry Camp Quality, Bomaderry Lions Park, Hyams Beach, Errol Bond Reserve,</p> <p>* Hyams Street Drainage Project</p> <p>* BBQ installations at Howell Faulks Reserve, Palm Beach, Sullivan St Park, Errol Bond Reserve,</p> <p>* Path installations at Burrill Lake Lions Playground, Tilbury Cove Wheelchair Access Path,</p> <p>* Anzac Park Berry, electrical upgrade and hardstand area.</p> <p>* Signs for Huskisson/Vincentia Tourism</p> <p>* Parkcare projects completed</p> <p>* Voyager Park Memorial Upgrade completed</p> <p>* Fencing included Dyballs Beach, Tomerong Reserve, Piscator Avenue Reserve</p> <p>* Berry Creek erosion control planting completed</p> <p><i>Projects deferred to new financial year:</i></p> <p>Projects deferred until 2008/09 were Sullivan Street Worrigea, furniture installation and Burrill Lake Lions Club path.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
5. MAINTENANCE WORKS PROGRAM - ROADS			
Fully implement the Annual Road Maintenance Works Program to preserve & enhance road pavements.	Bitumen Resealing, Gravel Resheeting, Low Cost & Sacrificial Sealing Programs report kms completed compared to total kms funded for the year	CS	<p><i>Bitumen Resealing:</i></p> <ul style="list-style-type: none"> - Completed 23.6km - Funded 25.2km <p><i>Gravel Resheeting:</i></p> <ul style="list-style-type: none"> - Completed 14.8km - Funded 16.8km <p><i>Low Cost Sealing:</i></p> <ul style="list-style-type: none"> - Completed 2.2km - Funded 2.4km <p><i>Sacrificial Sealing</i></p> <ul style="list-style-type: none"> - Completed 7.0km - Funded 7.24km <p>Wet weather during Qtr 4 affected the maintenance programs.</p>
6. 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 bridges, community buildings, commercial buildings, libraries, depots, parks buildings, parks structures & trails, preschools, public amenities, public halls, residential buildings, RFS buildings, surf clubs, bus shelters, flood mitigation structures, waterway facilities	CS	The overall job completion rate for all asset types was 92%.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
7. 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	CS	<i>Response within 5 days</i> Target = 30% Actual = 32% <i>Response within 20 days</i> Target = 70% Actual = 61% <i>Response within 90 days</i> Target = 90% Actual = 92%
8. 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.	CS	No. of defects recorded year-to-date = 5,827 No. of defects repaired year-to-date = 6,027
9. INFRASTRUCTURE PLANNING			
Replace assets to meet community and asset maintenance requirements.	Review Asset Management Plans and prepare an Asset Replacement Strategy	SP	The preparation of the AMPs has provided necessary information to improve works program preparation and to forecast infrastructure funding needs. The AMPs will be regularly reviewed and improved as asset condition data improves.
10. INFRASTRUCTURE PLANNING 10 YEAR CAPITAL WORKS PROGRAM			
Prepare 10 year Capital Works Program	Review Draft 10 year program with regard to: *Funding availability *Asset replacement strategy Community Consultation	SP	A draft 10 Year Capital Works Program and Financial Plan have been prepared. Further work will be undertaken in 2008/09 to finalise a financially balanced 10 Year Capital Works Program and to review funding options.

Principal Activity:	4	IMPROVING COMMUNITY FACILITIES AND SERVICES		
Objective:	4.5	COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.		
Strategy:	4.5.1	Assess the need and priority for the provision, replacement and maintenance of assets.		
Task	Performance Target & Assessment	Grp. Dir.	Annual Report	
<i>1. STRATEGIC PLANNING FOR LIBRARY FACILITIES</i>				
Assess the priority for the replacement of Library Buildings	Planning for new library facilities	CS	The Strategic Plan was updated in 2003 by Dr David Jones, State Library Service, Building Advisory Consultant. Plans for improved or new facilities to be included in Section 94 Plan.	
<i>2. CORPORATE LONG TERM WORKS PROGRAM</i>				
To ensure that Council's property portfolio is managed through appropriate acquisitions and disposals to provide for the current and longer term strategic needs of the Shoalhaven City	Complete, prioritise and review a list of proposed strategic land acquisitions and disposals	AG	Sale/acquisition strategy reported to Council. Registers maintained. Review of acquisitions and disposals undertaken on regular basis at Corporate Property Review Committee.	

5. Providing Essential Water & Sewerage Services – Shoalhaven Water

Shoalhaven Water – Business Excellence – A Leader in the Water Industry

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 was awarded prestigious Green Globe Awards in both its water supply and sewerage business in 2006. **Shoalhaven Water is currently one of the four Best Performing Local Water Utilities in NSW.**

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 corporatised 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 Department of Energy, Utilities and Sustainability, under the Water Management Act, provide 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 water cycle; and
- continually improves its practices by assessing performance against corporate commitments and stakeholder expectations.

Shoalhaven Water will implement and maintain 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 49,093 metered connections with 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 ten separate wastewater schemes, with the Conjola Regional Sewerage Scheme due for commissioning in mid-2007. The schemes currently have 224 pumping stations and 1084 km of sewer mains connecting 41,798 premises to 12 sewerage treatment plants. 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

The water supply and sewerage services are provided with a holistic approach to;

- **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 schemes,

Planning for new schemes and augmentation

- Conjola Regional Sewerage Scheme. *(construction underway)*
- Lake Tabourie Sewerage Scheme. *(construction underway)*
- Kangaroo Valley Sewerage Scheme. *(planning underway)*
- REMS Stage 1b. *(planning underway)*
- Milton Ulladulla Pump Station Upgrades. *(construction to commence 2007/2008)*
- Water planning, management and investment to ensure water supply is maintained

Planning for long term water supplies

- Water pipeline construction from Bewong to Milton. *(planning underway)*
- Achieve annual maintenance programs. *(ongoing)*
- Maintain/monitor the Water Supply Agreement with the NSW Government. *(ongoing)*
- **Environmental Safeguards** – operating Shoalhaven Water in an environmentally responsible/sustainable manner for the betterment of present and future generations. Ensure a high quality of life and health to our community.
- Reduce average household water consumption from 300 kilolitres in 1993 to 250 kilolitres per year by 2004

Achieved/Ongoing

- **Customer Service** – Strive to understand and exceed customer expectation/satisfaction, with an emphasis on consultation and continuous improvement.
- Monitor levels of customer service
- Undertake regular assessment of the services provided. *(achieved)*
- Review the outcomes of the NWI in respect of customer service
- Implement where possible those initiatives to accord with National Standards for Urban Water Utilities. *(underway)*
- **Systems Operations** – To operate/maintain and improve the water supply and sewerage schemes in a cost effective manner.
- Achieve operating costs below the NSW median for similar Local Government Water Utilities.
- Maintain a 20 yr financial plan to ensure impact from charges are managed. *(ongoing)*
- Target of less than \$20 per assessment for energy costs. *(achieved)*
- Target of less than \$145 per assessment for operating costs. *(achieved)*

Highlights 2007/2008

Shoalhaven Water

Tabourie

The Lake Tabourie Sewerage Scheme was completed this financial year. The Scheme provides sewerage facilities for the village of Lake Tabourie and represents Shoalhaven City Council's first pressure sewer system. The sewage from Lake Tabourie is transported for treatment at the Milton/Ulladulla sewage Treatment Plant.

The scheme includes 400 pressure units and 8 kilometres of pressure sewer mains. The total scheme cost was approximately \$10 Million.

Performance Reporting

A new requirement under the terms of the National Water Initiative (NWI) came into force this year. Performance monitoring and benchmarking of Shoalhaven City Council's Water Supply and Sewerage businesses against other similar sized utilities throughout Australia is now required by the National Water Commission (NWC). The NWC specified the criteria used for monitoring and subsequent benchmarking with the results tabled in a National Performance Report (NPR) each year. The utility data within the NPR is grouped into five classifications based on the size of the Utility. Shoalhaven is classified as a Non-Major Utility Large (NMU) with connections between 20,000 and 50,000. Shoalhaven is the third largest in size within this grouping behind Power and Water – Darwin and Western Water – Victoria. Shoalhaven Water performed at the higher end of the scale in comparison to similar sized utilities.

Currarong Sewerage

Council received Stage 2 approval for the Currarong Sewerage Scheme from the State Government on 17th January 2008. This confirmed the availability of funds for construction under the Country Towns Water Supply and Sewerage Program and enabled Council to call tenders. Subsequently, tenders were called and the company, Select Civil was recommended and accepted as the successful tenderer. Construction will now commence in the 08/09 financial year.

The Scheme comprises a predominantly gravity sewer system and 80 pressure sewer units in areas not practical for gravity sewer. The wastewater will be transferred to the Callala STP via 3 transfer pumping stations and associated rising mains. The reclaimed water will be discharged into the Northern REMS for dairy pasture irrigation.

Kangaroo Valley Sewerage Scheme

The Kangaroo Valley Sewerage Scheme has taken another step forward towards implementation. The Environmental Impact Statement (EIS) was publicly exhibited and a number of submissions received. In

addition, the Sydney Catchment Authority (SCA) offered additional funds to assist in the construction of the scheme. The SCA total grant that has now been offered is \$6.1M.

[Integrated Water Cycle Management \(IWCM\)](#)

Following the public exhibition of the proposed Integrated Water Cycle Management Strategy, Council at its June 2008 meeting has adopted the Strategy which includes the provision of a rebate for the purchase of washing machines with a 4 star rating.

The IWCM also includes such initiatives as:

- Mandatory rainwater tanks in new developments for lot sizes greater than 500 m².
- Mandating rainwater tanks in new light industrial developments.
- By opportunity (requiring Council approval) provide non-potable recycled water through dual pipe systems to adjacent new urban areas
- Promotion of on-site grey water systems and stormwater harvesting systems

[Official Opening of Conjola Regional Sewerage Scheme](#)

The Minister for Water Utilities, the Hon. Nathan Rees, officially opened the Conjola Regional Sewerage Scheme on 16 April 2008. This opening was the culmination of over 10 years in the development of the scheme.

- Shoalhaven Water was awarded a Highly Commended award for Innovation in Water Supply and wastewater from the Institute of Public Works Engineering Australia for the Conjola Scheme.
- The scheme includes 2 treatment plants, 36kms of gravity reticulation and 14 sewage pumping stations and 15kms of rising mains. It also includes 380 pressure sewer units to areas that could not be practically serviced by conventional gravity reticulation.
- The two sewerage treatment plants mean that there is no need to pump untreated sewage under Lake Conjola.
- The Conjola scheme was jointly funded by Council and the Department of Water and Energy through the NSW Government Country Towns Water Supply and Sewerage Program.

[Operator of the Year Award](#)

Peter Hale, one of Shoalhaven Water's senior Treatment Plant Operators, was awarded the prestigious NSW Operator of the Year Award. This Award was presented at the Water Industry Operators Association's Annual Conference.

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.	
Strategy: 5.1.1		Responsibly manage the Councils finances, resources and regulatory functions.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. MAXIMISE GRANT FUNDING OPPORTUNITIES			
Investigate subsidy/grant funding for water, wastewater and reclaimed water management	Make timely application and report to Council on grants/subsidies applications and approvals.	SW	Council successfully gained grant funding for Currarong Sewerage Scheme from the Minister for Water Utilities and an increased offer from Sydney Catchment Authority for Kangaroo Valley Sewerage Scheme.
2. STRATEGIC BUSINESS PLAN			
Develop and action a yearly Strategic Business Plan for the management of the Water and Wastewater Businesses	Plan completed by end of June quarter	SW	The 07/08 Strategic Business Plan utilised over the year to assist management objectives and drivers.
3. FINANCIAL PLAN			
Maintain a 30 year Financial Plan to ensure any impact from charges is stabilised and managed	Report to Council and Regulator regarding projected typical residential bills by April 2008	SW	30 year financial plan was reviewed during the year to provide input into future plans and programs

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.			
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			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. MILTON/ULLADULLA SEWERAGE SCHEME			
Upgrade Sewage Treatment Plant and pump station at Ulladulla	Complete Stage 1 of 3	SW	Designs and tender documentation completed for the upgrade of 15 sewage pumping stations throughout the Milton/Ulladulla Sewerage Scheme.
2. BERRY SEWERAGE SCHEME			
Upgrade of pump station at Berry	Complete Stage 2 of 3	SW	Construction completed for three sewage pumping stations within the Berry Sewerage Scheme. Construction completed on time and within budget.
3. RECLAIMED WATER MANAGEMENT - REMS			
Complete State 1a of REMS	Construct St Georges Basin STP upgrade	SW	Design of St Georges Basin STP was completed. Tenders were called and are being analysed.
4. RECLAIMED WATER MANAGEMENT - CONNECTIONS			
Connection of Nowra and Bomaderry into REMS	Complete design	SW	A REMS 1b draft concept design was completed. Shoalhaven Starches approached Council re possibility of discharging a proportion of their waste to Bomaderry STP. Implications of this are being assessed.

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 health to our community.		
Strategy:	5.2.1	Provide water and wastewater services that minimize environmental impact and achieves sustainable environmental outcomes		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
<i>1. RECLAIMED WATER MANAGEMENT - MONITORING</i>				
Maintain monitoring program and consolidate operations	Provide annual report		SW	All monitoring in 2007/08 carried out per guidelines in the REMS Operation Environment Management Plan and the REMS Environmental Monitoring Plan. Annual Report provided to Council.
<i>2. DEMAND MANAGEMENT STRATEGY</i>				
Ensure an effective Demand Management Strategy	Maintain average residential yearly water consumption below 230 kl/annum		SW	Average residential consumption was maintained below 200KL/annum for the full year.
<i>3. RESOURCE RE-USE - BIOSOLIDS</i>				
Continue to manage and explore the beneficial re-use of reclaimed water and biosolids	Explore by opportunity viable recycled water and/or re-use proposals		SW	All biosolids produced were beneficially re-used in agriculture
<i>4. RESOURCE RE-USE - MILTON ULLADULLA & SUSSEX INLET AREAS</i>				
Complete strategy report for reuse in the Milton/Ulladulla and Sussex Inlet areas.	Complete strategy report for re-use in the Milton/Ulladulla and Sussex Inlet areas		SW	The strategy for Milton/Ulladulla reclaimed water scheme was finalised, demonstrating agricultural re-use should not be pursued based on high capital costs. The Sussex inlet area is currently the focus of planning investigations. Following the finalisation of plans for development a re-use strategy can be completed.

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 health to our community.			
Strategy: 5.2.2 Ensure that Council meets and embraces its ESD obligations under the Local Govt Act			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. ECOLOGICAL INTEGRITY</i>			
Re-use biosolids and reclaimed water for beneficial purposes	Biosolids and reclaimed water re-used per quarter	SW	In excess of 1,200ML of reclaimed water beneficially re-used in 2007/08. This total is lower than for previous years due to high rainfall during irrigation season. All biosolids produced were beneficially re-used.
<i>2. ECOLOGICAL VIABILITY</i>			
Use media campaigns to promote the efficient use of water resources	Use media campaigns to promote the efficient use of water resources	SW	Tapstar program was well received at the National Water Education Conference in April. Rainwater tank rebates were promoted throughout the year in local newspapers and lifestyle magazine.

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.			
Strategy: 5.3.1 Develop and provide programs and services to improve the health and amenity of the community.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. TABOURIE LAKE SEWERAGE SCHEME</i>			
Complete construction of Tabourie Lake Sewerage Scheme	Scheme fully operational by December 2007	SW	Construction was completed for the Lake Tabourie Sewerage Scheme on time and within budget. Residents celebrated the successful scheme completion.
<i>2. DEVELOPMENT PLAN (Currarong)</i>			
Seek financial subsidy for construction of Currarong Sewerage Scheme	Subject to funding from the State Government to commence construction	SW	State Government funding was confirmed. Tenders were called and assessed. Council accepted a tender pending approval from the Minister for Water Utilities
<i>3. DEVELOPMENT PLAN (Kangaroo Valley)</i>			
Complete Environmental Assessment for Kangaroo Valley Sewerage Scheme and seek subsidy to commence construction	Complete Environmental Assessment by August 2007 and Tender construction by June 2008	SW	EIS preparation was delayed due to changes in planning legislation. Assessment process was changed from Part 4 to Part 5 due to the commencement of the Infrastructure SEPP on 1 January 2008. Final EIS placed on public exhibition and submissions received.

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.			
Strategy: 5.3.2 Develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. CUSTOMER SERVICE</i>			
Implement National Water Performance Framework	Report on achievement and take appropriate action where gaps are identified.	SW	NWI performance report issued by NWC and results provided to Council prior to publication onto Shoalhaven Water website. Shoalhaven Water performance at the higher end of the scale in comparison to comparative sized Non-Major Utilities Large with connections between 20,000 and 50,000.

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.			
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.			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. WATER SUPPLY			
To operate, maintain and improve the performance of the water supply system in a cost effective manner	Achieve operating costs below State median for similar authorities	SW	Operating cost (including management costs) for water business for 07/08 financial year was \$249 per assessment. This compares favorably with the last State wide median reported (for 05/06) of \$280 per assessment
2. WASTEWATER			
To operate, maintain and improve performance of wastewater schemes in a cost effective manner	Aim to achieve operating cost towards State median for similar authorities	SW	Operating cost (including management cost) for wastewater business for 07/08 financial year was \$363 per assessment. Although higher than the last State wide median reported (for 05/06) of \$280, this is a reflection of the high level of treatment, re-use, and scale of Shoalhaven's sewerage systems.
3. 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.	Develop a drinking water quality management system	SW	Microbiological: Compliance with ADWG E-Coli 99% Risk Assessment, Operation and Maintenance, emergency Response Plans prepared as part of Australian Drinking Water Guidelines - Framework for Management of Drinking Water quality
4. DROUGHT ACTION PLAN			
Operate the water supply scheme in accordance with the Drought Management Plan	Report to Council as required regarding activation of the Drought Management Plan	SW	Dams storages and river flows were monitored throughout the year. The Drought Management Plan was triggered in October 2007 but no water restrictions were enforced due to ensuing rainfall.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
5. INTEGRATED WATER CYCLE MANAGEMENT			
Implement the IWCM Plan	Report to Council	SW	IWCM strategy public exhibition generated positive feedback. Following consideration of submission the IWCM was finalised and adopted by Council for implementation.

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 produces 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 2007/2008

Holiday Haven Tourist Parks is a multi award winning Category 1 Business (under the NSW Government's National Competition Policy Guidelines) generating revenues during 2007/2008 in excess of \$14 million and contributing significantly to the maintenance and development of the very large crown land portfolio under Council's care, control and management.

- The Tourist Parks are in some of the most significant visitor locations on the New South Wales coast.
- Annual turnover is approximately \$14 million.
- The profits are spent on maintaining the 300 + Crown Reserves in the Shoalhaven.
- We have 3000 sites for caravans, cabin and camping.
- There are over 280 accommodation cabins on our parks.
- Holiday Haven is a consistent Award winner for quality, marketing and service.
- Holiday Haven is committed to a sustainable environment and socially responsible management.
- The Parks are managed by contract managers, based on incentive, sharing costs and profits.
- Holiday Haven's business is expected to continue to grow at satisfactory rates against current tourism trends.
- Growth in the Caravan & Camping industry is expected to continue to grow significantly over the next 5 to 10 years.
- The business of the group is sourced mainly from Sydney, Canberra and the Illawarra as well as Victoria and Country NSW.
- The Holiday Haven team consists of four administrative staff and three outdoor staff.

Some highlights have included:

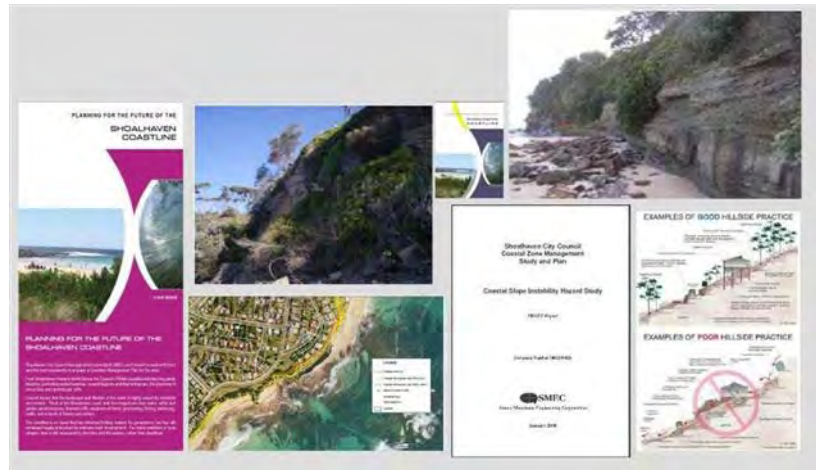
- New high quality 2 bedroom cabins and ensuites at Husky Beach Tourist Park.
- New jumping pillow and swimming pool at Crookhaven Heads Tourist Park.
- New amenities building at Lake Tabourie.
- Updated Holiday Haven internet website.
- Special access bathroom – Currarong.
- New Turf area – Conjola
- Amenity renovation - Bendalong

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.	
Strategy:	6.1.1	Develop a sound business plan for Holiday Haven Tourist Parks which offers value for money to customers and good returns for Council.	
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
1. BUSINESS STRATEGY			
Develop a separate business strategy covering the activities of the Holiday Haven Tourist Parks	Continually develop and refine the Business Plan	FC	Holiday Haven's business activities continue to be reviewed to achieve the best outcomes for Council and the community.
2. OPERATING TARGETS			
Meet established targets for growth, profitability and rate of return	Target growth in trading profit for Holiday Haven Tourist Parks at 6% per year	FC	Overall Annual Growth Target of 6% is being maintained.
	Target 65% cash flow profit	FC	Targeted cashflow profit is slightly down on the anticipated 65% return for 2007/08. This is a function of the general downturn in the Tourism Market across the board. The figure as at June 30 is approx 64.5%.

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.		
Strategy:	6.1.2	Develop a Marketing Plan incorporating existing and potential markets		
Task	Performance Target & Assessment		Grp. Dir.	Annual Report
1. MARKETING PLAN				
Review existing client sources and implement adjusted strategy to cater for changing consumer markets including regional, shoulder and package programs	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		FC	Holiday Haven's marketing program continues to be reviewed in line with changing industry trends, consumer markets and emerging targeted opportunities.

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.			
Strategy: 6.1.3 Provide industry standard visitor facilities in all Holiday Haven Tourist Parks			
Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<i>1. SPECIAL ACCESS CABINS</i>			
Provide suitably equipped special access cabins at a number of popular sites within the Holiday Haven Group	Review needs annually in the Cabin Strategy and list special access cabins with the relevant industry classification bodies	FC	Condition reports on all cabins in the group will be undertaken as part of updating the cabin-plant listing. Attention in particular to the older Special Access cabins throughout the fleet will be undertaken in QTR 1 of the 2008/09 financial year.
<i>2. ACHIEVE QUALITY CUSTOMER SERVICE</i>			
Implement contract arrangements and training for management and staff to ensure delivery of high levels of customer service	Monitor customer feedback and implement timely responses to client suggestions, comments and complaints.	FC	Holiday Haven continues to issue customer feedback forms to our visitors and averages five telephone contacts each week with Holiday Van owners in regard to various enquiries and issues. Comments from clients at Consumer Shows are also recorded in show reports. Prominent issues with Holiday Van owners centre on the ability to sell vans, visitor issues vary but most would like more activities and inclusion of linen. Significant show enquiries in regard to pools, activities, loyalty scheme and pets.
<i>3. UPGRADED AMENITIES - 5 YEAR CAPITAL COST PROGRAM</i>			
Develop a 5 year capital costs program consistent with the Business Plan and to ensure a high standard of facilities	Development of a 5 year capital program	FC	A five year capital plan has been developed and has been incorporated into the Business Plan. The capital plan has provided a solid framework for works to be undertaken. Further detail is required to fine tune the program over the coming months to coincide with the review of the business plan in 2008/09.

part b Regulatory Reports.....



Legal Proceedings....

Section 428 (2) (e)

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Flower & Samios Pty Ltd v Shoalhaven City Council	Class 4 Appeal	Land & Environment Court	\$5,237.98	\$	Appeal dismissed. Decided in Council's favour.
Seyffer v Shoalhaven City Council	Class 4 Appeal	Land & Environment Court	\$60,000.00	\$	Appeal upheld. Council negotiated settlement figure for costs. Decided against Council.
Ashleigh Developments Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$ 27,510.00	\$	Appeal discontinued. Negotiated consent issued. Decided in Council's favour.
I+M Group Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$882.31	\$	Appeal discontinued. Decided in Council's favour.
Kirkwood v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$6,679.07	\$	Appeal upheld and development consent granted by Court after negotiation with Council. Decided in Council's favour.
Broker Pty Ltd v Shoalhaven City Council	Class 4 Appeal	Land & Environment Court	\$30,407.08	\$	Appeal dismissed. Decided in Council's favour.
Hague v Shoalhaven City Council	Class 5 Appeal	Land & Environment Court	\$24,526.72	\$	Appeal withdrawn. Decided in Council's favour.
Ozdirik v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$20,560.56	\$	Appeal discontinued. Decided in Council's favour.

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Wygiren v Kiama Municipal Council & Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$75,981.97	\$	Appeal dismissed. Decided in Council's favour.
Rogers v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$1,659.90	\$	Appeal discontinued. Decided in Council's favour.
Shoalhaven City Council v South Coast Concrete Crushing and Recycling	Class 4 Appeal	Land & Environment Court	\$4,077.04	\$	Proceedings commenced. No hearing set.
Shoalhaven City Council v Murphy	Prosecution	Nowra Local Court	\$1,656.60	\$325.00	Pleaded guilty. \$2,000 fine. Decided in Council's favour.
Shoalhaven City Council v Coe	Prosecution	Nowra Local Court	\$1,228.48	\$300.00	Pleaded not guilty. Defendant found guilty. Section 10 dismissal. Decided in Council's favour.
Shoalhaven City Council v Brooks	Prosecution	Nowra Local Court	\$9,142.54	\$5,500.00	Pleaded guilty. \$5,000 fine, good behavior bond and rehabilitation order. Decided in Council's favour.
Shoalhaven City Council v Dixon	Prosecution	Nowra Local Court	\$1,100.00	\$	Decided against Council. Defendant found not-guilty.
Shoalhaven City Council v Gornall	Prosecution	Nowra Local Court	\$1,998.37	\$330.00	Pleaded guilty. \$1,000 fine. Decided in Council's favour.
Fatality at Broughton Vale Road Causeway	Coroners Inquest	Coroners Court	\$4,970.00	\$	No finding of guilt on Council.

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Shoalhaven City Council v Pavlakis	Litigation	District Court	\$3,237.50	\$	Garnishee order successfully executed. Decided in Council's favour.

Fees, Expenses & Facilities Provided to elected members....

Section 428 (2) (f)

The following fees were expended during the year 2007/2008:

Mayoral Fee	\$31,740
Councillor Fees - (\$14,540 per Councillor)	\$189,020

The total costs associated with Council expenses and facilities such as travel, allowances, expenses, computers, mobile phones, secretarial support, facsimile and other costs associated with Council and Committee meetings for 2007/2008 was \$256,107 which is made up as follows:

Facilities

Provision of facilities including dedicated office equipment allocated to Councillors on a personal level, such as laptop computers, mobile phones, telephones, facsimiled machines and internet installed in the Councillors homes (including line rental and internet access)	\$14,691
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Expenses

Cost of phone calls including mobiles, home located landlines, facsimile and internet services	\$23,577
Spouse/Partner/ accompanying person expenses	\$Nil
Conference and Seminar Expenses	\$28,259
Training and skill development expenses	\$3,140
Interstate and Local Travel expenses (including subsistence and out of pocket expenses)	\$113,913
Overseas travel expenses (including subsistence and out of pocket expenses) June 07 but paid from 2007/08 year	\$2,933
Other expenses	\$14,593
• Council meeting meal expenses	\$1,226
• Computer consumables	
Secretarial Support	\$53,775

Section 252 of the Local Government Act provides that Council is required to establish a policy for the payment of expenses and provision of facilities to the mayor, Deputy mayor and Councillors. As such, Councillors are entitled to claim for expenses incurred in relation to discharging the functions of civic office.

Councils policy in relation to the payment of expenses and the provision of facilities states

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	83.0
1601 cc - 2600cc	77.3
1600 cc or less	55.3

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, Council will reimburse reasonable costs (actual) incurred to a limit set out in 3.3(d). Reimbursements for 'dinner' will apply in circumstances where the member would arrive at his/her place of residence later than 7:30 pm, following attendance at a Council/Committee meeting or briefing and dinner had not been provided.

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;
- meetings of Principal Consultative Bodies (PCB's);
- responding to rate payer's enquiries or requests.

"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 (in the Councillor's mind) attendance is justified;
- conferences or training;
- other official business approved by the Council or jointly by the Mayor and General Manager.

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:

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.

Public Transport

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

Airfares

Where appropriate Council shall meet the costs of airfares. 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.

Accommodation & Sustenance

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

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.

Sustenance

Council will reimburse reasonable costs (actual) incurred for meal expenses to a daily limit of \$200.00. This amount will be reviewed annually

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.

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.

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 Conferences of the Local Government and Shires Association.

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.

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.

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.

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.

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.

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)
- Personal Computer (PC) or notebook computer
- Printer
- Personal Digital Assistant (PDA)

Council will meet the following costs:

Connection and rental charges;

Call costs up to a maximum of \$500 per month with total cost of calls for a financial year not to exceed \$3,000 for each Councillor. Call costs made from the Mayoral Office are not included.

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

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).

Councillors will have access to photocopiers in Administration buildings during normal opening hours 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.

Council will provide one filing cabinet (or similar) for the purpose of storing Council records.

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.

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

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 could be reasonably expected 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 for attendance at 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.

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.

Carer and Other Related Expenses

Council will reimburse the reasonable cost of carer arrangements, including childcare expenses and the care of elderly, disabled and/or sick immediate family members of councillors, to allow councillors to undertake their council business obligations.

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.

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 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 and Co-operatives
- Police Service
- Director of Public Prosecutions
- Local Government Pecuniary Interest Tribunal 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.

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., >15 kms over the speed limit).

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

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.

Footnote:

Council's Policy is reviewed each year – the current Policy may be viewed on Council's website @ www.shoalhaven.nsw.gov.au under "Public Documents".

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	\$229,880	Nil	\$13,130	\$7,500	\$4,867	\$255,377
Assistant General Manager	\$176,843	Nil	\$13,130	\$7,627	\$8,888	\$206,488
City Services & Operations	\$161,350	Nil	\$3,250	\$7,000	\$3,276	\$174,876
Finance & Corporate Services	\$144,742	Nil	\$9,458	\$7,000	\$6,438	\$167,638
Development & Environmental Services	\$140,892	Nil	\$13,130	\$7,178	\$4,304	\$166,149
Strategic Planning	\$139,345	Nil	\$12,702	\$9,153	\$4,949	\$165,504
Shoalhaven Water	\$140,890	Nil	\$13,310	\$7,000	\$2,451	\$163,651

Major Contracts Awarded....

Section 428 (2) (h)

Company	Project	\$ Amount
Ablock Builders Pty Ltd	Lake Tabourie Amenity Building	\$447,670
Assist Building Pty Ltd	Cambewarra Tower Redevelopment	\$344,700
McNamee Construction	Burrill Lake Pumping Station Upgrade	\$5,380,236
Assist Building Pty Ltd	Voyager Park Amenities Building	\$538,887
Digging Around	Shared Pathways Construction	\$493,765
Select Civil Pty Ltd	Vincentia Water Main & Pumping Station	\$1,354,897
Nowra Truck & Tractor	Garbage Compactor	\$216,142
Tyco Water Pty Ltd	Sewer Rehabilitation @ Orient Point etc.	\$870,936
Ablock Builders Pty Ltd	Culburra Beach Fire Station	\$162,411
Aussie Weighbridge Pty	Ulladulla Weighbridge Remedial Works	\$243,043
Ablock Builders Pty Ltd	Tapitallee Bridge Replacement	\$590,253
Wellco Developments	Nowra Skate Park Facility	\$364,800
CallTime Solutions	Telecommunication Services	\$528,252
Select Civil Pty Ltd	Currarong Sewerage Scheme	\$10,108,805
Ledonne Constructions	Lake Conjola Tourist Park Sewer System	\$213,617
Rotex Australia	Bay & Basin Leisure Center Heating Replacement	\$159,929



North Nowra Community Centre

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) now 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 2007-08. Five 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	6	3
Southern	5	0
Central	2	0
Bay & Basin	7	2
TOTAL	20	5

Table 1: No. of Bushfire Hazard Complaints in respect of Council Land investigated by the NSW RFS during 2007-08

Area	Asset Protection Zone Locations
Northern	34
Southern	26
Central	6
Bay & Basin	26
TOTAL	92

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

Council maintains Asset Protection Zones and/or Firebreaks at over 90 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 2007/2008 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 second annual multicultural dinner dance to celebrate "Harmony Day" in partnership with multicultural group members.
- Address Local Ethnic Affairs Policy Statement objectives.



100 year Aboriginal Children's Home

Works 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 2007/2008.



Cambewarra Tower

Contributions/Donations....

Section 428 (2) (I)

During 2007/2008 Council made grants (pursuant to Section 356 LGA) totalling \$ 388,242 to local organisations and community groups.

Beneficiary	Amount
Albatross Musical Society	\$7,420
Australian Aerial Patrol	\$10,000
Bawley Pt Ratepayers Association	\$400
Bernie Regan Memorial Trust	\$1,000
Berry & District Garden Club	\$60
Berry Alliance Inc	\$400
Berry Sports Complex Management Committee	\$10,500
Bomaderry High School	\$100
Bomaderry Oval Management Committee	\$2,000
Budgong Community Group	\$400
Callala Beach Progress Association	\$400
Callala Bay Progress Association	\$400
Callala Community Centre (Kids Corner)	\$2,020
Camellias Shoalhaven Inc	\$100
CTC Sussex Inlet	\$6,240
Culburra Progress Association	\$400
Currarong Progress Association	\$400
Dolphin Point Residents Group	\$400
Friends Of 2538	\$400
Gambling Impact Society	\$1,000
Get To The Point Program	\$400
Hazel/David Berry Park Committee	\$22,000
Healthy Cities Illawarra	\$134
Huskisson Chamber Of Commerce (Fireworks NY Eve)	\$10,000
Huskisson Community Voice	\$400
Huskisson Public School	\$75
Hyams Beach Villagers Association	\$400
Illawarra Academy Of Sport	\$15,000
Jervis Bay Lions Club	\$2,000
Kangaroo Valley Museum	\$2,000
Kiola/Bawley Pt Management Com	\$2,500
Koori Kids P/L	\$450
Lake Conjola Bowling Club	\$600
Lake Conjola Womens Bowls Club	\$100
Lions Club Of Sussex Inlet	\$2,100
Lions Club Of Ulladulla-Milton	\$8,000
Lydian Singers	\$4,400
Lyrebird Pre-School	\$3,000
Manyana Citizens Association	\$400
Marine Mammal Research	\$500
Milton Frogs Holla Sports Complex Committee	\$27,000
Milton Showground Committee	\$21,000
Milton Theatre Management Committee	\$409
Mollymook Oval Management Committee	\$5,500

Beneficiary	Amount
Mollymook Surf Lifesaving Club	\$5,000
Murramarang Progress Association	\$400
Music Shoalhaven	\$750
Native Animal Network Association	\$1,700
Nowra Anglican College	\$100
Nowra Christian School	\$100
Nowra Culburra Surf Lifesaving Club	\$5,000
Nowra Harness Racing Club	\$1,500
Nowra High School	\$100
Nowra Legacy Group	\$484
Nowra Youth Centre	\$2,000
Opera South	\$4,995
Orient Point Progress Association	\$400
Osborne Park Management Committee	\$7,500
Relay For Life Setup	\$153
Rotary Club Milton/Ulladulla	\$10,000
RSPCA Ulladulla Branch	\$1,000
Rugby Park Management Committee	\$7,000
Shoalhaven Anglican School	\$100
Shoalhaven City Lanes	\$250
Shoalhaven City SES Unit	\$33,000
Shoalhaven Community Transport	\$8,000
Shoalhaven Heads Community Forum	\$400
Shoalhaven Heads Sports Complex Committee	\$16,020
Shoalhaven Heads Surf Lifesaving Club	\$5,000
Shoalhaven High School	\$1,600
Shoalhaven Junior Cricket	\$500
Southern Shoalhaven SES Unit	\$22,800
St Georges Basin Community Forum	\$400
St John's Ambulance Australia	\$550
St John's High School	\$100
St Vincent De Paul Society	\$3,134
Sunset Fireworks	\$10,000
Sussex Inlet Mens Shed	\$10,000
Sussex Inlet RSL Sub Branch	\$75
Sussex Inlet Surf Club	\$4,000
Tabourie Park Social Club	\$369
Tabourie Ratepayers Association	\$400
Thompson St Management Committee	\$26,000
Tomerong Community Forum	\$400
Troy Pocock Foundation	\$550
Ulladulla District Community Forum	\$400
Ulladulla High School	\$100
Ulladulla Lighthouse Oval	\$25
Ulladulla Pistol Club	\$10,000
University of Newcastle	\$500
Vincentia High School	\$100
Vincentia Ratepayers Association	\$400
Wandandian Recreation Reserve	\$2,500
West Street Oval Management Committee	\$280
Worrigea Equestrian Common	\$4,000
Your Dream (School Seminars)	\$700
Yulunga Reserve Committee	\$5,000
TOTAL	\$388,242

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 endeavors to see that organizational people activities are carried out within a clear and concise framework of policies, procedures and service standards helping to achieve the goal of best practice. The human resources 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.



Library services

Activities to Implement EEO Management Plan....

Section 428 (2) (n)

The purpose of Council's Equal Employment Opportunity (EEO) Management Plan is to (1) prevent unlawful discrimination and (2) encourage diversity, through the application of fair 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 the 2007 – 2008 period Shoalhaven City Council:

- Further developed workplace flexibility practices drafting new policies such as Working from Home and a Staff Breastfeeding at Work policy.
- Revised EEO data collected from new employees.
- Participated in the Girl Savvy program run by the NSW Government, where staff acted as mentors for local high school girls.
- Participated in the Shoalhaven Indigenous Employment Expo, where Council had a number of Indigenous Staff members also attend the Expo to represent Council and assisted Indigenous Job Seekers in applying for positions with Local Government.
- Celebrated International Women's Day by way of a fundraising afternoon for staff to support the Shoalhaven Women's Refuge.
- Surveyed staff concerning Council's Equal Employment Opportunity Management Plan was undertaken and some interesting trends were:
 - A slight increase in Aboriginal/Torres Strait Islander employees.
 - Reduced full-time employees and increased part-time employees.
 - Continued high percentage of staff who experience harassment in the workplace.

The results of the survey have been used to develop strategies in the 2008 – 2011 EEO Management Plan. This Plan builds upon the work of previous Plans and seeks to implement measurable steps towards maintaining and improving Council's EEO objectives in accordance with the Act. It aims to satisfy legislative requirements, introduces new initiatives to ensure a diverse and discrimination free workplace and set Council as a best practice organization in regards to EEO.

The objectives for 2008 – 2011 EEO Plan are based on Council's four (4) Workplace Values, which are aimed at driving a culture and organization that staff wish to work in. The Workplace Values and EEO Objectives are as follows:

[Workplace Value - Organisation: How we work together.](#)

Objective 1: 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.

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

Objective 2: 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.

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

Objective 3: 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.

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

Objective 4: 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.

As an associated document with the EEO Management Plan, the HR Unit has also developed a draft Indigenous Employment Strategy for consideration and approval.



Library wrapped with love

External bodies exercising council functions....

Section 428 (2) (o)

During 2007/2008 there were no external organisations to which Council has given any delegation.



MR92

Companies in which council held controlling interest....

Section 428 (2) (p)

During 2007/2008 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.



Cycleway Brochure

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.



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.

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.

Voiceless - The Fund for Animals and NANA

Council received a grant in conjunction with the Native Animal Network Association.

Health

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

Sussex Inlet Settlement Strategy - Finalised by Council using funding assistance provided by the NSW Department of Planning. Strategy published December 2007.

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

Nowra-Bomaderry Structure Plan – Bio-Certification Investigations - Finalised by Council using funding assistance provided by the NSW Department of Environment & Climate Change.

Sustaining Our Shoalhaven (SOS) Sustainable House Project - Council is providing in-kind support and assistance to the consortia of local businesses building this house, which is a local project to promote better practice in housing design, construction and inclusions towards the ideals of affordability, sustainability and a lower eco-footprint.

National Tree Day - Council staff organised a series of mass tree plantings with local primary schools on Council reserves across the City. Schools were also given a number of plants for free to plant within their grounds.

Assistance with Grants - Council staff assisted St Georges Basin Primary to submit and win a grant for \$50,000 to install water saving fixtures and install a water tank to collect stormwater to flush toilets and water the grounds, saving an estimated 2 million litres of water per year.

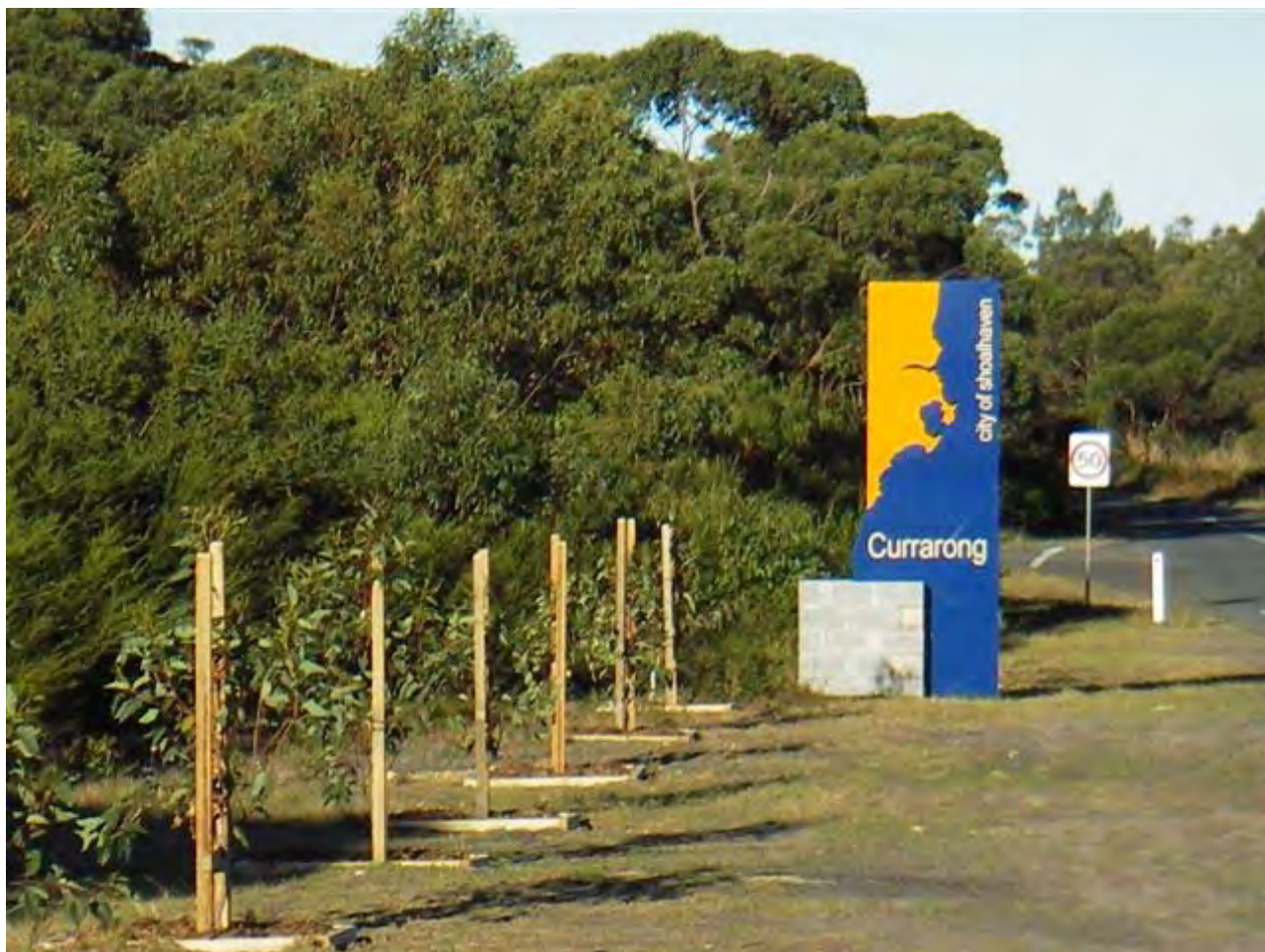
Sustainability Training for Staff - Funded by NSW Local Government & Shires Association and undertaken jointly with Eurobodalla Shire Council during October/November 2007.

Honours Degree Research Projects, Wollongong University - Limited funding assistance provided to undertake three research projects focused on climate change risk management, water quality

monitoring and provision of ecosystem services. Staff provided technical direction and professional review.

[Southern Councils Group, NRM/Planning Directors Sub Group](#) – Council staff are part of the Natural Resource Management/Planning Directors Sub-Group of the Southern Councils Group and are currently involved in relevant projects.

[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.



Currarong Entry Sign

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 2007 to June 2008:

Abandoned	\$12,787.67
Postponed Abandoned	\$10,412.08
Pensioner Rebates	\$3,862,756.52
Total Amount	<u>\$3,885,956.27</u>

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.



Huskisson Cycleway

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 2007/2008 from this source was \$2,668,915 and expenditure at the 30th June 2008 was \$2,376,376 or 89% of target. The balance of the funding will be expended in early 2008/2009 and details of projects not completed are: -

Public Amenity replacement at Kangaroo Valley Hall – the tender has been awarded for the project and works are in progress.

First Avenue, Erowal Bay sealing – work was delayed due to need to undertake extensive drainage design. Work is in progress and will be completed by the end of September 2008.

Drainage Program – the project at Prince Edward Avenue, Culburra Beach was not commenced but has been designed. Work is expected to be completed by the end of December 2008. The work at Burton Street, Vincentia has now been completed and work at Bridge Road, Nowra is expected to be completed by the end of December 2008. The other six (6) drainage projects were completed.

All other projects for rural road sealing, local road repair, traffic facilities, kerb and gutter, footpaths/cycleways, Icon Parks and parks/road maintenance were completed.



Fairfax Road Woollamia

	Special Variation Budget					Actual	Budget Remaining	% Spent
	2006/07 Unspent	2007/08	Adjustment	Adjustment Notes	Current			
Public Amenity Program								
Berrara Creek Reserve	\$19,000				\$19,000	\$19,000	\$0	100%
Kangaroo Valley Showground/Hall/Pool		\$100,000			\$100,000	\$19,873	\$80,127	20%
Tilbury Cove Public Amenities		\$60,000			\$60,000	\$60,000	\$0	100%
	\$19,000	\$160,000	\$0		\$179,000	\$98,872	\$80,127	55%
Rural Road Sealing Program								
Broughton Vale Rd (to Boundary Rd)		\$102,000			\$102,000	\$102,000	\$0	100%
Fairfax Rd Falls Ck		\$315,000	\$13,553	9	\$328,553	\$328,553	\$0	100%
		\$417,000	\$13,553		\$430,553	\$430,553	\$0	100%
Urban Road Sealing Program								
First Ave, Erowal Bay		\$125,000			\$125,000	\$9,379	\$115,621	8%
Local Road Repair Program								
Murramarang Rd, Bawley Pt (Ch3.0 to 3.65)		\$210,000			\$210,000	\$210,000	\$0	100%
Wattamolla Rd (east of Foremans Rd)		\$90,000			\$90,000	\$90,000	\$0	100%
Wharf Rd, Berry (Ch0.43 to 0.94)		\$214,000			\$214,000	\$214,000	\$0	100%
		\$514,000	\$0		\$514,000	\$514,000	\$0	100%
Drainage Program								
Woollamia Road Culvert	\$4,846		\$9,701	2	\$14,547	\$14,547	\$0	100%
Prince Edward Ave Drainage		\$69,000			\$69,000	\$1,209	\$67,791	2%
Cook/Emmett St Callala Bay		\$7,000			\$7,000	\$7,000	\$0	100%
Wattamolla Rd Drainage		\$40,000	-\$36,679	1	\$3,321	\$3,321	\$0	100%
Ada St Vincentia Drainage		\$20,000			\$20,000	\$20,000	\$0	100%
Collenden St Vincentia Drainage		\$20,000			\$20,000	\$20,000	\$0	100%
Burton St Pipe Open Drain		\$15,000			\$15,000	\$1,000	\$14,000	7%
Berry St Nowra Drainage		\$15,000			\$15,000	\$0	\$15,000	0%
William Bryce Rd Tomerong No23		\$0	\$6,500	6	\$6,500	\$6,500	\$0	100%
	\$4,846	\$186,000	-\$20,478		\$170,368	\$73,578	\$96,791	43%
Traffic Facilities program								
Mollymook Beach LATM		\$250,000	\$10,239	3	\$260,239	\$260,239	\$0	100%
Kerb & Gutter Program (New)								
Penquin Head Rd (Nth), Culburra Beach		\$20,000	-\$13,553	10	\$6,447	\$6,447	\$0	100%
Elizabeth Dr Construction, Vincentia	\$81,216	\$230,000			\$311,216	\$311,216	\$0	100%
	\$81,216	\$250,000	-\$3,314		\$317,663	\$317,663	\$0	100%
Pedestrian Facilities								
Mitchell Pde Mollymook Cycleway		\$80,250	-\$80,250	7	\$0	\$0	\$0	0%
Mitchell Pde Cycleway Stage 2			\$69,666	8	\$69,666	\$69,665	\$0	100%
Greenwell Point Shared Footpath			\$2,409	11	\$2,409	\$2,409	\$0	100%
Footpath Forward investigation and design		\$5,000	-\$2,000	4	\$3,000	\$3,000	\$0	100%
River Road Sussex Inlet Footpath			\$8,175	4	\$8,175	\$8,175	\$0	100%
Cycleways Investigations		\$0	\$2,000	5	\$2,000	\$2,000	\$0	100%
Kerry St Footpath		\$100,000			\$100,000	\$100,000	\$0	100%
Albatross Rd footpath		\$58,750			\$58,750	\$58,750	\$0	100%
		\$244,000	\$0		\$244,000	\$244,000	\$0	100%
Icon Park Program								
Jacob Elmoos Reserve	\$16,098				\$16,098	\$16,098	\$0	100%
Greenwell Point Reserve		\$102,000			\$102,000	\$102,000	\$0	100%
	\$16,098	\$102,000	\$0		\$118,098	\$118,098	\$0	100%
Annual Increase to Maintenance Allocations								
Parks & Reserve Maintenance		\$109,994			\$109,994	\$109,994	\$0	100%
Road Maintenance		\$200,000			\$200,000	\$200,000	\$0	100%
		\$309,994	\$0		\$309,994	\$309,994	\$0	100%
Special Rate Funding	\$121,160	\$2,557,994	\$0		\$2,668,915	\$2,376,375	\$292,540	89%

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 2007/2008 Council incurred a total cost of \$2,933 in respect to overseas travel.

Date	Venue	Purpose	Delegates
26-29 th June 2007	Auckland – New Zealand	A Shoalhaven delegation to New Zealand to attend the 8 th International Cities, Town Centres & Communities Society Conference	<ul style="list-style-type: none"> • Clr Willmott • Clr Ward • Clr Green

Council met travel, accommodation and conference registration costs. This is reported as the expenditure was not during the period of review.



Gateway to Shoalhaven

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 has developed a New Playground Strategy to ensure children's needs are being met in newly developing areas.
- 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 Family Day Care Schemes in Nowra and Ulladulla, caring for children, permanent and casual care.
- 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

- Organised and conducted Seniors Week 2008.
- 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

- Organised events for International Day of People with a Disability.
- Continued review of 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.
- Assisted in the organization of a multicultural dinner dance to celebrate Harmony Day 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.

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 Nowra Youth Services, habitat and PCYC to provide culturally appropriate program.
- Supported and assisted Careers Expo 2008 at Shoalhaven Campus
- Supported TAFE HYPER outreach programs
- 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.
- Organised Youth Week 2008.
- 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
- Multilingual Muslim workshops.
- 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	14,807	16,960	313,114
Shoalhaven Sewer	27,904	25,256	463,787
Shoalhaven Mechanical Services	3,494	3,761	108
Holiday Haven	14,913	13,588	44,632

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 Busine

ss – A Guide to Competitive Neutrality' issued by the Department of Local Government in July 1997.

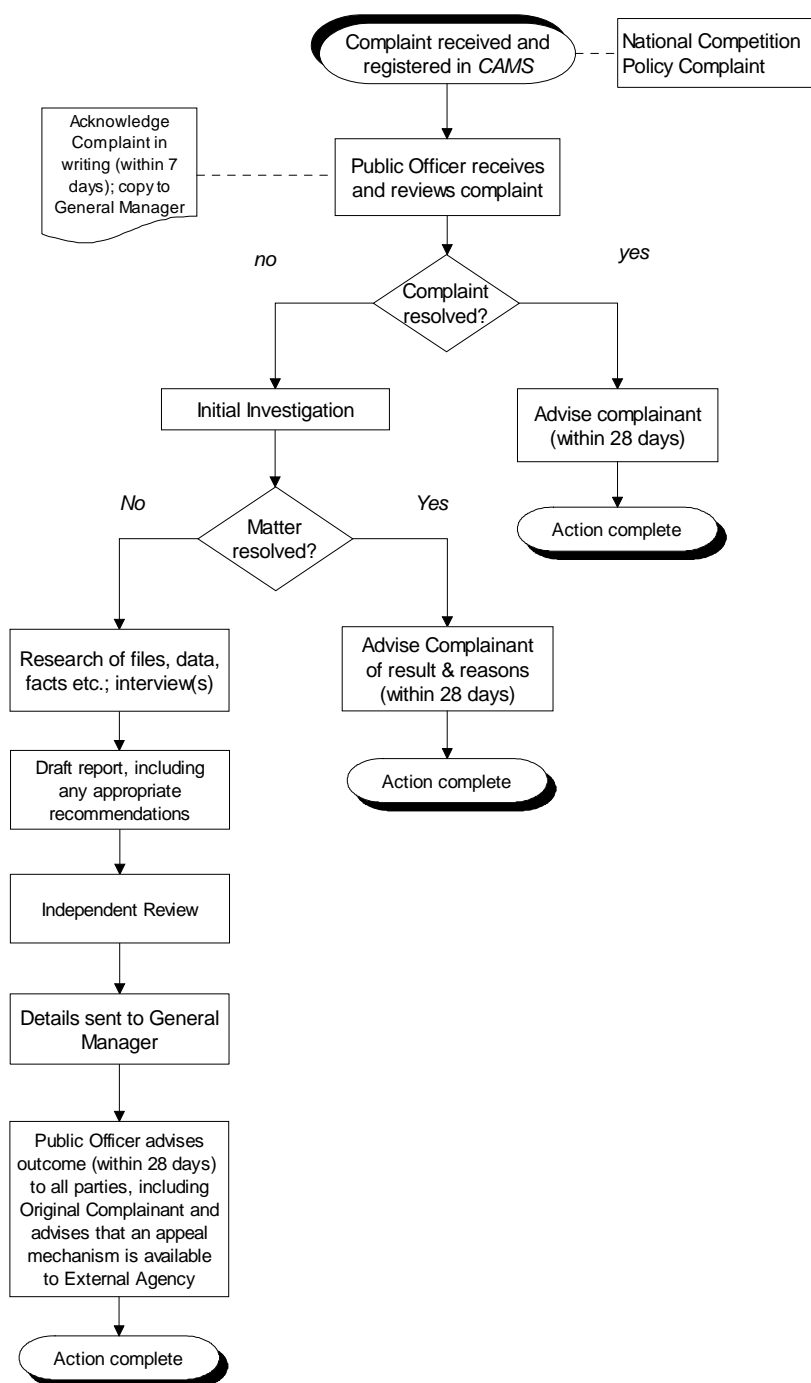


Comerong Island Ferry Refit

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 2007-08 financial year



Stormwater Management Services....

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

Council's projected 2007/08 Stormwater Management Program was funded the following way:

- \$350,000 – Council revenue
- \$400,000 – additional rates Stormwater Levy
- \$186,600 – additional revenue from special variation
- \$15,000 – grant income

The actual result was:

- \$339,967 – spent from Council revenue
- \$336,300 – spent from additional rates Stormwater levy
- \$73,577 – spent from special variation revenue
- \$54,563 – spent from s217 Roads Act 1993 contributions received from land owners for kerb and gutter construction that occurred in two stormwater improvement projects.

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

	Council Funds	Stormwater Levy	Special Rate Levy	Total
Prince Edward Ave, Culburra Beach	\$59,467		\$67,791	\$127,258
Beths St, Old Erowal Bay	\$40,000	\$34,000		\$74,000
Berry St, Nowra			\$15,000	\$15,000
Strategic Stormwater	\$15,000	\$10,000		\$25,000
Waratah Cres, Sanctuary Pt Drain	\$60,000			\$60,000
Burton St, Vincentia			\$14,000	\$14,000
	\$174,467	\$44,000	\$96,791	\$315,258

During the year there was an additional \$168,665 of revenue added to the Stormwater Management Program. These funds came from savings in other road and transport jobs during the year, grant funds and s217 Contributions for kerb and guttering.

The table on the following page compares the actual Stormwater Management Program with the projected Stormwater Management Program as proposed in the management plan with an explanation for the differences.

Annual Report 2007 - 2008

	Budget as per Management Plan					Actual Expenditure					Reason for Difference
	Council Funds	Stormwater Levy	Special Rate Levy	Other Income	Total	Council Funds	Stormwater Levy	Special Rate Levy	Other Income	Total	
Stormwater Manage Plan	\$18,000	\$17,000	\$0	\$15,000	\$50,000	\$19,684	\$17,000		\$0	\$36,684	\$15,000 grant was not received
Worrigee Rd diversion swale	\$0	\$0	\$0	\$0	\$0	\$21,316	\$8,926		\$0	\$30,242	Additional \$20,000 from strategic reserve (Min07. 1466) and \$8,926 from additional stormwater levy receive during year
190 Is Pt Rd share pipe easem	\$45,000	\$45,000	\$0	\$0	\$90,000	\$57,938	\$45,000		\$0	\$102,938	Additional \$20,000 from public land acquisition (min06.1006)
Mountain St piping&conc swale	\$40,000	\$40,000	\$0	\$0	\$80,000	\$27,594	\$40,000		\$0	\$67,594	Job complete under budget
Cook/Emmett St Callala Bay	\$28,000	\$35,000	\$7,000	\$0	\$70,000	\$27,713	\$35,000	\$7,000	\$0	\$69,713	Job complete under budget
Kingsley Ave Ulladulla	\$0	\$0	\$0	\$0	\$0	\$30,883			\$0	\$30,883	Job continued from 2006/07
Leo Drive Narawallee	\$25,000	\$25,000	\$0	\$0	\$50,000	\$19,188	\$25,000		\$0	\$44,188	Job complete under budget, excess funds transferred to Alexandra St Berry
No 4 Ellison Close Worrigee	\$0	\$0	\$0	\$0	\$0	\$2,655			\$0	\$2,655	Job continued from 2006/07
Woollamia Road Culvert	\$0	\$0	\$0	\$0	\$0	\$31,590		\$14,547	\$0	\$46,137	Job continued from 2006/07
Prince Edward Ave Drainage	\$0	\$60,000	\$69,000	\$0	\$129,000	\$0	\$533	\$1,209	\$0	\$1,742	Project Delayed, to be completed in 2008/09
Beths St Old Erawal Bay Drainag	\$40,000	\$35,000	\$0	\$0	\$75,000	\$0	\$1,000		\$0	\$1,000	Project Delayed, to be completed in 2008/09
Golden Hill Davenport Drainage	\$25,000	\$20,000	\$0	\$0	\$45,000	\$17,352	\$20,000		\$9,082	\$46,434	Additional income received from Kerb and Guttering
River Rd Shoal Hds Drainage	\$6,000	\$6,000	\$0	\$0	\$12,000	\$310	\$6,010		\$0	\$6,320	Job complete under budget
Wattamolla Rd Drainage	\$0	\$0	\$40,000	\$0	\$40,000	\$10,239		\$3,321	\$0	\$13,560	Job complete under budget, excess funds transferred to William Bryce and Mollymook LATM
Ada St Vincentia Drainage	\$0	\$15,000	\$20,000	\$0	\$35,000	\$0	\$14,990	\$20,000	\$2,123	\$37,113	Additional income received from Kerb and Guttering
Collenden Ave Vincentia Drainag	\$0	\$15,000	\$20,000	\$0	\$35,000	\$21,309	\$15,000	\$20,000	\$11,548	\$67,857	Job is overspent, and was funded by jobs that completed under budget
Berry St Nowra Drainage	\$0	\$0	\$15,000	\$0	\$15,000	\$0			\$0	\$0	Project Delayed, to be completed in 2008/09
Alexandra St, Berry Drainage	\$0	\$0	\$0	\$0	\$0	\$30,752	\$34,600		\$30,400	\$95,752	Contribution received from RTA with other funding from Drainage Investigation, Robinsville PI and Leo Drive
Comerong St Greenwell Point	\$0	\$0	\$0	\$0	\$0	\$482			\$0	\$482	Spent in advance of 2008/09 budget, carried forward
Strategic S/Water Catchment An	\$15,000	\$10,000	\$0	\$0	\$25,000	\$0			\$0	\$0	Project Delayed, to be completed in 2008/09
Drainage Investigation	\$33,000	\$7,000	\$0	\$0	\$40,000	\$15,004	\$7,000		\$0	\$22,004	Funds transferred to Sussex Inlet Rd service roads and Alexandra St Berry
Fairway Dr Sanctuary Pt	\$0	\$0	\$0	\$0	\$0	\$5,049			\$0	\$5,049	Job continued from 2006/07
Waratah Cr Sanct Pt Drain	\$60,000	\$60,000	\$0	\$0	\$120,000	\$0	\$66,241		\$1,410	\$67,651	Project Delayed, to be completed in 2008/09
William Bryce Rd Tomerong No23	\$0	\$0	\$0	\$0	\$0	\$0		\$6,500	\$0	\$6,500	From Wattamolla Rd (Min07.1510)
Burton St Pipe Open Drain	\$0	\$0	\$15,000	\$0	\$15,000	\$0		\$1,000	\$0	\$1,000	Project Delayed, to be completed in 2008/09
32 Haiser Rd Outfall Works	\$0	\$0	\$0	\$0	\$0	\$909			\$0	\$909	Spent in advance of 2008/09 budget, carried forward
Robinsville PI Sanct Pt Drain	\$15,000	\$10,000	\$0	\$0	\$25,000	\$0			\$0	\$0	Project in 2008/09 program, 2007/08 fudning transferred to Alexandra St.
	\$350,000	\$400,000	\$186,000	\$15,000	\$951,000	\$339,967	\$336,300	\$73,577	\$54,563	\$804,407	

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:

Lodgement 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 revised 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 160 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 \$559,195 in respect of Companion Animal Management, and related activities during the course of the reporting period.

Companion animal community education programs carried out.

During the reporting period SCC has continued to support and facilitate community education on companion animal issues the reporting period. A range of animal management brochures have been developed and are available from various outlets in the Shoalhaven. 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.

Media releases continue to be released to local media on a range of companion animal issues, including, identification and registration requirements, desexing and issues relevant to the Nowra Animal Shelter.

Going forward, Council's Ranger Service's intend to focus on the facilitation of education opportunities, rather than face to face delivery. This strategic change in direction will allow more efficient use of available resources, and improved opportunities for involvement by other stakeholders such as vets and RSPCA etc.

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

With the help of local vets and animal welfare groups within the LGA, Council has participated in the National Desexing Network's desexing programs. 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 a significant number of 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.

Council continues to network with all interested stakeholders to reduce the need for euthanasia of cats and dogs. Brochures on desexing are produced locally by Council and are available at various outlets within our LGA.

Desexing information is provided on Council's website in the Shoalhaven Animal Management Services Directory and a link to the RSPCA website is provided also.

[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 actively promotes desexing and highlights the euthanasia problem during routine telephone enquiries about animal matters especially registration costs and during the enforcement process. Brochures on desexing/euthanasia and responsible pet ownership are produced by Council and available at various outlets within our LGA.

[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 27 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 27th February, 2007.

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

State of Income and Expenditure for Companion Animals for the Year Ended 30 June 2008

INCOME

Registrations	110,616	
Fines and Costs	58,701	
Other	<u>47,877</u>	217,194

EXPENDITURE

Salaries	205,285	
On Costs	55,918	
Training and conferences	3,992	
Motor Vehicle Costs	59,620	
Pound Costs	176,690	
State Debt Recovery infringement processing fees	23,718	
Other Costs	<u>33,973</u>	<u>559,195</u>

Surplus/ (Deficit) **(342,001)**



Freedom of Information Act 1989

FOI Statistical Report....

Practice Note 7 (Section 68 FOI Act)

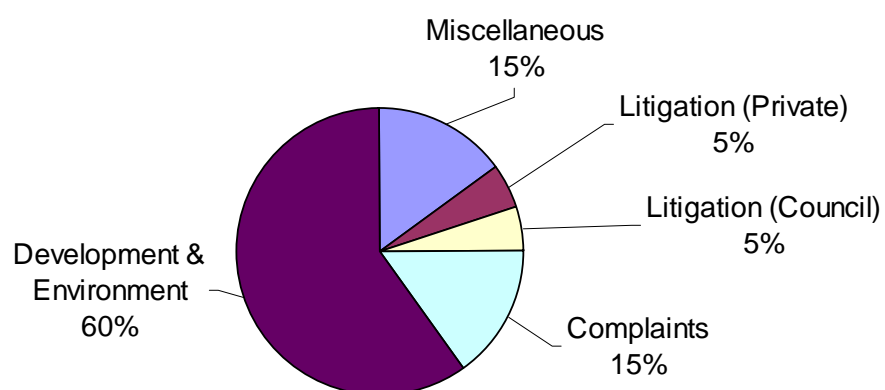
The following statistics are published as required by the Freedom of Information (General) Regulation 1995 pursuant to Section 68(6) of the Freedom of Information (FoI) Act 1989. A revised reporting format has been introduced from this year however as Council is required to produce a comparison of statistics from the previous year, the statistics in this Annual Report will be shown in both the old and the new more detailed format.

Council received a total of twenty five (25) 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 litigation (not involving Council) increased, as did the proportion of applications received concerning complaints about matters affecting public amenity. Such matters include illegal clearing, noise nuisance, animal control and unauthorised development activities. There was no appreciable difference in the proportion of applications received in relation to development and environmental issues. 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 thirty two (332) 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	(current year)	(current year)
New	6	17	23
Brought forward			
Total to be processed	6	17	23
Completed	6	17	23
Discontinued		3	
Total processed	6	14	20
Unfinished (carried forward)			

Why were FOI applications discontinued?	NUMBER OF <u>DISCONTINUED</u> FOI APPLICATIONS		
	PERSONAL	OTHER	TOTAL
	2007-2008	(current year)	(current year)
Request transferred out to another agency (s20)			
Applicant withdrew request		3	3
Applicant failed to pay advance deposit (s.22)			
Applicant failed to amend a request that would have been an unreasonable diversion of resources to complete (s.25(1)(a1))			
Total discontinued		3	3

What happened to completed FOI applications?	NUMBER OF <u>COMPLETED</u> APPLICATIONS		
	PERSONAL	OTHER	TOTAL
	(current year)	(current year)	(current year)
Granted or otherwise available in full	2	8	10
Granted or otherwise available in part	2	5	7
Refused	1	1	2
No documents held		1	1
Total completed	5	15	20

How were the documents made available to the applicant?	NUMBER OF APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN FULL)		
	PERSONAL	OTHER	TOTAL
	(current year)	(current year)	(current year)
All documents requested were:			
Provided to the applicant	1	6	7
Provided to the applicant's medical Practitioner			
Available for Inspection	1		1
Available for purchase			
Library material			
Subject to deferred access			
Available by a combination of any of the reasons listed above		1	
Total granted or otherwise available in full	2	7	9

How were the documents made available to the applicant?	NUMBER OF APPLICATIONS (GRANTED OR OTHERWISE AVAILABLE IN PART)		
	PERSONAL (current year)	OTHER (current year)	TOTAL (current year)
Documents made available were:			
Provided to the applicant	3	4	7
Provided to the applicant's Medical Practitioner			
Available for inspection			
Available for purchase			
Library material			
Subject to deferred access			
Available by a combination of any of the reasons listed above			
Total granted or otherwise available in part	3	4	7

Why was access to the document refused?	NUMBER OF <u>REFUSED</u> FOI APPLICATIONS		
	PERSONAL (current year)	OTHER (current year)	TOTAL (current year)
Exempt	1	1	2
Deemed refused			
Total refused	1	1	2

Why were the documents classified as exempt? (Identify <u>one</u> reason only)	NUMBER OF APPLICATIONS		
	PERSONAL	OTHER	TOTAL
Restricted documents:	(current year)	(current year)	(current year)
Cabinet documents (Clause 1)			
Executive Council documents (Clause 2)			
Documents affecting law enforcement and public safety (Clause 4)	3		3
Documents affecting counter terrorism measures (Clause 4A)			
Documents requiring consultation:			
Documents affecting intergovernmental relations (Clause 5)			
Documents affecting personal affairs (Clause 6)	1	1	2
Documents affecting business affairs (Clause 7)		1	1
Documents affecting the conduct of research (Clause 8)			
Documents otherwise exempt:			
Schedule 2 exempt agency			
Documents containing information confidential to Olympic Committees (Clause 22)			
Documents relating to threatened species, Aboriginal objects or Aboriginal places (Clause 23)			
Documents relating to threatened species conservation (Clause 24)			
Plans of management containing information of Aboriginal significance			

(Clause 25)			
Private documents in public library collections (Clause 19)			
Documents relating to judicial functions (Clause 11)			
Documents subject to contempt (Clause 17)			
Documents arising out of companies and securities legislation (Clause 18)			
Exempt documents under interstate FOI Legislation (Clause 21)			
Documents subject to legal professional privilege (Clause 10)		2	2
Documents containing confidential material (Clause 13)		1	1
Documents subject to secrecy provisions (Clause 12)			
Documents affecting the economy of the State (Clause 14)			
Documents affecting financial or property interests of the State or an agency (Clause 15)			
Documents concerning operations of agencies (Clause 16)			
Internal working documents (Clause 9)			
Other exemptions (eg., Clauses 20,22A and 26)			
Total applications including exempt documents	4	5	9

How many Ministerial Certificates were issued?	NUMBER OF MINISTERIAL CERTIFICATES
	(current year)
Ministerial Certificates issued	

How many formal consultations were conducted?	NUMBER
	(current year)
Number of applications requiring formal consultation	8
Number of persons formally consulted	22

How many applications for amendment of personal records were agreed or refused?	NUMBER OF APPLICATIONS FOR AMENDMENT OF PERSONAL RECORDS
	(current year)
Agreed in full	
Agreed in part	
Refused	
Total	

How many applications for notation of personal records were made (s.46)?	NUMBER OF APPLICATIONS FOR NOTATION
	(current year)
Applications for notation	

What fees were assessed and received for FOI applications processed (excluding applications transferred out)?	ASSESSED COSTS	FEES RECEIVED
	(current year)	(current year)
All completed applications	\$2,625.00	\$1,733.00

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
	(current year)	(current year)	(current year)
Processing fees waived in full		1	1
Public interest discounts			
Financial hardship discounts – pensioner or child			
Financial hardship discounts – non profit organisation			
Total		1	1

How many fee refunds were granted as a result of significant correction of personal records	NUMBER OF REFUNDS
	(current year)
Number of fee refunds granted as a result of significant correction of personal records	

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

How long did it take to process completed applications?	NUMBER OF COMPLETED FOI APPLICATIONS		
	PERSONAL	OTHER	TOTAL
	(current year)	(current year)	(current year)
0-10 hours	6	13	19
11-20 hours		1	1
21-40 hours			
Over 40 hours			
Total	6	14	20

How many reviews were finalised?	NUMBER OF COMPLETED REVIEWS
	(current year)
Internal Reviews	
Ombudsman Reviews	
ADT reviews	

	NUMBER OF INTERNAL REVIEWS					
	PERSONAL		OTHER		TOTAL	
Grounds on which the internal review was requested	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied	Original Agency Decision Upheld	Original Agency Decision Varied
Access refused						
Access deferred						
Exempt matter deleted from documents						
Unreasonable charges						
Failure to consult with third parties						
Third parties views disregarded						
Amendment of personal records refused						
Total						

Applications	Previous Reporting Period July 2006 – June 2007
Personal applications received	7
Other applications received	24
Total Received	31
Granted in full	19
Granted in part – information exempt under Section 25 (1) (a)	5
Refused	-
Transferred	-
Withdrawn	4
Application determined – Documents not held by Council Section 28 (1) (b)	3
Applications requiring formal consultation	16
Amendment of Personal Records:	-
Agreed	-
Refused	-
FoI Fees Received	\$1,597.50
Assessed Costs	\$2,160.00
Discounts Allowed:	
Financial Hardship	1
Public Interest	1
Non-profit organization	-

**The FoI Act does not provide for full recovery of costs incurred in the processing of applications.*

Applications Completed in:	
0-21 days	18
22-35 days	9
Over 35 days	-
Applications Processed within:	
0-10 hours	25
11-20 hours	2
21-40 hours	-

Privacy and Personal Information Protection Act (PPIPA) 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 2007/2008 period.



Statement of Environment Report (see separate document)....

Section 428 (2) (c)



Productivity Gains & Cost Savings – 2007/2008

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 rate 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 2nd report follows:

GENERAL MANAGER – INFORMATION TECHNOLOGY			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Business Development	Productivity Gain	Cambewarra Tower – Increased client rental will result in payback for the project within 4 years. Income in the vicinity of \$350,000 p.a. in 2011/12. Budgeted income for 08/09 is \$208,750 but projected income is \$312,000	\$103,250
Market testing/new customers	Productivity Gain	Market review/valuations carried out for tower base site fees has resulted in a general increase in site rental income and provides a sound basis for future rental negotiations. These fees have been applied to new customers	\$66,160
Restructure of Shoal Electric and Shoal Com Units	Productivity Gain	Aligning services and multi-skilling of staff will allow staff to be more productive moving forward. Each unit produced a surplus in the current year	\$14,739
Development and enhancement of IT systems	Productivity Gain	Although not contributing to productivity gains within IT, software developments such as the Tree Management System, Electronic Timesheets and use of mobile technology by rangers and DES have lead to productivity gains for Council	
IT Budget control	Productivity Gain	Overall for the 2007-2008 financial year each unit of IT produced savings/income resulting in \$273,489 saving within the section	
Energy Management	IT has begun implementing Council's energy savings action plan. This plan has identified possible savings of \$355,000 p.a. Capital investment to achieve this is \$973,000. Part of these savings will be offset by increased demand and rising costs.		

GENERAL MANAGER – HUMAN RESOURCES			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Accepting external participants on council courses	Revenue gain	If there is sufficient places available and there is no other local source of training provision, external participants can be accepted on Council conducted courses.	Approx \$2,500
Hosting Pilot courses provided by Local Government Learning Solutions (Lgov)	Staff participation at no cost – cost savings	Lgov Learning Solutions have conducted Pilot Courses in Council Training Rooms where feedback was provided as to content, delivery and relevance etc. There was no cost for the participants	Approx \$2,600
Providing Training Rooms four courses conducted by Local Government Learning Solutions (Lgov)	One or two positions are made available to council staff at no cost – cost savings	Lgov Learning Solutions have conducted courses in Council Training Rooms for Shoalhaven City Council staff as well as surrounding councils	Approx \$2,500
Local Government Learning Solutions (Lgov) often offer Shoalhaven City Council positions on courses they conduct in Sydney	One or two positions are made available to council staff at no cost – 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
Sourcing local training providers	Cost savings	Continued to source local training providers which meets ESD principles and is a cost saving due there being no charge for travel and accommodation	Approx several hundred dollars per course with local provider
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 \$2,000 (as opposed to a private SHARPS provider). Approx \$2,500 for awareness training.
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
Conducting Existing Worker Traineeships	Cost gain	Government grants for participants are greater than training providers charge	Approx \$60,000 (fluctuates annually)
Using Council owned plant for practical training	Cost savings	Utilising council plant as opposed to commercial hire	Approx \$5,000
Develop and implement Early Reporting Procedure utilising 24/7 phone calls	Increase the opportunity of passing the Claims Management Audit by contacting the injured employee within 3 working days	Hot line still promoted and used – improved contact timeframe with injured workers by RTW Coordinator	Claims management by RTW satisfactory

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Develop and implement OHS Policies and Procedures that create a safer working environment	Reduced the LTI's and severity of injuries	A greater than 5% reduction. The OHS system now complies with the requirements of the NSW Self Insurer Model 25% reduction in LTI's and 72% reduction in days lost for LTI's	100% OHS document compliance in OS&R management system.
Improved consultation and respect between employees, management and the OH&S unit	Better understanding of OHS and knowledge of authority, responsibility and accountability	Increase the visibility of the OHS Unit by attending team briefs and OHS committee meetings and increase training profile on OHS	Increased staff knowledge, less incidents, improved reporting of hazards by 25%. Increased knowledge of Risk Assessment and incident reporting.
Develop and introduce the Health and Wellbeing program via Expos	Expected long term savings by having a healthier, happier employee	Increase of knowledge among employees on lifestyle habits that impact on work performance i.e., Men's International Health	Reduced injury time out. (Data available from annual report)
Increase hazard reporting	Improved Risk Assessment culture and identification of potential injuries early results in less injuries	Reinforce use of work processes/forms, emphasis on how to undertake a risk assessment to identify hazards before they become injuries ongoing with training and team brief sessions	Increased hazards/incidents reported – 25%. (Data available from annual report)
Workcover Partnership	Reduction in fines/cost in courts	WorkCover phone contact for advice improved. Involvement from WorkCover in development of asbestos material processes.	Major savings in legal costs and fines.
Progressive grade range for Planners and IT	Anticipated reduction in recruitment costs and reduction in staff turnover costs	This system has now been adopted for an IT position and Grade 13 to Grade 15 salary for Strategic Planners recruitment to attract suitable candidates	The general estimate in the HR industry for staff turnover costs is 1.25 – 1.5 the salary of the position, before a fully trained replacement is operating.
Performance Management Education	Productivity Gain	Greater education of Managers and Supervisors in performance issues	Decreased staff turnover
Improved staff recognition	Increased motivation leading to productivity gain	Outstanding Performance Awards and Long Service Awards have continued	Increased morale, productivity and retention.
Increased networking	Improved processes and benchmarking	The unit has increased networking with other councils and other external organisations in order to streamline benchmarking and increase resource base.	Increased knowledge base. Greater efficiencies in gathering of data.

ASSISTANT GENERAL MANAGER			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Developed a Land/Property Acquisition/Sales strategic document and internal protocol	Savings in time and efficiency gain for effective management	This has the potential to save staff time in duplication and efficiency and research	
To reduce revotes by across Group Working Party	More efficient programming to better use of resources, and completion of Capital Works in financial year.	Significant improvement in productivity and efficiency	
Development of Asset Management Plans	A more strategic approach to long term asset management	Will allow more efficient use of resources to operate and maintain assets.	
Investigated an alternative solution to expediting the sealing of rural roads	Benchmarked the alternative	Found that the current Council model for provision of rural road construction is appropriate considering resources	
Incorporated the larger Section 94 projects into the 10 Year Financial Plan	Better use of financial resources	Included in the Councillor Management Plan Workshops.	
CITY SERVICES & OPERATIONS GROUP			
Proactive management of OH & S, Group - wide	Reduced Workers Compensation lost time injuries	Days lost from 474 days to 112 days. Saving of 362 days at approximately \$205 per day (average wage cost)	\$74,210
	Reduced Workers Compensation Claim	Reduced from \$192,718 to \$130,537. Saving of	\$62,181
	Reduced motor vehicle accident costs	Reduced from \$31,185 to \$13,918. Saving of	\$17,267
	Reduced Plant accident costs	Reduced from \$11,173 to \$8,768. Saving of	\$2,405
WORKS & SERVICES			
Maintenance			
Seal Gravel Roads	Reduce road network maintenance costs	25kms of gravel road and shoulder sealed in 2007/08. (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)	\$21,700

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
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 yet available
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 yet available
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 yet available
Improve grader crew productivity	Program grader crew(s) to allow work on rostered day off	Implementation issues currently being discussed with operational staff.	Not yet 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 yet available
CONSTRUCTION			
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 yet available
Reusing road pavement materials by stabilizing if suitable	Reduction in new gravel pavement material purchases & reduced consumption of natural resources	At six road reconstruction project locations in 2007/08, road pavements were stabilised, which allowed pavements to be reused as sub base layers, thus reducing the volume of new gravel materials purchased by 21,500 tonne for a nett cost saving of \$156,200	\$156,200
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 yet available
Stabilising table drains	Less maintenance on pipes (clogged) Environmentally friendly.	Costing yet to be determined.	Not yet available

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
PARKS OPERATIONS			
Introduce new Groundmaster mowers	Introduction of new mowers targeting a minimum 20% efficiency gain.	<p>Purchased new mowers December 2007 and were operational for 6.5 months in Northern, Basin and Southern depots. Productivity increased by 13.7% over the full year based on 6.5 months of operation.</p> <p>The total number of mowing services increased from 11,000 in 2006/07 to 15,900 in 2007/08. Taking account of an increased budget & CPI cost increases, the estimated value of productivity improvement is \$263,000.</p>	\$263,000
NOXIOUS WEEDS			
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.	Not yet available
Weekly schedule for spray operators	<p>Spray operators will work to a weekly schedule which will result in more hours being spent in the field. The time allowed for cleaning and maintenance of spray equipment should result in the prolonged life and increased reliability.</p> <p>4hrs/fortnight @ \$35.00/hr = \$140.00</p>	Fortnightly schedule for spray operators have been implemented in June 2008. Tasking and reporting on job progress by radio implemented. Both processes are being recorded to ensure that cost savings are evident. Baseline data being collected to measure cost productivity gains.	Not yet available
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>	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.	Not yet available

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Develop wet/windy alternative work procedure.	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. Hand pulling of Fireweed, roadside weed surveys, checking on effectiveness of spraying operations and carrying out private property inspections. 4hr/mth @ \$35 = \$140/mth	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.	Not yet available
Total Productivity Gains or Cost Savings			\$440,900
LIBRARY & COMMUNITY SERVICES			
Family Day Care Fee Review	Meeting room fees established and additional fees for training have been introduced	Greater ability to generate income	Not yet available
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	Not yet available
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
Outsourcing of end processing for bestseller fiction and non book items	Productivity savings for staff	Enabling extended customer focus	Productivity and customer service improvement
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	Productivity and customer service improvement
Recycling	Recycling of printer cartridges; paper products	Reduced manual handling with paper recycling	Not yet available

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
LEISURE SERVICES			
Negotiated new Industrial Agreement with USU re employment of Aquatic's staff	New Agreement recognises permanent part-time roles within a broad spread of hours without incurring loadings or penalty rates. The Agreement also facilitates the engagement and development of Aquatic Trainees, at very advantageous hourly rates.	Recreation Trainees saved \$60K over other employment options. Seasonal Agreement maintained penalty rates as per NAPSA and resulted in minimum payment of 4 hours despite cancelling shift due to inclement weather. Existing employees to remain on agreement whilst at Shoalhaven City Council. New employees to be casual.	\$60K Not achieved
Water Technology	Installed rainwater harvesting tanks at the Bay and Basin Leisure Centre to supply non-mains top-up water to the pools. Similar system to be installed at Ulladulla Leisure Centre – 50% saving in main water – use (and discharge factor) achieved at Bay and Basin Leisure Centre.	Part of an ongoing program to improve the environmental sustainability of the operation. <ul style="list-style-type: none"> • 2 mega litre saving at Bay & Basin Leisure Centre. • 400 litres saving at Ulladulla Leisure Centre (recently installed). 	\$8K achieved.
Energy Technology	Solar heat pump technology introduced at Ulladulla Leisure Centre with 50% saving in gas water heating costs anticipated.	Installed solar gas hybrid water heating system.	Gas consumption reduced by 25% since commissioning.
New Products/Services	New products and services were introduced during the year, especially in the area of gym instruction/services. In Cemeteries, sales of the new crypts at Sandridge Cemetery and the introduction of video-recording of services and 'tree-of-life' memorialisation.	Introduced Les Mills Programs at Ulladulla Leisure Centre and weekend programs at Bay & Basin Leisure Centre. Crypt loan development costs fully repaid. Now in profit. Completed cypts. All sold. DVD Video recording success exceed expectation. Tree of Life – low internment due to low profile marketing.	8.7% Bay & Basin Leisure Centre, 21% Ulladulla Leisure Centre increase in membership achieved.
Land Management	Xeriscape, low water use gardens developed at Shoalhaven Memorial Gardens, Worrigee	Reduce water use and cost of operations.	Unable to quantify.

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
WASTE MANAGEMENT			
4,193t builders waste sent to Huntley in 2007/08	1. Financial benefit of \$107,461 (gate income less price at Huntley less loading costs) and 2. Landfill capacity (airspace) saving equivalent to \$500,000	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	\$607,000
Landfill gas to power	In 2007/08 generated 7,477 MWhrs of electricity	Enough power to supply 998 average NSW homes Displaced 31,086 tonnes CO2 equivalent	Indirect (Carbon credits to value of \$620,000 based on touted price of \$20/t)
Ulladulla recycling bay	Material transferred from Ulladulla to West Nowra reduced from 4,443t to 4,263t	A 4% reduction from Ulladulla in spite of a population growth rate of about 1.7%. Savings in landfill capacity and in waste levy.	\$5,688 direct (levy) \$21,600 indirect (capacity)
Huskisson recycling bay	Material transferred from Huskisson to West Nowra reduced from 703t to 213t	A 70% reduction from Huskisson in spite of a population growth rate of about 1.7%. Savings in landfill capacity and in waste levy.	\$15,484 direct (levy) \$58,800 indirect (capacity)
PROJECT DELIVERY			
Change of work practice and up skilling of resource in Survey & Drafting staff	Project design and drafting work undertaken that would normally have been delivered by external resources.	Resource 1 455 hours at hourly saving of \$31/h Resource 2 637 hours at hourly saving of \$25/hr Minus training cost of \$2,500	\$27,530
SHOALHAVEN WATER			
Safety Improvements	Lost time injury reduction - 55% reduction in number of lost time days	Direct and indirect cost saving – workers compensation and lost time reduction	\$20,071
Leak Detection Project	Estimated saving of 80ml/annum	Part of Water Directorate program – federally assisted funding	\$80,000
Odour Control facilities	Shoalhaven in-house developed cheaper unit	Saving of at least 50% per unit. 3 units installed	\$90,000
Sewer relining program	Approximately 4% of sewer mains relined. Savings in operating costs for electricity and chemicals	Assuming a 40% reduction in infiltration	\$65,000
Secondment of Trade Waste officer to DWE	Increased level of skills of staff at no cost	Short term saving of staff cost, longer term productivity gains through experience gained	≈ \$20,000
Outsourcing of water and sewer modelling	Reduced staff costs by targeting specialised external provider	More efficient use of internal resources	≈ \$30,000
Effluent contract negotiations	Direct savings to customers	Savings negotiated with contractor to allow final pumpouts for Tabourie and Conjola Schemes as a single service	≈ \$300,000

STRATEGIC PLANNING			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Ensure early Councillor involvement in development of policies	Reduced risk of duplication and rework	Minimizes any time backtracking	
Endeavour to provide adequate information to Councillors	Reduce organisational misunderstandings	Encourages Councillors to provide direction at relevant stages in projects	
Administrative Improvements	Produce reports in a clear and timely manner	Encourages definite direction at various stages of a project	
Administrative Improvements	Prioritise staff replacement. Maintain staff resources and output	Helps to minimise length of vacancy	
Develop and implement a program with each Section Manager to achieve minimum 2% saving per annum	Allocation of responsibility	Provides culture of cost effectiveness throughout group	
Continue liaison with relevant government agencies at early stage of projects. Be aware of constantly changing State Government legislation, policies and processes	Reduced risk of duplication and rework	Minimises backtracking of Council process due to unexpected change in State Government position	
Sports Board Newsletter converted to Website. sporting community.	More effective, efficient and quicker communication of information.	Meets initiative for Communication, promotion and development of sport in the Shoalhaven	2000 per annum
3D modelling for visual reporting of development proposals	Improved staff efficiency and increase community appreciation of urban form	Reduces time taken during presentation and debate of development scenarios	
On-Line Population Profile	Improved staff efficiency	Minimises staff time responding to routine enquiries regarding population data	
Acquisition of additional audio visual presentation equipment	Improved staff efficiency	Reduces staff time in setting up for presentations	
Finalisation of Asset Management Plans	Improved planning and co-ordination	Has allowed for better assessment of infrastructure maintenance and replacement needs during the budget process.	
Develop briefs for infrastructure projects late in previous or early in subject year to allow engagement of implementation / construction process in conjunction with City Services & Operations.	Improved planning and co-ordination.	Allows for better planning of construction / implementation and minimises revotes / uncompleted projects	
DA Co-ordinator process / procedures established and monitored	Improved staff efficiency	Effective work / information flow now established to allow timely and co-ordinated responses to referrals	
Open Space Plan and Sporting Facilities Strategic Plan	Improved staff efficiency	Reduction in time in addressing one off proposals. Defines staff direction.	
Roads Status Template and Road Polygons (73%) established in GIS	Improved staff efficiency	Establishes a documented process to allow staff to ascertain determination of road status and allow for GIS access.	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Audit of structures on Drainage Reserves at Sussex Inlet by GPS (281 items)	Improved staff efficiency	Added to GIS cadastre base to allow more effective licensing and monitoring of structures.	
Closure of 2 sub-standard amenities buildings	Reduce staff cleaning / maintenance time on inadequate facilities	Re-allocation of facility resource to higher demand location	
DEVELOPMENT & ENVIRONMENTAL SERVICES			
Overall reduction in turnaround times in key development performance indicators.	Significant productivity gain.	Reduction in turnaround times is a major local economic 'driver' for better business performance.	N/A
Substantial reduction in backlog within Subdivision Section.	Productivity gain.	See reduction in turnaround figures.	N/A
Continued maintenance of relatively low staff turnover.	Productivity gain.	Maintaining staff resources, especially in key professions such as planning, is crucial to maintaining Group objectives and targets.	N/A
Electronic internal and external referrals.	Significant, but within a limited area - productivity gain.	Continued movement to electronic base system, enhances productivity and monitoring.	N/A
Establishment of new Food Inspection regime in DARTS.	Increases in revenue to reflect increases in inspection regime.	This new system will enhance community health and also generate additional revenue.	Up to \$120,000
Maintenance of very low loss time.	Reasonable productivity gain.	Low loss time enhances output and productivity.	N/A
Substantial increase in sewer connections, associated with new reticulation scheme.	Substantial additional revenue.	With introduction of reticulated sewer, additional connection fee revenue has taken place.	Approx \$200,000
Negotiated assessment of first 3A application (State Government consent Authority).	Significant - additional revenue.	While this is a relatively minor application it is important to establish a protocol and assessment credibility with the Department of Planning.	No additional revenue at this stage.
Grant for replacement of vaccine refrigerator.	Savings - Grants.	Improved refrigerator to ensure quality service.	\$5,000

FINANCE & CORPORATE SERVICES			
Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
Tourism - Increase On-line sales	In 2007/2008 there was an increase of 23% over the base year	Competitive market forces are introducing difficulties in maintaining a high growth	\$59,000
Introduction of Corporate 'E-Tags'	Productivity Gain and cost saving	Saving Council administrative processing time in petty cash payments and with the Accounts Payable systems	
Successfully negotiated new LPG contract with Kleenheat	Productivity Gain and cost saving	Negotiated cheaper price for LPG supply	\$48,000
Identified energy saving opportunities for the City Administrative Centre	Productivity Gain and Cost saving	Energy Technical Review audit identified potential savings	\$14,000
Identified energy savings opportunities for Lake Tabourie Tourist Park	Productivity Gain and Cost saving	Energy Technical Review audit identified potential savings	\$20,000
Continually identifying 'preferred' suppliers in order to procure cheaper goods and services for Council	Productivity Gain and Cost saving	Taking advantage of NSW State Government contract pricing where available	
Currently reviewing and promoting the purchasing of 4 cylinder ULP and diesel vehicles as against 6 cylinder models	Productivity Gain and Cost saving	Saving on escalating fuel and maintenance costs	
Trialled E85 fuel in Council vehicle. (Nissan XTrail)	Productivity Gain and cost saving	18% cost saving on fuel costs using E85 fuel in Council vehicle	
Transition to Debtor e-files	Productivity gain and cost saving	Saves double handling, cost of file covers, paper and printer consumables involved in printing action tracking sheets.	
Correspondence only sent with file when background/history required for response.	Productivity Gain	Saves locating and assigning file unnecessarily. Reduces incidence of documents filed on temporary files then refiled when actual file is returned to records	
Scanning of all incoming correspondence	Efficiency gain	Most records on file since July 2007 are now available at user desktops – saves time in retrieving paper files	
System implemented which allows original documents received at the Ulladulla Office to be scanned in-situ then queued over the network for remote registration by Records staff	Efficiency gain	Allows earlier referral of correspondence for action	
Returning incorrectly addressed postal items to point of origin	Efficiency gain	Has raised awareness and reduced the number of items which are being incorrectly addressed. This reduces records staff time in fixing errors before dispatch.	
Electronic Legal Files	Productivity gain	Using electronic legal files for all legal matters has reduced the use of paper and amount to a cost saving for Council	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$
'Inhouse' conveyancing services	Reduction in external legal expenses	Establishing of 'inhouse' conveyancing services which has led to a reduction in the cost of providing this service	
Electronic legal resources	Productivity gain	Use of electronic legal resources from Thomson online has reduced the cost of this service	
Reduction in distribution list for Council's Business Paper	15% reduction	Following a review of the distribution list for Council's Business Paper there has been a 15% reduction in the number of Business Papers production and postage costs.	Saving \$5,000
Quotations for veterinary services		Competitive quotations now obtained from local vets for provision of veterinary services. This has resulted in a \$20 saving on each consultation (or a saving of 42%)	
SDRO Premium service	Productivity Gain and cost savings	Introduction of the SDRO premium service for processing of penalty notices has resulted in savings being made through the SDRO now adjudicating all representations and replying to customers. That time has now been focused on more field operations (particularly parking)	Saving \$45,000 p.a.
Correspondence	Efficiency gain and productivity gain	Discontinued the practice of sending letters with each penalty notice mailed out. Substantial savings in time for each officer, allowing for more time to be spent in the field.	Saving \$385.00
Prosecutions database	Productivity gain	Discontinued the practice of maintaining a separate (duplicate) prosecutions database for Ranger Services	
New working hour arrangements	Productivity gain	Successful negotiation of new working hour arrangements for parking officers. Parking Officers now work 2 split shifts covering 7am to 5pm weekdays. They now work standard 76 hour fortnights and are not on VWH arrangements.	
Standard of correspondence	Productivity gain	Tighter control of outwards correspondence being signed by Rangers has now been introduced. The standard of correspondence has now increased considerably with less time being spent dealing with dissatisfied customers, and correcting errors.	
Calculation of impound and substance fee	Productivity gain	Revised method of calculating the impound and substance fee charged by the animal shelter. Based on 352 animals returned to their owners in 07/08, this is a saving of \$9,504. Based on an average 7 day stay equates to 16.6% per animal.	Saving \$9,504.00

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
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 instalment notice mail out promoting credit card payment
Electronic timesheets	Productivity Gain	Work progressing on electronic timesheets that should reduce processing time giving a productivity gain	
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.	

Annual Statement of Account and Auditors Report

APPENDIX A