

Annual Report

2002/2003

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– *Our Shoalhaven*



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Mayor's Foreword

It has been another exciting, challenging and successful year in the many aspects of life in Shoalhaven City.

The natural beauty of beaches, bushland and waterways that gives the Shoalhaven such a special personality also gives it a magnetic attraction – particularly for holidaymakers and day tourists.

The Shoalhaven continues to be recognised as one of the most sought after locations and destinations in Australia. However our beaches and natural bushland areas are not the only reason people come to the Shoalhaven and many businesses have chosen to set up, relocate or simply move on to bigger and better things within the well-established industrial estates across the City.

Perhaps the greatest challenge in administering all aspects of the City is the balance of ecology, environment and development. The passion that people have for the Shoalhaven is clearly reflected in their interest and concern for all forms of development – residential, commercial and industrial – across all areas of the City. That passion and concern is a healthy and sobering reference point for Councillors and Shoalhaven City Council officers as they assess and decide on the merits of development versus the preservation and protection of our breath-taking natural environment. It is impossible to satisfy all stakeholders in this process, but I am confident that your Councillors and Council officers work with these responsibilities as a powerful motivation for arriving at the best possible decision for the City and its residents.



New General Manager, Mr Russ Pigg, took over the helm from Mr Graham Napper, who retired in January after more than 36 years in a variety of roles with Council. Mr Pigg has restructured the organisation, introducing two new Directors to the previous Manager-based executive system and in doing so, effectively eliminating one senior position.

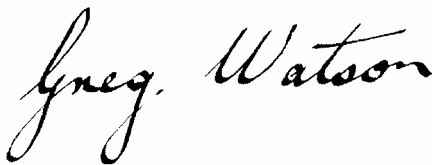
The financial pressures on Local Government as a consequence of under funding from the State Government continues to compromise this Council's objectives for the delivery of basic services across the City. However Council operated within a balanced and well-managed Budget during the past financial year and was able to deliver successful and valuable outcomes on services and projects that have added value to the lifestyle and standards of the City. Council has made definite decisions to deliver on major community projects, including the Shoalhaven Arts Centre, Sussex Inlet Pool, the Integrated Emergency Management Centre and skateboard parks across the region.

Council continues to work on new transport projects such as roads, bridges, pavements, parking facilities, cycleways and walking tracks.

There was concerted focus on community consultation, highlighted in the public participation in the investigation, debate and decision-making process attached to projects such as Graham Park, Berry, and Mellick's Corner, Milton.

Council's continued in its participation in the growth and development of the Shoalhaven Campus of the University of Wollongong, farewelling "founding father" of the Campus, Mr Ray Cleary, and welcoming his successor, Ms Robbie Collins. The Campus is becoming a more significant aspect of the City's educational focus and I look forward to the expansion of courses and consequent growth in student numbers as this exciting institution evolves.

In closing, it is with absolute respect and thanks that I again acknowledge the contribution of the City's emergency services in their work associated with another threatening fire period during the last Christmas-New Year holiday season. I trust the new Integrated Emergency Management Centre at South Nowra offers these courageous and fiercely community-minded volunteers and their leaders a standard of facility that will allow them to properly deal with the threats – fire, wind and water – that are a part of living in such a naturally beautiful part of this nation.



Greg Watson,
Mayor, Shoalhaven City.

General Manager's Foreword

The Council has enjoyed another successful year in delivering effective and efficient services to the community and, at the same time, retaining its sound financial position. However, Council is not complacent and continues to seek new ways to deliver services, complete projects and improve performance.



The Annual Report provides details of progress to achieve the vast number of tasks and objectives set annually by Council to meet its longer-term Vision, as expressed in “Cityplan” – Shoalhaven’s blueprint for the future.

I pay tribute to the many achievements of and the contribution made by the former General Manager, Mr Graham Napper, who retired in January, 2003, after 18 years as Town Clerk and General Manager.

Since commencing in the position of General Manager in January, 2003, I have initiated a number of changes which, in the longer term, will deliver beneficial outcomes for Council and the community.

Council’s staff structure was revamped in the latter part of the year, after an extensive research and consultation process.

The key objectives of the restructure are –

- To “flatten” the restructure, wherever possible.
- To achieve better integration and co-ordination of services/works delivery and strategic planning.
- To reduce the so called “silo” effect of Divisions.
- To group like functions together under one Division or Section.
- To consolidate functions delivered wholly or partly on Crown Reserve Trust lands under one Division.

The flow-on benefits from the restructure will be progressively achieved in 2003/04 and the years following. The changes have been embraced enthusiastically by Council and its staff and I anticipate that many community members would be pleased with the outcomes so far.

Greater emphasis is being placed on innovation and customer service improvements within Council’s operations and although various initiatives commenced in the latter part of the year, the real benefits will be achieved in the medium to longer term.

I openly invite feedback (complaints and compliments) from the community in respect of our customer service. Staff are generally very committed to doing their best for the community and we are prepared to make changes to improve performance.

There is also greater emphasis being placed on strategic planning, relating to landuse and natural resource planning and management of Council's assets and infrastructure. Additional staff resources have recently been allocated to these areas.

All of the new initiatives are designed to meet the challenges of the future in a positive and progressive manner.

The use of technology continues to expand and the availability of mapping on Council's website (www.shoalhaven.nsw.gov.au) to indicate the recent land valuation increases was of interest to ratepayers. Council encourages the community to use the website to access information and make comment. Internet access is available from all Council libraries and staff would be pleased to answer enquiries. The use of Bpay to pay Council accounts and rates is also increasing and this is a simple and easy way to pay bills without leaving home. New eBusiness applications will be progressively rolled-out in the coming years.

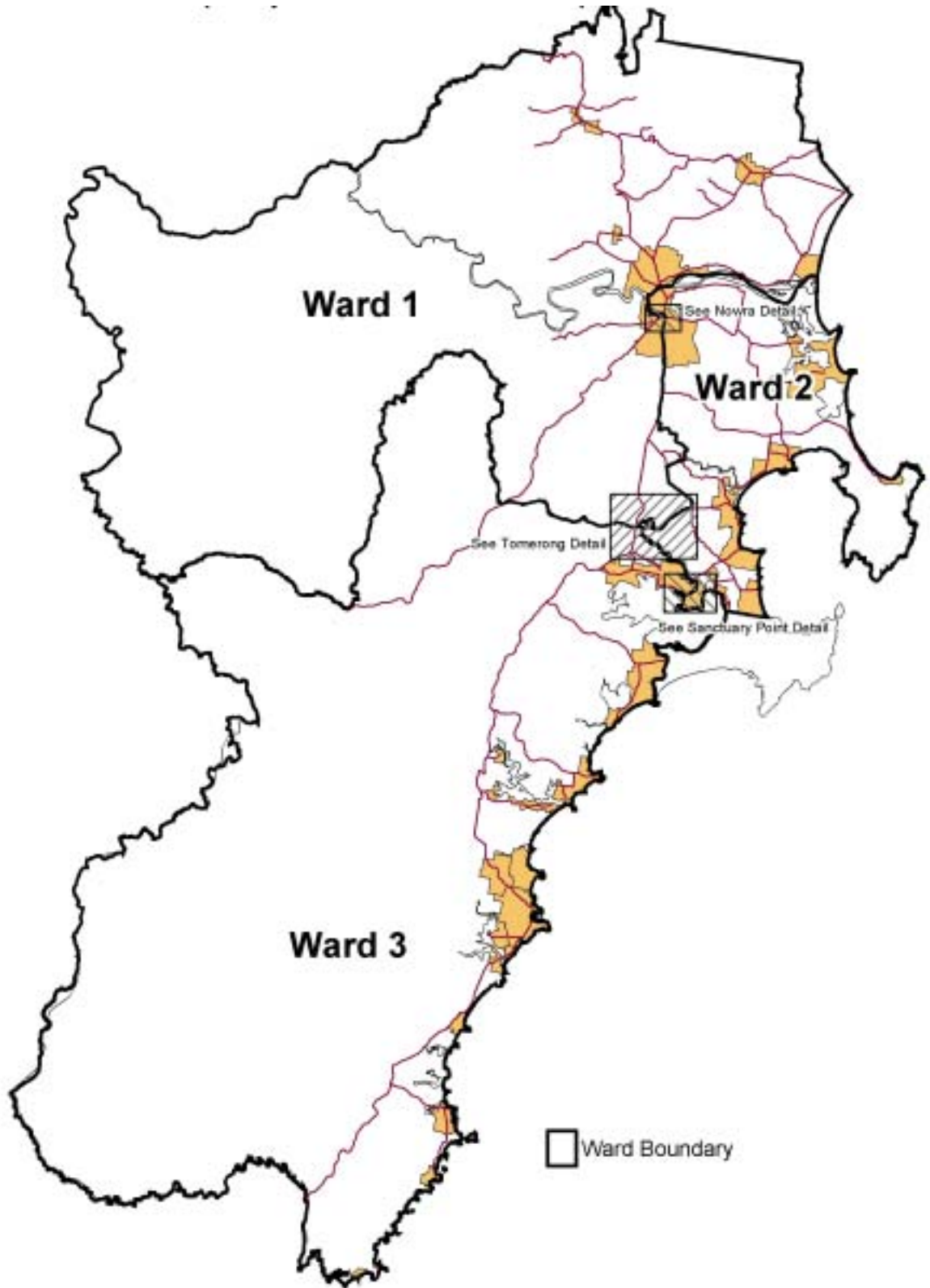
Council continues to engage the community in many ways, either "consulting" on many planning, development and policy matters, or through the enormous efforts of the hundreds of volunteers throughout the City. Our thanks goes to all community members who have actively contributed to making the Shoalhaven *"a safe, attractive place for people to live, work, stay and play"*.

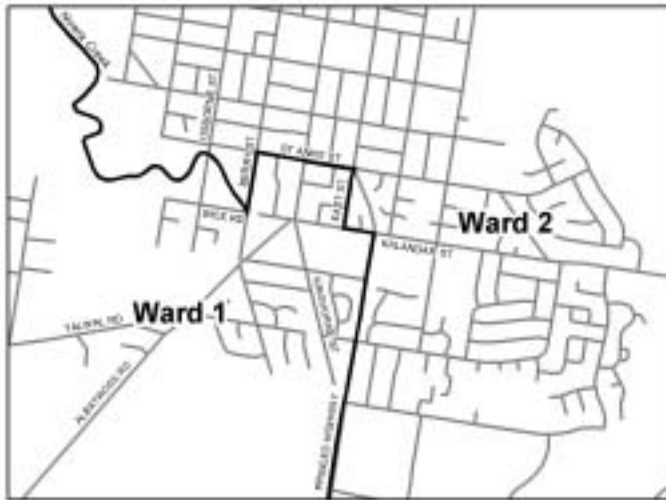


R D Pigg
General Manager

Ward Boundaries

(Adopted 28th May 2002)

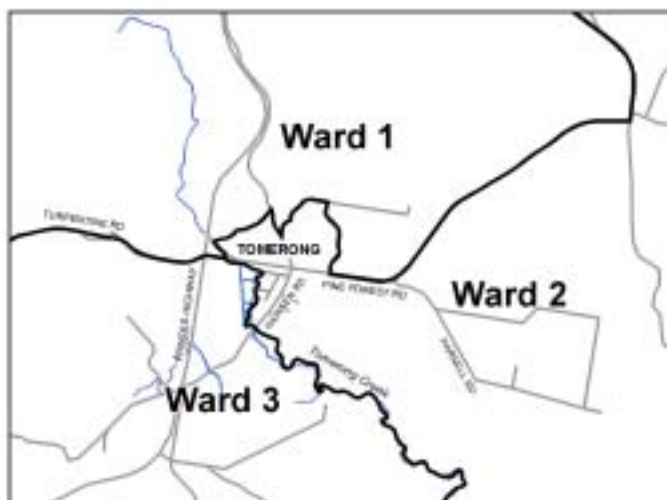




Nowra Detail



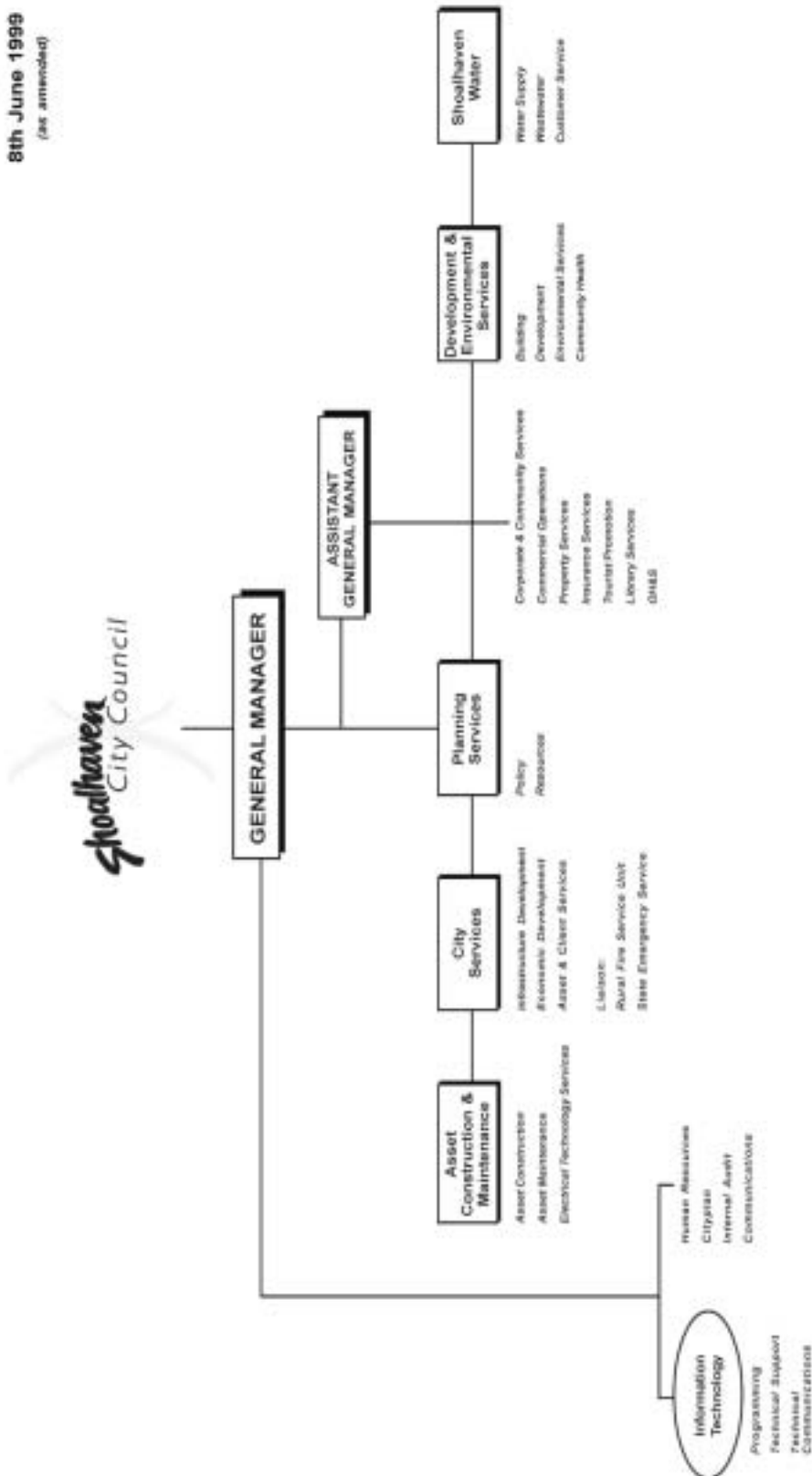
Sanctuary Point Detail



Tomerong Detail

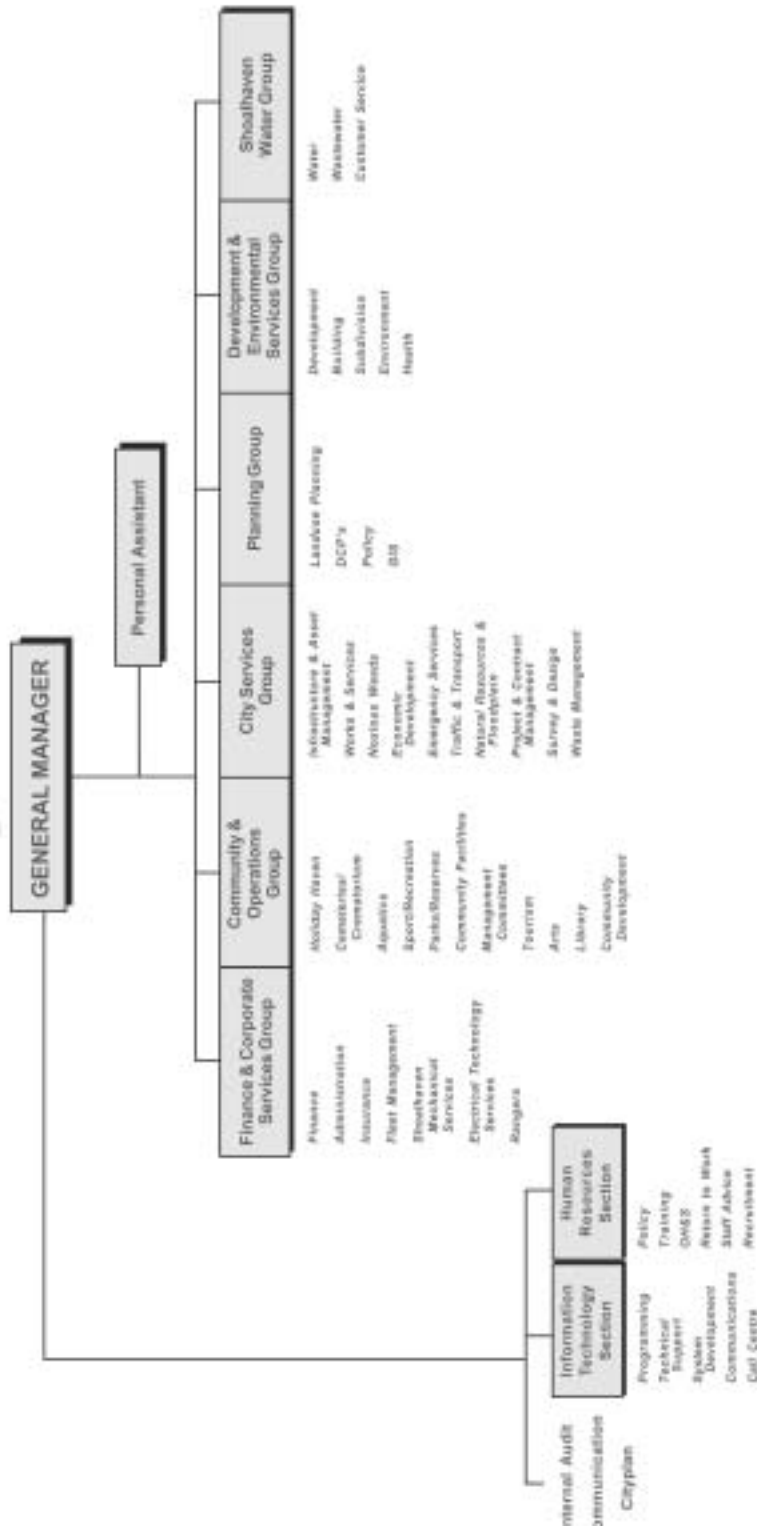
Organisational Structure 2002 - 2003 (Superseded)

'H'
8th June 1999
(as amended)



"New" Organisational Structure 2002 - 2003

28th July 2003



Abbreviations used in the following pages:

The column marked **Div. Mgr** refers to the **Divisional Manager/Manager** responsible for the Task:

ACM	Asset Construction & Maintenance
AGM	Assistant General Manager
CCS	Corporate & Community Services
CS	City Services
DES	Development & Environmental Services
GM	General Manager
IT	Information Technology
HR	Human Resources
PS	Planning Services
SW	Shoalhaven Water

Notes relating to Tasks:

- Task numbers have been assigned starting from the base year of 1999/2000; some Tasks have been completed and are not included in this year's plan, yet retain their Task number. Hence the numbering may appear to have gaps on some pages.
- Some Tasks relate to addressing Access & Equity issues for certain disadvantaged or Target Groups. Prefixes A to J relate to the Target Groups. If so, then reference is given to the Access & Equity summary table in Part B. Where relevant, reference is also given to the Community Plan objectives or the Youth Services Strategic Plan.

A	General community
B	Children
C	Youth
D	Older People
E	People with disabilities
F	Women
G	Aboriginal People
H	Families
I	People with Culturally/Linguistically Diverse Backgrounds
J	Unemployed People



Principal Activities

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Principal Activity 1: Effective Government

Scope of the Activity

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.

(See over for more detail on these and other proposed tasks)



Highlights for 2002/03

COUNCIL'S CORPORATE AND SUPPORT ACTIVITIES

- Enhancement of Council's Geographic Information System (GIS) by:
 - Upgrading of the Tenure layer which identifies Council reserves, Crown land, National Parks and State Forest;
 - The addition of mapping for bushfire prone land;
 - The addition of mapping for land effected by SEPP 71 – Coastal Protection; and
 - Viewing of street Name meanings.
- Achievement of 99% success rate for the issue of Planning Certificates. This continues an excellent success rate in excess of the objective of 95%.
- Hosted a visit by the Coastal Council of NSW in October 2002 – involved presentation by Council staff on coastal planning and management issues and inspection tour of various coastal areas in Shoalhaven.
- Provision of comprehensive submission to the Coastal Council of NSW for inclusion in their annual report for 2001/2002.
- Introduction of Planning Service's Planning Instruments on Council's website i.e Shoalhaven LEP 1985, Model Provisions, Interim Development Order.
- Introduction of Planning Service's Public Exhibition Documents on Council's website.

GENERAL MANAGERS AREA

Held special working sessions with Councillors, Divisional Managers and senior staff on developing and finalising the draft Management Plan and budget for 2003 – 2006. Three public meetings on the draft plan proposals were also held in Nowra, St Georges Basin & Ulladulla.

Senior staff met with local and senior State and Federal representatives on a wide variety of issues throughout the year.

Major restructure proposals were endorsed by Council's Executive Committee in February 2003 and advertised for staff comment. Submissions were later evaluated and a new organisational structure were endorsed by that Committee in May 2003, which implementation of it occurring over the following few months.

SHOALHAVEN MECHANICAL SERVICES

Shoalhaven Mechanical Services continued to provide quality support and servicing of Council's static and mobile plant, including 24 hour provision of services to various emergency service agencies during the late 2002 critical regional bushfires.

AQUATICS

- Following the successful transition from Contract to Council management of the City's year round aquatic/leisure facilities, Council proceeded to appoint staff for a further three (3) year in-house management.
- During the year significant marketing campaigns resulted in solid growth in community Learn-to-Swim programs.
- Improvements were undertaken at the Bomaderry Indoor Aquatic Centre with tiling of the indoor pool, provision of non-slip pedestrian areas, new filtration system and expanded foyer reception facilities. Upgraded pool filtration was also undertaken at Berry Village Pool.
- The Bay & Basin Leisure Centre won the Aquatic & Recreation Institute of Australia's Award for "Best Leisure Centre 2003". The facility also won an Award of Distinction as a Tourism Attraction in the Regional Tourism Awards.

CEMETERIES

During the course of the year the "Reflections" Tea Room facility at the Shoalhaven Memorial Gardens was constructed and arrangements to appoint a quality management operator were included.

HOME ACTIVITY GUIDELINES

In December, 2002 Council adopted Development Control Plan No. 109 – Home Activity Guidelines. The Guidelines came into effect on 14th March, 2003 when draft LEP Amendment 199 was gazetted. The exempt development provisions in the DCP will come into effect when draft LP 306 Amendments to DCP 89 (Exempt Complying Development) is gazetted in the next quarter.

The aims of the Development Control Plan are to:

- Establish development guidelines for **home activity** as defined in Shoalhaven Local Environmental Plan, 1985
- Encourage the growth and development of business and employment opportunities within defined limits and in a socially and economically responsible manner
- Provide performance-based standards for home activities
- Identify opportunities for exempt development
- Ensure that the external appearance of the premises remains domestic in scale and in character with the streetscape or area.
- Safeguard the amenity of the neighbourhood and, in particular, immediately adjoining and adjacent property owners
- Moderate environmental impacts
- Clarify and make provision for rural/urban differences
- Provide development guidelines and procedural advice for home activities in a single comprehensive document.
- Ensure that home activities are carried out in accordance with the principles of ecologically sustainable development.

DRAFT POLICY FOR TOURISM DESTINATION DIRECTIONAL SIGNS

A key element of the implementation of Council's new Signage Strategy (Development Control Plan – DCP 82) has been the phasing out of many of the existing "billboard" style advertising signs in rural areas. This reflects Council's increasing concerns in relation to the proliferation of such signage in rural areas and their visual impacts on the attractive natural and pastoral landscapes of the Shoalhaven. For many years these signs had been permitted under Council's pre-existing Interim Advertising Signs Policy but only for the purpose of directing the travelling public to tourism-based activities.

Council recently exhibited amendments to its Local Environmental Plan that would reinforce the Strategy by prohibiting such signs in most rural locations. Local tourism bodies have responded by raising significant concerns about the impacts of the Signage Strategy and LEP amendments on the viability of local tourism businesses.

As a response, a small working party has been convened by Council's Signs Project Officer to consider signage options that would address both Council's and the Tourism Industry's concerns.

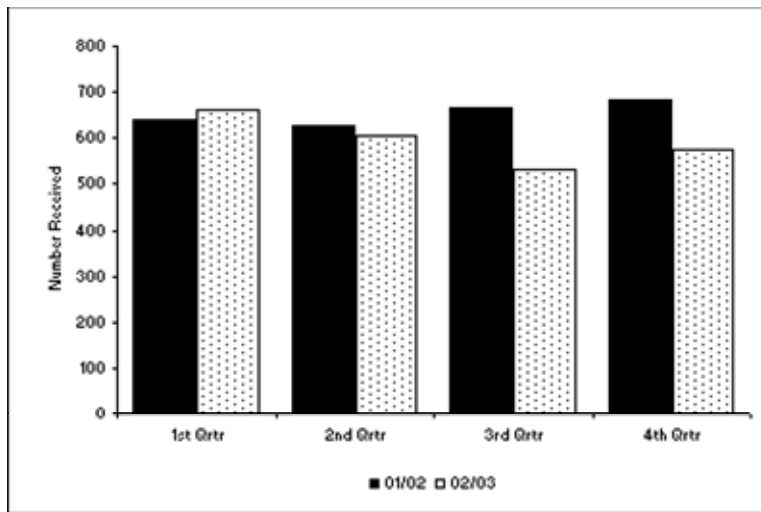
The working party has produced a draft policy for discussion purposes. This policy will be recommended for public exhibition to allow wider community input. The draft policy has been prepared based on the following objectives:

- To assist visitors to the Shoalhaven LGA in locating local tourist destinations by providing concise and effective advance warning directional signage.
- To provide a safer, more effective and less obtrusive signage option to conventional "billboard" style directional signs.
- To assist the travelling public in recognising the function of such signs and their association with the Shoalhaven through distinctive and uniform colour and design.
- To help preserve the Shoalhaven's scenic and tourism attributes by curbing the proliferation and visual impacts of advertising signs and structures in rural areas.
- To assist in the promotion of local tourism.

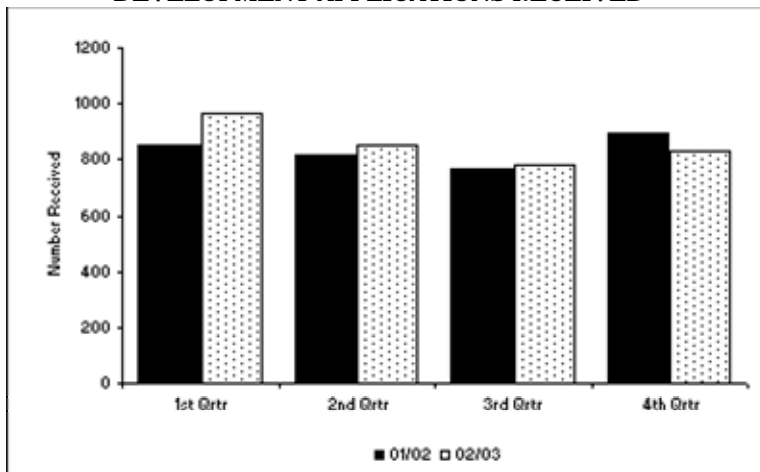


DEVELOPMENT APPLICATIONS

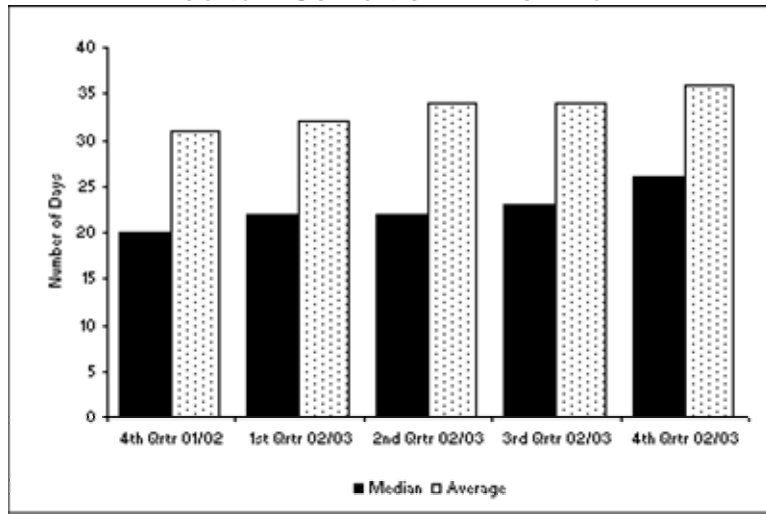
2002/2003
CONSTRUCTION CERTIFICATE APPLICATIONS RECEIVED
2002/2003



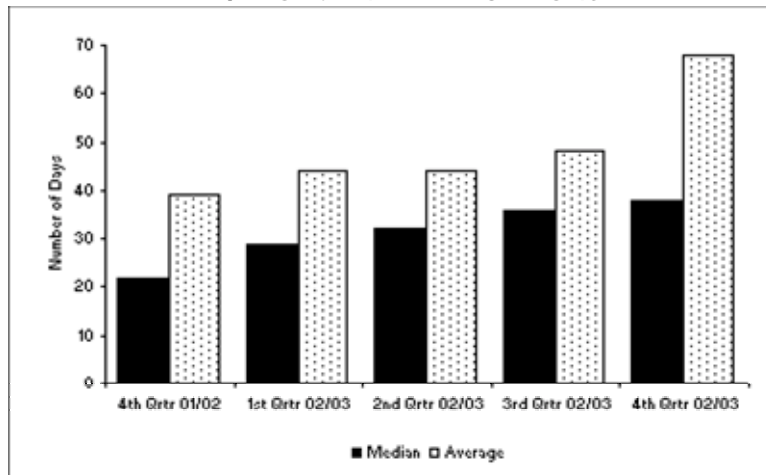
DEVELOPMENT APPLICATIONS RECEIVED



**PROCESSING TIMES SUMMARY
CONSTRUCTION CERTIFICATES**



**PROCESSING TIMES SUMMARY
DEVELOPMENT APPLICATIONS**



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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
2. Cityplan PROCESS				
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 / review of key strategies takes place on a rolling basis.	GM	Facilitated a major briefing and reporting to Council in October/November on long term asset management planning and the need to integrate this into long term financial planning, the works programs and the annual budgets. Held a corporate strategic workshop with Councillors and senior staff in February 2003. Also held 5 special working sessions with Divisional Managers and senior staff and 3 with Councillors on developing the draft Management Plan and budget for 2003-2006. 3 public meetings on the draft plan proposals were also held in Nowra, St Georges Basin & Ulladulla.
4. HUMAN RESOURCE STRATEGIES				
Develop strong leadership and decisively guide the best future for the Shoalhaven.		Implement a leadership training program for managers and supervisors.	HR	The leadership training program has proved to be an outstanding success. Those Council officers involved in the conceptual and development stages of the program are recognised for their visionary role. Continuation of the program is planned well into the future with the continued support of "TAFEPlus" involvement.
		Integrate leadership requirements in Job Descriptions and Performance Cycle.	HR	Steady progress has been made in rationalising job description data to support the job evaluation processes and in turn support the annual performance cycle as planned. TRIM alignment will enhance data retrieval and management reporting information.


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 Council's planning, decision-making and actions.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. ECOLOGICALLY SUSTAINABLE DEVELOPMENT				
Ensure that Council meets and embraces its ESD obligations under the Local Govt Act, through: Establishment of guidelines for Councillors and staff. Prepare and begin implementation of a program to review and revise all existing plans, policies and checklists that incorporate the principles of ESD.		Report to Council, recommendations for adoption of guidelines, by September quarter.	PS	ESD Guidelines have been completed and adopted by Council.
		Preparation of a program to review all existing plans, policies for each Division by end of December quarter.	PS	ESD Guidelines have been completed and adopted by Council.
		Number of existing plans, policies and checklists revised to incorporate the principles of ecologically sustainable development.	PS	6 Local Environmental Plans, 4 Development Control Plans and relevant strategies and policies have incorporated ESD objectives.
		100% compliance.	PS	ESD Guidelines have been completed and adopted by Council.
2. HUMAN RESOURCE STRATEGIES				
Integrate the principles of ecologically sustainable development into all Council's planning, decision-making and actions.		Develop and implement training program on ESD principles for Managers and relevant staff.	HR	As issues were more thoroughly reviewed a more specialised, yet organisationally focussed approach to ESD has been preferred.

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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
2. CITYWIDE COMMUNITY LIAISON				
<p>Identify the most effective methods of community liaison on a geographical and issue-related basis.</p> <p><i>Access & Equity Action Areas: A.3.</i></p> <p><i>Community Plan Objective: A8 .</i></p>		<p>Prepare a report on achieving more effective community liaison and have this reviewed and adopted for implementation by end of June quarter.</p>	<p>GM</p>	<p>Investigated options for more effective Community Liaison. Organised a meeting between Council's G.M, A.G.M. and Divisional Managers and Media representatives to increase awareness of local issues and Council's media policy. Refined and drafted policy and procedure for information / response / consultation / decision-making process on issues of greatest consequence to City residents.</p>
4. SHOALHAVEN SPORTS BOARD				
<p>Ensure consultation and coordination with the sporting community through the Shoalhaven Sports Board.</p>		<p>Meetings regularly held.</p>	<p>CS</p>	<p>Meetings held regularly and information disseminated via the Shoalhaven Sports Board quarterly newsletter.</p>
6. PRINCIPAL CONSULTATIVE BODIES ADVICE ON CAPITAL WORKS PROGRAMS				
<p>Meet with Area Principal Consultative Bodies to provide advice on and feedback to future Capital Works and Maintenance Programs.</p>		<p>5 meetings held per year.</p>	<p>CS</p>	<p>Five meetings were held in 2002/03. Meetings will be ongoing in 2003/04.</p>



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
10. SHOALHAVEN ACCESS ADVISORY COMMITTEE			
<p>Facilitate the participation of people with special needs in local area decision making.</p> <p><i>Access & Equity Action Areas: E.3 .</i></p>	<p>Active approach to encourage participants to identify areas of disability. Number of meetings per year.</p>	<p>CCS</p>	<p>*Shoalhaven Access Advisory Committee met on four occasions during the year;</p> <p>*Disability Discrimination Act (DDA) Action Plan distributed to Divisional Manager, Shoalhaven Access Advisory Committee and to interested members of the community;</p> <p>*The following brochures were produced, with community consultation, and distributed to the community: Accessible Public Toilets, Shoalhaven Disability Services, Home and Community Care (HACC) Services.</p>



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
11. NETWORKING - KOORI			
<p>SCC to work with the Shoalhaven Koori Information Network (SKIN) and other service providers to enhance information flows and develop new ways to disseminate information such as newsletters, etc to Aboriginal people.</p> <p><i>Access & Equity Action Areas: G.2</i></p> <p><i>Community Plan Objectives: G4</i></p>	<p>Improved access to information by Aboriginal people.</p>	<p>CCS</p>	<p>To improve the access of the information for the Aboriginal community (SKIN) Shoalhaven Koori Information Network is produced twice a year and distributed throughout NSW and also highlights and what happens within the Shoalhaven area</p>
	<p>New ways developed to disseminate information.</p>	<p>CCS</p>	<p>Distributed 6th and 7th edition of SKIN Magazine and will publish 8th edition in September 2003. This is a vital way of disseminating information to both Non-Aboriginal and Aboriginal organisations throughout New South Wales.</p>
13. ABORIGINAL ADVISORY COMMITTEE			
<p>Continue to provide a forum for Council and the Aboriginal Community to discuss relevant issues.</p> <p><i>Access & Equity Action Areas: G.2</i></p>	<p>Number of meetings per year.</p>	<p>CCS</p>	<p>The Aboriginal Advisory Committee meets four times per year to discuss issues involving Aboriginal people in the city of Shoalhaven.</p>
14. ETHNIC AFFAIRS POLICY STATEMENT			
<p>SCC to develop and commence implementation of the Local Ethnic Affairs Policy Statement (LEAPS) for the Shoalhaven for people from non-English speaking backgrounds.</p> <p><i>Access & Equity Action Areas: I.1</i></p> <p><i>Community Plan Objectives: I1</i></p>	<p>Improved communication with people from culturally and linguistically diverse backgrounds.</p>	<p>CCS</p>	<p>Prepared info packs on translator/interpreter services for 2nd round distribution to key customer service areas.</p> <p>Continued consultation throughout the year with multicultural committee.</p>
	<p>LEAPS policy developed.</p>	<p>CCS</p>	<p>After consulting with community throughout the year, the LEAPS document was presented to Council and placed on display for Public Exhibition.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
15. REGULAR CONSULTATION – MULTI CULTURAL GROUPS			
<p>SCC to undertake to regularly consult with the Multi-Cultural Committee, utilising the Illawarra Migrant Resource Centre.</p> <p><i>Access & Equity Action Areas:</i> 1.1</p> <p><i>Community Plan Objectives:</i> 12 .</p>	<p>Improved communication with people from culturally and linguistically diverse backgrounds through regular consultation.</p>	<p>CCS</p>	<p>After continued consultation with the Multicultural Committee, a Multicultural Community Services Directory was prepared, printed and distributed.</p>



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	Div. Mgr.	Annual Report

*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water

1. STATE AND 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 and Federal Ministers and local MPs.	GM	Senior staff met with local and senior State & Federal representatives on a wide variety of issues throughout the year. Council also raised key issues with candidates in the March State election.
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2. GOVERNMENT DEPTS

Arrange and hold focus meetings of officers from each relevant government department at the start of major Council projects, as appropriate.	Focus meeting held for each major project.	CS	Liaison meetings held for: Gerringong Creek Road Bridge, Coonemia Bridge Design, Moona Moona Creek Bridge, Kioloa Bridge replacement, ongoing on Main Road 92 and RFA process. Consultation with key agencies for floodplain management projects and Flood Study briefs, AATP-Albatross Airside Access, Integrated Emergency Management Centre, Stormwater Management Plan review, meeting with DLWC on Crown Reserves Works Program.
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Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.3	EFFECTIVE MANAGEMENT - to responsibly manage the Council's finances, resources and regulatory functions.		
Strategy:	1.3.1	Implement sound financial management strategies to meet Cityplan objectives.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
2. MAXIMISE GRANT FUNDING OPPORTUNITIES				
<p>Further develop new procedures through the Financial Services Section to centrally track applications for grant funding.</p> <p>Ensure that such grant monies are sought, where appropriate, to assist in funding the main tasks and services identified in the Management Plan.</p>		\$ amounts sought and then obtained through grant applications to other agencies.	CCS	<p>Guidelines for grant monitoring have been enhanced during the year, however education of the process is still being delivered to the organisation to further enhance outputs. During the 2002/03 financial year Council secured \$22 million of grant funding.</p>
3. FINANCIAL PERFORMANCE MEASURES				
To effectively manage Council's financial resources as per policies and guidelines set by Council and the Department of Local Government.		Keep Council's internal debt service ratio below 25%.	CCS	Council's Debt Service Ratio is 25.19%
		Maintain the amount outstanding from Sundry Debtors in excess of 90 days old below \$200,000.	CCS	The amount outstanding from debtors older than 90 days has continued to be contained with the end of June totalling \$161,809.
		Maintain the net rates outstanding below 5% of the total amount of rates to be collected. Net rates outstanding excludes pensioners, paper subdivisions and postponed rates.	CCS	The net rates outstanding has further reduced this financial year from \$1,799,000 to \$1,384,000 or expressed as a percentage 2.53% to 2.38%. Although well within the 5% KPI, the ever increasing rates outstanding by pensioners and paper subdivision land holders is a concern. This issue has been flagged to Council as part of the 2003/04 budget process.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. DEVELOPMENT OF FINANCIAL SYSTEMS			
To continue to monitor Council's financial reporting systems to ensure they meet the needs of users throughout the organisation.	Investigate opportunities for the use of E-business.	CCS	The use of E-business processes has continued throughout the year with the focus being on web based certificate application and processing and enhancing electronic payment methods. The aim of these projects is to improve customer service and reduce costs.
	Continue to investigate improvements to Council's financial systems and processes.	CCS	The Finance Section identified SUN 4.2.6, JobCost and Collect (debtor management) as the major IT priorities for 2002/03 and all systems were implemented/upgraded. A system for identifying and prioritising IT issues has been established and has resulted in some other projects being commenced/completed during the year - including creditors enquiries, fuel imports automation
6. SECTION 94 CONTRIBUTIONS PLAN REVIEW			
Undertake a major review of the plan. <i>Access & Equity Action Areas: A.4</i> <i>Community Plan Objectives: A19</i>	Progressively review plan in accordance with S.94 task force guidelines.	PS	Major work undertaken for the review of the Section 94 Contributions Plan, including Active Recreation, Community Facilities and Bushfire. A number of minor amendments to the plan were also undertaken and completed.
7. LONG TERM FINANCIAL STRATEGY			
Following adoption of Council's 20-year Capital Works Program develop a financial model to reflect Council's programming requirements for this period.	Develop the model in the quarter following adoption of the 20-year Capital Works Program.	CCS	The focus of long-term financial planning for Council is now on a 10 year time-frame. A complete financial model including all types of revenues and expenditures has been developed. The model will continue to be refined and updated as new financial data is identified by managers.
8. STATUTORY FINANCIAL REQUIREMENTS			
To ensure that Council meets it's statutory financial obligations.	Lodge Council's annual Fringe Benefits Tax return by the due date and forward each quarterly instalment by the due date.	CCS	Council's annual Fringe Benefits Tax Return was lodged by the due date. Continued work on managing and minimising Council's FBT liability has seen a reduction in tax payable from the previous year by 8.64% (53% since 1998)

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Lodge Council's monthly Business Activity Statement for the GST.	CCS	All business Activity Statements for the 2002/03 financial year have been submitted by the due date. Council has also undertaken of review of GST compliance and will be implementing action.
	Submit each quarterly budget review to Council within the timeframe laid down in the Financial Management Regulation.	CCS	Each of the quarterly budget reviews were submitted to Council well within the requirements of the Local Government Act.
	Complete and lodge Council's Annual Financial Reports within the timeframe laid down in the Local Government Act.	CCS	Council has lodged the Annual Financial Statements for 2001/02 by the due date (7th November 2002) and is progressing satisfactorily towards completing the 2002/03 statements for presentation to Council on 27th October 2003 and submission to the DLG by 7th November 2003.
9. DONATIONS			
<p>Identify the donations to be made by Council to individuals and community groups pursuant to Section 356 of the Local Government Act,</p> <p><i>(Refer to Contributions/Donations list Pursuant to Section 356 LGA later in document)</i></p> <p><i>Access & Equity Action Areas: A.4 .</i></p>	Payment of donations, subject to submission of claims by the identified groups and individuals.	CCS	<p>Council has paid out 100% of the budgeted 2002/2003 donations vote, as amended, during the first four quarters of this financial year.</p> <p>These payments have been made to identified groups and individuals subject to the appropriate written submission, validated claim or by Council Resolution.</p> <p>Council has also during 2002/2003 reviewed and implemented a revised Donations Policy and a set of Donations/Subsidy Guidelines to provide both Council and any potential applicants clear responsibilities for future funding requests.</p>
10. REBATE ON RATES			
<p>Water and wastewater access charges and payment of general rates is discounted to pensioners.</p> <p><i>Access & Equity Action Areas: D.3 .</i></p>	Provide annual pensioner rebates.	SW	City wide charges with Pension rebates included in 2003/2004

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
11. REVIEW CHARGES TO COMMUNITY SERVICE ORGANISATIONS			
<p>SCC to consider reviewing existing rate and charging structure for community services organizations.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A26</i></p>	<p>Undertake a review.</p>	<p>AGM</p>	<p>The Fees and Charges for Community Centres and Public Halls were reviewed by Management Committees and Property Services Group and adopted by Council for 2003/4.</p> <p>Fees are levied for community users on a cost recovery basis.</p>



Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.3	EFFECTIVE MANAGEMENT - to responsibly manage the Council's 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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. NEXT MANAGEMENT PLAN				
Prepare the Management Plan for the following year after appropriate consultation with Council, the community and staff.		Council adopts the 'draft' Management Plan for public exhibition by May each year.	CCS	<p>The Draft Management Plan for 2003-2006 was adopted for public exhibition by Council on the 29th April 2003.</p> <p>The Draft Management Plan 2003-2006 was exhibited for public comment between 7th May and 4th June 2003 inclusive.</p> <p>Following 3 public meetings and a full review of written public submissions Council adopted the Management Plan for 2003-2006 on the 23rd June 2003.</p>
2. DIVISIONAL PLANS AND WORKS PROGRAMS				
Refine and develop supporting Divisional plans and works programs to ensure that Cityplan objectives / Management Plan targets, etc are met through the appropriate use of resources.		Plans are documented for all major operational areas and are to incorporate Cityplan / Management Plan corporate priorities and tasks by July each year.	GM	Divisional Plans completed in quarter 1.
		Divisional Managers to report progress to GM on a six monthly basis and to collectively discuss on at least a quarterly basis with the GM any major shortfalls, budget overruns, etc.	GM	Monthly Divisional Managers' meetings used to discuss any major problem areas on progress towards meeting Divisional targets. Major review sessions held between the new General Manager and each Divisional Manager in January/February 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. CONTINUOUS IMPROVEMENT			
Create and maintain a learning environment which encourages review of policies, procedures and processes to continuously improve and more effectively meet organisational goals and objectives.	Continuing implementation of a performance development system that will assist to create a learning organisation and encourage constant review and adjustment.	HR	The EDD process and resultant salary step reviews progressed satisfactorily during the report year. Policy review was impeded by other workload issues and resourcing, however progress was achieved and will gain greater focus in 2003/2004.
	Design an organisational instrument to measure change innovations implemented.	HR	Developing and enhancing the in-house HRi reporting system relies on foundation data in Council's CHRIS and TRAAD databases. Restructuring proposals and implementation have precipitated a fresh view resulting in proposed changes to position identification systems and position relationships reporting. Payroll, Records, IT and HR have been working together to ensure accurate measurement and simple reporting systems are workable.
5. MAJOR COMPUTER APPLICATION ENHANCEMENTS - GIS			
Continue with the upgrading of accuracy of the cadastre.	Continuation of the staged program to upgrade the map base accuracy.	IT	Work has been continually undertaken in this program to improve the accuracy of Council's GIS cadastre where this can be integrated with existing work requirements.
6. MAJOR COMPUTER APPLICATION ENHANCEMENTS- ASSET MANAGEMENT SYSTEM			
Further develop the Asset Management System.	Expand the range of assets managed by the system and develop field data recording and management.	IT	Significant data has been captured relating to Council's assets to facilitate better management practices for those assets.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. HUMAN RESOURCES STRATEGIES			
Develop partnering relationships that facilitate the achievement of strategic business goals, Management Plan, and Cityplan objectives through good people management and recognition of the value of human capital.	Review Divisional Plans with senior management to ensure workforce planning and people related business issues are defined and resourced.	HR	<p>One of the prime issues concerning Divisional Managers in the people related and workforce planning area has for some time been fair and equitable remuneration</p> <p>Job Evaluation data and systematic market information are critical ingredients in addressing such concerns and pro-active rather than reactive actions are planned for the near future.</p>
	Establish regular partnership meetings with senior management to review performance against Divisional Plans and revise as necessary.	HR	This task progressed methodically in the early quarters and changed focus in line with organisational needs. The final quarter has actively focussed on accurate people and job data in support of smooth transitions during structural change.



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Provide benchmarking data to senior management with analysis of trends and recommendations for strategic human resource interventions if required on a quarterly basis.	HR	Regular meetings with both GM's over the plan year and involvement with the Divisional Managers Meetings have provided regular opportunities to air proposals regarding HR interventions. While some proposals have involved changes in thought and direction it is pleasing to report open-minded consideration and discussions when suggestions or advice have been offered.
	Ensure current information, legislation and industry trends are incorporated in planning and implemented in a timely manner when required.	HR	Notable attitude shifts have occurred in the report year on subjects such as job enrichment, multiskilling, cross training, job rotation and family friendly considerations. It is pleasing to report the management support for such industry trend changes at Shoalhaven City Council.
8. TRAINING and DEVELOPMENT			
Identify, prioritise and address training and development needs which facilitate the achievement of Cityplan and Management Plan objectives.	Develop and adopt a Council Training Plan by end June quarter each year.	HR	The Council Training Plan has been developed and adopted based primarily on needs identified through the annual review (EDD) process and considering legislative, operational and individual priorities.
	Review Divisional Plans with senior management against the Training Plan and to ensure training and development addresses identified skill and knowledge gaps.	HR	The report year focussed somewhat on a longstanding issue of user training in software application. The speed of IT development and reliance was exceeding Council's ability to keep up. A partnering relationship with IT and HR Training has closed the identified gap.
	Establish regular partnership meetings with senior management to plan actual training programs and review effectiveness of training undertaken.	HR	This has proved to be an interesting task during the report year. As organisational structure issues settle, training effectiveness will become more apparent and transparent.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Continue to develop, monitor and implement cost effective OH&S training programs throughout Council as required.	HR	The delivery of OH&S training was satisfied by the use of both in-house and external training providers. The end of the final quarter saw the resignation of one of the key in-house OH&S trainers who was regularly engaged through HR Training. Cost effective options are being explored for the future while taking into account structure change issues.
9. CORPORATE COMMUNICATION (Internal) STRATEGY			
Develop and implement a communication strategy which emphasises each employees involvement in achieving the Management Plan and Cityplan objectives.	Review Internal Communication Strategy and implement methods to measure effectiveness.	HR	While there are formal channels, there remain many informal ones, and as in any large organisation there will remain room for improvement. With planned future resources, HR would like to expand its influence into this important aspect for employees in such a large organisation.
10. INFORMATION MANAGEMENT STRATEGY			
Implement a strategy for the management of corporate information.	Review the Information Technology Management Strategy, at least on an annual basis or more frequently for special circumstances.	IT	Council's IT strategy continues to fulfil the organisations requirements and is appropriate for it's operation, providing flexibility and efficiency.
12. ORGANISATIONAL STRUCTURE			
Review Council's organisational structure to ensure best fit with Management Plan and Cityplan objectives.	Review organisational structure within twelve months of appointment of each new Council. Recommend and implement changes where appropriate at other times.	GM	Major restructure proposals were endorsed by Council's Executive Committee in February 2003 and advertised for staff comment. Submissions were later evaluated and a new organisational structure was endorsed by that Committee in May 2003, with implementation of it occurring over the following few months.
13. QUARTERLY REPORTING			
Review and monitor performance of Council in relation to the Management Plan.	Reviews reported to Council within six weeks of the end of each quarter.	CCS	All quarterly Management Plan (2002-2005) reviews were completed and adopted by Council within a two month timeframe from the end of each quarter as prescribed under Section 407 of the Local Government Act, 1993.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
14. ANNUAL REPORT			
Prepare the Annual Report on the performance of Council for the previous financial year.	Council prepares the report, adopts it and forwards this to Department of Local Government by end of November.	CCS	<p>The 2001/2002 Annual Report and State of the Environment Report Supplement have been finalised and copies were forwarded to the relevant Govt. Agencies on Wednesday 27th November 2002</p> <p>The completion date for both documents were within the prescribed deadline as provided under the Local Govt. Act 1993 and Local Govt. Regulations.</p>
15. ELECTRONIC ACCESS TO COUNCIL INFORMATION			
	Provide the community with better electronic access to Council information.	CCS	Work has been done on this project however it was placed on hold due to the organisational restructure. Further software options and refinements are being explored.
	Improve Council's internet site through making available other information such as the Business Papers, the annual Management Plans, annual reports, etc.	CCS	Business Papers and other public documents are being updated on the internet site as the information becomes available.
17. FULLY IMPLEMENT PROJECT MANAGEMENT SYSTEM			
	All major projects to have documented briefs prior to start.	CS	All major projects have documented briefs prior to start, detailing clients' requirements. Proforma available on City Services Division intranet site.
	All projects on project management system updated at minimum every two weeks.	CS	<p>New format for reporting on major projects only being trialled to contain administrative workload.</p> <p>System to be reviewed as part of restructuring proposal.</p>
18. MISCELLANEOUS COMPUTER APPLICATIONS			
Create, enhance and maintain the large number of existing applications.	Ensure that Council's computing applications have a high ability for general use.	IT	During the past 12 months major software upgrades have been undertaken in council's rating and financial packages. Many smaller packages have received updates to cater for changed requirements or enhanced features. Council's IT systems continue to deliver reliable service for our customers.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Continuously review and enhance applications as needs and resources permit.	IT	During the past 12 months major software upgrades have been undertaken in council's rating and financial packages. Many smaller packages have received updates to cater for changed requirements or enhanced features.
19. INFORMATION TECHNOLOGY & TELECOMMUNICATIONS INFRASTRUCTURE			
Maintain and enhance the IT&T infrastructure. <i>Access & Equity Action Areas: A.3</i> <i>Community Plan Objectives: A10</i>	Ensure that Council's IT&T infrastructure has a high availability for general use, particularly in the areas of the Internet and Voice Interactive Systems to facilitate the public's access to Council's information resources.	IT	Council's I.T. & T infrastructure has remained stable and continued to support the organisational needs for the past 12 months operating efficiently and reliably.
	Construct the new Cambewarra communications tower in 2002/2003.	IT	Developing the full range of environmental assessments has taken longer than expected, partly due to delays with the RFS determination of the size of the Fire Protection Zone. Completion of all assessments and submission of a rezoning request should be completed by the end of Quarter 3.
22. 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. <i>Access & Equity Action Areas: A.4 .</i>	Implement the EEO Management Plan which ensures community groups receive fair and equitable treatment.	HR	Implementation of the EEO Management Plan involves many areas of Council operations and all Divisions are acknowledged for their involvement and support. Results of the survey, due early in the next report year, are eagerly awaited as a performance indicator.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	<p>Research and analyse appropriateness of strategies to address specific target group needs and identify strategies as required.</p>	<p>HR</p>	<p>Unemployment rates for able persons equally result in comparable rates for permanent or temporarily disabled persons. There has been a continued growth in the number of approaches for Council to assist local organisations in placing clients in need of support and workplace exposure and/or experience. All effort is made to assist as many local individuals as possible without compromising service to customers. Each of Councils Divisions is acknowledged for their efforts to assist when called upon for help by HR.</p>
	<p>Provide support that develops a culture that is able to identify the root cause of grievances and resolve these disputes.</p>	<p>HR</p>	<p>There has been a notable change in the willingness of supervisors to intervene early to diffuse potential problems. The report year has seen increased backing for supervisors in their attempts to manage staff work performance issues. Continued management support in such circumstances eventually results in a more pleasant and productive workplace for those happy to be here.</p>
<p>24. CULTURAL AWARENESS</p>			
<p>Council to introduce cultural awareness for all Council staff.</p> <p><i>Access & Equity Action Areas:</i> A.3, G.2, I.1</p> <p><i>Community Plan Objectives:</i> A14, G5 .</p>	<p>Increased awareness of Council staff to cultural issues and needs.</p>	<p>HR</p>	<p>The report year confirmed by feedback that this awareness training continues to be well received. It is evident that many new staff have had little exposure to large culturally diverse employers and accordingly benefit from the awareness forum provided through staff induction training.</p>

Principal Activity:	1	EFFECTIVE GOVERNMENT		
Objective:	1.3	EFFECTIVE MANAGEMENT - to responsibly manage the Council's finances, resources and regulatory functions.		
Strategy:	1.3.3	Ensure that Council's activities are carried out within a clear framework of policies, procedures and service standards.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. APPLICATIONS FOR DEVELOPMENT (DA), etc.				
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><u>Development Applications:</u></p> <p>Within 40 days – 80%</p> <p>Within 21 days – 65%</p> <p><u>Construction Certificates:</u></p> <p>Within 28 days – 80%;</p> <ul style="list-style-type: none"> • For Building Works Within 15 days – 65% • For Subdivision Works Within 10 days – 65% <p><u>Subdivision Certificates:</u></p> <p>Within 14 days – 80%;</p> <p>Within 7 days – 65%.</p> <p><u>Complying Development Certificates:</u></p> <p>Within 7 days – 90%;</p> <p>Within 5 days – 75%;</p> <p><u>Building Certificates:;</u></p> <p>Within 15 days – 80%;</p> <p>Within 7 days – 60%.</p>	DES	<p>Determined within target time:</p> <p><u>Development Applications:</u></p> <p>Within 40 days – 52%</p> <p>Within 21 days – 27%</p> <p><u>Construction Certificates:</u></p> <p>Within 28 days – 53%</p> <ul style="list-style-type: none"> • For Building Works Within 15 days – 36% • For Subdivision Works Within 10 days – 100% <p><u>Subdivision Certificates:</u></p> <p>Within 14 days – 99%</p> <p>Within 7 days – 99</p> <p><u>Complying Development Certificates:</u></p> <p>Within 7 days – 88%</p> <p>Within 5 days – 85%</p> <p><u>Building Certificates:</u></p> <p>Within 15 days – 71%</p> <p>Within 7 days – 41%</p> <p>We have had difficulties achieving a number of targets due to high levels of development activity and additional delays associated with legislative change (i.e. Bushfire legislation and SEPP No 71).</p>
2. PLANNING CERTIFICATES				
Process Section 149 (Planning Certificates) in a timely and accurate manner.		95 % of certificates issued in three to five working days.	PS	An average of 99% of Planning Certificates have been issued within three to five working days.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. IMPLEMENTATION OF COMPANION ANIMALS ACT			
	Meet Council's on-going obligations under Companion Animals Act.	CCS	Council continued to administer the Companion Animals Act during the 2002/2003 financial year and met its many obligations under the Act during this period.
4. FOOD SAFETY			
To maintain quality standards in food premises by regular and effective monitoring of food premises.	Monitor all food premises at least once a year.	DES	The number of Food Premises inspections exceeded the target by 149.72%. A total of 792 food premises inspections were conducted on a total of 529 food premises.
5. IMPLEMENTATION OF PUBLIC HEALTH LEGISLATION			
	Carry out inspection and testing of premises for Legionella at least once a year.	DES	Inspection and testing of premises for Legionella was conducted in the autumn months in accordance with schedule.
	Carry out testing of town water supplies in accordance with National Health Guidelines.	DES	Testing conducted in accordance with monitoring schedules and the national guidelines.
6. IMPLEMENTATION OF ENVIRONMENTAL POLLUTION LEGISLATION			
	Compliance inspection of non-domestic sewerage systems at least once a year.	DES	Systematic review of non domestic effluent systems underway and all caravan park systems inspected.
	Compliance inspection of concrete batching plants and quarries and continue with motor trades.	DES	Compliance inspections continuing in the Nowra and South Nowra areas and it is anticipated that the program will be extended to Bomaderry and Ulladulla in 2003/4.
11. INTERNAL AUDIT PLAN			
Implement the long range Internal Audit Plan to ensure that Council has a disciplined approach to evaluate and improve the effectiveness of its risk management, control and governance processes.	Progressively implement the long range Internal Audit Plan on a risk assessment basis.	GM	The Internal Audit Program concentrated on a number of major projects in 2002-03, with many smaller projects also undertaken. Management/ operational audits were undertaken for the two Leisure Centres and the Bomaderry Pool, after management of each of these facilities reverted to Council early in the financial year. A financial audit was done on each Holiday Haven Tourist Park's income.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<p>In addition, on-site compliance audits were done on a majority of Parks. Results indicated that the parks were being excellently managed and in conformity with Council's expectations and the relevant contracts.</p> <p>A major compliance audit of all Council cars, utilities and small trucks was completed. These audits act as an excellent control mechanism. Results were generally positive – especially good in view of the very detailed checking undertaken of any likely anomalies noticed in this audit.</p> <p>Two audits of the waste depots incomes were undertaken – one major one on all sites late in 2002 and a second follow up audit on the major sites late in the financial year. These audits looked for any significant changes to expected trends that could indicate slackness in income collection or even corrupt practices</p> <p>Internal Audit also coordinated the input for the Statewide audit, required annually by the Statewide Mutual. Our results were submitted on time and the feedback from Statewide showed Council to be well above the State average in all elements audited, and above the regional average in most elements.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<p>A range of audits was also undertaken in relation to various human relations and payroll matters, including recording of approved leave and other absences, and recording of hours worked. These involved both significant substantive testing and reviewing of the systems.</p> <p>Contributions to corruption prevention were also made by preparing new material for Council's Intranet site and also contributing to updates of Council's Code of Conduct.</p> <p>Compliance audits of Council's Rangers Agreements with the RTA and VicRoads were also completed. The RTA said that the template approach developed by Internal Audit will be recommended to other council's for adoption.</p> <p>Council's Internal Auditor also represents Council on the Corruption Prevention Network, and is currently on the Executive Committee of the CPN.</p> <p>The Internal Auditor is also a member of the Risk Management Committee and is developing a model of corporate risks and specific risks facing Council.</p>
12. BUSINESS MANAGEMENT SKILLS			
Ensure Council has the skills to deliver service by appropriate risk assessment and resource allocation.	Develop and implement workshops which will enhance Business Risk Management skills including Project Management and Managing Consultants.	HR	Externally offered courses and on the job training/mentoring by experienced colleagues will be further promoted in the new year.
13. SALARY STRUCTURE AND AWARD COMPLIANCE			
Ensure compliance with Award and legislative requirements is balanced with a transparent process which promotes equity and fairness for Council customers and employees.	Implement a salary structure which complies with both Award and Council requirements, and monitor management commitment and staff involvement.	HR	Issues of salary progression, annual assessment and policy review have proved time consuming and involved. Satisfactory steady progress has been made.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Undertake market and salary reviews as required.	HR	Salary and Market review issues remained constantly heavy during the report year. Methodical progress through the backlog has been achieved and proactive data collection should result in more responsive customer service in future.
	Review and maintain appropriate job evaluation processes and systems.	HR	A review of the processes and systems highlighted system anomalies. The roll-out of the new council structure provides an ideal time to rebuild and refine the stored data.



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	Div. Mgr.	Annual Report

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1. BUSINESS PLANS AND STRATEGIES

Refine and develop individual business plans for each of Council's commercial operation units.	Refine / develop business strategies for implementation in the next financial year.	AGM	Draft Business Plans completed for each commercial unit. Specific Business Plans also prepared for year-round Leisure Centres.
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2. BUSINESS UNIT DEVELOPMENT

To further enhance Council's Commercial Operations through the provision of additional facilities and the refurbishment/enhancement of existing facilities.	Sandridge Cemetery – Completion of development program by end of June 2003.	AGM	No funds committed for further works during the year. Design option for crypt development finalised. Quotes for construction to be called.
	Worrigeer Cemetery – Development of a quality reception facility called "Reflections".	AGM	"Reflections" Tea Room construction completed and management operator selected. Opens Quarter 1 2003/2004.
	Aquatic Facilities – Continue work on the rehabilitation program, subject to Council endorsement of funding.; Complete contract development arrangements for a new aquatic centre at Sussex Inlet.	AGM	Repair water reticulation system and pool shell of the Olympic Pool at Ulladulla Leisure Centre completed. Replacement filtration at Berry Pool completed. New concourse surface at Ulladulla Leisure Centre indoor pool and change rooms completed. Installation of disabled access lifts at Greenwell Point and Kangaroo Valley Pools completed. Capital works program completed within budget. Discussion held with Community Advisory Committee regarding Council management of Sussex Inlet Aquatic Centre for a three year period.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. BUSINESS UNIT OPERATIONS			
Targets have been established for business unit operations.	Crematorium and Cemeteries – Target for an annual operating surplus of \$30,000.	AGM	The annual operating surplus target at the end of fourth quarter exceeded the \$30,000 target.
	Cambewarra Lookout – Improve Council's return on the renovated asset and improve promotion of the site.	AGM	<p>Lease entered into with new Licensees.</p> <p>The Tea Room has commenced providing evening meals on weekends, representing a significant extension of service to the community at this attractive location.</p> <p>The refurbished information signage situated on the site has been re-installed.</p> <p>Management Contracts to manage the City's year-round facilities were terminated. Council initially took over management for interim period of 3 - 4 months, now extended for a further 3 year period.</p> <p>Completed Aquatic Facility Operator training program - pre-season, including Aussie Host, Verbal Judo, Water Quality, Risk Management, OH&S, etc.</p> <p>Actively participating in Injury Management Plan - Return to Work Program.</p> <p>Presented paper at StateWide Mutual Risk Management Seminar and ARI Conference on "Making a Splash with Proactive Risk Management".</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	<p>Aquatic Facilities – Provide quality aquatic and fitness services in a safe and cost effective manner.</p>	<p>AGM</p>	<p>Bay & Basin Leisure Centre wins an Award of Distinction as Regional Tourist Attraction in 2002 NSW Tourism Awards for Business Excellence.</p> <p>Extension to indoor pool foyer at Bomaderry Aquatic Centre completed.</p> <p>Application of cementitious anti-slip surface to indoor pool at Bomaderry Aquatic Centre completed.</p> <p>Bomaderry Aquatic Centre, Bay & Basin Leisure Centre and Ulladulla Leisure Centre hosted 23 school swim carnivals.</p> <p>Bay & Basin Leisure Centre awarded 'Facility of the Year' at Aquatic & Recreation Institute Annual Awards.</p> <p>Commenced fit out planning for Sussex Inlet Aquatics Centre.</p>
	<p>Beach Inspector Program – Provide lifeguard services at eight beaches over peak holiday period.</p>	<p>AGM</p>	<p>Patrol Service for the peak season Christmas/New Year completed on 28 January, 2003 was delivered on budget.</p>
	<p>Shoalhaven Mechanical Services – Provide repairs, service, support and other workshop functions to Council's operations at industry competitive prices and to standards which maintain Quality Assurance accreditation.</p>	<p>AGM</p>	<p>Shoalhaven Mechanical Services delivered services within specified budget expectations.</p> <p>Mechanical Services provided sustained support for the Shoalhaven Rural Fire Service during the Section 44 bushfire emergency.</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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. MARKETING COMMUNICATION (External) STRATEGY				
<p>Develop and implement the strategy over an 18-month period to explain the breadth and significance of Council's activities and achievements.</p> <p><i>Access & Equity Action Areas: A.3</i></p> <p><i>Community Plan Objectives: A7</i></p>		<p>Prepare the strategy for adoption by Council by the end of December quarter.</p>	GM	<p>Worked with the Divisions to strengthen media relationships and information releases to better identify appropriate objectives for developing the strategy. Development of full strategy will be reassigned as part of the proposed restructure and undertaken in 2003/04.</p>
		<p>Implement the strategy in each of the remaining quarters, within budgetary constraints.</p>	GM	<p>Consulted with G.M., A.G.M. and Divisional Managers on Strategy priorities. Conducted meeting with local Media representatives to develop better working relationships and provide them with greater understanding of Council's responsibilities to the community. Worked with the Divisions to strengthen media relationships and information releases to better identify appropriate objectives for developing the strategy. Continued program of regular media releases.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
2. RECOGNISE LOCAL EXCELLENCE			
<p>Council will continue to run or be involved with awards and sponsorships such as:</p> <p>Business Excellence Awards; School Citizenship sponsorship; Australia Day Awards; Mayoral Civic Receptions; Arts and Cultural Awards, etc.</p>	<p>Identify sponsorship or involvement each quarter.</p>	<p>CCS</p>	<p>Council has again indicated that it wishes to continue supporting and promoting the various existing methods of showcasing excellence achieved by citizens and businesses within the Shoalhaven during 2003/2004. During the financial year 2002/2003 the Council has promoted or hosted the following</p> <ul style="list-style-type: none"> * School Citizenship Awards * Major Arts & Cultural Awards * Business Excellence Awards * Australia Day Awards * RFS Volunteer Awards * Queens Birthday Honours Awards * Mayoral Civic Receptions for various achievers * Dinners & Functions honouring Community Service



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. SHOWCASE YOUTH SUCCESSES			
<p>SCC to continue to promote activities which enable young people to showcase their successes.</p> <p><i>Access & Equity Action Areas: C.5</i></p> <p><i>Community Plan Objectives: C13</i></p>	<p>Increased support by the community for the young people of the Shoalhaven through Council's ongoing support for youth activities eg Youth Week, Youth Advisory Committee, etc.</p>	<p>CCS</p>	<p>Through the Youth Advisory Committee and Councils support of Youth Week, Shoalhaven City Council continued to promote Youth Activities. Examples of this support include;</p> <p>Youth Advisory & Council provided support for various youth music events (i.e Rock Out, Make-A-Noise performances, Prevent Concert, The After Party, Valentines Day Dance Party, Hip Hop Harmony day) and a youth theatre performance. Council also supported an application made to JJJ radio for an open air music event at the Nowra showgrounds.</p> <p>Facilitated Shoalhaven youth participation at Rural Youth Forum, Mudgee and Youth Advisory members article published in state-wide youth affairs newsletter.</p> <p>Facilitated young people's attendance at INDENT Youth Music Forum & Awards.</p> <p>Council support provided to Callala Bay Skate Park Opening.</p> <p>An extensive program of events showcasing youth success have been organised for youth week, including a culminating festival.</p>
4. TRIAL PROJECT STATUS REPORTING ON THE INTERNET			
	<p>10 major projects placed on Council's Internet site and progress updated at minimum two weekly intervals.</p>	<p>CS</p>	<p>Restrictions on staff resources have delayed webside renewal. Reviewing value of website to ratepayers and stakeholders.</p>

Principal Activity 2: Protecting the Environment and Planning for Growth

Scope of the Activity

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

Strategic Issues

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

The Shoalhaven has 49 settlements and extensive rural areas, each with a distinctive character and heritage. The population is approximately 90,000 (estimate for year 2002) 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 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 are facing issues on this front. Council and other agencies recognise that the factual data on species and their possible habitats here is not comprehensive and needs to be addressed.

The Shoalhaven 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.

The Shoalhaven is prone to two main natural 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 occur.

Proposed Responses

Council has a major role to play 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 Settlement Strategy, Conservation Strategy, as well as in the development of structure plans for Milton-Ulladulla and Nowra-Bomaderry 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 them in a coordinated way on a City wide basis, such as:

- Conservation strategy, Settlement strategy and Growth Management Strategy
- 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 for 2002/03

CITY SERVICES

- **Rural Fire Service takes on Bushfire Hazard Property Inspections**

Responsibility for the inspection of potential bushfire hazards on private property has been transferred from Shoalhaven City Council to the Rural Fire Service (RFS), effective April 1 2003. The RFS has employed three Fire Mitigation Officers in the Shoalhaven to undertake this work.

In addition, where the RFS identifies the need for a fire hazard to be removed, the RFS will be responsible for issuing directions for the removal (Section 66 Notices). Where a property owner is concerned with a fire hazard on adjacent privately-owned land, the RFS should be contacted. Complaints regarding fire hazards on Council-owned and/or Council-managed land should go to the RFS Commissioner.

The role of Council's Fire Mitigation Officer will now be to focus on dealing with the planning and delivery of Council's responsibilities to bushfire risk management on Council-owned/managed land in compliance with the Shoalhaven Bushfire Risk Management Plan and Council's Land Management Strategies.

- **Privet Successes in Kangaroo Valley**

Kangaroo Valley residents will have seen Council, Government, community groups and residents make a big push on Privet control over the past six months. This effort has come from several sources, with funding from Shoalhaven City Council, Sydney Catchment Authority, NSW Environment Trust and labour from the Environment Group, Upper Kangaroo River Bushcare, Brogers Creek Landcare, community service volunteers, Wollongong University's Green Team and local residents. Council's Privet Control Officer, Ester Nyers, and her team of community service volunteers offer free labour for a day to landowners prepared to work with the team controlling Privet on their land.

Sites of particular note include:

- The Hampden Bridge Tearooms where the Grey Myrtle is now prominent along the escarpment edge;
 - Riverside Park, where the removal of Privet allows the river to be seen;
 - Pony Club Grounds and below Osborne Park where a spraying program has killed off the first few metres of a thick privet forest
 - Nugents Creek, where working bees have made great strides to make the creek "Privet free".
- **Plastic Bag Recycling Campaign** – every year, Australians waste a vast amount of embodied petroleum energy by sending plastic checkout bags to landfill. Despite the fact that checkout bags can be recycled at all Coles, Bi-Lo and Woolworths stores nationally, recycling rates are low compared to other products. As part of the "Bag Yourself a Better Environment" promotion, Council sold 450 calico bags in a "2 for 1" deal during March to support the Plastic Bag Awareness month of action.
 - **Shoalhaven Clean Up Australia Day** – On Sunday, 2nd March 2003 was the biggest, best and most successful staged in the region. Altogether, 111 individuals, community groups and organisations coordinated Clean Up sites across the Shoalhaven and 6326 volunteers participated on Business Clean Up Day (February 25), Friday Schools Clean Up Day (February 28) and Clean Up Australia Day (March 2).
 - **FloodSafe Week in the Shoalhaven** – was held from the 24th to the 30th March 2003. FloodSafe Week marked the 25th anniversary of the last big flood of the Shoalhaven River and activities were scheduled to make people aware of the threat of flooding.

PLANNING

- Gazettal of Shoalhaven LEP 1985 Amendment No 195 - Milton Ulladulla - This is a review of the planning principles for the district extending from Milton and Narrawallee in the north to Dolphin Point in the south.
- DCP 93 - Waste Minimisation and Management - Amendments were adopted by Council and will become effective once the Council staff and building industry have been educated.

The DCP has also been simplified by separating the information into 3 parts; the DCP, DCP Guidelines and an explanatory brochure.

- DCP 54 draft Amendment No 1 - Huskisson Town Centre - A draft review has been prepared and a public exhibition has taken place. A feature of the plan is the introduction of shop top housing and principles of ecologically sustainable development.
- Draft Heritage LEP & DCP - Final draft LEP under review.
- Floodplain Land Use Planning Review – The LEP and DCP components of the review have been substantially advanced. Draft LEP amendments adopted by Council and consultation undertaken with relevant State Government Agencies.
- Shoalhaven Local Heritage Assistance Fund (SLHAF) - Applications were called for under the SLHAF. A total of 23 grants were approved. Council has continued its commitment to local heritage with the provisions of funds to match a pro rata grant from the NSW Heritage Office.
- Bushfire Legislation/Mapping - With assistance from the local office of the NSW Rural Fire Services (RFS), a map of bushfire prone land (prepared in accordance with guidelines issued by the RFS) was submitted to and signed by the Commissioner, Mr Phil Koperberg. This allowed Shoalhaven Council to become one of the first Council's in NSW to have a map certified by the Commissioner. It also allowed a more accurate definition and application of the regulatory effects of bushfire prone land.
- Bushfire Legislation/Mapping - A pilot project to review the accuracy of Council's Bushfire Prone Land Map in the Sussex Inlet Locality has been completed.
- Ongoing liaison with NPWS on threatened flora/fauna species.
 - Planning Services has been involved in recovery teams and the finalisation of two recovery plans for species in the Shoalhaven LGA, the Jervis Bay Leek Orchid and the Nowra Heath Myrtle.
 - Planning Services has also provided input on four other recovery plans that have recently been placed on public exhibition by NSW National Parks and Wildlife Service. These plans were for Yellow-bellied Gliders, Bush Stone Curlew, Barking Owl and Koalas, all species that occur in our City.
- Jervis Bay Settlement Strategy - The Strategy has been finalised and has been forwarded to Department of Infrastructure, Planning & Natural Resources and is currently awaiting endorsement by the State Minister for Planning.

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	Div. Mgr.	Annual Report
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1. CONSERVATION STRATEGY				
Continue to identify areas of conservation value in the City and develop recommendations for action through implementation plans eg LEPs, works programs, community or State Govt programs.		Develop a draft conservation strategy for Council adoption and public comment by end of September quarter.	PS	Incorporated into Growth Management Strategy. <i>See Task 2.1.1.3.</i>
2. SETTLEMENT STRATEGY				
Prepare a settlement strategy which identifies anticipated population growth in the Shoalhaven over the next 20 –50 years and indicates in broad terms where this is likely to occur. <i>Access & Equity Action Areas: A.5</i> <i>Community Plan Objectives: A32</i>		Develop a draft settlement strategy for Council adoption and public comment by end of September quarter.	PS	Incorporated into Growth Management Strategy. <i>See Task 2.1.1.3.</i>
3. GROWTH MANAGEMENT STRATEGY (CITYWIDE STRUCTURE PLAN)				
Compile the major land use elements of Council's plans and strategies into one Citywide Growth Management Strategy and develop a mechanism to keep it updated as new policies are proposed and adopted. <i>Access & Equity Action Areas: A.5</i> <i>Community Plan Objectives: A32 .</i>		Compile the Citywide Growth Management Strategy from existing data and develop a mechanism for updating it by end of September quarter.	PS	Changing direction by State Government with intentions for integrated Regional Plans and PLANfirst proposals has required a reassessment of the process. Agreement has been reached with State Government on several aspects although implications of Comprehensive Coastal Assessment and Healthy Rivers Sustainability Assessments still unresolved. Issues paper proposed for completion December 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. NOWRA BOMADERRY STRUCTURE PLAN			
Investigate and develop proposals for urban growth, conservation and transport in the area.	Prepare a draft of the structure plan for Council adoption and public comment by end of September quarter.	PS	(1) Preliminary assessments of investigation areas to be finalised December quarter. (2) Detailed assessments of CBD traffic and East Nowra sub arterial road underway. Brief for river crossing being prepared. (3) Structure Plan completion March 2004.
5. ESTUARY MANAGEMENT PLANS (In preparation)			
Work with Estuary Task Force for the Shoalhaven River to investigate and prepare plans for the proper management and protection of the estuary.	Work with the task force and others to compile existing data for Shoalhaven River prior to developing the draft management plan by end of June quarter.	CS	Review of brief for Shoalhaven River Estuary management Plan completed by Council staff and DLWC. Brief for process study under review for presentation at meeting to be held on 28th August 2003. Estuary Management Plan will be ongoing in 2003/04.
7. FLOOD DATA INFORMATION AND FORECASTING			
Collect all existing flood data and develop a comprehensive database to allow more efficient access to information by wider range of Council staff.	Database complete by end of December Quarter.	CS	Progressing catchment by catchment as part of the Flood Study process.
10. NOWRA CBD STRATEGY REVIEW			
Review the existing Nowra CBD Strategy (covering the next 15 year period). <i>Access & Equity Action Areas:</i> A.5 <i>Community Plan Objectives:</i> A31 .	Prepare and implement LEP and DCP by end of September quarter.	PS	Following Council's resolution of the Big W draft LEP this project will recommence. Minor changes to strategy are necessary with progression into a revised LEP and DCP programmed for March 2004.
11. HOUSING STRATEGY			
Progressively implement recommendations of the Housing Strategy. <i>Access & Equity Action Areas:</i> D.6, E.5 <i>Community Plan Objectives:</i> D13, E11 .	Progress statements.	PS	The implementation of the Housing Strategy was measured in the Milton Ulladulla LEP Amendment 195. A consultant has been commissioned to undertake a review of the Housing Strategy.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
12. STATE OF ENVIRONMENT REPORTING			
Prepare 2002 Supplementary State of Environment Report (SOE) in accordance with Dept Local Govt guidelines with emphasis on sustainability issues.	Prepare and complete Supplementary SOE by November, 2002.	DES	2001/02 SoE Report completed in accordance with Department of Local Government Guidelines and submitted on time. Electronic version upgraded to improve navigation and readability.
15. ESTUARY MANAGEMENT PLANS – IMPLEMENTATION (PLANNING)			
Previous planning actions identified in Plans and prepare 5 Year Action Plan.	Planning Review Action Plan adopted by end of March Quarter and commencement made on implementation.	PS	Implementation of relevant actions from approved Estuary Management Plans are being incorporated into preliminary draft DCPs for St Georges Basin and Lake Conjola.
16. COASTAL MANAGEMENT PLAN			
Prepare Plan in conjunction with government agencies and Coastal Taskforce.	Plan structure adopted by end of September quarter and Plan completed by end of 2003/4.	CS	Awaiting State Government advice as to the plans scope, format and guidelines for the process. Refer: coastal hazard study for further information Refer Coastal Hazard Study for further information.
17. FACILITIES FOR WOMEN, FAMILIES AND YOUTH IN MAJOR COMMERCIAL DEVELOPMENTS			
Encourage major new commercial and retail development to provide suitable access and facilities for women, families and youth within the development. <i>Action & Equity Action Areas:</i> A.5, B.3, F.4 <i>Community Plan Objectives:</i> A50, B10, F9 .	Enhanced access and provision of facilities in commercial and retail development through Suitable facilities being identified with developers.	DS	Council staff have continued to encourage developers to provide suitable access and facilities for women and youth when designing commercial and retail development within the City.
18. CULTURAL SITES			
Assist in identifying areas or sites of cultural significance. <i>Action & Equity Action Areas:</i> G.2 .	Maintain a database in conjunction with NPWS and add to it through archaeological surveys carried out for various projects.	PS	Ongoing process of identifying sites and liaising with NSW NPWS. Information has been added when available.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
19. PARENT ROOMS IN COUNCIL FACILITIES			
SCC to consider incorporation of appropriate parent rooms/baby feeding rooms in any expansion/upgrading to Council facilities. <i>Access & Equity Action Areas: B.3, F.4</i> <i>Community Plan Objectives: B10, F9</i>	Increased availability of facilities.	CS	No funding provided in 2002/03 for new facilities or major upgrading.
20. FLOOD PLAIN STUDIES/PLANS			
Work with Government agencies to ensure early completion of Flood Planning Studies and Plans.	Complete Lower Shoalhaven Plan by end of June quarter.	CS	Consultants progressing the Floodplain Management Plan and accompanying community consultation.
	Complete Nowra Creek Plan by end of June quarter.	CS	Draft report received and reviewed by Council staff and Department of Infrastructure, Planning & Natural Resources (DIPNR).
	Complete St Georges Basin Plan by end of June quarter.	CS	Consultants progressing the Floodplain Management Plan and accompanying community consultation
	Commence Flood Plain study for Lake Conjola by end of June quarter.	CS	Draft report received. Question as to what ARI ocean event to use in modelling. Resolved for consultant to progress sensitivity analysis within scope of current brief and reassess importance of ocean level in flooding extent and hazard categorisation
21. COASTAL HAZARD RISK MANAGEMENT STUDY			
Undertake a Coastal Hazard Risk Management Study.	To be reported to Council by end of June quarter.	CS	Tender awarded to Snowy Mountains Engineering Corporation for the commencement of the Coastline Hazard Definition Study. Report due January 04.
22. COASTAL RESERVE MAINTENANCE STRATEGY			
Prepare a Coastal Reserve Maintenance Strategy.	Draft strategy to be reported to Council by end of December quarter.	CS	Risk minimisation measures being introduced to reduce the need to close beach access ways. Asset Management Plan under development. Asset survey in progress.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
23. WASTE MANAGEMENT - STREET AND PARK LITTER BIN STRATEGY			
Prepare a Street and Park Litter Bin Strategy.	Draft strategy to be reported to Council by end of March quarter.	CS	Street and Park Litter Bin Strategy reported to Council by the end of March 2003 quarter.



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	Div. Mgr.	Annual Report
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1. ENVIRONMENTAL MONITORING SYSTEM				
Identify and adopt measures to improve Council's environmental monitoring system including how the community and government agencies can assist.		Continue to investigate and trial alternative monitoring methods to identify changes in the catchment more readily and understand critical inputs.	DES	During 2002/03 an existing Beachwatch program was conducted in association with the EPA on beaches at Culburra, Huskisson, Mollymook and Ulladulla as well as tidal pools at Huskisson and Ulladulla. An additional trial "ecology index" program was conducted with DIPNR in Swan and Willinga Lakes.
2. CUMULATIVE EFFECT				
Monitor the cumulative effect of Council's and the community's actions on the natural and built environment. Report monitoring in 2002 SoE Supplementary.		Continue to investigate and monitor simple indicators of changes over time eg vegetation cover, habitat.	DES	Joint bids made for Natural Heritage Trust 2 for Biodiversity and Ecosystem Integrity Index projects to improve data availability on cumulative effect. This will be reviewed in 2003/03 Comprehensive State of the Environment Report.
		Extend riparian vegetation monitoring by remote sensing for remaining catchments.	DES	Riparian vegetation monitoring carried out as part of Burrill Lake Estuary Plan preparation and reported in 2002 SoE Supplementary Report. Funding is being sought to carry out further monitoring in 2003/04.
3. WATERWAYS				
Regularly monitor waterways within each of the 22 catchments against agreed standards and address problem areas as they arise.		Monitor the condition of waterways to an agreed schedule and meet the performance target annually.	DES	Waterway monitoring completed in accordance with schedule. Details reported in State of the Environment Report.
4. ON-SITE SEWAGE MANAGEMENT				
Implement a comprehensive process to ensure that septic systems throughout the Shoalhaven are properly approved, installed, checked and maintained, as required by new legislation.		Conduct assessment of existing sewage management facilities for compliance and issue operational approvals, detailing the frequency of the renewals.	DES	Septic systems are being inspected and licenses to operate are being issued in accordance with the legislation.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. SEWAGE MANAGEMENT STRATEGY			
Develop a strategy to monitor on-site sewage systems and integrate this with Council's other environmental and catchment management strategies and monitoring activities.	Interim strategy has been adopted. Final strategy ready to be formally adopted by Council by end of June quarter.	DES	Task complete. Final Strategy adopted.
6. DEVELOPMENT OF INDICATORS			
Identify indicators that can be monitored to indicate the progress towards sustainability and measure Council's impact on the Environment for SOE reporting.	Continue identification and measurement of indicators to measure Council's impact on the Environment and the impact of built environment by June quarter for 2002/03 supplementary State of Environment Report.	DES	Guidelines for integrating the principles of ESD into SCC activities adopted in June 2003. These guidelines will provide indicators to measure Council's impact on the environment and pathway to sustainability.



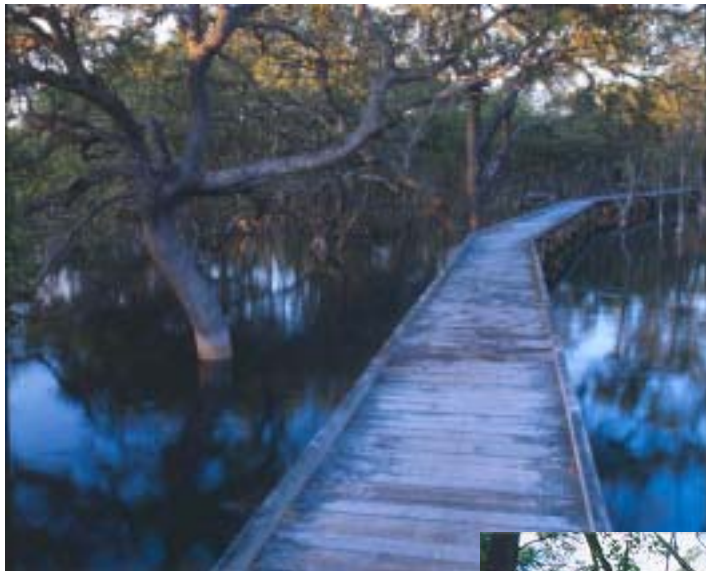
Principal Activity:	2	PROTECTING THE ENVIRONMENT AND PLANNING FOR GROWTH		
Objective:	2.2	ENVIRONMENTAL QUALITY - to maintain and improve the high quality of our natural assets (eg waterways, air).		
Strategy:	2.2.2	Undertake and encourage the restoration and protection of our environment.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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4. BUSHCARE GROUPS				
Support groups to regenerate and protect the natural areas around the villages of Shoalhaven.		Increased awareness in the community that groups may be formed.	CS	Bushcare policy drafted and circulated to Bushcare groups and within Council for comment. Newsletter distributed. Workshops on implications of stormwater management of Bushcare sites held at Nowra Showground.
		Number of groups formed is increasing.	CS	Focus on Group rationalisation with new volunteers encouraged to join existing groups. Group training and site action plans. One new group formed in Quarter 4.



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. NOXIOUS WEEDS PROGRAMS			
Implement inspection and control programs.	Develop and implement Local programs consistent with grant conditions and Regional Weeds Management Plans.	ACM	<p>Regional weed management plans (group projects) submitted to and approved by Noxious Weeds Advisory Committee for 2002/03 financial year for Giant Parramatta Grass, Groundsel Bush, Chilean Needle Grass, Blackberry, Broom & Gorse.</p> <p>Property inspection program implemented. Local and Regional weed control program work was reduced due to the influence of the drought.</p> <p>Fireweed inspections done in Milton/Ulladulla and Kangaroo Valley areas. Roadside spraying of Giant Parramatta Grass, Blackberry and African Lovegrass in 3rd and 4th quarter.</p> <p>Aerial spraying for bitou bush carried out in the Crookhaven Heads, Orient Point and Kinghorn Point areas.</p>
	Annual report to NSW Agriculture showing compliance with grant conditions and Regional Plans.	ACM	Annual Grant expenditure return and Group Project Reports submitted 30/9/02 showing compliance with conditions.
7. FORESHORE MANAGEMENT			
Establish a policy for the effective management of foreshore areas.	Prepare and adopt a Foreshore management policy for all foreshore parks and natural areas by end June quarter.	CS	Draft Foreshore Management Plan completed. To be reported to Council in August 2003.
8. DEVELOPMENT SITES			
Increase awareness of erosion and sedimentation issues on development sites.	Continue education for developers and monitor compliance on construction sites.	DES	Council staff have continued to increase awareness of erosion and sedimentation issues by regular monitoring and inspections of development sites within the City.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
9. ACID SULPHATE SOIL REMEDIATION			
Facilitate remediation in Broughton Creek Floodplain.	Carry out surveys and implement works in appropriate locations under NSW Government 'Hot Spot' program – funding already approved.	DES	The Acid Sulphate Soils Remediation project is reaching its final stages with contractors appointed to carry out the infrastructure works. A collaborative ARC-Linkage grant has been approved for a further 3 year research project on the Broughton Creek Floodplain in conjunction with University of Wollongong and Manildra Starches.
10. CAULERPA TAXIFOLIA			
Work with Government agencies to prevent the spread of Caulerpa Taxifolia.	Number of steering meetings held.	CS	No new meetings held. Letters of concern about lack of action sent to Minister for Fisheries and State members for Kiama, Shoalhaven, Bega & Southern Highlands
	Extent of State Government action.	CS	No new meetings held. Letters of concern about lack of action from Fisheries sent to Minister for Fisheries and State members for Kiama, Shoalhaven, Bega & southern highlands
11. DUMPED WASTE STRATEGY			
Implement the Dumped Waste Strategy.	Local strategies implemented to 2 locations.	CS	Illegal dumping deterrence measures have been installed at Ulladulla, Worrigeer and Manyana. Resource NSW have approved additional grant funding for illegal dumping clean up and deterrence measures at South Nowra, Vincentia, Lemon Tree Creek, Milton Showground and Bomaderry Creek
12. DUMPED WASTE AND LITTER "RID" SQUAD			
Participate in the development of a RID Squad in the Shoalhaven.	Discussions undertaken with Resource NSW.	CS	Resource NSW are facilitating the drafting of contract documentation for the proposed RID Squad for the region.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Involvement in Regional Strategy.	CS	Details are being drafted for the implementation of a RID squad, made up of the Shoalhaven and Eurobodalla Councils, with potential for Wingecarribee to join in as a third council.
13. ROADSIDE LITTER STRATEGY			
Implement the Roadside Litter Strategy.	Quantity of litter removed.	CS	Approximately 500 cubic metres of litter removed.
	Number of fines issued.	CS	Total PINS issued for the 2002/03 year = 157 Approximate value = \$41,000



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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. SES PLAN				
Implement a State Emergency Services Strategic Development Plan.		Implement outcomes of plan for Year 1 by end of June quarter.	CS	<p>Vehicle replacements achieved for the Northern Unit</p> <p>Funding for vehicle replacements and building extensions for the Southern Unit will be included in the 2003/04 Budget.</p> <p>An up to 10 Year Section 94 Plan has been developed for the SES.</p>
2. SHOALHAVEN RURAL FIRE SERVICE STRATEGIC PLAN				
Implement the strategic operational plan.		Undertake annual Brigade Reviews.	CS	Brigade reviews have been carried out. Review of Standards of Fire Cover is current but with little change expected to any brigade other than a change of focus for training for some brigades.
		Continue Brigade building maintenance program.	CS	Station maintenance is progressing. No issues of a major nature are outstanding.
		Complete program of works for radio communications program.	CS	Paging System is now in operational use. Routine maintenance of base equipment is on target. Extension speaker project underway.
		Ensure transfer of Fire Control staff to RFS and introduction of changes to the Rural Fires Act with minimum impact on Volunteers.	CS	Three additional Fire Mitigation Officers appointed and commenced on 1st April 2003.
		Meet with Volunteers through the Strategic Reference Group and respond to issues.	CS	Meetings held with RFS Strategic Planning Committee on 8th August and 26th September 2002, 13th March and 10th July 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Review transfer of responsibility and new legislation by end of December quarter and report to Strategic Reference Group and Council.	CS	Council formally responded to a request from the Rural Fire Service to confer the responsibilities for Section 66, issue of Hazard Reduction Certificates and assessing of complaints under Section 74D of the Rural Fires Act 1997.
3. DEVELOPMENT IN BUSH FIRE PRONE AREAS			
Develop fuel management strategies for the high risk areas identified in the Bush Fire Risk Management Plan.	Review methodology and progress through the Shoalhaven District Bush Fire Management Committee.	CS	<p>Implementing the installation of APZ's on council managed lands inclusive of necessary environmental assessments as per environment code and planning for bushfire protection</p> <p>Signs for new APZ's being prepared to assist in maintenance and minimisation of encroachments.</p>
	Complete specific area risk management plans for village interfaces by end of June quarter.	CS	<p>Working through town by town. Works at North Nowra and surrounds 70% complete and 60% complete. Bollards, signposts and minor cleanup work to follow the bulk clearing that has been completed.</p> <p>Estimate necessary works in the Bay and Basin area 60 % complete. Similarly, bollards, signposts and minor cleanup work to follow the bulk clearing that has been completed.</p> <p>Roads of strategic importance for fire suppression assessed and works scheduled, in process or completed.</p> <p>Emphasis now on completion of works in north and Bay and Basin and APZ establishment in south of city. Environmental assessments that precede clearing works commenced for south of city.</p> <p>Hazard reduction burning proposals prepared and forwarded to Rural Fire Service for consideration</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. SHOALHAVEN BUSH FIRE MANAGEMENT COMMITTEE			
Assist in the facilitation and functioning of the Committee.	Chair Bush Fire Management Committee.	CS	Meetings of the Shoalhaven Bush Fire Management Committee meetings held each quarter.
	Provide guidance to Fire Investigation Subcommittee.	CS	Fire Investigation Sub Committee has been re-convened. Direction agreed to by the Bush Fire Risk Management Committee for the adoption of a strategy to highlight the consequences of arson through a public relations program, initially focusing on the urban area.
	Provide guidance to Bush Fire Risk Management Sub-Committee.	CS	Bush Fire Risk Management Sub Committee meeting regularly to attend to tasking as set by the Bush Fire Management Committee.
	Continue development of DCP for development in bushfire sensitive areas.	CS	As previously indicated, this tasking has now been superseded by "Planning for Bush Fire Protection" and amendments to the Rural Fires Act 1997.
5. FIRE CONTROL CENTRE/EMERGENCY OPERATIONS CENTRE			
Complete the planning and design details for relocation of the FCC/EOC. Complete Stage 1 development of Training Centre.	Explore funding and agreement options.	CS	Despite periods of wet weather, the works remain on target for an October 2003 completion.
	Finalise design specifications and approvals.	CS	Completed within the 3rd Quarter.
	Oversight site works and construction of training centre.	CS	RFS & SES Garages at practical completion. E.O.C. at 40% completion.
6. LOCAL EMERGENCY MANAGEMENT			
Coordinate arrangements for the preparation, response to and recovery from emergencies within the Shoalhaven area.	Chair and provide support to the Local Emergency Management Committee, coordinate regular reviews of the DISPLAN and supporting plans and provide support under DISPLAN arrangements during an emergency.	CS	Shoalhaven Local Emergency Management Committee chaired by Director City Services, and DISPLAN and emergency arrangements reviewed at each meeting.
	Hold regular LEMC meetings (minimum 3 per year).	CS	Meetings held on 14th November 2002, 27th March and 26th June 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Review DISPLAN and supporting plans annually.	CS	Risk Management process still underway. Flood Plan has been rewritten and is being reviewed prior to being adopted.
	Provide support during emergencies as per DISPLAN arrangements.	CS	Recommendations and actions from Touga Section 44 Debrief reviewed at LEMC meeting held on 26th June 2003.
	Provide community education, dependant on funding.	CS	Regular radio interviews with Chairpersons of LEMC Sub-Committees to be held prior to the Bush Fire Season. Public information campaign being planned.



Principal Activity 3: Promoting & Developing the Local Economy

Scope of the Activity

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

Strategic issues

The Shoalhaven is a significant regional business and industrial centre.

Over the past 20 years Council has been active in encouraging new businesses and industries to the area. Many are attracted by the lifestyle change as well as lower operating overheads for their enterprises. Key improvements to regional infrastructure are required to remain economically competitive and attractive – such as transport improvements, tertiary education facilities and improved telecommunications to handle e-commerce requirements.

Shoalhaven will continue to have above average levels of unemployment because of its proximity to the major metropolitan areas and the structural readjustment of a rapidly growing population. Council will actively stimulate the economy to create employment at a rate equivalent to the population increase.

Tourism – After Sydney, the Shoalhaven is the most visited area in NSW with 2.8 million visitors and a direct expenditure of \$250 million in 1997/8. Council has a highly effective Tourism Department which encourages tourists to the area and provides information and other services through two visitor centres at Nowra and Ulladulla. Excellent accommodation is available in caravan parks, bed and breakfast establishments and up to 4.5 AAA Tourism star rated motels and guest houses.

Proposed Responses

Council has played a decisive role with other agencies to foster the following regional infrastructure:

The construction of Main Road 92 (the Shoalhaven Highway) from Nowra to Nerriga and establishment of the Shoalhaven Education Campus for Wollongong University and the Illawarra Institute of Technology (further information on these is given under Principal Activity 4 – Improving Community Facilities and Services).

Council will continue to provide advice and support to encourage sustainable economic development to the area and to increase job opportunities. Council will also work closely with the Tourism Board to develop and diversify tourism accommodation and facilities through implementation of the Shoalhaven Tourism Master Plan.

Significant initiatives are outlined in the following pages.

Highlights for 2002/03

TOURISM

After Sydney, the Shoalhaven is the most visited area in New South Wales. Council has a highly effective Tourism Department which encourages tourists to the area and provides information and other services through two visitor centres at Nowra and Ulladulla. Excellent accommodation is available in caravan parks, bed and breakfast establishments, serviced apartments and motels.

On 18th July, 2002 the Bureau of Tourism Research (a Federal Government Instrumentality) released a report on Tourism in Australia.

Some extracts from that Report are as follows:

- The South Coast of New South Wales attracted approximately \$1 billion direct tourism expenditure during 1999 (10% of NSW total) making it equivalent to Tasmania or the Northern Territory and exceeding the ACT.
- The South Coast ranks fifth in Australia for visitation behind Sydney, Melbourne, Brisbane and the Gold Coast.

Shoalhaven

- The Shoalhaven attracts approximately 50% of all visitors to the South Coast.
- Each year we attract approximately 1.2 million Australians and 200,000 international visitors.
- These people stay an average of 3.65 nights
- They spend directly over \$500 million.
- Figures released by the Australian Bureau of Statistics stated the population of the Shoalhaven as at the 30 June, 2002 was 89,400.
- This means that for every man, woman and child in the Shoalhaven there are 15 visitors.
- The Shoalhaven records 4,380,000 visitor nights per annum.
- Our visitors spend on average \$417 per visit per person or \$114 per person per day.
- The total economic impact, after the multiplier effect is \$765 million.
- The employment effect is – direct employment 4,300 jobs plus indirectly another 1,900.
- During 2002/2003 the Tourism Section
- Produced and released a new edition of the Shoalhaven Visitors Guide - 50,000 copies
- Produced and released a new edition of Shoalhaven - Your Holiday Escape - 50,000 copies
- Shoalhaven Map (Cartoscope Publication) - 130,000 copies
- Shoalhaven Package Holiday Brochure - 12,000 copies
- Access Shoalhaven - First Edition Released
- Coastal Explorer - 120,000 copies distributed
- Promoted the Shoalhaven at the following Consumer Shows:
 - Mudgee Small Farm Field Days
 - Sydney Bus & Coach Show
 - Canberra Leisure Show
 - South Coast Caravan and Camping Show
 - Wagga Wagga Holiday Show
 - Albury Holiday Show
 - Melbourne Caravan and Camping show
 - Sydney Caravan Show
- Quickbreaks website - 140 operators - 154,014 enquiries

- Nowra Visitors Centre - 90,340 (compared with previous year 70,307)
- Ulladulla Visitors Centre - 43,049 (compared with previous year 40,692)
- Implemented three waves of the Bush Fire Recovery Program (\$950,000 Sydney and Melbourne TV)
- Implemented the Touring By Car Campaign - Sydney and Melbourne TV - (\$325,000)
- Implemented the Shoalhaven Shortbreaks Campaign - Colour magazines and inserts - Sydney - \$225,000
- Implemented two waves of a regional TV campaign (\$120,000)

PLANNING

- Gazettal of Shoalhaven LEP 1985 Amendment No 186 - Yalwal - Tourist facilities on certain land in the vicinity of Danjera Dam.
- Gazettal of Shoalhaven LEP 1985 Amendment No 190 - Bulky Goods Retailing, Ulladulla - The Plan provides for the sale of electrical goods in conjunction with bulky goods at the corner of Parsons Street and Princes Highway, Ulladulla.
- Gazettal of Shoalhaven LEP 1985 Amendment No 195 - Milton Ulladulla - This provided for additional industrial land thereby providing additional employment generating lands.
- Gazettal of Shoalhaven LEP 1985 Amendment No 199 - This amendment updates the existing definition of "home activity" in SLEP 1985. The amendment also deletes the existing provisions relating to home activity development.
- Gazettal of Shoalhaven LEP 1985 Amendment No 201 - This amendment provides for the use of Lot 1 DP 1006744, Graham Street, Nowra for the "sale by Wholesale of fruit and vegetables" for a maximum period of 10 years, with no further intensification of the current use of the site to be permitted.
- Draft LEP No LP335 "Big W" - Council resolved to proceed with a draft plan under Section 68 and submit to the Minister for approval.
- Draft LEP Nos LP210, LP305 & LP336 - Community Land Reclassifications - The draft LEPs provide for the reclassification of various parcels of Council land from "community" to "operational" under the Local Government Act 1993 and were publicly exhibited and public hearings were also held in accordance with the provisions of the ACT.
- Progression of draft LEP for a Signage Strategy. This will provide appropriate assistance in the decision making process for local businesses and non-profit organisations.
- Adoption of Section 94 Contributions Plan Amendment No 65 - The aim of the amendment is to fund the costs of upgrading the roads servicing the Rural Residential Lifestyle Area at Tapitallee.
- Amendment No 2 to Development Control Plan (DCP) 49 - Berry Town Centre was adopted by Council.
- Amendment No's 1, 2 & 3 to DCP 50 - Sussex Inlet Town Centre were adopted by Council - These amendments clarify a number of minor anomalies in the plan, identify a new service road from River Road and identify a building line for lots on the southern side of Jacobs Drive.
- Population Statistics - The first release of information from the 2001 Census was launched in 2001. From this information Council has updated its "Population and Dwellings" brochure.

CITY SERVICES

Ulladulla Harbour – On 15th May 2003 the Minister for Regional Services, Territories and Local Government, the Hon Wilson Tuckey MP, announced that Shoalhaven City Council had been successful in securing a grant from the Department of Transport and Regional Services to undertake the '*Ulladulla – Establishing a Harbour Upgrade Strategy*' project.

The upgrading of Ulladulla Harbour has consistently been identified as a project of high priority by a number of key stakeholders including the local community and business sector. '*Ulladulla – Establishing a Harbour Upgrade Strategy*' is the next phase of the conceptual plan for upgrading the Harbour precinct, and provides the mechanism to respond to an identified priority of linking the existing commercial centre of Ulladulla to a new harbour precinct which is attractive and thus encourages greater utilisation by all. It is proposed that this project will provide the foundation for the overall upgrade of the Harbour that will total in the vicinity of \$3 million.



The amount to be granted to Shoalhaven City Council under the Department's Regional Assistance Program is \$207,000 (excluding GST). These funds will be utilised to undertake project management, detailed design, and preparation of tender and contract documentation associated with an upgrade of the Ulladulla Harbour precinct.

IMB Community Foundation – During June 2003, the Economic Development Office was also successful in securing two grants from the IMB Community Foundation to undertake two separate but related projects - '*Operation Seachange*' and '*Educating the Teachers*'.

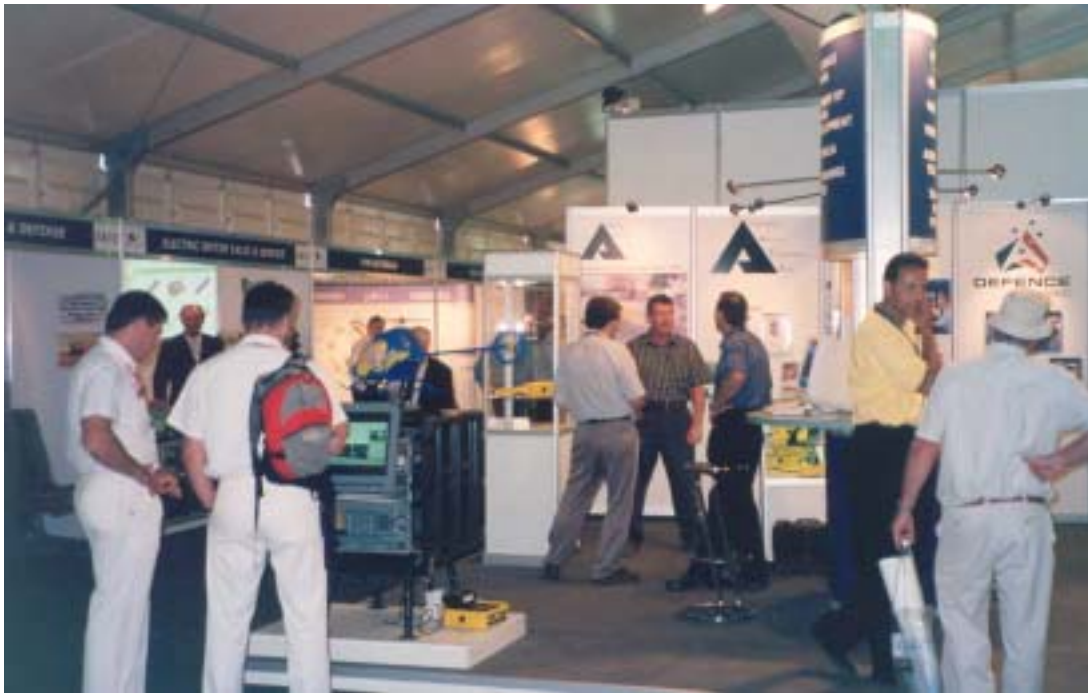


The '*Operation Seachange*' project was developed in response to concern expressed by a number of leading employers within the Shoalhaven who were finding it increasingly difficult to attract, engage and retain younger professional, or skilled staff. '*Operation Seachange*' will profile a diverse mix of young professionals who have relocated and taken up employment opportunities within the Shoalhaven area, thus identifying their expectations, the attributes that attracted them to our community and whether they see a future for themselves within the Shoalhaven. It is envisaged that the material produced by this project will have a wide application for both the public and private sector, and could be used as a benchmark for other regional communities experiencing similar employment trends.

'Educating the Teachers' – This project will incorporate two industry visitation programs for secondary school teachers within the Shoalhaven. The purpose of the visitation program is to enhance their knowledge and appreciation for the skills required of students seeking to enter a highly competitive employment market, and to develop a greater awareness for the career and training opportunities that currently exist within industry located in the Shoalhaven.

Southern Phone Company – Following the launch of Southern Phone Company, share certificates were presented to all members including Shoalhaven City Council. Council's certificate was accepted by the Mayor of the Shoalhaven, at a formal ceremony held in Nowra during February.

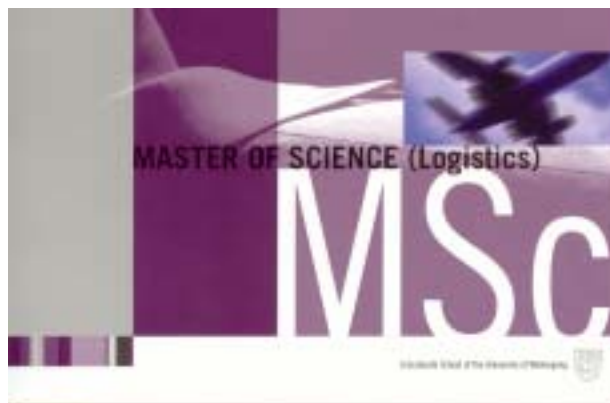
Avalon International Airshow 2003 – During February Council participated with a number of local aviation and defence related businesses, the Navy Aviation Systems Program Office and the Department of State and Regional Development, to present Shoalhaven Aerospace Technology at the Avalon International Airshow 2003.

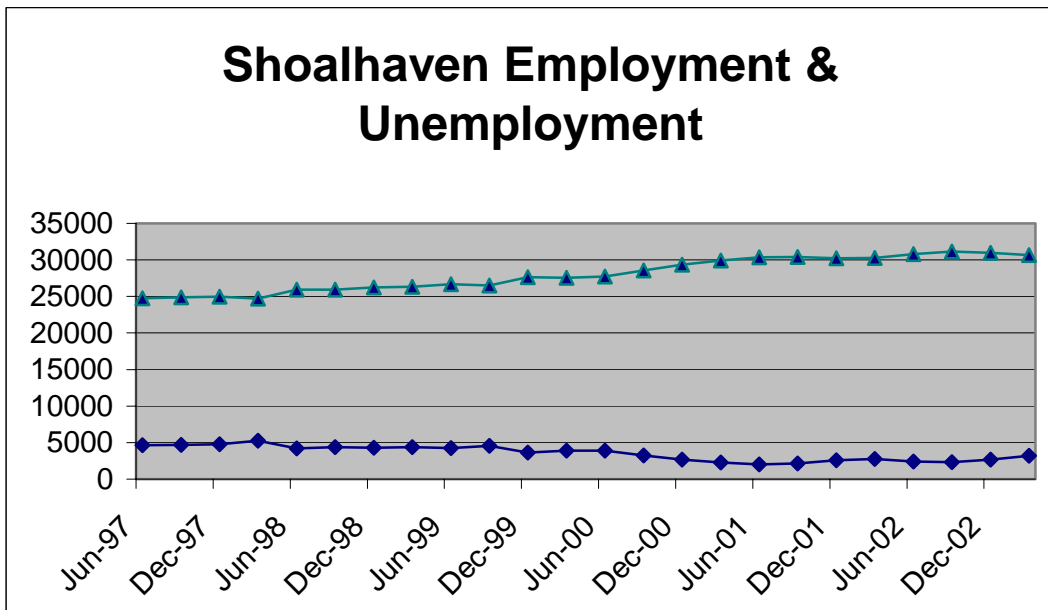


Main Road 92 – In late 2002 the Roads and Traffic Authority placed on exhibition the Environmental Impact Statement for the upgrading of Main Road 92 between Nowra and Nerriga. Over 600 submissions were lodged, one of which was from Shoalhaven City Council, which outlined Council's support for the project, its preference for the alternative alignment at Bulee Mountain and a new alignment of the Turpentine Road intersection.

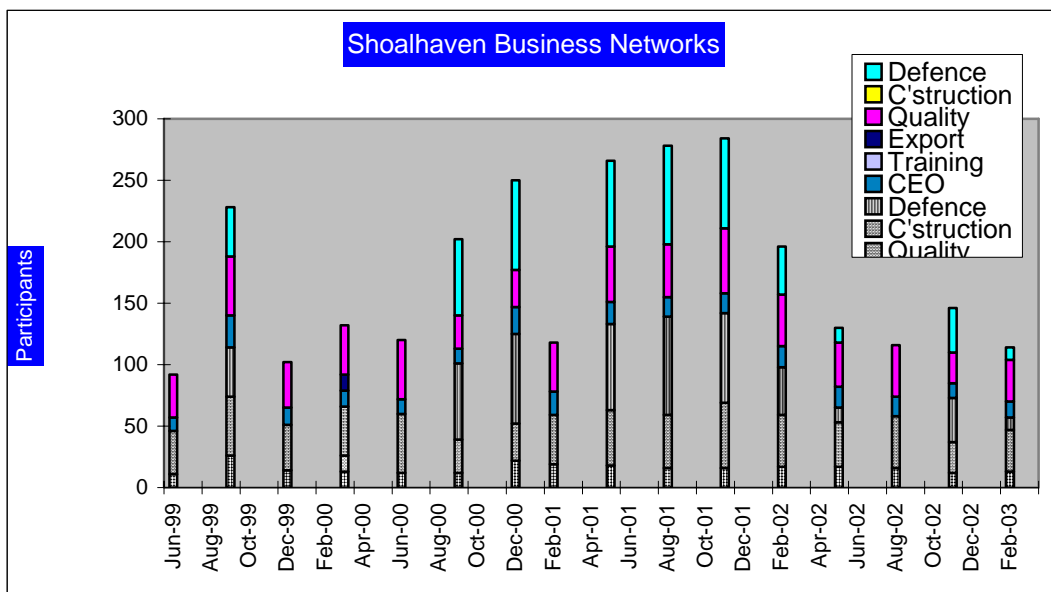


Employment Situation – The current labour-force in the Shoalhaven is 33,842 (at March 2003), with employment being 30,657 and unemployment being 3,185 (or 9.4%), which is the highest rate since September 2000. Unemployment increased by 429 on the previous March 2002 quarter, whilst the number of employment opportunities also increased by a total of 406 persons for the same period.





Business Networking – Support for business networking functions continued throughout the quarter.



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	Div. Mgr.	Annual Report
2. ECONOMIC PROMOTION				
Continue to actively promote and market the Shoalhaven as a vibrant regional business/industrial centre, where a relaxed lifestyle and protection of the environment are important in attracting new employment generators to the area. <i>Access & Equity Action Areas: J.2 .</i>		Identify and target businesses in each quarter through personal visits, trade shows, etc.	CS	New contacts - 147 Businesses visited - 80 New employment potential - 352 Presentations to: NSW Cabinet; Illawarra Regional Development Board; Various Federal & State Ministers; IROC on MR92; Braidwood Chamber of Commerce; Students from Glengarry College and from St John's High School Attended Defence Regional Briefing; SEDA workshop, Avalon International Airshow 2003. Prepared an EOI to host RFS State Championships 2003.
		Increase employment. Reported quarterly through government statistics (ABS / DEETYA).	CS	Employment continued to grow across the period with unemployment remaining stable until early 2003 when the numbers increased possibly due to a conservative pulling back by business in light of developments in the Persian Gulf and the uncertainty in world affairs.
4. EMPLOYMENT PROGRAMS FOR THE UNEMPLOYED				
Actively participate in programs to assist the unemployed in to the work force where this is both feasible and reasonable. <i>Access & Equity Action Areas: J.2 .</i>		Identify and assess schemes for Council's involvement and participate where appropriate.	HR	During the report year Council hosted, but did not directly engage persons on Work For The Dole Schemes. Involvement was limited due to changes in funding and registered providers and an strong interest from other agencies which resulted in participants being catered for by other Shoalhaven organisations, particularly non-profit organisations.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. FOSTER PROFESSIONAL DEVELOPMENT FOR EXISTING BUSINESSES			
Provide support to the existing Shoalhaven business sector.	Arrange collaborative networking between business operators – At least 4 such meetings each quarter.	CS	<p>Shoalhaven Business Forums - 4 meetings</p> <p>Shoalhaven Quality Breakfast hosted - 4 meetings</p> <p>Economic Development Practitioners luncheons hosted - 4 meetings</p> <p>South Coast Defence Network meetings hosted, with 112 attendees, and 10 business interviews</p> <p>Joint SCC/National Australia Bank "Global Volatility and Its Effect on Australia" luncheon hosted - 48 attendees</p> <p>Joint SCC/Illawarra Business Chamber Business Development Seminars breakfasts - approximately 10 attendees at each of 3 seminars.</p>
	Attendance at business seminars and related services with local businesses.	CS	<p>Over 70 businesses contacted on specific issues</p> <p>Attended meetings:</p> <p>Avalon Air Show planning; VET Advisory C'Tee; Shoalhaven Econ Devt Practitioners;</p> <p>Avalon Air Show planning; IMB Community Foundation; Small Business IT Best Practice launch; and</p> <p>Shoalhaven Economic Development Practitioners group.</p> <p>Attended Joint Strike Fighter presentation in Canberra; Triple Bottom Line Seminar in Canberra.</p> <p>Launch of 2003 Shoalhaven Business Awards;</p> <p>Presentation to various local Chambers, Service Clubs re Shoalhaven economy</p>
6. ENCOURAGE HOME BASED BUSINESS ACTIVITY			
Investigate and develop land use policies which will encourage home based business activity.	To be incorporated in Nowra Bomaderry & Milton Ulladulla LEPs.	PS	To be incorporated into Nowra Bomaderry draft LEP. Has been incorporated into Milton Ulladulla gazetted LEP.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. ACTIVELY PARTICIPATE IN REGIONAL ORGANISATIONS			
<p>Actively work with IROC (Illawarra Region of Councils), IRDB (Illawarra Region Development Board), SEATS (South East Australian Transport Strategy) and others, to ensure Shoalhaven is part of any "Regional" growth initiatives.</p>	<p>Council is represented at 100% of meetings.</p>	<p>CS</p>	<p>Participated in IROC Economic Development meetings;</p> <p>Participated in Southern Illawarra Agriculture Diversification Study Steering Committee;</p> <p>Illawarra Rugby World Cup 2003 Taskforce participation;</p> <p>Meeting with CEO of Illawarra Business Chamber re future direction and links with other business organisations;</p> <p>Attended "Growing Investment to Grow Business" Seminar, hosted by DoTaRS.</p> <p>Attended and actively participated in SEATS.</p>
8. PROMOTING EMPLOYMENT OPPORTUNITIES			
<p>Continue to identify businesses and employment opportunities in villages, towns and the Shoalhaven overall.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A29</i></p>	<p>On-going identification of opportunities.</p>	<p>CS</p>	<p>Meetings held with Federal & State Government on funding for various projects including Ulladulla Harbour, with funding approved from DoTaRS.</p> <p>Southern Shoalhaven Working Party meetings attended.</p> <p>Attended "Winning Business with Ausaid" seminar.</p> <p>Meetings attended on Illawarra Education Advisory Committee.</p>
	<p>Continued improvement in employment opportunities in the Shoalhaven.</p>	<p>CS</p>	<p>Funding received from IMB Community Foundation for "Educating the Teachers" and "Operation Seachange", and launch of IMB Community.</p> <p>Projects attended-</p> <p>Attended 2003 Premier's Exporter of Year Award and launch of Rural & Regional Exporters Study by UOW.</p> <p>Attended industry meetings, and provided assistance to local business.</p> <p>Provided referrals to other Government agencies.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
9. YOUTH EMPLOYMENT			
<p>Promote local youth employment and positively increase the profile of youth employment.</p> <p><i>Access & Equity Action Areas: C.4 .</i></p>	<p>Complete the YES – Shoalhaven Youth Employment Development project.</p>	<p>CCS</p>	<p>Council has promoted local youth employment and positively increased the profile of youth employment through access & equity action areas through:</p> <p>The finalisation update and re-print of the school leavers kit. Collaboratively implemented 3 youth training programs. Support & participation at local high school's Year 10 Discussion Days. Involvement as community partner for local CATS Program (Career & Transition Service).</p> <p>Participation in SYDG (Shoalhaven Youth Development Group) sub committee for youth education, employment and training.</p> <p>Supported 2 local young people in their business ventures. One female who started a photography company and one male who commenced work as a DJ. Referred both people to community organisations who require their services.</p>
	<p>Continue to support the Shoalhaven Area Consultative Committee activities where these help youth employment.</p>	<p>CCS</p>	<p>Attended VET liaison meeting; Indigenous Cadets attending university; Hosted YWCA project to promote local industry to youth, and unveiling of final project.</p> <p>Attended VET liaison meeting; Indigenous Cadets attending university; YWCA project to promote local industry to youth.</p> <p>Presentation to Glengarry students (Scots College) re economic development and zoning in Kangaroo Valley</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
10. ABORIGINAL BUSINESS SKILLS			
<p>Aim to increase Aboriginal and Torres Strait Islander representation in Local Government.</p> <p><i>Access & Equity Action Areas: G.3 .</i></p>	<p>Identify and assess schemes for Council's involvement and participate where appropriate for people in these target groups.</p>	<p>HR</p>	<p>This program has proved beneficial to the cadets and to Council. The funded components continue to provide incentive for employer involvement with other work areas in Council being assessed for further future involvement.</p>
11. SPECIAL EMPLOYMENT PROGRAMS			
<p>SCC to continue to investigate opportunities for special employment programs for Aboriginal people, people with disabilities and those from Non English Speaking Backgrounds by investigating/encouraging employment by businesses.</p> <p><i>Access & Equity Action Areas G.3, 1.2.</i></p> <p><i>Community Plan Objectives: G11, 17 .</i></p>	<p>Affirmative action opportunities identified.</p>	<p>HR</p>	<p>To properly identify opportunities in this task area hard data is required to establish the current situation. Early in the next report year Council should have a clear statistical base on which to develop a practical action plan.</p>
12. ABORIGINAL EMPLOYMENT DEVELOPMENT PROGRAM			
<p>With the Shoalhaven Area Consultative Committee develop an employment strategy for Aborigines.</p> <p><i>Access & Equity Action Areas: G.3 .</i></p>	<p>Formulation of a strategy for development of career paths for aborigines in land management related disciplines.</p>	<p>CS</p>	<p>Meetings with representatives from industry/government to develop sustainable Koori enterprise.</p> <p>Final report received from consultant, and report made to Divisional Managers.</p>
13. ACCESS TO SERVICES AND INFORMATION			
<p>Continue to provide relevant information and resources to assist unemployed people in job searching, self-education and recreational materials.</p> <p><i>Access & Equity Action Areas: J.1 .</i></p>	<p>Provision of PC's for developing job applications.</p>	<p>AGM</p>	<p>There are now ten PCs provided in the libraries throughout the Shoalhaven that are suitable for the use of unemployed people, an additional four will be added in August, 2003. These PCs all have Internet access which is free.</p>
	<p>Provision of newspapers and other relevant materials.</p>	<p>AGM</p>	<p>The daily and national newspapers provided within the library assist unemployed people in their job searching. These newspapers are kept up to date on a daily basis. Resources to assist in preparing job applications and CVS; information on University and TAFE courses and for lifelong learning are provided.</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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. IDENTIFY INFRASTRUCTURE NEEDS				
Review and prioritise infrastructure needs which will increase our competitive edge over other regional centres.		Provide as needed reports to the Industrial Development & Employment Committee meeting on Infrastructure of Strategic Importance.	CS	<p>Reports to IDEC on:</p> <p>Agribusiness;</p> <p>SEALab;</p> <p>Defence Regional Briefing;</p> <p>South Nowra industrial information signs;</p> <p>SEATS;</p> <p>Regional Business Investment Tour;</p> <p>Southern Phone Company;</p> <p>IRDB infrastructure priorities;</p> <p>Ulladulla Harbour;</p> <p>Auslink;</p> <p>Business Awards;</p> <p>Road Users for a Safer Highway (RUSH);</p> <p>Economic Development - Shoalhaven City Council.</p> <p>Australian International Airshow 2003;</p> <p>Rugby World Cup 2003;</p> <p>Access HMAS Albatross/AATP;</p> <p>Southern Illawarra Agriculture Diversification Study;</p> <p>Ulladulla "Harbouring a Business Focus:</p> <p>Progress on MR92 upgrading;</p> <p>Council's Industrial Land Portfolio;</p> <p>Ulladulla Industrial Land.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
2. MAIN ROAD 92 (Shoalhaven Highway)			
Continue to work with the State and Federal Governments to construct MR 92 including injection of funds to accelerate the process.	Assist the RTA to secure necessary approvals for construction of section from Hames Road to Nerriga.	CS	<p>Attended meeting to finalise EIS - Sydney;</p> <p>MR92 from AATP to Hames Rd opened for traffic (16/9/02)</p> <p>EIS for MR92 upgrade (Nowra to Nerriga) placed on exhibition.</p> <p>Participated in SEATS delegation to Canberra.</p> <p>Presentation to Mulwaree Shire Council re improved access to Port Kembla;</p> <p>Steering committee meetings attended;</p> <p>Tour of proposed MR92 route through Bulee Gap;</p> <p>Submission on EIS.</p> <p>Meeting with landowner re proposed route; further representations to Federal Government.</p> <p>Tour by SEATS members of potential of improved access to Port Kembla.</p>
3. TELECOMMUNICATIONS			
Pursue, with the support of the Federal and State Govts and relevant telecommunication agencies to encourage the establishment of a South Coast Telecommunications Network.	Have a telecommunications carrier commit to construction of a South Coast Telecommunications Network.	CS	<p>SCC accepts offer to become shareholder in Southern Phone Company Limited;</p> <p>Board of Directors appointed to SPC Ltd</p> <p>Southern Phone Company operating and seeking customers.</p>
	Increase awareness of E-commerce amongst business community.	CS	E-biz workshops conducted by Shoalhaven ACC, and these are promoted by SCC via website.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. EXPAND ROLE OF DEFENCE			
Implement the Shoalhaven Defence Strategy in a staged manner.	Maintain the effective operation of the South Coast Defence Network.	CS	<p>Exhibited at International Airshow at Avalon (Vic); Regional Defence Briefing held in Nowra;</p> <p>Stage 2 HMAS Albatross opened;</p> <p>Hosted interviews of local defence contracting companies.</p> <p>Attended Austrade seminar on business reconstruction in Iraq.</p> <p>Attended Defence+ Industry 2003.</p> <p>Advertising in ANZIDECC catalogue and Australian Defence Magazine.</p> <p>Hosted Defence Network meeting at SCC (42 attendees)</p> <p>Presentation to SIBA/NCC on Australian International Airshow 2003.</p>
	<p>ALBATROSS AVIATION PARK:</p> <p>Maintain the supply of available industrial lots to satisfy sales demand.</p>	CS	<p>Negotiations continue regarding access between AATP and HMAS Albatross.</p> <p>Subdivision planning continues for additional lots.</p> <p>Negotiations continue with potential land purchasers.</p>
5. INDUSTRIALLY ZONED LAND			
Ensure that there is an adequate supply of land zoned for industrial use throughout the Shoalhaven to meet projected demand.	Structure plans and Local Environmental Plans identify suitable areas for industrial land ahead of market requirements.	PS	To be incorporated into Nowra Bomaderry draft LEP. Has been incorporated into Milton Ulladulla gazetted LEP.
6. JERVIS BAY BOATHARBOUR			
Continue to work with the State and Federal Governments to facilitate and fund a Boat harbour within Jervis Bay.	Keep Boat harbour project within Jervis Bay before the government, industry and investment community.	CS	Discussions with Federal and State Government Departments, Jervis Bay Marine Park and Federal MPs about potential marina development.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. AQUACULTURE			
Continue to pressure and work with the State Government to develop an aquaculture industry within the Shoalhaven.	Have NSW Fisheries complete an Aquaculture Plan of Management for Shoalhaven Waterways.	CS	Working with NSW Fisheries to develop an aquaculture plan
	Encourage investment into the aquaculture industry.	CS	Meeting with potential aquaculture proponents re expansion plans. "Aquaculture Network" being developed.
8. INDUSTRIAL LAND AVAILABILITY			
Ensure that there is an adequate supply of land for industrial use throughout the Shoalhaven to meet projected demand.	Council maintains a portfolio of serviced industrial land ready for sale in each of the key industrial locations, where this is shown to be economic.	CS	Current land stock (serviced sites): South Nowra - 1 Bomaderry - 0 Woollamia - 0 Sussex Inlet - 0 Planning continues for new subdivisions at Woollamia (16 lots), South Nowra (72 lots) and AATP (13 lots)
	Industrial land parcels from the portfolio are sold to new and expanding industries.	CS	Settlements during 2002/03 - 9
9. REGIONAL ROAD INFRASTRUCTURE			
Review future regional road infrastructure needs for northern sector of City.	Traffic modelling completed by end of June quarter.	CS	Not commenced. Land Use Projection Data has not yet been made available for Illawarra Regional Model (in Shoalhaven City). Data is expected shortly and modelling is expected to be now completed by December 2003. Base Illawarra Regional TRACKS model currently being upgraded to latest available census data. Works in that regard will be complete by end August.

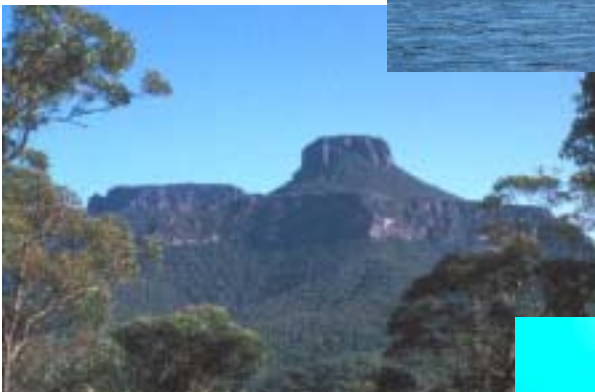
Principal Activity:	3	PROMOTING AND DEVELOPING THE LOCAL ECONOMY		
Objective:	3.1	ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.		
Strategy:	3.1.3	Actively promote tourism and the establishment of a broader range of tourism opportunities.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. REVIEW TOURISM MASTER PLAN				
Review the recommendations and strategies contained within the Tourism Master Plan and determine key priorities for implementation.		Revise the list of actions and priorities in conjunction with the Shoalhaven Tourism Board for ratification by Council by end of September quarter.	AGM	<p>The main activities, extracted from the Shoalhaven Tourism Master Plan, focussed on the continued marketing of the Shoalhaven. This included extensive use of TV in Sydney and Melbourne, in three waves, two regional TV campaigns, extensive advertising in magazines and the Sunday Press and an increase in web marketing.</p> <p>This directly led to a record season for all tourism operators for the period November to April inclusive.</p>
2. IMPLEMENT TOURISM MASTER PLAN RECOMMENDATIONS				
From the prioritised list of actions begin implementation within the budget and other resources made available.		Review implementation of 223 key performance indicators in the Tourism Master Plan at end of December and June quarters.	AGM	Two reviews of the 223 Key Performance Indicators have been completed which takes it to 12 reviews in this, the seventh year since the Master Plan was adopted by Shoalhaven City Council.



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. TOURIST PROMOTION			
<p>Continue to widely promote the Shoalhaven as one of the premier holiday locations in the State.</p> <p>Review and increase marketing of parks, reserves and other recreational facilities.</p>	<p>Produce and distribute informative, clear and good quality promotional material as hand-outs for the public, media and using the Internet.</p>	<p>AGM</p>	<p>During 2002/2003 the Tourism Section:</p> <p>Produced and released a new edition of the Shoalhaven Visitors Guide - 50,000 copies</p> <p>Produced and released a new edition of Shoalhaven - Your Holiday Escape - 50,000 copies</p> <p>Shoalhaven Map (Cartoscope Publication) - 130,000 copies</p> <p>Shoalhaven Package Holiday Brochure - 12,000 copies</p> <p>Access Shoalhaven - First Edition Released</p> <p>Coastal Explorer - 120,000 copies distributed</p> <p>Promoted the Shoalhaven at the following Consumer Shows:</p> <ul style="list-style-type: none"> Mudgee Small Farm Field Days Sydney Bus & Coach Show Canberra Leisure Show South Coast Caravan and Camping Show Wagga Wagga Holiday Show Albury Holiday Show Melbourne Caravan and Camping Show Sydney Caravan and Camping Show

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<p>Quickbreaks website - 140 operators - 154,014 enquiries</p> <p>Nowra Visitors Centre - 90,340 (compared with pervious year 70,307)</p> <p>Ulladulla Visitors Centre - 43,049 (compared with previous year 40,692)</p> <p>Implemented three waves of the Bush Fire Recovery Program (\$950,000 Sydney and Melbourne TV)</p> <p>Implemented the Touring By Car Campaign - Sydney and Melbourne TV - (\$325,000)</p> <p>Implemented the Shoalhaven Shortbreaks Campaign - Colour magazines and inserts - Sydney - \$225,000</p> <p>Implemented two waves of a regional TV campaign (\$120,000)</p>
	<p>Attend and promote at a minimum of 6 trade fairs, etc in potential market areas.</p>	<p>AGM</p>	<p>During 2002/2003 the Tourism Section promoted the Shoalhaven at the following Consumer Shows:</p> <ul style="list-style-type: none"> Mudgee Small Farm Field Days Sydney Bus & Coach Show Canberra Leisure Show South Coast Caravan and Camping Show Wagga Wagga Holiday Show Albury Holiday Show Melbourne Caravan and Camping show Sydney Caravan Show

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Implement annual action plan by end of December quarter.	AGM	Tourism Master Plan has been actioned



Principal Activity 4: Improving Community Facilities & Services

Scope of the Activity

This "Community" Principal Activity area covers transport, recreation, education, cultural development, health and amenity, public safety and the maintenance, replacement and provision of a range of community assets.

Strategic issues

Transport is a major issue for Shoalhaven both economically and socially. Improvements to transport links with Sydney and Canberra will encourage investment and employment to the area. Our large area, dispersed settlement pattern and lack of comprehensive public transport means that we currently have to rely heavily on private transport to meet internal transport needs. However, many of our residents do not have their own transport.

Over the past 15 – 20 years Shoalhaven has had one of the consistently highest population growth rates in NSW. This coupled with the issues mentioned, places strong demands on Council to meet the community needs of a growing population, where its income base in pro rata terms is not big. Council manages over a billion dollars worth of community assets such as roads, bridges, drainage, which also places demands on limited funds for maintenance and repair.

Proposed Responses

Council cannot address these issues alone and works closely with other governments and agencies on issues. Council is developing or reviewing a number of strategies to better address the issues. This entails a significant workload in managing community assets. Council has recently adopted a strategy of purchaser/provider split of responsibilities for such work to ensure a high level of infrastructure planning and efficient service provision.

The tasks to address these issues are outlined in the following pages.



Highlights for 2002/03

GENERAL MANAGER

Senior staff in City Services Division were seconded to accelerate the preparation of asset management plans across all of Council's asset categories for the whole City

CITY SERVICES

Moona Moona Creek Bridge – Works on Time and on Budget

Council is on time and on budget with the construction of a replacement bridge over Moona Moona Creek on Naval College Road, near Woollamia. Council contracted Ablock Builders, Ulladulla, to construct an 8 metres span and 11 metres wide bridge upstream of the existing deteriorated timber bridge, which has now been completed. Realignment of Naval College Road to the new bridge will be carried out by Council's Road Construction Crews in August 2003.

Integrated Emergency Management Centre

Despite periods of wet weather, the works remain on target for an October 2003 completion.

Turpentine Road Bridge completed – the bridge, which was destroyed by the Christmas-New Year bushfires, was completed in July 2002. The \$290,000 project, from destruction to replacement, took just over seven months to complete.

Basin View Boating Facility – The \$330,000 boating facility at Basin View was officially opened on the 1st July 2002. The NSW State Government allocated \$161,000 towards the project, with Shoalhaven City Council providing the balance.

Repositioning of Shoalhaven's Navy Iroquois Helicopter – The refurbished Shoalhaven Navy Iroquois Helicopter was returned to its original site in the Nowra Gate Gardens in Pleasant Way, Nowra. The Iroquois "894" was repositioned atop a newly constructed 4.5 metre pole overlooking the new surrounding landscape work carried out as part of Council's CBD Enhancement Program.

Callala Skate Park Opening – The official opening of the Callala Skate Park was held on Sunday, 27th October 2002. The facility was constructed in partnership with Council, the NSW Department of Sport and Recreation and the local community.

New Public Toilets for Ulladulla – Construction on new public toilets at Ulladulla's "Top of the Town" shopping precinct was completed before Christmas. The toilets are located at the rear of the "Top of the Town" shops.

ASSET CONSTRUCTION & MAINTENANCE

During 2001/02 the Division has worked closely with City Services, Shoalhaven Water and other Divisions, to competitively deliver projects and services for Council and the community. Partnerships have been developed to ensure that these projects and services are adequately briefed, designed and delivered in a competitive manner.

The Asset Construction Team continues to demonstrate its ability to work competitively and to deliver to required quality standards. This team provided the survey, design and construction expertise to reconstruct and upgrade the standard of several roads, carparks, intersections and bridges, and to install new stormwater drainage pipelines, kerb and guttering, footpaths and cycleways. Significant projects undertaken throughout the year are outlined below.

The Asset Maintenance Team has continued to provide a responsive service to the local community. Maintenance schedules are continuing to be reviewed and enhanced on an annual basis in conjunction with City Services' roads, parks and building clients. These maintenance schedules and programs are subject to auditing and regular reporting. These programs include street sweeping, street bin collection, toilet cleaning and repair, gross pollution trap cleaning, bus shelter cleaning, parks core maintenance,

parcs special projects, road resealing, gravel resheeting, asset inspections and routine road and drainage activity maintenance. The 24 hour Maintenance Reporting Line (ph 4429 3506) has been enhanced and allows information on the condition of assets to be reported by the public for action. The Building Unit also worked closely with City Services staff to provide economical building repair services and new amenities buildings.

The Asset Maintenance Team also provided valuable support to the Rural Fire Services and Police during the December 2001/January 2002 bushfires. This support was in the form of plant and equipment to supply fuel and water and to clear tracks, fire trails and other roads.

The Noxious Weeds Unit has developed programs to support the Regional Weed Control Plans with primary emphasis being given to the control of Fireweed on roadsides in marginal infestation areas in conjunction with a complimentary inspection program of adjacent property. Other major treatment programs include Salvinia control in flood mitigation drains during the summer months, control of Bitou Bush in coastal areas and Giant Parramatta Grass, Privet, Serrated Tussock and Blackberry on roadsides. Community education is given high priority with stands at the local shows, field days and numerous articles through the local media.

The Electrical Services Unit coordinates maintenance and repair programs and capital projects on electrical, telemetry and process control installations throughout the City. Fully chargeable engineering and field based services are provided to support various asset managers with their electrical needs. Services are provided on a competitive basis and in accordance with internal service level agreements and technical requirements.

Significant Roadworks and Drainage projects undertaken during the year include:

- Jacks Corner Road upgrade and seal – 1.0km
- Strong's Road, Jaspers Bruch, upgrade and seal
- Burrier Road sealing at 0.5 to 0.7km and 2.7 to 3.05kms
- The Basin Road, St Georges Basin – Upgrade and seal
- St Vincent Street, Ulladulla rehabilitation
- Coolangatta Road rehabilitation near Agars Lane
- Sussex Inlet Road 0.9 – 1.5 & 6.7 to 7.2km from Princes Highway – widening and rehab
- Greenwell Pt Road 5.72 – 6.55 from McKay St – rehab and widening including intersection treatment on Jindy Andy Lane
- Kangaroo Valley Road Slip Repairs
- Princes Highway Ulladulla - median between Parson St and Deering St
- Albatross Rd/Berry St roundabout
- Bay & Basin Leisure Centre Carpark – new works
- Shoalhaven Heads Pool Carpark – new works
- Mollymook Beach Carpark – new works
- Stewart Place, Nowra Carpark – upgrade surface etc
- Egans Lane, Nowra Carpark – upgrade surface, layout etc
- Culburra Beach Shops Carpark – upgrade and AC overlay
- Mimosa Park Road Bridge replacement, Milton
- Kelleys Creek Bridge replacement, Bugong Road
- Central Ave South Nowra bridge approaches
- Bamarang Road Bridge replacement
- Flatrock Ck Bridge approaches Turpentine Road
- Ellmoos Ave, Sussex Inlet K&G
- Tallyan Point Road, Basin View K&G and drainage
- The Wool Road, Old Erowal Bay K&G
- Lake Circuit near No. 21 drainage
- Kalang Ave, Ulladulla drainage
- Lake Circuit/Carlton Crescent, Culburra Beach drainage
- Deering St, Ulladulla drainage
- Woodglen Crescent drainage, Mollymook
- The Lake Circuit/Mowbray Rd Culburra – drainage
- Basin View Boat Launching Ramp and Carpark
- Howell Faulks Reserve Cambewarra – reserve improvements, drainage and footbridge
- North Inyadda Beach toilets, Manyana
- Caulerpa Taxifolio Strategy washdown areas and signs at Lake Conjola

Cycleway / Footpath / Projects

- Meriton Street to retirement village footpath
- Green Street Ulladulla footpath

- Kalandar Street East Nowra footpath
- Berry Street Nowra footpath at Roxy Theatre
- Footpath/Cycleway from Basin View to Shortcut Road

Main Projects still in progress, for completion early 2002/03 include:

- Bolong Road Berry's Bay – rehab and shoulder work
- Evans Lane Milton – upgrade and seal
- Parson Street Ulladulla - drainage
- Sussex Inlet Footpath/Cycleway
- Milton Village Green

Noxious Weed Control

- Aerial spraying of Bitou Bush at Kinghorn Point
- Bitou Bush and Pampas Grass control at Sussex Inlet
- Lantana control at Bens Walk and Bangalee Reserve
- Prickly Pear control at Bens Walk and Shoalhaven Heads

PLANNING SERVICES

- Intranet based enquiry system for Section 94 is up and running with significant improvements for Development Services and Counter Staff.
- Commenced the review of the Shoalhaven Bicycle Strategy 1997, with the assistance of Cycle Planning Australia Pty Ltd. Comprehensive community consultation undertaken with local community groups as an initial stage in the review process.
- Cambewarra Communications Tower Relocation – Following Council's resolution to undertake a draft LEP to facilitate the relocation and upgrading of the existing facility to an alternative location, consultation was undertaken with relevant State Government Agencies.
- Adoption of Section 94 Contributions Plan Amendment No 68 – The aim of the Amendment is to fund the costs associated with upgrading and sealing of Flannery Lane and Browns Mountain Road by way of a Section 94 contribution on the development of land (including the erection of new dwellings) within the benefit area.
- Adoption of Section 94 Contributions Plan Amendment No. 58 – This plan covers Princes Highway/Central Avenue Roundabout.
- Adoption of Section 94 Contributions Plan No 70 – This plan covers the Southern Shoalhaven District Centre, Ulladulla.

LIBRARY

Children's Activities

Pre Children's Book Week and Book Week activities made for a very busy month for library staff in August, 2002. August 13th saw a visit to Nowra by the very famous **Morris Gleitzman**. Three sessions with Morris were held on the day, with a total of 800 children attending. Morris's wicked sense of humour and his uncanny ability to communicate with children made this a most successful venture indeed.

The Theme of **Children's Book Week** in 2002 was "**A Feast of Books**" and all branches of the Shoalhaven joined in the celebrations, with displays of the shortlisted titles and the final winners of the Children's Book Week Awards. At Nowra, the reintroduction of the Book Banquets was greeted with delight by both parents and children. Unfortunately these Book Banquets could not be held in the library because of space restrictions (it would be difficult for the staff to act out a play in the library with 150 children in attendance). However, that did not stop the enjoyment of the children and their carers as the staff acted out the award winning story "Let's get a pup" by Bob Graham.

Another author to visit the library during Book Week was John Heffernan, who ran four sessions for over 200 children in the body of the library, entertaining the children with stories from his life and farm and discussions about writing.

Ulladulla, Sanctuary Point and Milton Branches also held special story times during Book Week. Sanctuary Point Library was decorated beautifully as always. Competitions were run throughout the Shoalhaven

with support from some very generous organisations – Angus & Robertson, Nowra, Dymocks, Nowra and Holiday Haven.

At 11am on 4th September children all over Australia (and in Shoalhaven libraries) took part in the third **National Simultaneous Story time**. The story “Mrs Wilsons’s chooks” by Leone Peguro was read in schools and libraries all over the country and was considered to be a great success.

During **Children’s Week** in September a very successful Bedtime Story Time was held. Around 42 pyjama clad children attended and were read a number of bedtime stories. They also played some games, sang songs and generally had a wonderful time. Parents were given tea and coffee whilst the children enjoyed the fun then the children themselves had a chance to partake of the “goodies” available. Exhausted library staff were very glad they did not have to take the very excited children home to bed.

The 28th November saw a very large group of children (around 50) come to the library to help **Cathy Russell** launch her second children’s novel “My Queensland holiday”. Lyn Hawkins, Library Manager, launched the book and Cathy then spent some time talking to the children about her writing and how she develops her stories. Whilst the parents enjoyed afternoon tea, the children went on a “Library Treasure Hunt” prior to their own feast of goodies.

Book Launches and Author Visits and Functions

The visit by **poet Peter Bakowski** to the Ulladulla and Nowra Libraries in July, 2002 was a great success. Peter visited Ulladulla on 8th July and Nowra on 9th July for evening filled with poetry and discussion. The Ulladulla session was included in their Tabula Rasa celebrations. The very successful Nowra evening was thoroughly enjoyed by the 38 people who listened to Peter discuss his life and work. He then answered their many questions. Supper followed Peter’s presentation, which allowed people to talk to him about his work and their own aspirations as poets and writers.

During August, 2002 the launch of the **historic novel “Batavia: the counterfeit coin conspiracy”** by Member for Gilmore, Joanne Gash was held. Tim Berman, the writer discussed the novel and the history surrounding the story with those present. Book signing followed with supper provided by the library staff.

Well known for his Indonesian adventure novels, **Kerry Collison** visited the library on September 24th. Kerry kept those present glued to their seats as he recounted his time in Indonesia, firstly in the forces, then in espionage and finally as a private citizen and businessman. Such an exciting and interesting talk of course generated many questions from those present and provided discussions for days afterwards. It is ironic that during his talk Kerry warned that the next big trouble spot for terrorism would be Indonesia and specifically Bali.

The **Fellowship of Australian Writers**, Shoalhaven Branch launched their very professional new book **“Midday the River”** in both the Northern (October) and Southern (November) areas of the Shoalhaven. Launched by Alan Baptist, Council’s Arts Project Manager, in Nowra, and Lyn Hawkins, Library Manager, in Ulladulla, the book has been a great success. During both launches, contributors read some of their pieces from the book, which showcases the skills of local writers with its blend of stories and poetry. Copies of “Midday the River” are available for loan from the Shoalhaven libraries.

On 3rd December, 2002, the annual **Disability Night** and launch of the **Ability Calendar** was held at the Nowra Library. Over 110 people attended the night, which was again presented very ably by Larry Bonzer as MC. Guest for the evening was young wheelchair basketballer Tristan Knowles, who spoke movingly of his life and how he had coped with the disasters that had affected him. He was very honest and I am sure he gave many of those attending a lot to think about. Certificates for those people whose art works had been selected for the Calendar were presented by Councillor Pat Mason.

Christmas Morning Teas were held on 10th and 17th December at Nowra Library for the general public. These morning teas were to thank the public for their support over the year and to wish them a Merry Christmas. They proved to be very popular with library staff serving well over 50 people each morning.

As part of the **Seniors Week Celebrations**, a fashion parade was staged at the City Library on Tuesday 25th March. Around 30 people enjoyed the parade of beautiful and original machine knitted garments, modelled very professionally by library staff- Nicole, Marie and Sandy and members of the Machine Knitters Group. During morning tea those attending the parade were able to purchase items from the parade and display. A very successful morning.

New Library Hours

From 1st July, 2002, **Ulladulla Library** introduced new opening hours in response to community need. The library now closes at 6pm each weekday instead of 7pm and is open on Saturdays until 2pm instead of 12.30pm. Additional staff help was also introduced for the busiest times of the weekdays. These new hours have been very successful and very popular with the community.

Staff – Initiatives and Recognition

An exciting first for Shoalhaven! **Local Studies Librarians**, Carol Andrews and Marrienne Wilkins held a series of **Family History Seminar** during September 2002. They felt that many of the people enquiring about family history research were defeated by the amount of research required and just could not work out where to start. The three workshops were for beginners and were held on Mondays 9th, 16th and 23rd September. The evaluations of the workshops were very positive with attendees requesting more! New researchers felt they had been given the necessary tools to begin the process and more experienced researchers also felt they had learned some new processes.

After the Senate **Standing Committee on Information in the Online environment** had received a submission prepared by Lyn Hawkins the Library Manager, she was invited to attend one of the first hearing in Wollongong on 11th October, 2002. Unfortunately Lyn was unable to attend, however Technical Services Librarian, Noela Lim attended the hearing and acquitted herself excellently putting the case for public libraries and their needs in the online environment very eloquently.

Marie Torbruegge, Library Assistant, at the Nowra Branch Library was recently inducted into the Golden Key International Honour Society for her high academic achievements whilst studying for her Library Diploma at Edith Cowan University. Marie has now qualified as a library technician after four years external studies. Also qualifying as Library Technicians were Wendy Stephens and Jacqui Neave. Dan Kielly also completed his studies and is now a qualified librarian. Congratulations to them all.



Library Staff continue to benefit from the free training offered by the State Library of New South Wales. The **Making Connections two day program** is especially beneficial to library staff as the program offers them an insight into the State Library and into the services that the State Library can offer public library staff. These services can be of great service to library staff in their day to day work of assisting their community. These sessions are all free of charge to public library staff.



Two Library Staff members have also been trained in the Council and TAFE initiative for the **Leadership and Management Program**. Noela Lim and Christine Luxford have both benefited from the three monthly course and have been able to apply many of the principles learned to their workplaces.

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 transport strategy for the City.	
Task	Performance Target & Assessment	Div. Mgr.	Annual Report
<p><small>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</small></p>			
1. SOUTH COAST REGIONAL TRANSPORT STRATEGY			
Maintain regional support behind the South Coast Transport Strategy with Councils from Bega Valley to Wollongong.	Utilise the Strategy to secure improvements to South Coast infrastructure to improve the economic development opportunities for the South Coast.	CS	<p>SEATS meetings attended;</p> <p>Attended meeting with IRDB to discuss Princess Highway</p> <p>Participated in SEATS representations to Federal MPs;</p> <p>Presentation to IROC Economic Development on MR92.</p> <p>SEATS and SCC response to Auslink Green Paper;</p> <p>SEATS meeting hosted and attended at SCC;</p> <p>SEATS website developed, hosted and updated by SCC.</p>
6. TRANSPORT DEVELOPMENT OFFICER			
<p>Coordinate the implementation of actions from the Shoalhaven Integrated Transport Strategy.</p> <p><i>Access & Equity Action Areas: A.1</i></p> <p><i>Community Plan Objectives: A39</i></p>	Implementation of Immediate and short term actions from the Strategy.	CCS	<p>The Shoalhaven Integrated Transport Strategy Implementation and Transport Development processes have continued throughout the year.</p> <p>Major highlights for the year are:</p> <p>*Funding for IROC to employ the Transport Development Officer position was extended to April 2004 by the Premiers Department 'Nowra Community Solutions Project',</p> <p>*The upgrade of the Stewart Place Interchange was designed and commenced (grant-assisted) and</p> <p>*The publishing and distribution of the Shoalhaven Public Transport Guide.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. TRAFFIC FLOW FROM NORTH NOWRA TO BOMADERRY & NOWRA			
Undertake a review of options to address the issues of future traffic flow from North Nowra to Bomaderry and Nowra.	Study complete by end of September quarter.	CS	Planning information not yet available. Project on hold until Nowra-Bomaderry data available.
	Planning information to consultant by end July 2002.	CS	Planning information not yet available. Project on hold until Nowra-Bomaderry data available.
8. SHOALHAVEN BICYCLE STRATEGY REVIEW			
<p>SCC to take into account the issues expressed in the Community Plan consultations when setting the new priorities for the review of the Shoalhaven Bicycle Strategy.</p> <p><i>Access & Equity Action Areas: B.2</i></p> <p><i>Community Plan Objectives: B4 .</i></p>	Improvements to availability of cycleways in accordance with expressed community views.	PS	Funding approach was made to the RTA to assist with the review of the Shoalhaven Bicycle Strategy implementation priorities. An offer of \$10,000 was received by the RTA. A consultant was commissioned to prepare the review in association with preparation of PAMP Stage 2. The consultant and staff undertook the required research and background work. A draft of the review is being finalised.
9. PEDESTRIAN ACCESS STRATEGY (STAGE 2)			
<p>Undertake Pedestrian Access and Mobility Plan (Stage 2) for coastal and other villages and include actions in forward programs.</p> <p><i>Access & Equity Action Areas: A.2.</i></p> <p><i>Community Plan Objectives: A2</i></p>	Stage 2 completed by end of June quarter.	CS	Works 75% complete. Only documentation and reporting to be finalised, prior to public exhibition period. Works delayed by complexity of re-scoring PAMP Stage 1 projects and cycleway projects using revised priority scoring system. Estimated completion at this stage (following public exhibition period) October 2003.



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:	4.2.1	Develop and implement a coordinated recreation strategy.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
<small>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</small>				
2. WALKING TRACKS				
Prepare Forward Walking Track Upgrade Program based on Walking Track Strategy. <i>Access & Equity Action Areas: A.2 .</i>		Prepare Forward Program and report to council by end of September quarter.	CS	Forward Program complete and adopted by Council in April 2003.
5. CROWN RESERVES				
Review the maintenance and development needs of reserves surrounding Council Tourist Parks and develop a management strategy.		Management Agreement finalised with Holiday Haven.	CS	Maintenance agreement established for areas surrounding Holiday Haven Caravan Parks.
6. WORKS PROGRAMS FOR RECREATIONAL/LEISURE NEEDS				
SCC to consult with the community to ensure recreation and leisure needs are incorporated into capital works projects and urban design programs. <i>Access & Equity Action Areas: A.4</i> <i>Community Plan Objectives: A47</i>		Improved recreation and leisure opportunities in the Shoalhaven through needs identified and incorporated into infrastructure programs.	CS	Principal focus of consultation is via the Shoalhaven Sports Board and Nowra SK8 Park Advisory Committee. "Your city Your Sport" used as main communication tool.



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:	4.2.2	Plan for and facilitate the establishment of a full range of educational facilities and services within the City.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report

*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water

1. SHOALHAVEN CAMPUS WOLLONGONG UNIVERSITY

Ensure the expansion of the University of Wollongong at Mundamia (near West Nowra) and integrate the University into the business and wider community.	Stimulate the development of appropriate courses to coincide with local needs.	CS	Promotion of MSC (Logistics) and MBA to local businesses with potential students. Attended "Meet Robbie Collins, Head of Shoalhaven Campus" function, with other business leaders.
	Encourage partnerships between the University and business in research and development.	CS	Attended launch of "Internationalisation, Information Flows & Networking in Rural & Regional Firms", jointly partnered by SCC and DSRD.



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	Div. Mgr.	Annual Report
<p><small>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</small></p>				
1. ARTS BOARD 3 YEAR STRATEGIC PLAN				
Implement the Shoalhaven Arts Board three (3) year Strategic Plan.		Progressive implementation of the plan.	CCS	<p>The past financial year has seen strong support and positive growth in the Arts and Cultural development throughout the City.</p> <p>Council purchased the former TAFE building, Berry Street, Nowra and have allocated funds towards its refurbishment and conversion into a City Arts Centre. Council has also been successful in attracting an additional \$270,000 of State & Federal grants to the Arts Centre.</p> <p>Through its Arts Board Grants Scheme Council have funded 17 innovative community arts projects, provided \$8,000 sponsorship to develop the Shoalhaven Youth Orchestra and initiated an innovative project unearthing, developing and showcasing original music composition in our City. Through the production of magazines, artist directories, informational brochures and arts on the web, the Arts have been promoted and profiled further a field.</p>
3. CULTURAL HARMONY				
<p>SCC to support appropriate activities to promote cultural harmony within the city.</p> <p><i>Access & Equity Action Areas: 1.2</i></p> <p><i>Community Plan Objectives: 19</i></p>		Develop and support activities to promote cultural harmony.	CCS	<p>Over 400 children families and friends attended the Harmony Happening on Sept26th, enjoying Aboriginal stories, songs, music and dance. A juggling and Indian Dance workshop was also enjoyed by Early childhood and Infants schools who attended the day.</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	Div. Mgr.	Annual Report
<p><small>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</small></p>				
3. COMMUNITY PLAN & EXECUTIVE SUMMARY				
<p>Prepare an annual Executive Summary for Access & Equity activities for implementation of the Community Plan's recommendations.</p> <p><i>Access & Equity Action Areas: A.5 .</i></p>	<p>Prepare the Executive Summary by end of December quarter and include adopted actions in the draft Management Plan for the following year.</p>	CCS	<p>Draft of Community Plan Executive Summary adopted by Council 25th March 2003 (Min. 285).</p> <p>Actions from Executive Summary included in Management Plan for 2003/4.</p>	
4. COMMUNITY INFORMATION				
<p>Facilitate community access to information and knowledge of local community services.</p> <p><i>Access & Equity Action Areas: A.3 .</i></p>	<p>Continue to update and distribute Community Service Directories for specific target groups (eg aged, disabled, children and youth).</p>	CCS	<p>Council continued to update and distribute Community Service Directories, including:</p> <ul style="list-style-type: none"> *Youth Info Card distributed *Older Persons Directory printed and distributed *Healthy Ageing brochure distributed *Children's Services Directory information updated *Multicultural Community Services Directory prepared, printed and distributed. 	
5. COMMUNITY INFORMATION DIRECTORY				
<p>Continue to maintain and update the Community Information Directory on-line and in hard copy.</p> <p><i>Access & Equity Action Areas: A.3</i></p> <p><i>Community Plan Objectives: A44 .</i></p>	<p>Up to date information of services available to the community within the Shoalhaven with Directory updated on an annual basis.</p>	AGM	<p>The Community Information Directory is continually updated online and an annual hard copy is produced for sale. The Directory is available through the Internet and the Intranet and from all library OPACS. In the first quarter of this year the Directory was modified to maintain privacy issues as required by law.</p>	

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6. SUPPORT ROLE FOR COMMUNITY SERVICE GROUPS			
Provide a support role for Shoalhaven community services when liaising with other levels of Government, or seeking funding or support. <i>Access & Equity Action Areas:</i> A.3 <i>Community Plan Objectives:</i> A13 .	Increased community self help.	CCS	Community Development team provided a support role for Shoalhaven community groups to increase community self help through representation and liaison with local Members of Parliament and government agencies as well as assistance with several grant applications.
	Increased role in providing support.	CCS	Community Development team continued their role in providing support for community service groups through: *Establishing a Neighbour Aid Service at Nowra Neighbourhood Centre through a grant from the Department of Ageing, Disability and Home Care.and other funding information to various groups.
8. GUIDANCE TO GROUPS SEEKING GRANTS			
Provide information, guidance and advice to community groups seeking assistance to obtain grant funding or raise money for community purposes such as improved palliative care. And facilities/activities for young people. <i>Access & Equity Action Areas:</i> A.6, C.5 <i>Community Plan Objectives:</i> A35, C15.	Identification and promotion of role of CDOs (Community Development Officers).	CCS	Community Development Team continued attendance at relevant interagencies and networks including a Network Planning session for Families First Funding in the S/haven.
	Increased community self-help.	CCS	Community Development Officers attended various interagencies and provided support to various groups regarding funding with the aim of promoting self-help and building partnerships.

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9. BAY & BASIN COMMUNITY RESOURCE CENTRE			
<p>SCC to support the Bay & Basin Community Resource Centre to obtain suitable facilities to accommodate outreach service providers.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A48, A49 .</i></p>	<p>Enhanced service provision for the Bay & Basin through investigation of suitable premises.</p>	<p>CCS</p>	<p>Continued discussion with Bay & Basin group re future requirements concerning premises needs.</p> <p>Continued discussion with Planning Services concerning Section 94 Plan, re Bay & Basin needs</p>
10. ROLE OF COMMUNITY DEVELOPMENT OFFICER - GENERAL			
<p>SCC to review and where appropriate support the generalised community development officer role in the implementation of the Community Plan.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A52</i></p>	<p>Continued efficient and effective implementation of the Community Plan.</p>	<p>CCS</p>	<p>Community Development Officer - General continued to mediate between the Illawarra Area Assistance Scheme regional committee, the local planning committee and with local community groups, assisting groups to apply for funding through the scheme.</p>
	<p>Continued provision of adequate resources and support information.</p>	<p>CCS</p>	<p>Community Development Officer - generalist, continued to provide support and information to community groups and was involved in projects such as International Day Against Sexual Violence, International Women's Day and Purple Ribbon month.</p>
11. ROLE OF COMMUNITY DEVELOPMENT OFFICER - CHILDREN			
<p>SCC to review and where appropriate to support the Children's community development officer role in the implementation of the Community Plan.</p> <p><i>Access & Equity Action Areas: B.3</i></p> <p><i>Community Plan Objectives: B13 .</i></p>	<p>Continued efficient and effective implementation of the Community Plan.</p>	<p>CCS</p>	<p>Continued support for Children's Services interagencies and was involved in projects such as;</p> <ul style="list-style-type: none"> *Children's Week information sessions *Childcare workers support evening *Launch of the Breastfeeding Friendly Venues booklet. *Displayed children's Artwork at the Library *Assisted in S/haven Early Childhood Ass'n w/shop; What Happens After Disclosure" Nowra and *Prepared and assisted with w/shop "Parents Kids and Anger" w/shop at Ulladulla.

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	Continued provision of adequate resources and support information.	CCS	Community Worker - Children (now combined in Generalist position) continued to support children's services in the Shoalhaven through projects such as; *the formation of a Reference Group for Children with Special Needs *Established a children's Interagency in liaison with Area Health to prepare for Families First Funding *Conducted training sessions for children's services sector on topics such as: 1 Does this child need help? 2 An Aboriginal Perspective in Early Childhood Services 3 Music/Dance W/shop for children with a Disability, and Early Childhood Professionals.
12. ROLE OF COMMUNITY DEVELOPMENT OFFICER - YOUTH			
SCC to review and where appropriate to support the Youth development officer role in the implementation of the Community Plan. <i>Access & Equity Action Areas: C.5</i> <i>Community Plan Objectives: C18 .</i>	Young people and service providers have appropriate contact point in Council.	CCS	Youth Development Officer continued to act as a contact point for Young people and Youth Workers. Participating on the Youth Advisory Council, Shoalhaven Youth Music Productions (SYMP) and Shoalhaven Youth Development Group.



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	Continued efficient & effective implementation of RACS (Refocus, Address and Create Solutions - Shoalhaven Youth Services Strategic Plan).	CCS	<p>Implementation of the Community Plan's youth services objectives as documented throughout this plan.</p> <p>Implementation of RACS (Refocus, Address & Create Solutions) Shoalhaven Youth Services Plan documented throughout this report. Facilitation and resourcing of annual youth services planning day.</p> <p>Promoted skill development for young graffiti artist with grant obtained from Attorney Generals Dept.</p> <p>Continued to implement youth skill development through mural painting on various Bus Shelters throughout the city.</p>
	Continued provision of adequate resources.	CCS	Council provided funding and other resourcing for youth development officer.
13. ROLE OF COMMUNITY DEVELOPMENT OFFICER - AGED			
<p>SCC to review and where appropriate to support the Community Development Worker for the Aged and Younger Disabled's role in the implementation of the Community Plan.</p> <p><i>Access & Equity Action Areas: D.3</i></p> <p><i>Community Plan Objectives: D19 .</i></p>	Continued efficient and effective implementation of the Community Plan.	CCS	<p>*Prepared and submitted validation document resulting in the officer's position being validated by the Department of Ageing, Disability and Home Care.</p> <p>*Continued progress in relation to the Nowra Home and Community Care Centre.</p>
	Continued provision of adequate resources and support information.	CCS	Council continued to provide resources to support the position.

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14. ROLE OF COMMUNITY DEVELOPMENT OFFICER - ABORIGINAL PEOPLE			
<p>SCC to review and where appropriate to support the Aboriginal Community Development Officer's role in the implementation of the Community Plan.</p> <p><i>Access & Equity Action Areas: G.3</i></p> <p><i>Community Plan Objectives: G13 .</i></p>	Continued efficient and effective implementation of the Community Plan.	CCS	Continue to effectively implement and support the Aboriginal Community throughout the city of Shoalhaven.
	Continued provision of adequate resources and support information.	CCS	<p>Successfully held a LOTIE (Linking Opportunities Through Indigenous Education) program at Worrigeer House on 14th to 16th July 2003. This involved 65 students.</p> <p>Currently working on program for LOTIE (Linking Opportunities Through Indigenous Education) which will be held at Worrigeer House on 9th to 11th September 2003.</p>
15. CHILDCARE			
<p>Maintain an adequate range of childcare in Shoalhaven.</p> <p><i>Access & Equity Action Areas: B.3 .</i></p>	Maintain Family Day Care services.	CCS	Nowra Family Day Care received additional 3 place funding from Federal Government.
	Provide assistance to community based child care.	CCS	Council continued to provide support to community based child care by attending meetings and providing information to services.
16. CHILD DEVELOPMENT UNIT			
<p>SCC to investigate the need for a Child Development Unit combining previous child care proposals in an integrated specialised centre.</p> <p><i>Access & Equity Action Areas: B.3</i></p> <p><i>Community Plan Objectives: B9 .</i></p>	Improved access to specialised children's services.	CCS	Official opening of Ulladulla Children's Centre providing central access to children's services.
	Proposal defined and prioritised.	CCS	Continued site investigation for appropriate site and discussion continued re Section 94 amendments

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17. PURPLE RIBBON PROJECT			
<p>SCC to coordinate and support the Purple Ribbon project to raise awareness of child abuse and neglect.</p> <p><i>Access & Equity Action Areas: B.3</i></p> <p><i>Community Plan Objectives: B14 .</i></p>	<p>Increased community awareness of child abuse prevention through successful annual campaign.</p>	<p>CCS</p>	<p>Purple Ribbon Ball, 140 attend the Ball special guest Barbara Holbborow. Rotary donation of \$5,175 to the Purple Ribbon Project for Purple Ribbon Advertisement Project</p>
18. RESOURCE FOR YOUNG PEOPLE			
<p>Continue to provide accessible and relevant information to assist with lifestyle, education and recreation.</p> <p><i>Access & Equity Action Areas: C.3 .</i></p>	<p>Convene a youth team to facilitate production of the annual Youth Services Directory by end of June quarter.</p>	<p>CCS</p>	<p>Due to the changes in Job network providers work continued on the preparation of Youth Directory.</p>
23. YOUTH NEEDS & SAFE VENUES			
<p>SCC to further consult with young people to identify appropriate facilities and "safe venues" to meet the needs of young people, including those who do not participate in traditional sporting/recreational activities.</p> <p><i>Access & Equity Action Areas: C.5</i></p> <p><i>Community Plan Objectives: C9. Youth Services Strategic Plan Objective.</i></p>	<p>Consultations undertaken on more appropriate provision for the leisure and entertainment needs of young people.</p>	<p>CCS</p>	<p>Collaborative development of CBD & Nowra youth streetwork proposal & securing of funds through New South Wales Community Solutions Program.</p> <p>Youth Advisory and Council support provided for Indent Youth Entertainment Application (includes local youth survey).</p> <p>Youth Advisory Committee application (SYMP) to INDENT successful; SYMP Planning Forum convened; draft plan for 12 month program of Nowra based events developed.</p> <p>Shoalhaven Youth Music Productions conducted four live band nights in Nowra.</p> <p>Completion of Southern and Northern Shoalhaven Youth Needs Assessment.</p> <p>MAA Road Safety application prepared in collaboration with Police, Youth Centre and Youth Advisory Committee</p>

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			<p>MAA Road safety application successful. Nowra Police implementing the project.</p> <p>Shoalhaven Youth Music Productions conducted four live band nights in Nowra.</p>
26. MEETING YOUTH NEEDS IN OUTLYING AREAS			
<p>SCC Youth Community Development Officer to continue to work with village communities and youth outreach workers in northern and southern Shoalhaven to identify appropriate programs and strategies which they can assist in providing to meet the needs of young people in these communities.</p> <p><i>Access & Equity Action Areas: C.5.</i></p> <p><i>Community Plan Objectives: C14 .</i></p>	<p>More access to programs in isolated areas.</p>	<p>CCS</p>	<p>Support provided to Culburra community youth committee (CYSAR).</p> <p>Programs, bus shelter murals run in Lake Tabourie, Sussex Inlet, Greenwell Point, Callala Bay, Burrill Lake and Jaspers Brush.</p> <p>Draft Youth needs assessment completed for the Northern and Southern Shoalhaven.</p> <p>Community development, information & support provided to Youth Outreach Service with change of personnel.</p> <p>Support provided to community for organisation of Callala Bay SK8 Park opening.</p> <p>Collaborative facilitation and implementation of Ulladulla & Districts Federation Youth History Project.</p> <p>Community development, information and support, including strategy development provided to both Youth Outreach services.</p>

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	<p>Increased outreach of activities/programs to isolated communities.</p>	<p>CCS</p>	<p>Completed and compiled Youth Needs for Southern and Northern Shoalhaven.</p> <p>Completed bus shelter mural in Culburra in Burrill Lake which provided activities for youth.</p> <p>Support provided to Culburra community youth committee (CYSAR).</p> <p>Community development, information & support provided to Youth Outreach Service with change of personnel.</p>
<p>28. YOUTH SERVICES STRATEGIC PLAN</p>			
<p>SCC to support and implement the strategies and actions identified in the Youth Services Strategic Plan (RACS).</p> <p><i>Access & Equity Action Areas: C.5.</i></p> <p><i>Community Plan Objectives: C17</i></p>	<p>More appropriate provision of services and facilities for young people with high priorities implemented.</p>	<p>CCS</p>	<p>Consulted with Youth Workers and the Shoalhaven Neighbourhood Centre in the design and management plan of new the Integrated Youth Centre.</p> <p>Continued on-going support & resourcing for the role and functions of Shoalhaven Youth Development Group - local youth services interagency.</p> <p>Co-organisation & implementation of annual Illawarra & South Coast Youth Services Conference.</p> <p>Supported & co-facilitated development & incorporation of Southern Shoalhaven Youth Services (SSYSI) Committee.</p> <p>Implementation of RACS (Refocus, Address & Create Solutions) Shoalhaven Youth Services Plan documented throughout this report.</p>

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31. INTEGRATED YOUTH CENTRE – NOWRA			
<p>Investigate the need for and users of an integrated youth centre in Nowra.</p> <p><i>Access & Equity Action Areas: C.4</i></p> <p><i>Community Plan Objectives: C16 .</i></p>	<p>Site identified and plans prepared to enhance access to youth facilities and services in Nowra.</p>	<p>CCS</p>	<p>Research & preliminary consultations with stakeholders undertaken.</p> <p>Stakeholders project reference group established.</p> <p>Site identified.</p> <p>Preparation of concept floor plan layout plans for Centre.</p> <p>Councillors briefed on floor plan.</p> <p>Community working party established to implement a management plan of the centre, stakeholders and the Nowra Youth Workers position.</p> <p>D.A submitted for the interior fitout.</p> <p>Fitout should be completed March 2004. Youth centre planned to be up and running March 2004</p>
33. COMMUNITY SELF HELP			
<p>SCC to advocate for and promote community self help in meeting the identified needs and short falls in:</p> <p>Day care centres and other options to enhance socialisation for the frail aged; Nursing home beds, hostel beds, residential care packages, dementia specific beds and low care places and residential respite, especially as population is ageing; Neighbourhood aid and other volunteer programs for older people who have no family within the region: Co-ordination in service providers and carers of and for people with dementia.</p> <p><i>Access & Equity Action Areas: D.4, E.6.</i></p> <p><i>Community Plan Objectives: D16, E12</i></p>	<p>Improved care for older people and people with disabilities, especially those with dementia.</p>	<p>CCS</p>	<p>*Assisted in establishing a Neighbour Aid Service for the Northern Shoalhaven (Social Support Service);</p> <p>*A number of workshops were conducted including: Grandparenting Teens and Grandparenting 2-12 year olds, Stress and Time Management Workshop to support HACC and Disability Service Providers, Medication Management Peer Education, "The Rights Stuff" Workshop;</p> <p>*International Day of People with a Disability activities planned and conducted, including: art competition, Shoalhaven Celebration of Ability Calendar developed, launched and distributed to the community;</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
		CCS	<p>*Seniors Week events held across the Shoalhaven with support and coordination assistance provided by Ageing and Disability Officer;</p> <p>*Continued commitment of the Officer to a range of committees and working parties;</p> <p>*Continued the development of the Nowra Home and Community Care Centre which will provide information services for older people and people with a disability.</p>
	Recognition and raising of needs in priorities of relevant government agencies.	CCS	<p>*Assisted in establishing a Neighbour Aid Service for the Northern Shoalhaven (Social Support Service);</p> <p>*A number of workshops were conducted including: Grandparenting Teens and Grandparenting 2-12 year olds, Stress and Time Management Workshop to support HACC and Disability Service Providers, Medication Management Peer Education, "The Rights Stuff" Workshop;</p> <p>*International Day of People with a Disability activities planned and conducted, including: art competition, Shoalhaven Celebration of Ability Calendar developed, launched and distributed to the community;</p> <p>*Seniors Week events held across the Shoalhaven with support and coordination assistance provided by Ageing and Disability Officer;</p> <p>*Continued commitment of the Officer to a range of committees and working parties.</p>

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34. INFORMATION ON SERVICES FOR THE AGED, DISABLED & ABORIGINALS			
<p>SCC to continue the collection and dissemination of information on available services and facilities through Information Centres, libraries, service counters, etc and to promote the various directories produced, to ensure that the community is aware of and utilises these important information sources.</p> <p><i>Access & Equity Action Areas: A.3, B.4, C.3, D.5, E.3, F.3, G.2, H.2, I.1 .</i></p> <p><i>Community Plan Objectives: A9, B6, C3, D6, E6, F4, G3, H3, I4 .</i></p>	<p>Improved access to information by all members of the community at all times through setting up processes of information collection and dissemination and promotion of directories.</p>	CCS	<p>Updated Aboriginal Directory. Will be finalised and distributed by end of July.</p>
35. ASSIST OLDER PEOPLE IN USING NEW TECHNOLOGY			
<p>SCC to promote and assist existing computer groups for older people to assist in education and training on ATMs, library catalogues, phone answering services, etc.</p> <p><i>Access & Equity Action Areas: D.5</i></p> <p><i>Community Plan Objectives: D7</i></p>	<p>Improved access to information by older people.</p>	CCS	<p>*The "Generations in Cyberspace" project was held in the Bay and Basin Area;</p> <p>*Discussions held regarding TAFE outreach for Senior IT in the Bay and Basin area;</p> <p>*Discussion held with Ulladulla CTC Coordinator regarding opportunities to develop an intergenerational IT project in the Southern Shoalhaven;</p> <p>*Disability Services Brochure distributed to the community.</p>
	<p>Seminars held.</p>	CCS	<p>The "Generations in Cyberspace" project was held in the Bay and Basin Area;</p> <p>*Discussions held regarding TAFE outreach for Senior IT in the Bay and Basin area;</p> <p>*Discussion held with Ulladulla CTC Coordinator regarding opportunities to develop an intergenerational IT project in the Southern Shoalhaven.</p>
36. LOBBY FOR COMMUNITY SERVICES AND FACILITIES			
<p>Continue to actively lobby for and support the provision of services and facilities appropriate to the needs of women in the Shoalhaven.</p> <p><i>Access & Equity Action Areas: F.3 .</i></p>	<p>Participate in policy and planning forums both regionally and locally.</p>	CCS	<p>Support the need for services for women through the Interagencies, particularly in Sthn Shoalhaven eg. "Women Reclaim the Night"</p>

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37. BREAST FEEDING IN PUBLIC PROJECT			
SCC to support the IAHS to implement the breast feeding in public project and encourage the provision of parenting facilities. <i>Access & Equity Action Areas: F.4</i> <i>Community Plan Objectives: F12 .</i>	Suitable facilities provided for women to breast feed in public.	CCS	Community Worker - Generalist worked with Community Health nurses and businesses across the Illawarra to help create and distribute "Breastfeeding Friendly venues in the Illawarra and Shoalhaven". (Printed by Wollongong City Council.)
	Project underway.	CCS	Launch of Breastfeeding Friendly Venues Booklets completed
38. ABORIGINAL CULTURE			
SCC to continue to incorporate appropriate Aboriginal culture in future streetscape and community arts projects, street and park names, and tourist information in consultation with the Aboriginal Advisory Committee. <i>Access & Equity Action Areas: G.4</i> <i>Community Plan Objectives: G2 .</i>	Increased recognition of Aboriginal culture in the Shoalhaven.	PS	Aboriginal Culture is continuing to be recognised and incorporated in planning projects, including Jervis Bay Settlement Strategy and draft Heritage Local Environmental Plan.
	Identification of on-going opportunities.	PS	Aboriginal Culture is continuing to be recognised and incorporated in planning projects, including Jervis Bay Settlement Strategy and draft Heritage Local Environmental Plan.
39. REGISTERED CLUBS COMMUNITY BENEFITS FUNDING			
SCC to liaise with clubs in LGA for consideration of possible projects in allocating their Community Benefits funding. <i>Access & Equity Action Areas: A.2</i> <i>Community Plan Objectives: A4 .</i>	Copies of the Community Plan forwarded to Registered Clubs and liaison with them to ensure funding is allocated to priority projects of the community.	CCS	Council continued to coordinate the administrative duties of the local CDSE committee.

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40. EMERGENCY ACCOMMODATION			
<p>SCC to liaise with/advocate to Department of Housing and Department of Community Services/community service providers to identify opportunities for increased provision of emergency accommodation, particularly in the villages and more isolated areas and in the Southern Shoalhaven.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A25 .</i></p>	<p>Increased utilisation of facilities through ongoing application of policy of multiple use.</p>	<p>CCS</p>	<p>Continued to lobby for emergency accommodation for the Shoalhaven with government agencies.</p>
41. OUTREACH SERVICES IN BAY & BASIN AREA			
<p>SCC to support the provision of facilities for outreach services in the Bay & Basin area.</p> <p><i>Access & Equity Action Areas: A.6</i></p> <p><i>Community Plan Objectives: A53 .</i></p>	<p>Lobby Government bodies to increase services.</p>	<p>CCS</p>	<p>Continued to support Bay & Basin in their endeavours to secure additional accommodation support from Government agencies.</p>
42. BETTER SERVICE PROVISION FOR THOSE IN POVERTY			
<p>SCC to investigate better coordination of service provision for those in poverty.</p> <p><i>Access & Equity Action Areas: A.6</i></p> <p><i>Community Plan Objectives: A55 .</i></p>	<p>Investigate and discuss with government agencies by end of June quarter.</p>	<p>CCS</p>	<p>Continued to support community groups to lobby government agencies for better services through Illawarra Area Assistance Scheme and Interagency</p>
43. ADVOCATE MORE SERVICES FOR WOMEN IN AREA 3			
<p>Advocate in the longer term for the extension of specific services for women to Area 3 as demanded.</p> <p><i>Access & Equity Action Areas: F.4</i></p> <p><i>Community Plan Objectives: F10 .</i></p>	<p>Lobby for increased availability of services for women in Area 3.</p>	<p>CCS</p>	<p>Continued support for services that assist women in Area 3 through Southern Interagency, Ulladulla Domestic Violence Committee and the after hours domestic violence service.</p>

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44. RECONCILIATION ACTIVITIES			
<p>SCC to support appropriate reconciliation activities.</p> <p><i>Access & Equity Action Areas: G.3</i></p> <p><i>Community Plan Objectives: G15</i></p>	<p>Develop, support and implement reconciliation activities.</p>	<p>CCS</p>	<p>With the support of the Aboriginal Advisory Committee and the Community Development Team plans are underway for a NAIDOC Ball to be held on Saturday 12th July 2003 at Nowra Golf Club.</p>
45. OPPORTUNITIES FOR INDIGENOUS YOUNG PEOPLE			
<p>SCC to support initiatives to provide opportunities for indigenous young people.</p> <p><i>Access & Equity Action Areas: G.3</i></p> <p><i>Community Plan Objectives: G14</i></p>	<p>Develop and support initiatives to provide opportunities for indigenous young people.</p>	<p>CCS</p>	<p>Liased with Aboriginal Education Assistant and Service Providers in regard to organising the LOTIE Program. Successfully ran the LOTIE Program over 3 days at Worrigeer House with 65 students taking part in the event. These students were from Vincentia and St John's High School. A compact disc was produced from this event.</p> <p>Planning for another LOTIE Program to be held in September 2003 involving Bomaderry High School</p> <p>Worked with Australia Post to employ Indigenous Trainees from within the Shoalhaven area to work in the Sydney area. This involved organising interviews and meetings with the trainees.</p>
46. PARENTING PROGRAMS			
<p>SCC to support parenting information and programs.</p> <p><i>Access & Equity Action Areas: H.2</i></p> <p><i>Community Plan Objectives: H6</i></p>	<p>Develop and support parenting information and programs.</p>	<p>CCS</p>	<p>Council's Community Worker - children, was involved in a number of parenting programs across the Shoalhaven including;</p> <ul style="list-style-type: none"> * Information sessions during Children's week * Info sessions in Ulladulla and Sussex Inlet called "Positive interactions with young children" * Promoting "Parents Kids and Anger" workshop run through the Shoalhaven Early Childhood Association and * Promoting parenting programs run by Family Support and Anglicare.

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47. LANGUAGE ASSISTANCE INFORMATION SHEET			
SCC to prepare a Language Assistance Sheet Access & Equity Action Areas: 1.1.	Prepare Information Sheet by end of September quarter.	CCS	Prepare info packs on translator/interpreter services for 2nd round distribution to key customer service areas.



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	Div. Mgr.	Annual Report
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1. LIBRARY SERVICE				
Provision of a Library service that is accessible, innovative and relevant to the community served.		<p>Customer satisfaction with library service</p> <p>Percentage of information requests filled on day requested; Issues per annum; Visits per annum; Use of library technology.</p>	AGM	<p>Satisfaction:</p> <p>Percentage of Information Requests filled on day requested - 85.46%</p> <p>Issues Per Annum - 674,705 (Because of data transfer problems in the first months of 2003, this is an estimated figure)</p> <p>Visits Per Annum - 418,171</p> <p>Use of Library technology Annually - 19,088</p> <p>Number of new borrowers for the year - 5,186</p> <p>Questions asked over the 12 month Period:</p> <p>Libraries - 69,252</p> <p>Visitors Centre - 43,049. Making a total of 112,301 questions asked of staff, excluding Reference Questions.</p>
		<p>Effectiveness of Library service</p> <p>Issues per capita; Visits per capita; Average number of issues per volume; In-house Library resources – number used per quarter; % of stock less than 5 years old; % of stock discarded.</p>	AGM	<p>Effectiveness of Library Services:</p> <p>Issues per capita - 7.7</p> <p>Visits per capita - 4.77</p> <p>Average number of issues per item - 4.33</p> <p>In-house library resources used per annum - 324,120</p> <p>Percentage of stock less than 5 years old - 41%</p> <p>Percentage of stock discarded - 15.29%</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Efficiency of Library Service Expenditure per capita; Expenditure per issue; Acquisitions per annum.	AGM	Efficiency of Library Service: Expenditure per capita - \$18.21 Expenditure per issue - \$2.36 Acquisitions per annum - 18,972: Shoalhaven: 12,474 Eurobodalla: 9,490 Kiama: 2,558 NB: Population figure used for Shoalhaven is ABS Final Figure Resident Population 2001 - 87,650.
2. LIBRARY STRATEGY			
Review the status of improvement plans for Council libraries. <i>Access & Equity Action Areas: A.4</i> <i>Community Plan Objectives: A45.</i>	Annual review and progressive implementation of the Library Strategic Plan.	AGM	The Library Strategic Plan was accepted by Council in 2001. Planning for new and extended library facilities continues.
	Improved library facilities.	AGM	Work has begun on the new improved circulation desk at Nowra and extension of the Technology Centre. To be completed by end of August. This will allow additional space in the library for patrons and improved efficiency at the circulation desk. The automatic doors at Ulladulla will be installed early in the new financial year. Tenders have been called and a tender has been accepted, work should begin in early August.

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	Works program developed to enhance access and facilities in library buildings.	AGM	<p>Roof anchors were installed at Nowra in February 2003.</p> <p>New handrails were installed at Nowra for ease of access and safety of library users. Tactile areas have been installed at the top and bottom of the external stairs.</p> <p>Adjustable chairs and chairs with arms have also been purchased as recommended in the Access Report.</p> <p>The remainder of the proposed actions/changes in the Access report are being worked through as per priorities set.</p>
3. LIBRARY SERVICES TO OUTLYING AREAS			
<p>Investigate the improvement of library services to remote areas and small towns and villages.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A46 .</i></p>	Investigations undertaken into improved access to library services and facilities for residents in small towns and remote communities.	AGM	<p>The Web access to the library database continues to be a boon for residents in outlying areas or even in smaller branch libraries.</p> <p>The Mobile Library provides Home Library Services and Library Services to outlying towns, villages and small schools.</p>
4. CHILDREN - LIBRARIES			
<p>SCC to continue and where possible enhance children's libraries as a section in all library branches.</p> <p><i>Access & Equity Action Areas: B.3</i></p> <p><i>Community Plan Objectives: B12 .</i></p>	Enhanced library services for children.	AGM	<p>All branches have dedicated children's areas and continue to hold regular craft and story mornings.</p> <p>Author visits are encouraged when funds permit and visits by Morris Gleitzman and John Heffernan were welcomed by the children.</p> <p>Special holiday activities, including the showing of videos are held. Nowra library has had a juggling workshop with Izzi Tooinsky and a staff member has conducted a holiday Origami workshop. Ulladulla Library has held a cartooning workshop for children.</p>
	Numbers attending story time sessions.	AGM	During the year 2,801 children attended the various story times and other special activities held at the libraries.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	<p>Children's book week activities.</p>	<p>AGM</p>	<p>Children's Book Week (18-24/8/02) was a great success with over 800 children being entertained by library staff throughout the Shoalhaven.</p> <p>Book Banquets were reintroduced at Nowra after many requests and were held at the School of Arts Annexe as the library does not have sufficient space to run these. Library staff excelled themselves acting out Bob Graham's "Let's get a pup". John Heffernan visited the library during Book week and delighted the 150 children with stories of his animals and farm.</p> <p>The Annual Awards Ceremony was held with our sponsors - Angus & Robertson, Dymocks and Holiday Haven sending representatives to present Awards.</p> <p>Ulladulla and Sanctuary Point also hold special events during Book Week, Ulladulla holding a cartooning competition with presentation by a local cartoonist. Sanctuary Point again was decorated in a most delightful fashion for the week.</p>
	<p>Continued acceptable level of resources acquired to meet Children's needs.</p>	<p>AGM</p>	<p>During the year 22% of all new items transferred to circulation in the various branches were for children. These items included books, talking books on tape and CD, children's videos and DVDs, toys, games and jigsaws.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. YOUTH – LIBRARIES			
<p>Continue to provide accessible and relevant information to assist with lifestyle, education and recreation.</p> <p><i>Access & Equity Action Areas: C.4 .</i></p>	<p>Enhanced library services for Youth.</p>	<p>AGM</p>	<p>The Libraries are used a homework centres for young people, especially the Nowra Branch Library.</p> <p>To allow easier access to the HSC collection, it has been moved into the Youth section.</p> <p>The RTA Demonstration Driver Knowledge Test is also heavily used in all branches of the library service.</p> <p>Youth resources have been culled heavily to make them more relevant and attractive to youth.</p>
	<p>Continued acceptable level of resources acquired to meet youth needs.</p>	<p>AGM</p>	<p>During the year 9.5% of all new items transferred to circulation in all branches were specifically for youth. The Young Non Fiction collection (begun in 2001) has proven to be popular featuring lifestyle issues and other issues of importance and interest to young people.</p>
	<p>Youth Week activities.</p>	<p>AGM</p>	<p>To celebrate Youth Week the Annual Rock Concert was held in the Nowra library on 11th April. Three local high school bands - Delinquent, Soul Trickery and Under the Influence entertained the 110 young people who crammed into the library. As always Pizza Haven came to the rescue with a donation of 30 family sized pizzas which helped feed the hungry and thirsty young people. The Internet and email proved very popular as well with those attending.</p>
6. OLDER PEOPLE - LIBRARIES			
<p>To maintain the provision of services to the older members of the community (Talking Books, Large print materials, Reading Edge Machine and Housebound Services).</p> <p><i>Access & Equity Action Areas: D.3 .</i></p>	<p>Continued acceptable levels of those materials required by the older persons.</p>	<p>AGM</p>	<p>Over the past twelve month 17% of all new items transferred to circulation were for the use of older residents. These items included large print books, talking books on tape and CD, and some Videos and DVDs.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Use of Housebound Services.	AGM	<p>During the year 16,155* loans were made to 459 Home Library Service Patrons and 110 institutions. (*this figure does not include those Home Library Service loans issued from branches).</p> <p>The Mobile Library Service continues to deliver Home Library Service items to the housebound and frail aged outside of the Nowra/Bomaderry area.</p>
7. ENHANCED ACCESS TO LIBRARY SERVICES			
<p>Continue to develop methods to allow easier access to library services and materials.</p> <p><i>Access & Equity Action Areas: D.3, E.4, I.2</i></p> <p><i>Community Plan Objectives: D18, E15, I8 .</i></p>	Have Ezi Walkers and other aids available for use within the library.	AGM	<p>Aids are available to allow easier access to the library and its materials. Each library has ramp access and access to disabled toilets.</p> <p>The mobile library has a special lifting device to assist those unable to use the steps into the van</p> <p>Ezi Walkers and small baskets are provided for the use of patrons as are magnifying glasses.</p> <p>A special Large screen at Nowra has software to assist the visually disabled to use the Internet, Word Processing ,etc.</p>



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	<p>Provision of suitable materials (such as Talking Books, Large Print Materials, Reading Edge Machine).</p>	AGM	<p>Over the past year 16% of all new items transferred to circulation were suitable for people with sight and hearing impairments.</p> <p>Talking books on both tape and CD are provided as are large print books - for both junior and adult borrowers.</p> <p>For those with literacy problems the library provides literacy materials to assist them.</p> <p>DVDs are now being purchased and have the facility to have sub titles switched on.</p> <p>Library staff are always available to guide and assist people in the selection of materials.</p> <p>The REading Edge machine's capabilities are provided for on the large PC for the use of the disabled.</p>
	<p>Supply any resource within the library required by housebound people.</p>	AGM	<p>All lending resources in the library are available for the use of the Home Library patrons who have a special lending framework to allow them extended periods of loan.</p> <p>During the year 16,155 items were delivered to 459 patrons and 110 institutions.</p>
<p>8. BOOKS IN OTHER LANGUAGES</p>			
<p>Respond to requests from the ethnic community for access to materials in other languages held by the State Library of NSW (SLNSW).</p> <p><i>Access & Equity Action Areas: 1.1 .</i></p>	<p>Numbers of requests for books in other languages from the SLNSW.</p>	AGM	<p>The small, uncatalogued collection of foreign language books held at Nowra is used infrequently.</p> <p>During the year 66 boxes of foreign language books were borrowed from the State Library for patrons.</p> <p>The most common languages requested still remain:</p> <p>Italian, Greek, Russian, Croatian, Chinese and Spanish.</p>

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.		
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1. IMMUNISATION SERVICE				
<p>Provide an effective and efficient immunisation service and promote childhood immunisation in conjunction with State and Federal Health agencies.</p> <p><i>Access & Equity Action Areas: A.6 .</i></p>		<p>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).</p>	<p>DES</p>	<p>Immunisation rates for 24 month old children in the Shoalhaven are consistently at 90%.</p>
2. AMBULANCE SERVICES				
<p>SCC to continue to discuss the provision of ambulance facilities in the Shoalhaven, with the Ambulance Service of NSW, and advocate for additional stations in some communities where needed based on analysis of service catchment areas of LGA.</p> <p><i>Access & Equity Action Areas: A.6.</i></p> <p><i>Community Plan Objectives: A33 .</i></p>		<p>Increased understanding of service difficulties and improved access to services. Discussions continuing and further facilities pursued.</p>	<p>CCS</p>	<p>Continued discussions with government agencies for increased services for the Shoalhaven.</p>



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. BETTER ACCESS TO MEDICAL SERVICES			
<p>Liase with Illawarra Area Health Service and local community health centres to investigate options to increase access to after hours medical services. eg. investigation of opportunities to utilise existing nursing/medical services, such as the 24-hour services in retirement villages and nursing homes, or on-line service delivery, for remote communities in the case of an emergency. Also to develop strategies to increase access to specialist medical services, such as mobile/visiting dental, dietician, physiotherapist, chiropodist, and other services.</p> <p><i>Access & Equity Action Areas: A.6.</i></p> <p><i>Community Plan Objectives: A34</i></p>	<p>Representations made and innovative strategies developed to Improve access to health facilities and services.</p>	<p>CCS</p>	<p>Staff continued to discuss improved access to health facilities with Government agencies and community groups through Interagency forums and meetings.</p>
5. COUNSELLING SERVICES			
<p>SCC to investigate the need for the provision of increased counselling services on a long term basis.</p> <p><i>Access & Equity Action Areas: A.6</i></p> <p><i>Community Plan Objectives: A37</i></p>	<p>Establishment of services.</p>	<p>CCS</p>	<p>Consultation continued during the year for additional services for the Shoalhaven with relevant government agencies.</p>
	<p>Investigation undertaken.</p>	<p>CCS</p>	<p>Investigation completed and Council supported application to government agencies by community groups for increased counselling services to the city.</p>
6. INCREASED MENTAL HEALTH SERVICES			
<p>SCC to lobby IAHS for increased Mental Health services.</p> <p><i>Access & Equity Action Areas: A.6</i></p> <p><i>Community Plan Objectives: A56</i></p>	<p>Lobby Government agencies.</p>	<p>CCS</p>	<p>*Provided financial support to launch of GATE(Get Ahead Through Employment) Mental Health Team and SAI employment program;</p> <p>*Continued lobbying with government agencies for increased services in the Shoalhaven.</p>

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.		
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1. CRIME PREVENTION PLAN				
Prepare a Crime Prevention Plan for Shoalhaven.		Prepare and finalise a crime prevention plan by end of June quarter, dependent on funding.	CCS	Community consultation and research of safety and crime issues for the Central and Southern Shoalhaven have been incorporated with the Community Safety Plan of 2002. The Safer Community Action Team changed its name to living futures Shoalhaven and preparation of the living futures Shoalhaven Community Safety Plan 2003- 2006 has been completed in Draft form pending endorsement by Council.
4. REPORT ROAD SAFETY ACTION PLANNING				
Report road safety action planning and programs undertaken.		Report to Council each quarter.	CS	Joint action planning with Police, RTA and community bodies undertaken. Reported to Council through Traffic Committee, plans and actions undertaken.
7. SAFE DESIGN IN DEVELOPMENTS & PUBLIC SPACES				
SCC to encourage the Safer Communities Action Team to investigate the development of guidelines for safe design in existing and new development and public spaces. <i>Access & Equity Action Areas:</i> A.5 <i>Community Plan Objectives:</i> A51 .		Safer urban environments. Development of guidelines for safe design in developments and public spaces by end of June quarter.	PS	Relevant literature review has been undertaken and drafting of the DCP for Crime Prevention through Environmental Design and Design Guidelines for Accessibility has commenced. Anticipated completion date December 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
8. PROGRAMS TO REDUCE SPEED RELATED ACCIDENTS			
Encourage behavioural change to reduce SPEED related road risks. <i>Access & Equity Action Areas: A.3 .</i>	Deliver SPEED reduction measures within agreed programs, especially relevant to school students, workers in the road reserve, and other pedestrians – minimum one per quarter.	CS	Speed monitoring (count & display) was conducted all year, targeting high risk areas for pedestrians, especially schools and approaches to shopping centres.
9. PROGRAMS TO REDUCE YOUTH ROAD CRASHES			
Deliver programs to reduce the over-representation of young drivers in road crashes. <i>Access & Equity Action Areas: C.3 .</i>	Facilitate at least one major program each year to raise risk awareness and to increase YOUNG DRIVERS' understanding of safety issues.	CS	Pilot Young Driver Safety full day program delivered to Year 10 with Police and others at Vincentia High School. 3 more Learner-supervisor Workshops completed in May (9 total for the year). SKYDS (Skilled or Killed: Young Driver Safety) pilot program successfully delivered with very positive response; further adaptation and improvement in process before delivery to all high schools' Year 10 classes later in 2003.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
10. INCREASE PUBLIC AWARENESS OF ROAD SAFETY ISSUES			
<p>Use a range of widely accessible media to increase public awareness and understanding of road risks and safer road use practices.</p> <p><i>Access & Equity Action Areas: A.3 .</i></p>	<p>Provide relevant and timely road safety information in an accessible form through such media as local newspapers, news, interviews, reports and commercials on radio and television, web-sites and road-sign signs – three times per quarter.</p>	CS	<p>Targeted media delivered for young drivers and young adult pre-drivers: Graduated Licensing System (GLS) program and SKYDS (Skilled or Killed - Young Driver Safety). Focus continued on Young Drivers, and empowering parents to support safer driving attitudes with Learners and P-platers.</p>
11. ROAD SAFETY RESEARCH			
<p>Research emerging crash patterns and other road safety issues.</p>	<p>Analyse local crashes and develop counter-measures information relevant to other issues identified in the Shoalhaven Road Safety Strategic Plan (such as drink-drive, seat-belts and child restraints, buses, cyclists, fleet operations and road safety audits) – three times per quarter.</p>	CS	<p>Continuing literature research on behavioural change, especially in young drivers. Continuing research and crash analysis; supporting implementation of SRSSP priorities continues; Speed monitoring (counts & display) near vulnerable road users; young driver education programs are being further developed; primary schools are being supported with practical road safety day resources; Liquor Accord is supported and & resourced; fleet driver pilot program undertaken and adapted sequel in development.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
12. POLICING INITIATIVES			
<p>SCC to liaise with the NSW Police Service to identify/suggest community policing initiatives which might assist in allaying community concerns in relation to crime and safety.</p> <p><i>Access & Equity Action Areas: A.4, D.3</i></p> <p><i>Community Plan Objectives: A22, D11 .</i></p>	<p>Reduced fear of crime and safety through identification of additional policing initiatives.</p>	<p>CCS</p>	<p>Liaise with Local Area Command concerning community safety and the following initiatives have been implemented:</p> <p>The Safer Community Action Team (SCAT) has changed its name to living futures Shoalhaven.</p> <p>The new name reflects a broader vision of community potential. It is affirmatively branding the actions of the safety team as a part of the ongoing promotion of a positive image of safety and cohesion within the community.</p> <p>Police increased the numbers of Police on the streets, through high visibility Policing in the CBD and there has been a reduction in Break and Enters, motor vehicle accidents and malicious damage. In collaboration with SCC, police conducted safety audits in local areas to provide safety design and maintenance guidelines to reduce opportunities for crime to occur. An active Community Drug Action Team CDAT has developed a Liquor Accord, presented STAND Awards for the safest licensed premises for women, conducted a spiked drinks, DrinkSafe and safe party projects</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
13. ROAD SAFETY STRATEGIC PLAN			
SCC to update the Road Safety Strategic Plan <i>Access & Equity Action Areas: A.1</i> <i>Community Plan Objectives: A41</i>	Enhanced road safety in the Shoalhaven through reviewing the Safe Routes to School Program and reporting to Council each quarter.	CS	Coordinated plan finalised with RTA, Police and neighbouring Councils; Joint plan signed off; Collaborative programs with high schools and primary schools promoted and jointly delivered. Continuing review process on bases of identified risk or priority, school-by-school with RTA; some facility works proposed, reported, & implemented within funds from State Government.
14. COMMUNITY SAFETY PLAN			
SCC to support the implementation of the Community Safety Plan. <i>Access & Equity Action Areas: A.6</i> <i>Community Plan Objectives: A54</i>	Progressively implement the plan within funding availability.	CCS	The Nowra CBD Project concentrating on reducing crime through Graffiti removal and increased social inclusion. * Responsible Drinking of Alcohol Seminar held in April with 30 young people/families attending. * The Safer Times Around Nowra's Districts for Women (STAND)project has seen a reduction in the incidents of violence on licensed premises involving women. * The Shoalhaven Liquor Accord and Operation Drink Safe have seen a reduction in the incidences of alcohol-related assaults and malicious damage offences in the local community. * The 'Are You Responsible Campaign' and Safe Party Registration Scheme have seen a reduction in the number of poorly managed parties that police have been required to attend

Principal Activity:	4	IMPROVING COMMUNITY FACILITIES AND SERVICES		
Objective:	4.4	COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.		
Strategy:	4.4.1	Assess the need and priority for the provision, replacement and maintenance of assets.		
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2. ASSET MANAGEMENT PLANS				
Complete the preparation of Asset Management Plans for Civil Infrastructure and Recreation Facilities.		Completion of a further 5 asset replacement plans by end of June quarter.	CS	<p>Asset Management Plans completed for Bridges, Waterways (wharves, jetties), bus shelters, footpaths and kerb and gutter.</p> <p>Plans in progress for Sealed and Gravel Roads and Toilets.</p> <p>Asset defect and condition surveys in progress for Parks and Coastal Assets.</p>
3. CORPORATE LONG TERM WORKS PROGRAM				
<p>Coordinate the development of a long term works program and system to integrate the individual asset management plans, section 94 commitments, etc.</p> <p><i>Access & Equity Action Areas:</i> A.2</p> <p><i>Community Plan Objectives:</i> A43 .</p>		Stage 1 of the program finalised by end of December quarter.	GM	<p>An interdivisional working group together with consultants prepared and held a major briefing and reporting to Council in October/November on long term asset management planning and the need to integrate this into long term financial planning, the works programs and the annual budgets. Additional funds were voted by Council and senior staff in City Services' Division were seconded to accelerate the preparation of asset management plans across all of Council's asset categories for the whole City.</p>
4. PUBLIC TOILET STRATEGY				
<p>Construct toilet facilities as per strategy.</p> <p><i>Access & Equity Action Areas:</i> A.2, B.2, F.2, H.1</p> <p><i>Community Plan Objectives:</i> A6, B5, F3, H2 .</p>		Improved toilet and parenting facilities throughout Shoalhaven.	CS	<ul style="list-style-type: none"> • "Top of the Town" Ulladulla toilet facility was completed this year. • Design and public consultation is proceeding on Vincentia Mall Toilets. • Design investigation for replacement toilets at White Sands Park, Huskisson has commenced.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. CYCLE-WAYS			
<p>Construct cycle facilities as per strategy.</p> <p><i>Access & Equity Action Areas: A.2</i></p> <p><i>Community Plan Objectives: A42 .</i></p>	<p>Construct cycle facilities as per strategy.</p>	<p>CS</p>	<p>0203 Projects :</p> <p>Timbs to Boag : Works programmed Completed.</p> <p>Badgee Bridge Approaches : Civil works Completed. Hold Rails, Fencing and Signage still to be installed (expected completion July 03)</p> <p>Sussex Inlet Extension : Planned Construction Complete to Sussex Inlet Rd. Additional Funding allocated to continue this link in 0304</p> <p>Ulladulla – Burrill Lake : Roads and Traffic Authority have not agreed to funding. Council funds expended on designs / investigations in 0203. Roads and Traffic Authority will be again requested to consider funding to commence this link in 0304.</p> <p>St Georges Basin to Basin View Cycleway : Works completed in 0203 (carry over of 0102 funding). No construction funds available in 0203 however earthworks undertaken where practical (to dispose of fill) to provide foundation for future cycleway link noting additional construction funds allocated 0304.</p>
6. BUS SHELTERS AND SEATS			
<p>Provision/Replacement as per strategy</p> <p><i>Access & Equity Action Areas: A.2 .</i></p>	<p>Enter into new agreement for supply of advertising bus shelters.</p>	<p>CS</p>	<p>Agreement advertised but no expressions of interest were received. Will be re-advertised.</p>
7. CAR-PARKING			
<p>Preparation of Public Car Park Action Plan.</p> <p><i>Access & Equity Action Areas: A.2 .</i></p>	<p>Prepare estimates for required upgrading by end of September Quarter.</p>	<p>CS</p>	<p>Requirements for upgrading works for carparks have been completed and recorded for estimates to be prepared.</p>
	<p>Review Strategy and report to Council by end of December quarter.</p>	<p>CS</p>	<p>Strategy preparation has been delayed due to lack of resources. Will be undertaken in 2003/04.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
8. STREETSCAPES			
Undertake regular risk audits to existing commercial areas. Preparation of Streetscape Action Plan. <i>Access & Equity Action Areas: A.2 .</i>	Audits for 4 centres completed by end of December quarter.	CS	Risk Inspections undertaken regularly under Roads Service Agreement.
	Streetscape Action Plan adopted by end of December quarter.	CS	In progress but delayed due to lack of resources. Will be undertaken in 2003/04.
9. KERB & GUTTER			
Review the need for kerb and gutter for each village and prepare a "Policy on Kerb & Gutter Provision".	Policy reported to Council by the end of December Quarter.	CS	In progress but delayed due to lack of resources. Will be undertaken in 2003/04.
10. MULTI FUNCTION CENTRE – ULLADULLA			
SCC to establish an appropriate site at the earliest opportunity and co-ordinate the funding and construction of the centre. <i>Access & Equity Action Areas: A.4</i> <i>Community Plan Objectives: A18 .</i>	Improved access to community services in Milton/Ulladulla. Prepare conceptual designs, working plans, obtain approvals and commence construction of the centre.	CCS	Work continued on the preparation of plans for the Multi-Purpose Centre .
12. PUBLIC BUILDINGS			
To provide appropriate facilities for use by the community. <i>Access & Equity Action Areas: A.4 .</i>	General use of facilities is maintained.	AGM	Community Centres and Halls are managed and promoted by mainly Management Committees responsible to Property Services Group.
15. DISABILITY ACTION PLAN – IMPLEMENTATION			
SCC to support the strategies and objectives arising from the Disability Action Plan. <i>Access & Equity Action Areas: D.2, E.2</i> <i>Community Plan Objectives: D17, E13 .</i>	Prepare and implement a works schedule to improve accessibility for the disabled to Council facilities across the City.	CS	<ul style="list-style-type: none"> •Stage 3 Access Audits are continuing. •Works on access improvements are also progressing.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Improve accessibility to Council's services for the disabled through education for the community and Council staff.	CCS	<p>*DDA Action Plan printed and distributed to Divisional Managers, Councillors, members of the Access Advisory Committee and interested members of the Community;</p> <p>*International Day of People with a Disability events supported by Council;</p> <p>*Shoalhaven Disability Services Brochure;</p> <p>*Increased staff awareness of Discrimination Act Action Plan through staff induction processes.</p>
16. KERB RAMPS			
<p>SCC to continue to consult with the Disability Access Committee to facilitate and prioritise ongoing kerb ramp capital works projects for the LGA.</p> <p><i>Access & Equity Action Areas: D.2, E.2</i></p> <p><i>Community Plan Objectives: D5, E4 .</i></p>	Improvements to accessibility across the LGA.	CS	Priorities for kerb ramps have been reported to Council.
	Ongoing consultation.	CS	Liaison continuing with Shoalhaven Access Advisory Committee
17. WATERWAYS			
<p>Review need for low level access to existing facilities and prepare Implementation Strategy.</p> <p><i>Access & Equity Action Areas: D.2 .</i></p>	Report to Council by end of December quarter.	CS	Need for low level access and implementation strategy was included in the Waterways Asset Management Plan.
19. PUBLIC BUILDINGS -ACCESS FOR DISABLED			
<p>Implement upgradings identified by Access audits.</p> <p><i>Access & Equity Action Areas: E.2 .</i></p>	Annual program reported to Council by end of September quarter.	CS	<ul style="list-style-type: none"> •Stage 3 Access Audits are continuing. •Works on access improvements are also progressing.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
22. IMPROVED COMMUNITY FACILITIES			
<p>SCC to continue to review the audit of existing Council owned halls, district neighbourhood and local community centres, to determine the need for upgrading, additional facilities, etc, and develop a program of prioritised works for possible incorporation into a revised S94 Plan and compliance with Crime Prevention.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A23</i></p>	<p>Improved baseline of community facilities in all communities through undertaking an audit developing a program of works.</p>	<p>AGM</p>	<p>Expenditure on repairs and maintenance adopted in Management Plan for 2003/4. Facilities inspected annually and urgent matters attended to upon request. Section 94 Plan being reviewed.</p>
23. VINCENTIA MULTI- PURPOSE DISTRICT CENTRE & LIBRARY			
<p>SCC to continue to plan as a longer term initiative, for the development of a multipurpose district centre and library in Vincentia.</p> <p><i>Access & Equity Action Areas: A.4</i></p> <p><i>Community Plan Objectives: A57</i></p>	<p>Improved access to community services for whole community of Area 3 through Development of a district centre & library in Vincentia.</p>	<p>CCS</p>	<p>Work continued on the development of a Multi Purpose District Centre in Vincentia with Council's Planning Services Group in identifying an appropriate site area within the identified site.</p>
24. CAR PARKING			
<p>Prepare Car Park Maintenance and Upgrading Strategy.</p>	<p>To be reported to Council by end of December quarter.</p>	<p>CS</p>	<p>Assessments of carpark requirements for planned maintenance have been completed.</p>
25. INFRASTRUCTURE RISK MANAGEMENT			
<p>Develop Risk Management Procedures for Civil Infrastructure.</p>	<p>Complete all procedures by end of June quarter.</p>	<p>CS</p>	<p>Strategy preparation has been delayed due to lack of resources. To be completed in 2003/04.</p> <p>Defect and Risk Management Inspection Procedures reported to and adopted by Council. All procedures completed except for Aquatics, Holiday Haven and Playgrounds.</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:	4.4.2	Develop service standards for the management of Council assets.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. SERVICE AGREEMENTS (MAINTENANCE)				
Further develop Service Agreements which set standards for the maintenance/ management of community assets.		Service Agreements to be reviewed and finalised with the Internal Service Provider by end of September quarter.	CS	All Service Level Agreements finalised.
3. MANAGEMENT AGREEMENTS WITH MANAGEMENT COMMITTEES				
Further develop and refine management agreements with management committees.		Develop monitoring and feedback process to support management committees' implementation of management agreements.	CS	Monitoring and feedback established through attendance at management committee meetings and regular contact with user groups. Risk management process being developed for administration by management committees.



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	Div. Mgr.	Annual Report
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1. COORDINATE CAPITAL WORKS PROGRAMS			
Coordinate and monitor the implementation of the Capital Works Program with internal and external service providers: Roads: Roads; Bridges; Cycleways; Footpaths; Kerb & Guttering; Car parking; Streetscapes Parks, Gardens & Sporting Facilities Waterways - Coastal, stormwater/drainage, floodplain, waterways, Public Buildings Fire Protection Waste.	Completion of works programs within budget, time and quality targets.	CS	Progress with the Capital Works Program has been satisfactory, with 70% of projects completed, 23% commenced and 7% not commenced.
	Reviews show that programs are meeting performance target.	CS	Progress with the Capital Works Program has been satisfactory, with 70% of projects completed, 23% commenced and 7% not commenced.



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
2. COORDINATE MAINTENANCE WORKS PROGRAMS			
Coordinate and monitor the implementation of the following maintenance works programs with internal and external service providers: Roads: Roads; Bridges; Cycleways; Footpaths; Kerb & Guttering; Car parking ; Streetscapes Parks, Gardens & Sporting Facilities Waterways - Coastal, stormwater/drainage, floodplain, waterways, estuaries Public Conveniences Public Buildings.	Maintenance Programs prepared to maximise the levels of service within defined budget targets.	CS	Maintenance Programs completed within the first quarter.
	Programmed major maintenance items completed.	CS	All programs completed to extent of available funding.
	Production targets met.	CS	Production targets achieved.



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. IMPLEMENTATION OF CAPITAL AND MAINTENANCE WORKS PROGRAMS			
<p>Implement capital and maintenance works programs in accordance with Service Agreements.</p>	<p>Completion of capital works programs within budget, time and quality targets</p>	<p>ACM</p>	<p>Construction Works.</p> <p>Civil works to the value of \$5.5million were constructed during the year on a wide range of road, drainage, footpath and associated projects</p> <p>Major projects completed include:</p> <ul style="list-style-type: none"> - Road reconstruction Wason St, Milton - Sections of Burrier Rd and Yalwal Rd were sealed near the Burrier/Yalwal intersection and on Barringella Mtn under the Low Cost Sealing Program - Roadworks at Prosperity Road, South Nowra, and Sussex Inlet Road. - A turn around area, at the southern end of Anglers Pde, Fisherman's Paradise was constructed and sealed under the Low Cost Sealing Program. - Reconstructed sections of Callala Beach Road CH2.19 - 2.75km (560m). - Rehabilitated St Vincent St, Ulladulla (North St to Church St) with subsoil drainage and heavy patching. <p>Reconstructed and raised sections of Terara Road (between Ferry Lane and Bryant St) to above 3.0m AHD.</p> <ul style="list-style-type: none"> - Sussex Inlet Road - sections rehabilitated and widened. - Greenwell Point Rd near Rayleigh Gardens, rehab and widen.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<ul style="list-style-type: none"> - South Nowra interim Highway upgrade, service road sealing. - Boston Road, Worrigeer, Oakbanks Place to Wyanga Crescent sealed. - Wugan St - Albatross Aviation Technology Park, construct approx 100m of roadway off end of existing seal, drainage and K&G one side - Gerringong Creek Rd, Kangaroo Valley, connect Tree Fern Rd, Gerringong Ck Rd & Upper Kangaroo River Rd onto new alignments for the new bridge. - Improvements to access and minor drainage work at Rugby Park, South Nowra; Narang Rd, Bomaderry; Artie Smith Oval, Bomaderry; and Drexel Park, North Nowra. - Rehabilitation of Coolangatta Rd, Far Meadow 987m. 0.825 to 1.812km from Wharf Road. - Rehabilitation of Jindy Andy Lane, approx 900m near Comerong Island Road. - Basin By pass Roundabout, The Wool Road and Larmer Road. - Bendalong Road, 400m rehabilitation. - Footpaths at Walton Way, Currarong. - Footpath/Cycleway at Sussex Inlet (Govt Rd to Thompson St sports complex) - Cambewarra Road, Bomaderry, footpath. - Huskisson Crossings, blisters in Owen St. - Lyndhurst Drive, Bomaderry, footpath - River Road, Shoalhaven Heads, new footpath at Bolt St corner store - St Vincent St Ulladulla, footpath

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<ul style="list-style-type: none"> - Footpaths at Frances Ryan Reserve Sanctuary Point - Footpaths at Frances Ryan Reserve Sanctuary Point, Cambewarra Rd, Bomaderry. - Footpath/cycleways at Timbs to Boag St, Highway crossing and Badgee Bridge. - Milton Village Green development. - Constructed kerb & guttering, drainage, road widening and AC overlay along The Wool Rd, Vincentia between Elizabeth Drive and St George Ave including 40m cycleway extension and ancillary works. - K&G Wool Road, Vincentia. Houses 1-11 inc (east boundary of 1512 to K&G at roundabout), and houses 12-32 inclusive (from Bilo entry to St Georges Ave). - Wool Rd and Elizabeth Dr, Vincentia. Construct paved ramp on south western corner up to footpath in front of shops. Constructed the Wool Lane, Vincentia, (from the Wool Rd to Vincentia community building) including K & G , drainage and AC road surface. Carpark sealing in Boree Street, Ulladulla Kerb & guttering under Council's Ratepayer Advance Scheme (RPA) at Tharwa Road, Vincentia, Sealark Rd, Callala Bay and Seaview St, Mollymook and at 5 other locations.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<ul style="list-style-type: none"> - Drainage 19-25 Brill Cres, Ulladulla to address flooding problems. - Drainage at Parson St, Ulladulla - Interallotment drainage, 89-91 Deering St, Ulladulla. - Provision/replacement of guardrail at Burrier Rd, Grassy Gully Rd and Kangaroo Valley Rd. - Cycleway, Callala Bay to Callala Beach, 10m at Lennox Rd end (bridge to existing cycleway) and 30m at Lackersteen St end (bridge to Carpark), and some erosion protection works.
	Reviews show that capital works programs are meeting performance target.	ACM	Performance targets for Capital Works Program generally met taking into account adjustment required to undertake additional works.
	Maintenance programs to be increasingly defined by regular works scheduling to achieve specified performance standards.	ACM	<p>Routine scheduled maintenance programs were undertaken throughout the City on roads, drainage systems, bridges, buildings, flood mitigation scheme, parks, sporting fields and associated equipment. Scheduled cleaning and repair works, combined with responses to customer requests for repair works is coordinated, prioritised and delivered from 3 Works Depots strategically located at Bomaderry, Woollamia and Ulladulla.</p> <p>Specific attention was given to increased scheduled works and risk management inspections to guide priorities for action.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<p>More significant maintenance and improvement works undertaken throughout the year include:</p> <p>Road maintenance</p> <ul style="list-style-type: none"> - 25 km of unsealed roads resheeted with gravel - 100 sections of roads and streets resealed with bitumen and aggregate - 1.2km of road shoulders sealed - 16,000m² of pot holes and edges repaired <p>Parks Maintenance</p> <ul style="list-style-type: none"> - Camelia Gardens relocation to Marriott Park completed - upgrading of median plantings on median plantings on Princes Highway, Bomaderry - establishment of gardens in Culburra town centre <p>Buildings</p> <ul style="list-style-type: none"> - construction of office at Currarong Caravan Park - construction of shelter shed at Lake Conjola - repairs to Culburra Surf Club - pergolas at Milton.
	<p>Monitor the effectiveness of maintenance works schedules in meeting specified performance standards.</p>	<p>ACM</p>	<p>Productivity improvements were gained in a number of activities including parks mowing; toilet repairs; and road gravel resheeting.</p> <p>There was a 40% reduction during the year in the number of 'overdue' CAMS requests.</p>

Principal Activities 5: Providing Essential Water & Sewerage Services – Shoalhaven Water

Scope of the Activity

The provision of Water and Wastewater Services has been driven by the community's desire to have a healthy lifestyle, a high living standard, and minimise impact on the environment.

Shoalhaven Water's Water and Wastewater operations are classified as Category 1 Businesses under the NSW Government Policy on the Application of the National Competition Policy to local government. As a result, Shoalhaven Water has been "annexed" from Council's normal activities to allow compliance 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
- Function under the same regulatory restrictions and requirements as any private sector business operating in the same field.

Shoalhaven Water is responsible for the provision, operation and maintenance of all reticulated water supply and sewerage services within the City. This includes:

- Forward planning
- Financial Management
- Water meter reading and billing
- Pumpout service
- Water Resource and water cycle planning
- Development assessment and scheme augmentation
- Capital works
- Operations
- Maintenance

The water supply system consisted of four major storage dams, four water treatment plants, 40 service reservoirs, 26 pumping stations and 1,575 km of mains with a current written down value of \$151 million. The system is administered and operated by a team of professional and trained operational staff. There are currently 45,061 assessments and the two major industrial customers are the Shoalhaven Paper Mill and Shoalhaven Starches. The Shoalhaven River is the principal water source whilst the Porters Creek tributary of the Clyde River provides a significant proportion of the water for the area between Lake Conjola and Lake Tabourie. The annual operating revenue is \$17 million.

There are ten separate sewerage systems comprising ten treatment plants, 201 pumping stations and 970 km of sewer mains having a current written down value of \$169 million serving an existing 38,521 properties. The annual operations revenue is \$29 million.

Strategic Issues

The population growth is a major factor in providing and augmenting appropriate facilities. The increase in drinking water and wastewater standards are also a significant factor in major upgradings of facilities.

There is a need to ensure the operation and upgrading/augmentation is undertaken to meet the water supply demands for the next 30 years, and is achieved in an environmentally, financial and socially responsible manner, and in accordance with ESD principles.

Due to the long-term potential demand exceeding water supply, there is a need to influence a moderation of consumer demands by using customer education programs and cost reflective pricing policies.

The State Government, through its water reform process, has introduced major legislative changes which impact on the operation of Shoalhaven Water. These changes range from water pricing to resource security. The NSW Ministry of Energy and Utilities, under the Water Management Act, recently advised Council that Shoalhaven has received a water entitlement of 85 megalitres per year for the Kangaroo Valley water supply. Council is currently awaiting its water entitlement for the Shoalhaven River. The

Ministry of Energy and Utilities also advised Council that, for environmental purposes, extraction of water from the Shoalhaven River at Burrill is allowed so long as the river maintains a downstream flow of at least 90 megalitres per day. No additional water will be allocated in future years for industry growth.

HIGHLIGHTS

- Commenced construction of water main from Nowra Hill to Bewong, which will provide additional water supply security for the Bay/Basin and Milton/Ulladulla areas. Cost: \$12million



Bewong Reservoir – Pouring Wall concrete

- Completion of Designs and Pre-tender documentation for the augmentation of the Milton/Ulladulla Sewerage Scheme
- Concept development report, survey and geotechnical work completed for the Conjola Scheme

- Completion of Vincentia and Culburra Sewage Treatment Plants augmentation



Culburra – Storm Pond Sump

- Reduce outstanding debt in water usage accounts
- Upgrading of Pump station program improved environmental risk
- Relining of sewers around Nowra program reduced infiltration into sewer system
- Managed significant drought event in accordance with Drought Management Plan



Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.1	Responsibly manage the Council's finances, resources and regulatory functions		
Strategy:	5.1.1	Implement sound financial management strategies to meet Cityplan objectives.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. FINANCIAL PLAN				
Maintain a 20-year financial plan to ensure rate impacts are stabilised and managed.		Report to Council regarding Projected Average Residential Bills by April 2003.	SW	20 year Financial Plan developed and adopted for 2003/2004
2. HEADWORKS CONTRIBUTION PLAN				
Commence Section 64 Headworks Contributions Plan in accordance with DLWC and IPART recommendations.		Complete Stage 1 of Development Servicing Plan by end of March quarter.	SW	Development Servicing Plans progressing
3. RESOURCE REUSE				
Continue to explore the re-use of reclaimed water and biosolids.		Complete construction of REMS and operate the Bomaderry tea tree plantation.	SW	Investigated re-use of reclaimed water at Shoalhaven Heads, Golf Course, West Ulladulla Playing Fields. Tea Tree plantation continuing at Bomaderry
		Explore opportunities for reuse at Sussex Inlet.	SW	Investigation for re-use of reclaimed water at Sussex Inlet playing fields commenced
4. MAXIMISE GRANT FUNDING OPPORTUNITIES				
Investigate on subsidy/grant funding for water, wastewater and effluent management.		Report to Council on grants/subsidies applications and approvals.	SW	Financial subsidy for construction of Augmentation of Milton/Ulladulla Sewerage Scheme, granted by Ministry of Energy and Utilities
5. ACCESS TO WATER / WASTE WATER				
Equitable access to water and wastewater services at an affordable cost. <i>Access & Equity Action Areas: A.2 .</i>		Pricing of services on a Citywide basis.	SW	Combined water and wastewater charges for 2003/2004 less than inflation

Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.1	Responsibly manage the Council's finances, resources and regulatory functions		
Strategy:	5.1.2	Develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. CUSTOMER SERVICE				
Meet published "Levels of Customer Service".		Report quarterly on achievement and take appropriate action where gaps are identified.	SW	Monitoring of Levels of Customer Service throughout the year. The development assessment area has been identified as under pressure due to increased building activity. Appropriate action taken
2. CUSTOMER SURVEY				
Undertake a survey of customer satisfaction and desires.		Carry out, analyse results and report on the survey by end of September quarter.	SW	Report presented to Shoalhaven Water Operations and Strategic Review Committee June 2003 on customer survey and satisfaction



Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.1	Responsibly manage the Council's finances, resources and regulatory functions		
Strategy:	5.1.3	Develop sound business plans for each of Council's commercial operations which offer value for money to customers and good returns for Council.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. STRATEGIC BUSINESS PLAN				
Develop and action a yearly Strategic Business Plan for the management of the Water and Wastewater Schemes.		Plan completed by end of June quarter.	SW	2003/2004 Strategic Business Plan completed



Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.2	Stimulate employment, economic competitiveness and promote a positive business environment.		
Strategy:	5.2.1	Actively encourage sustainable employment generation and help strive for a stronger and more diversified economic base for the Shoalhaven.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. COMMERCIAL OPPORTUNITIES				
Explore and trial commercial opportunities relating to water and wastewater, with particular emphasis on the encouragement of effluent re-use, and areas of non-core activities using Southern Water Services.		Report progress to Shoalhaven Water Operations and Strategic Review Committee.	SW	Bomaderry Tea Tree plantation and communications tower management continue to be undertaken on a commercial basis



Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.3	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:	5.3.1	Develop and provide programs and services to improve the health and amenity of the community.		
Task		Performance Target & Assessment	Div. Mgr.	Annual Report
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1. LONG TERM WATER SUPPLIES				
Secure long-term water resource for Shoalhaven Water Supply Scheme.		Complete negotiation and agreement with Sydney Catchment Authority and DLAWC.	SW	Agreement close to finalisation
2. DROUGHT ACTION PLAN				
Complete a drought action management plan and gain approval from DLWC and the community.		Implement by end of September quarter.	SW	Draft Drought Management Plan ensured coordinated response and actions during recent drought. The plan is to be reviewed and updated in 2003/2004
3. DEMAND MANAGEMENT STRATEGY				
Implement Demand Management Strategy.		Reduce average residential yearly water consumption from 300 KI/annum to 225 KI/annum by the year 2004. Report on progress towards target.	SW	The actual average residential consumption for 2002/2003 was 205 KI/annum/meter (not including vacant properties)
		Undertake and report on "Waterwise" activities.	SW	Activities assisted in reducing consumption in recent drought
4. WATER TREATMENT				
To treat raw water to meet NHMRC (National Health & Medical Research Council) drinking water standards for all major town areas.		Report on test results to Shoalhaven Water Operations and Strategic Review Committee.	SW	MICROBIOLOGICAL E-Coli - 99.5% Total Coli - 90% CHEMICAL Health - 100% Aesthetic - 83.5%
5. WATER PRESSURE				
95% of all pressure and flow to consumers exceeds: -pressure head of 15 metres -minimum flow rate of 8 litres per minute.		Quarterly report.	SW	Pressure head and flow rate complies

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
6. CONCEPT DEVELOPMENT PLAN (Lake Conjola Area)			
Commence concept development for Bendalong/Conjola/Manyana Sewerage Scheme (development of options).	Complete the concept development plan.	SW	Draft Concept Development Report completed in July 2003
7. DEVELOPMENT PLAN (Sussex Inlet Area)			
Investigate the Sussex Inlet Reclaimed Water Management Scheme.	Adoption by Council of a preferred option by end of June quarter.	SW	Internal feasibility prior to subsidised funding to be undertaken
8. DEVELOPMENT PLAN (Currarong)			
Complete concept development plans for Currarong Sewerage Scheme (development of options).	Complete by end of June quarter.	SW	Finalising REF on total scheme and concept on collection systems prior to community review
9. DEVELOPMENT PLAN (Kangaroo Valley)			
Continue to pursue subsidy for the Kangaroo Valley Sewerage Scheme (development of options).	Report on progress to the Shoalhaven Water Operations and Strategic Review Committee.	SW	Awaiting MEU to initiate IWMP
10. 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 Operating cost of \$150/assessment Target of less than 35 chokes/100km.	SW	\$133.40/assessment average 26 chokes/100km per year
11. WATER			
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 Target of less than \$20/assessment for energy costs Operating costs below \$105/assessment.	SW	Energy Costs \$14.59 per assessment Operating Costs \$81.69 per assessment (excl. dep)
12. REGISTER OF DIALYSIS PATIENTS			
Ensure water is provided for kidney dialysis patients. <i>Access & Equity Action Areas: E.2 .</i>	Maintain a register of kidney dialysis patients and their addresses.	SW	System in place and maintained
13. WATER WISE ADVICE			
Provide advice to customers on ways to use water wisely to reduce household bills. <i>Access & Equity Action Areas: A.4 .</i>	Access to brochures.	SW	Waterwise information provided to all customers by radio, TV, print media, brochures and on water bills

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Conducting water audits.	SW	Water Audit kits available at offices and on the internet
	Media promotions.	SW	Media promotion via radio, TV and print assisted in water conservation during the recent drought



Principal Activity:	5	PROVIDING ESSENTIAL WATER & SEWERAGE SERVICES – SHOALHAVEN WATER		
Objective:	5.4	Establish and manage community assets (eg roads, drains, parks).		
Strategy:	5.4.1	Assess the need and priority for the provision, replacement and maintenance of assets.		
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2. PIPELINE / RESERVOIR NOWRA HILL, BEWONG				
Construction of pipeline from Nowra Hill to Bewong and Bewong Reservoir.		Commence construction by January 2003.	SW	Pipeline 25% complete Commenced reservoir construction
3. MILTON / ULLADULLA SEWERAGE SCHEME				
Construct new Sewage Treatment Plant and pump station at Ulladulla.		Complete designs for new sewage treatment plant and pump station.	SW	Design and tender documentation complete Awaiting government subsidy prior to calling tenders
4. BERRY SEWERAGE SCHEME				
Prepare designs for the augmentation and upgrade of Berry sewerage scheme.		Complete design for the augmentation and upgrade.	SW	Detailed design completed. Awaiting government subsidy prior to calling tenders
5. CULBURRA SEWERAGE SCHEME				
Construction of augmentation and upgrade of the sewage treatment plant.		Complete construction.	SW	Scheme upgraded and in operation as planned
6. REMS (RECLAIMED WATER MANAGEMENT SYSTEM)				
Complete monitoring program and consolidate operations.		Report progress to Shoalhaven Water Operations and Strategic Review Committee.	SW	Groundwater and ocean monitoring programs to be completed early 2003/2004
7. VINCENTIA SEWERAGE TREATMENT PLANT				
Complete construction of the augmentation and upgrade of sewage treatment plant.		Complete construction.	SW	Construction completed and in operation as planned
10. MAINTENANCE PROGRAMS				
Achieve annual maintenance programs for water and wastewater schemes.		Report progress to the Shoalhaven Water Operations & Strategic Review Committee each quarter.	SW	Water - programmed maintenance 90% on schedule, additional resources employed to complete Wastewater - programmed maintenance 85% on schedule, additional resources employed to complete.

Principal Activity 6: Operating Holiday Haven Tourist Parks

Scope of the Activity

Holiday Haven Tourist Parks is Council's major commercial operation providing 12 tourist parks within Shoalhaven City. Like Shoalhaven Water, 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:

- a) sustain the current level of park quality
 - b) enhance facilities on offer to patrons, particularly, in the areas of park layout and park facilities generally, with emphasis on recreation
 - c) 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 for 2002/03

- Holiday Haven Tourist Parks continued to improve the quality of its accommodation offerings through the installation of sixteen (16), AAA rated four (4) star holiday cabins.
- The Group also continued to prosecute its objectives of lowering utility costs and green house emissions by installing high technology water heating and flow management control systems. This initiative is an example of a clear commitment by Council to environmentally sustainable development in its tourism operation.
- During the course of the year a Plan of Management process for the Crown Reserve which embraces Holiday Haven's two (2) Huskisson properties commenced. The Plan of Management will include a thorough review of the environmental and public land use issues in this significant Reserve area, including the potential to further enhance upmarket resort/convention style facilities.
- Substantial capital improvements were made throughout the Holiday Haven Group including provision of ensuite facilities to tourist sites, amenities building upgrades. Roadworks and landscaping of Parks also benefited from this program.



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	Div. Mgr.	Annual Report
<p>*Div Mgr = Divisional Manager Responsible for Action/Co-ordination; ACM Asset Construction Maintenance; AGM Assistant General Manager, CCS Corporate & Community Services; CS City Services, DES Development & Environmental Services, GM General Manager, IT Information Technology, HR Human Resources, PS Planning Services, SW Shoalhaven Water</p>				
1. BUSINESS STRATEGY				
Develop a separate business strategy covering the activities of the Holiday Haven Tourist Parks.		Refine / develop business strategies for implementation in the next financial year.	AGM	Second draft completed for review prior to submission to Council.
2. OPERATING TARGETS				
Meet established targets for growth, profitability and rate of return.		Target growth in trading profit for Holiday Haven Tourist Parks at 5% per year.	AGM	* The Holiday Haven Group trading profit has increased against the previous year's trading figure and is significantly ahead of the 5% Management Plan target at 12.11%.
		Target 65% cash flow profit.	AGM	* Holiday Haven's 65% cash flow profit target was achieved.
		Target 17% return on new investments for Holiday Haven.	AGM	* Target return on Holiday Haven's investments achieved. * 16 high quality (4 star) cabins were installed during Year 2002/2003.
3. SAFE ADVENTURE PLAYGROUNDS				
Establish a range of dynamic, challenging, adventurous and safe playground areas in all Holiday Haven Tourist Parks. <i>Access & Equity Action Areas: B.2 .</i>		Proportion of allocated funds to be used for some equipment. Balance of funds under consideration from Caravan Levy Scheme Committee – to be decided and implemented by end of June quarter.	AGM	Forward capital program includes allowance for new playground units as well as additional consideration from Caravan Park Levy Scheme Committee.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. SPECIAL ACCESS CABINS			
<p>Provide suitably equipped special access cabins at a number of popular sites within the Holiday Haven Group.</p> <p><i>Access & Equity Action Areas: E.2 .</i></p>	<p>Review needs annually in the Cabin Strategy and list special access cabins with the relevant industry classification bodies.</p>	<p>AGM</p>	<ul style="list-style-type: none"> * Holiday Haven continues to promote the establishment of special access facilities through various industry forums. * Forward Cabin Program includes special access cabins at two more Holiday Haven Tourist Parks. * Access audit of all Holiday Haven facilities to be implemented in the next financial year. * The Forward Program provides for the conversion of a unit to special access standard at Bandalong.



Legal Proceedings

Section 428 (2) (e)

During 2002/2003 Council was involved in the following legal proceedings:

Note: Some costs were paid or received by Council in previous financial years and where appropriate these have been shown.

Matter	Court	Costs Paid	Costs Received	Status
Tuckwell – Prosecution Water Meter Disconnection	Local		\$250.00	Case decided in Council's favour. Defendant fined \$1,204.00
Peterkin – Prosecution Dog Attack	Local		\$881.00	Case decided in Council's favour. Defendant fined \$2,995.00
Druce DP Pty Ltd & Lockrey – Prosecution TPO	Local	\$881.70	\$16,607.00	Case decided in Council's favour. Defendant fined \$16,607
Jeffcoat – Prosecution Draw Water	Local	\$1,000.00	\$640.00	Case decided in Council's favour. Defendant fined \$3,059.00
Purcell – Prosecution Tamper with water meter	Local	\$1,253.00	\$800.00	Case decided in Council's favour. Defendant fined \$2,389.00
Egan – Prosecution Tamper with water meter	Local	\$994.00	Nil	Case decided in Council's favour. Defendant fined \$1,389.00
Desa Kosijer v SCC Public Liability/Personal Injury	Local	\$528.00	Nil	Matter pending
Jensen v SCC Public Liability/Personal Injury	Local	\$7,673.00	Nil	Case decided in Council's favour. Recovering costs.
Garland v SCC Public Liability/Personal Injury	Local	\$3,517.00	Nil	Matter pending
Hamilton v SCC Public Liability/Personal Injury	Sydney	\$9,163.00	\$4,000.00	Case decided in Council's favour. Recovering Costs.
Johnston v SCC Public Liability/Personal Injury	Sydney	\$1,129.00	Nil	Matter pending
Timbs v SCC Public Liability/Personal Injury	Supreme	\$52,345.00	Nil	Decided in Council's favour. Cost of \$62,500 awarded. Appeal lodged by Applicant

Matter	Court	Costs Paid	Costs Received	Status
Knell v SCC Public Liability/Personal Injury	Sydney	\$25,000.00	Nil	Matter pending
Heintz v SCC Public Liability/Personal Injury	Nowra	\$770.00	Nil	Matter pending
Chamberlain v SCC Public Liability/Personal Injury	Nowra	Nil	Nil	Matter pending
Myers v SCC Public Liability/Personal Injury	Nowra	\$1,031.00	Nil	Matter pending
Rogers v SCC Public Liability/Personal Injury	Sydney	\$15,784.00	\$5,600.00	Original Claim dismissed. Second claim lodged.
McMahon v SCC Public Liability/Personal Injury	Sydney	\$5,734.00	Nil	Award to applicant
W & L Christopher – Tamper with water meter/restrictor	Local	\$770.00	Nil	Hearing date set for 8/8/03
J Freeman – Tamper with water meter/restrictor	Local			Matter pending.
Land Acquisition – National Parks & Wildlife – Pacific City Estate	Land & Environment	\$93,354.49		Proceedings Continuing
Land Acquisition – Bay & Basin Leisure Centre	Land & Environment	\$30,343.37		Matter completed January 2003.
Voukidis Challenge Captain Street Compulsory Acquisition	Land & Environment	\$4,554.33		Matter finalised for Planning Services
Harrison Challenge Unauthorised dwelling	Land & Environment	Nil		Ongoing
Walbungja – Native Title Claim	Federal	\$306.02		Council applied to become a party to this claim
Shoalhaven Fruit Market –Unlawful land use	Land & Environment	\$716.43	\$4,850.00	Prosecution upheld. Costs awarded.

Matter	Court	Costs Paid	Costs Received	Status
Allen Price & Assoc – Appeal against Council's failure to determine application.	Land & Environment	\$12,661.88		Deferred commencement issued.
Riregi Pty Ltd – C & M Masonary – Illegal Land Fill	Land & Environment	\$2,007.17		Continuing
Bridon Pty Ltd –Consent issues by Court – Lapsed extension sought.	Land & Environment	\$2,242.79		Consent varied authorising extraction to August 14, 2003
Fibasco – Deemed refusal on S96 application	Land & Environment	\$46,403.02		Negotiated settlement
Pavlakis – Claim of \$165,000 S94 – Non provision of car parking	Land & Environment	\$8,810.57		Continuing
Fenfar – Substantial commencement issue	Land & Environment	\$5,619.90		Continuing
Davic Developments – deemed refusal on S96 application	Land & Environment	\$1,216.60		Notice of discontinuance filed by applicant.
Cogger – Class 4 Land Dedication to SCC	Land & Environment	\$1,938.00		Land Transfer under way.
Jeffcoat – Unauthorised works	Land & Environment	\$992.00		Continuing
Beasley – Professional Indemnity Claim	District	\$33,566.71		Court found in applicants favour – SCC has lodged a holding appeal which is currently being reviewed by our Insurers.
Robertson – Dispute as to validity of Consent – Professional Indemnity Claim	Land & Environment	\$68,251.00		Matter resolved – Council and applicant negotiated settlement.

Fees, Expenses & Facilities Provided to Elected Members

Section 428(2) (f) General Regulation Clause 31 (1) (a)

- The following fees were expended during the year 2002/2003:

Mayoral Fees	\$25,605
Councillor Fees	\$157,625 (\$12,125 each Councillor)

The total cost associated with Council expenses and facilities such as travel, allowances, expenses, computer, mobile phones, secretarial support, facsimile and other costs associated with Council and committee meetings for 2002//2003 was **\$169,415.04**.

- Council's policy in relation to the payment of expenses and the provision of facilities:

Councillors may claim payment for expenses incurred or to be incurred in relation to discharging the functions of civic office.

The payment of expenses and the provision of facilities to the Mayor, Deputy Mayor and Councillors is in accordance with the Local Government Act, 1993 (Section 252).

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.

a) Private Vehicles

If travelling is by private vehicle, the rate applicable shall be in accordance with the relevant Local Governments Awards as applicable at the time of travel.

b) Public Transport

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

c) Sustenance

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

Business Outside the Shoalhaven City Council Area

Council shall meet reasonable out of pocket expenses incurred by Councillors in attending Council business outside the City area authorised by Council resolution or under the delegated authority of the General Manager where the business is within Australia.

Claims for such expenses may include:

a) Private Vehicle

If travelling is by private vehicle, the rate applicable shall be in accordance with the relevant Local Government Awards as applicable at the time of travel.

b) Public Transport

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

c) Airfares

Where appropriate Council shall meet the costs of airfares. The General Manager shall be authorised to determine under that circumstances travel by air is appropriate.

d) Accommodation & Sustenance

Council shall meet reasonable accommodation and sustenance costs.

e) Other Expenses

Other expenses such as parking fees and tolls deemed by the General Manager to be reasonable in attending to the business of the Council shall be met by Council.

- **Mayoral Vehicle:** The Mayor is required to provide a suitable vehicle for use on Mayoral duties.
- **Insurance – Personal Accident:** Council shall have in effect personal accident and professional indemnity cover for Councillors.
- **Communication Expenses:** Where it is deemed mutually convenient, Council shall provide or support access to Council's central computing facilities for each Councillor together with a facsimile machine, telephone and appropriate communication facilities for use on Council business. Where provided, Council shall meet the line rental cost and other charges in relation to the communication lines provided for each Councillor.
- **Secretarial Assistance:** The General Manager shall be authorised to provide reasonable secretarial support for each Councillor by way of providing stationery, photocopying, postage and stenographic support.
- **Partners Accompanying Councillors:** Partners of Councillors may accompany them on Council business trips subject to all expenses incurred in relation to the partner's presence being paid for by the relevant Councillor.
- **Legal Advice:** Councillors shall be entitled to legal advice, subject to the concurrence of the General Manager, on Council related personal matters.

Senior Staff Remuneration Package

Section 428(2) (g) General Regulation Clause 31(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 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 \$150 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.

The total amount of money payable for salary, fringe benefits, vehicle and other on-costs for Council's senior staff is summarised as follows:

General Manager	\$192,000
City Services Manager	\$151,314
Shoalhaven Water Manager	\$146,357
Development & Environmental Services Manager	\$132,241
Planning Services Manager	\$128,233

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 change the political emphasis from time to time.

Major Contracts Awarded Section 428(2) (h)

Company	Project	Amount \$
Hisway Pty Ltd	Woolamia Industrial Estate Roadworks	86,312
Lifestyle Cabins	Supply cabins to various tourist parks	282,625
Seats Corrosion Control	Painting of Berringer & West Ulladulla Reservoir & Pipeline crossing	351,349
Sinclair Knight Merz Pty Ltd	Terara Levee Restoration & upgrade	76,000
Van Ryn Pty Ltd	Management of Lake Tabourie Tourist Park	18,461/Month
Southern Cross Contractors	Sewer Treatment Plant Equalisation Basin	256,275
Ganderson Civil Pty Ltd	St Georges Basin By-Pass Stage 3	1,466,010
Ablock Builders	Construction Moona Creek Bridge	127,528
Meadows Management Services Pty Ltd	Management of Village Pools	124,607
Ablock Builders	Butlers Creek Bridge	346,721
Real Aussie Sheds	Integrated Emergency Management Centre supply/construct sheds	351,426
Garwood International	Waste Compactor Body	155,191
Nowra Truck & Tractors	Waste Compactor Truck	90,707
Metz Pty Ltd	Bomaderry Aquatic Centre tiling	99,008
Schwarze Industries	Mobile Street Sweeper	206,270
Scientific Management Associates	AATP Airside Security	138,170
Nowra Truck Centre	Replace two tipper trucks	119,735
Edwards Constructions	Integrated Emergency Management Centre Building & Civil works	2,415,961
Statewide Crushers & Screens	Builders Waste Disposal	44,220
De Neefe Signs	Linemarking for Pavement	121,550
Bakaja Pty Ltd	Management & operation – Huskisson Beach Tourist Resort	17,485/month
G C M Agencies	Multi tyred roller	392,700
Batmac Constructions	Shoalhaven Arts Centre	551,876
Hisway Pty Ltd	West Ulladulla Sporting Complex	337,151
Southern Asphalters	Supply and delivery pavement (unit rate cost)	800,000 Approx.
Cleary Bros Pty Ltd	Supply and delivery aggregate Unit rate cost)	350,000 Approx.
Boral Asphalt	Supply and laying Asphaltic concrete (unit rate cost)	430,000 Approx
Lord & Gleeson	Manufacture delivery and installation cabins	519,150
Kembla Watertech Pty Ltd	Nowra and Orient Point Sewer Rehabilitation works	106,507
Aba Construction Managers	Sussex Inlet Pool	1,981,525
G M Baden Pty Ltd	Replace loader	416,240
Interflow Pty Ltd	Nowra CBD Sewer Rehabilitation works	660,554
MPI Projects	Ulladulla landfill gas reuse project	319,150
Southern Cross Contractors Pty Ltd	Relocate sewer effluent Main Street Basin Bypass	86,671
Southern Cross Contractors Pty Ltd	S/Wtr Main Extension Callala	187,482
Southern Cross Contractors Pty Ltd	Remediation of Ulladulla sludge lagoon STW	281,902

Bush Fire Hazard Reduction Programs

Section 428(2) (i1)

Council was involved in a number of bush fire mitigation activities during the year in conjunction with agencies represented on the Shoalhaven Bush Fire Management Committee. Mitigation works included mechanical clearing to achieve strategic bush fire hazard reduction across the City. All bush fire mitigation works were planned and undertaken in accordance with the Shoalhaven Bush Fire Risk Management Plan (SBRMP).

20 kilometres of firebreaks were constructed/maintained on Council managed land. Some existing firebreaks have been widened to comply with the new guidelines provided by amendments to the Rural Fires and Environmental Assessment Legislation Amendment Act 2002.

Notices were issued under S66 of the Rural Fires Act (1997) to 50 private land owners/occupiers requiring them to reduce fire hazards primarily through vegetation clearing. There were 5 Bush Fire hazard reduction works carried out by Council under Section 70 of the Rural Fires Act (1997).



Cultural Diversity

Section 428(2) (j)

The following programs were undertaken during 2002/2003 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
Consultation in relation to community development initiatives
Administrative support.
- Co-ordinated and promoted Harmony Day events to raise awareness and improve mainstream services provision to people with diverse cultural backgrounds.
- Update the Shoalhaven Multicultural Committee brochure.
- Co-ordinated and promoted "Living in Harmony Grant' in support of Bomaderry Preschool. A series of events were held to promote cultural harmony and friendship involving the Shoalhaven Community, especially early childhood. The 'Harmony Happening' was the culmination event involving over 350 young children.
- Draft Local Ethnic Affairs Party Statement prepared and adopted by Council.



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.

Contributions/Donations

Section 428(2) (I)

During 2002/2003, Council made grants (pursuant to Section 356 LGA) totalling \$319,169.25 to local organizations, community groups and individuals.

Beneficiary	Amount \$
A Galvin	\$250.00
Arts Shoalhaven Incorporated	\$8,000.00
Australian Aerial Patrol	\$10,000.00
Australian Camellia Research Foundation	\$54.55
B Smith	\$500.00
Bay & Basin Bush Potters	\$500.00
Bay & Basin Music Club Incorporated	\$500.00
Berry Alliance Incorporated	\$600.00
Berry Garden Club Incorporated	\$60.00
Berry Sports Complex Management Committee	\$20,000.00
Bolong Union Church	\$500.00
Bomaderry High School	\$1,100.00
Bomaderry Oval Management Committee	\$1,210.00
Budgong Community Group	\$300.00
Burrier Progress Association	\$300.00
C Biddle	\$500.00
C Strahan	\$500.00
Callala Bay Progress Association	\$300.00
Callala Beach Progress Association	\$300.00
Callala Community Centre	\$1,050.00
Callala Sports Ground Committee	\$4,600.00
Cambewarra Residents Association	\$300.00
Camellias Shoalhaven Incorporated	\$60.00
Choristers of Milton Ulladulla	\$1,000.00
Christmas Party for Special Children – Wollongong	\$204.55
City of Shoalhaven Eisteddfod	\$5,000.00
Community Technology Centre Sussex Inlet	\$3,640.00
Community Technology Centre Ulladulla	\$8,666.66
Culburra Beach Progress Association	\$300.00
Currarong Progress Association	\$300.00
D & J Phelps	\$500.00
D Marshall	\$57.50
Finkernagel Reserve Management Committee	\$5,000.00
Friends of Tomerong Church	\$1,000.00
H Esdaile	\$500.00
Huskisson Public School	\$50.00
Illawarra Academy of Sport	\$7,000.00
Illawarra Institute of Technology	\$200.00
J Crawford	\$500.00
Jervis Bay & Basin Arts	\$3,681.82
Jervis Bay Lions Club	\$2,000.00
K & S Enterprises	\$200.00
Kiama Municipal Council	\$2,700.00
Kiola Bawley Point Management Committee	\$3,000.00
L Powell	\$500.00
Lady Denman Heritage Complex	436,090.00
Lake Conjola Progress Association	\$300.00
Lighthouse Oval Management Committee	\$6,000.00
Lions Club of Bomaderry	\$10,011.70
M Doidge	\$486.75

Beneficiary	Amount \$
M Gay	\$500.00
M Young	\$500.00
Manyana District Citizens Association	\$300.00
Milton Ulladulla Community Resource Centre	\$6,000.00
Milton Ulladulla Lions Club	\$7,400.00
Mollymook Bridge Club Incorporated	\$805.18
Mollymook Oval Management Committee	\$5,500.00
Mollymook Surf Lifesaving Club	\$11,150.00
Narrawallee Residents Association	\$300.00
National Capital Authority	\$100.00
Native Animal Network Association	\$1,700.00
Nowra Anglican College	\$100.00
Nowra Christian Community School	\$100.00
Nowra Culburra Surf Lifesaving Club	\$7,727.27
Nowra High School	\$100.00
Nowra Rifle Club Incorporated	\$617.24
Opera South Incorporated	\$2,500.00
Osborne Park Management Committee	\$7,000.00
P Spinks	\$209.00
R & L Barnes	\$500.00
Rural Fire Service Central Catering Brigade	\$500.00
S Borg	\$3,000.00
Sanctuary Point Oval Management Committee	\$6,500.00
Shoalhaven & Kiama Auto Club	\$300.00
Shoalhaven Anglican School	\$100.00
Shoalhaven City Council – Rates on Public Halls	\$15,469.87
Shoalhaven City SES Unit	\$7,480.00
Shoalhaven Community Transport	\$8,000.00
Shoalhaven Development Board	\$750.00
Shoalhaven Heads Community & Progress Association	\$300.00
Shoalhaven Heads Surf Lifesaving Club	\$5,000.00
Shoalhaven High School	\$100.00
Shoalhaven Residents String & Wind Workshop	\$250.00
Southern Adult Education Centre	\$500.00
Southern Shoalhaven SES Unit	\$6,000.00
St Georges Basin Billy Cart Derby Committee	\$1,000.00
St Johns High School	\$100.00
St Vincent De Paul Society	\$507.16
Sussex Inlet Community Forum	\$300.00
Sussex Inlet Family Fishing Carnival	\$3,000.00
Sussex Inlet Public School	\$50.00
Sussex Inlet Surf Lifesaving Club	\$5,000.00
Tabourie Lake Residents Association	\$300.00
Tabourie Museum Foundation	\$1,000.00
Thompson Street Management Committee	\$17,500.00
Ulladulla Blessing of the Fleet Parade	\$5,000.00
Ulladulla High School	\$100.00
Ulladulla Pottery Group	\$680.00
University of Wollongong	\$2,000.00
Vic Zealand Oval Management Committee	\$9,000.00
Vincentia High School	\$100.00
Vincentia Ratepayers Association	\$300.00
Wandandian Reserve Management Committee	\$1,500.00
West Street Oval Management Committee	\$500.00
Westpac Lifesaver Rescue Helicopter Service	\$10,000.00
Worrigeer Equestrian Management Committee	\$3,500.00
Total	\$319,169.25

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, Human Resources initiatives including corporate training and development for employees and the business needs of Council. In accordance with the Local Government (State) Award, Council supports a consultative process with staff through the forum of a Consultative Committee.
- Human Resources aims to enhance business partnerships with each Division of Council to enable it to continue to provide strategic advice and professional assistance ensuring the attainment of business goals and objectives. Human Resources continued to use the internal communication strategy implemented in 2001/2002 as a mechanism for dissemination of Human Resources advice.
- Human Resources aims to maximise the potential of Council's people through shared goals, consultation and participation in the decision making processes, and working in an environment free from all forms of discrimination as is best practice and required by relevant State and Federal Legislation.
- Human Resources endeavours to see that organisational 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 the Consultative Committee as required by the Award.



Activities to Implement EEO Management Plan

Section 428(2) (n)

Review of Equal Opportunity Management Plan

Human Resources have prepared a draft EEO Survey that has been approved by the General Manager. Survey content is based on previous survey measures and includes sections covering recent EEO/discriminative issues such as bullying and carer responsibilities. The survey will be rolled out to a pilot test group before distribution to all staff. Survey outcomes will determine strategies and activities for inclusion in future EEO Management Plans. Results will be distributed to all members of staff.

Aboriginal Employment Strategy

The Cadetship, which was established through the Federal Government's Indigenous Cadetship Employment Program, is continuing. This is in the area of a combined IT / Law Degree. A second Cadetship was established during the report year in the area of a science degree, specialising in land and heritage management. Cultural awareness training has been commenced and is being delivered on a regular basis through the Corporate Induction Program.

Disability Access Plan

Disability awareness strategies have been investigated and contact made with external organizations with a view of identifying positions, which can be filled by people with disabilities. Disability awareness training will be incorporated in the Corporate Induction Program. Council established a trainee position in the Human Resources function which has been filled by a person with a disability.

Children and Young Persons

Council's Child Protection Policy continues to apply ensuring Council meets its obligations under various children and young persons requirements. The policy and its application was reviewed during the report year, including assessment by the NSW Ombudsman to ensure legislative compliance.



External Bodies Exercising Council Functions

Section 428(2) (o)

During 2002/2003 there were no external organizations to which Council has given any delegation.

Companies in Which Council Held Controlling Interest

Section 428(2) (p)

During 2002/2003 Shoalhaven City Council held a controlling interest in "Southern Water Services Pty Limited". This company has been established by council to develop its commercial interests in recognition of the National Competition Policy and to operate on a commercially viable basis.

Partnerships, Co-Operatives and Joint Ventures

Section 428(2) (q)

The South Coast Co-Operative Library Service is a co-operative that includes the three local government areas of Shoalhaven, Eurobodalla and Kiama. Eurobodalla had Kiama outsource their purchasing and processing of all book and non book materials to Shoalhaven. The Co-Operative Library Manager (also the Shoalhaven Library Manager) sets budget estimates for each of the partner's book and non book resources, applies for combined grants etc. Shoalhaven own and maintain the hardware and software for the library computer system – Libero. All nine branches throughout the Co-Operative are online and also have access to the catalogue through the WebOpac. Branches are: Nowra (headquarters), Ulladulla, Sanctuary Point, Milton, Batemans Bay, Moruya, Narooma, Kiama and Gerringong. Shoalhaven also operates a Mobile Library Service.



Rates and Charges Written Off

Section 428(2) (r)

Rates and Charges Regulation Cl 15

The following is a summary of rates and charges written off during the period July 2002 to June 2003:

Abandoned	\$39,594.00
Postponed Abandoned	\$14,363.00
Pensioner Rebates	\$4,486,624.00
Total Amount	<u><u>\$4,540,581.00</u></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.

Overseas Visits Funded by Council

General Regulation CI (1) (a)

During 2002/2003 Council did not fund any overseas visits by Councillors or Council staff.

Activities for Children

General Regulation CI 31(1) (c)

- 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 provides a mini van for the transportation of children using after school care.
- Council sponsors Family Day Care Schemes in Nowra and Ulladulla, caring for a total of 534 children, permanent and casual care.
- Council provides buildings for the running of children's activities and services including long day care, vocational care, occasional care and preschools. Council supports a mobile preschool to service outlying villages with a preschool.
- Council partly funds, with the Department of Sport and Recreation, several vocation centres for the Havenlee School.
- Continues programs to encourage children to use the library facilities including special activities for children in Children's Week.
- Immunisation clinics held in several centres
- Council supports the Purple Ribbon Project community partnership project raising awareness against child abuse. Distribution of over 15,000 ribbons in 2003. Special events included a Rotary Purple Ball.
- Council supports Early Childhood support groups, Shoalhaven Early Childhood Association, and a Community Based Early Childhood Service, Early Intervention Services for Special Needs and Childrens Services Working Together – Illawarra / Shoalhaven.



Access and Equity of Services to All

General Regulation CI 31(1) (d) (i)

Introduction

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

Community Plan 2000

Council's Community Plan 2000 was developed in consultation with the community from late 1999 through to early 2000 and has identified the needs of the following target groups:

- General Community
- Children
- Young People
- Women
- Older people
- People with disabilities
- Aboriginal people
- People from culturally and linguistically diverse backgrounds

These identified needs have formed the basis for the Access and Equity activities covered in this 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 88,000 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

The following summary table shows the significant identified Access & Equity Activities proposed for the period of this Management Plan. They have been derived from the annual review of the Community Plan 2000, the Shoalhaven Youth Services Strategic Plan and from Council's general operations.

Greater detail for each item in the summary table is provided in Part C of this Plan and cross-references to the relevant tasks are provided. Some tasks are relevant to several of the target groups and because of NSW Local Government reporting requirements, these are stated in each of those categories. The summary table is structured under the various target group headings together with sub-headings of Action Areas, such as Transport, Infrastructure, Information/Communication, etc.

Target Groups:

- Group A - General Community
- Specific Target Group B - Children (those aged 0-11 years)
- Specific Target Group C - Young People (those aged 12-24 years)
- Specific Target Group D - Older People (those aged 55 years & over)
- Specific Target Group E - People with Disabilities (including HIV/AIDS)
- Specific Target Group F - Women
- Specific Target Group G - Aboriginal & Torres Strait Islander People
- Specific Target Group H - Families
- Specific Target Group I - People with Culturally and Linguistically Diverse Backgrounds
- Specific Target Group J - Unemployed People

2002/2003 Highlights

(See Principal Activity 4) – Improving Community Facilities and Services

Group A

Country Passenger Transport Infrastructure Grants Scheme –A \$66,700 Grant from this scheme is supporting the upgrade of Stewart Place Interchange for improved traffic management and user amenity. A separate grant is supporting improved Bus Stop signage.

Shoalhaven Public Transport Guide- The Shoalhaven Public Transport Guide was launched on the 4th November, 2002 with positive public and media response. This information has also been used to encourage more accurate and user friendly transport information in the NSW Integrated Transport information System, which supports the 131 500 Infoline services and transport planning databases.

Positive reviews have been received, with Transit Australia advocating this Guide as an excellent model for rural Councils. The 10,000 Shoalhaven Public Transport Guides printed have now been distributed. This guide will be posted on Council's website.

Shoalhaven Public Transport Working Party – The Shoalhaven Public Transport Working Party met regularly over the year to coordinate and advise implementation of the Shoalhaven Integrated Transport Strategy and any related issues

Community Development – Support to the Community included participating in the Illawarra Regional Community Transport Koori Driver Training Steering Committee, the Illawarra Shoalhaven Physical

Activity Network, the Bay & Basin Public Transport Working Party and attending relevant Interagency forums.

The Transport for Health Forum in May was attended. This was the initial step in forming 'Shoalhaven Transport for Health' a network Illawarra Health is leading to assist coordination of health-related transport.

The Transport Development Officer supported the development of the 'Nowra Summer Bus' service. This concept seeks to reduce anti-social behaviour and drink driving providing transport to and from participating venues on Friday and Saturday nights.

Young people and the Transport Development Officer held the 'Lets Get Connected' forum held at the Bay & Basin Leisure Centre on 4th April, 2003 at the start of Youth Week. This follows from two young people and the Transport Development Officer attending the 'Transport Needs of Young People in Rural and Regional Transport' seminar on the Central coast on the 19th and 20th February, 2003. These events enabled some of the transport practices and needs of young people to be identified.

Park & Ride Survey – A Park and Ride Survey was conducted for villages and rural areas between Milton and Tomerong, using direct Mail and Newspaper inserts for distribution. The Survey results were analysed. The surveys returned identified a wide range of travel patterns and issues. While interest in the concept and suggested sites was shown, the prospective flows from any one site were insufficient of themselves. The key outcome is opportunities to combine 'Park and Ride' use with improvements for other purposes should be pursued.

Disability Discrimination Act – Public Transport Standards – The new Federal Disability Discrimination Act – Public Transport Standards regulations and guidelines were researched. Consequently on 21st March, 2003 a forum for people with a disability and transport operators was held. This was to inform participants of the Disability Discrimination Act – Public Transport Standards and provide an opportunity to exchange information and seek to initiate coordination between users, operators and Council as the infrastructure providers while fulfilling the legal requirements. The Forum occurred on the recommendation of the Shoalhaven Access Committee.

Other Activities – The Shoalhaven's transport needs were represented and latest developments learnt at the NSW Transport Development Network Forums in April and October.

The Transport Development Officer gave a presentation in May to the Shoalhaven Area Consultative Committee and was a speaker at the Nowra Regional Seminar held by the Australian Institute of Traffic Planning and Management.

Pram Ramps – Four kerb ramps and linking concrete footpaths have been constructed at Elizabeth Drive and The Wool Road roundabout at Vincentia. Two kerb blisters and pram ramps have been constructed opposite the Court House in the Milton CBD.

Target Group B – Children

In October 1999, Council adopted the Shoalhaven Playground Strategy. This plan aimed to bring all playgrounds in the City up to the Australian Standard. Council has invested approximately \$165,000 per year for the past five years to provide high quality, safe play opportunities for children. This year will see a further fifteen playgrounds replaced with a variety of modern, challenging play equipment.

Immunisation Clinics – Council Immunisation Clinics continue to provide an essential service and due to the collaborative promotion by NSW Health, Council and the Division of General Practitioners, the immunisation rates for 24 month old children in the Shoalhaven are consistently at 90%. The change to reporting age (from 18 months to 24 months) is due to a change in reported data from the Australian Childhood Immunisation Register.

Target Group C – Young People

The Callala Bay skatepark was opened by the Mayor, Cllr Greg Watson on 27th October, 2002. The project, valued at \$90,000 was supported by Council's Policy for the Provision of Local Skateboard Facilities which commits up to \$40,000 annually for local skate facilities. The balance of the cost was met by grants of almost \$19,000 from NSW Department of Sport and Recreation, almost \$14,000 from community fund raising, additional funding of almost \$4,000 from Council and over \$10,000 worth of in-kind contributions from the community. The Committee opted for a modular design as opposed to in-situ construction. It is the only example of this type of skatepark in the Shoalhaven and has proved remarkably popular with the local community.



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Group A – General Community				
Task Heading:		Div Mgr	For more detail refer to:	
			Page No:	Strategy/Task No:
A.1 Action Area: TRANSPORT				
A39	Transport Development Officer	CCS	91	4.1.1.6
A41	Road Safety Strategic Plan	CS	125	4.3.2.13
A.2 Action Area: INFRASTRUCTURE				
A2	Pedestrian Access Strategy (Stage 2)	CS	92	4.1.1.9
-	Walking Tracks	CS	93	4.2.1.2
A4	Registered Clubs Community Benefits Funding	CCS	108	4.2.4.39
A43	Corporate Long Term Works Program	GM	126	4.4.1.3
A6	Public Toilet Strategy	CS	126	4.4.1.4
A42	Cycle-Ways	CS	127	4.4.1.5
-	Bus Shelters & Seats	CS	127	4.4.1.6
-	Car- Parking	CS	127	4.4.1.7
-	Streetscapes	CS	128	4.4.1.8
-	Access To Water / Waste Water	SW	142	5.1.1.5
A.3 Action Area: INFORMATION/COMMUNICATION				
A8	Citywide Community Liaison	GM	20	1.2.1.2
A14	Cultural Awareness	HR	36	1.3.2.24
A10	Information Technology & Telecommunications Infrastructure (Including 24 Hour Service Access For Information)	IT	35	1.3.2.19
A7	Marketing Communication (External) Strategy	GM	45	1.5.1.1
-	Community Information	CCS	96	4.2.4.4
A44	Community Information Directory	AGM	96	4.2.4.5
A13	Support Role For Community Service Groups	CCS	97	4.2.4.6
A9	Information On Services For The Aged, Disabled & Aboriginals	CCS	107	4.2.4.34
-	Programs To Reduce Speed Related Accidents	CS	122	4.3.2.8
-	Increase Public Awareness Of Road Safety Issues	CS	123	4.3.2.10

Task Heading:		Div Mgr	For more detail refer to:	
			Page No:	Strategy/Task No:
A.4 Action Area: COMMUNITY FACILITIES & SERVICES				
A19	Section 94 Contributions Plan Review	PS	26	1.3.1.6
-	Donations	CCS	27	1.3.1.9
A26	Review Charges To Community Service Organisations	AGM	28	1.3.1.11
-	Equal Employment Opportunity Management Plan In Council	HR	35	1.3.2.22
A29	Promoting Employment Opportunities	CS	74	3.1.1.8
A47	Works Programs For Recreation/Leisure Needs	CS	93	4.2.1.6
A48 & A49	Bay & Basin Community Resource Centre	CCS	98	4.2.4.9
A52	Role Of Community Development Officer – General	CCS	98	4.2.4.10
A25	Emergency Accommodation	CCS	109	4.2.4.40
A45	Library Strategy	AGM	113	4.2.5.2
A46	Library Services To Outlying Areas	AGM	114	4.2.5.3
A22	Policing Initiatives	CCS	123	4.3.2.12
A18	Multi Function Centre – Ulladulla	CCS	128	4.4.1.10
-	Public Buildings	AGM	128	4.4.1.12
A23	Improved Community Facilities	CS	130	4.4.1.22
A57	Vincentia Multi-Purpose District Centre & Library	CCS	130	4.4.1.23
-	Water Wise Advice	SW	147	5.3.1.13
A.5 Action Area: STRATEGIC PLANNING				
A32	Settlement Strategy	PS	51	2.1.1.2
A32	Growth Management Strategy (Citywide Structure Plan)	PS	51	2.1.1.3
A31	Nowra CBD Strategy Review	PS	52	2.1.1.10
A50	Facilities For Women, Families & Youth In Major Commercial Developments	DES	53	2.1.1.17
-	Community Plan & Executive Summary	CCS	96	4.2.4.3
A51	Safe Design In Developments & Public Spaces	PS	121	4.3.2.7
A.6 Action Area: HEALTH				
A35	Guidance To Groups Seeking Grants	CCS	97	4.2.4.8
A53	Outreach Services In Bay & Basin Area	CCS	109	4.2.4.41
A55	Better Service Provision For Those In Poverty	CCS	109	4.2.4.42
-	Immunisation Service	DES	119	4.3.1.1

	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy/Task No:
A33	Ambulance Services	CCS	119	4.3.1.2
A34	Better Access To Medical Services	AGM	120	4.3.1.3
A37	Counselling Services	CCS	120	4.3.1.5
A56	Increased Mental Health Services	CCS	120	4.3.1.6
A54	Community Safety Plan	CCS	125	4.3.2.14



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Specific Target Group B – Children (those aged 0–11 years)				
Task Heading:		Div Mgr	For more detail refer to:	
			Page No:	Strategy/Task No:
B.2 Action Area: INFRASTRUCTURE				
B4	Shoalhaven Bicycle Strategy Review	PS	92	4.1.1.8
B5	Public Toilet Strategy	CS	126	4.4.1.4
-	Safe Adventure Playgrounds	AGM	152	6.1.1.3
B.3 Action Area: COMMUNITY FACILITIES & SERVICES				
B10	Facilities For Women, Families & Youth In Major Commercial Developments	DES	53	2.1.1.17
B10	Parent Rooms In Council Facilities	CS	54	2.1.1.19
B13	Role Of Community Development Officer – Children	CCS	98	4.2.4.11
-	Childcare	CCS	101	4.2.4.15
B9	Child Development Unit	CCS	101	4.2.4.16
B14	Purple Ribbon Project	CCS	102	4.2.4.17
B12	Children – Libraries	AGM	114	4.2.5.4
B.4 Action Area: INFORMATION/COMMUNICATION				
B6	Information On Services For The Aged, Disabled & Aborigines	CCS	107	4.2.4.34



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Specific Target Group C – Young People (those aged 12–24 years)

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
C.3 Action Area: INFORMATION / COMMUNICATION			
- Resource For Young People	CCS	102	4.2.4.18
C3 Information On Services For The Aged, Disabled & Aboriginals	CCS	107	4.2.4.34
- Programs To Reduce Youth Road Crashes	CS	122	4.3.2.9
C.4 Action Area: COMMUNITY FACILITIES & SERVICES			
- Youth employment	CCS	75	3.1.1.9
C16 Integrated Youth Centre – Nowra	CCS	105	4.2.4.31
- Youth – libraries	AGM	116	4.2.5.5
C.5 Action Area: YOUNG PEOPLE			
C13 Showcase youth successes	CCS	47	1.5.1.3
C15 Guidance to groups seeking grants	CCS	97	4.2.4.8
C18 Role of community development officer – youth	CCS	99	4.2.4.12
C9 Youth needs & safe venues	CCS	102	4.2.4.23
C14 Meeting youth needs in outlying areas	CCS	103	4.2.4.26
C17 Youth services strategic plan	CCS	104	4.2.4.28



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Specific Target Group D – Older People (those aged 55 years & over)

Comm Plan Obj No.	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
D.2 Action Area: INFRASTRUCTURE				
D17	Disability Action Plan – implementation	CS	128	4.4.1.15
D5	Kerb ramps	CS	129	4.4.1.16
-	Waterways	CS	129	4.4.1.17
D.3 Action Area: COMMUNITY FACILITIES & SERVICES				
-	Rebate on rates	SW	27	1.3.1.10
D19	Role of Community Development Officer – Aged & Younger disabled	CCS	100	4.2.4.13
-	Older people - libraries	AGM	116	4.2.5.6
D18	Enhanced access to library services	AGM	117	4.2.5.7
D11	Policing initiatives	CCS	124	4.3.2.12
D.4 Action Area: HEALTH				
D16	Community self help	CCS	105	4.2.4.33
D.5 Action Area: INFORMATION / COMMUNICATION				
D6	Information on services for the aged, disabled & Aboriginals	CCS	107	4.2.4.34
D7	Assist older people in using new technology	CCS	107	4.2.4.35
D.6 Action Area: STRATEGIC PLANNING				
D13	Housing strategy	PS	52	2.1.1.11

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Specific Target Group E – People with Disabilities (including HIV/AIDS)				
Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
E.2 Action Area: INFRASTRUCTURE				
E13	Disability Action Plan – implementation	CS	128	4.4.1.15
E4	Kerb ramps	CS	129	4.4.1.16
-	Public buildings –access for disabled	CS	129	4.4.1.19
-	Register of dialysis patients	SW	147	5.3.1.12
-	Special access cabins	AGM	153	6.1.1.4
E.3 Action Area: INFORMATION/COMMUNICATION				
-	Shoalhaven Access Advisory Committee	CCS	21	1.2.1.10
E6	Information on services for the aged, disabled & Aboriginals	CCS	107	4.2.4.34
E.4 Action Area: COMMUNITY FACILITIES & SERVICES				
E15	Enhanced access to library services	AGM	117	4.2.5.7
E.5 Action Area: STRATEGIC PLANNING				
E11	Housing Strategy	PS	52	2.1.1.11
E.6 Action Area: HEALTH				
E12	Community self help	CCS	105	4.2.4.33

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Specific Target Group F – Women				
Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
F.2 Action Area: INFRASTRUCTURE				
F3	Public Toilet Strategy	CS	126	4.4.1.4
F.3 Action Area: INFORMATION/COMMUNICATION				
F4	Information on services for the aged, disabled & Aboriginals	CCS	107	4.2.4.34
-	Lobby for community services and facilities	CCS	107	4.2.4.36
F.4 Action Area: COMMUNITY FACILITIES & SERVICES				
F9	Facilities for women, families & youth in major commercial developments	DES	53	2.1.1.17
F9	Parent rooms in council facilities	CS	54	2.1.1.19
F12	Breast feeding in public project	CCS	108	4.2.4.37
F10	Advocate more services for women in area 3	CCS	109	4.2.4.43



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Specific Target Group G – Aboriginal & Torres Strait Islander People

Council has adopted a Charter for the People of the Shoalhaven which includes the following relevant items relating to Council's activities for this group:

- To ensure the right of all our community to enjoy equal rights and be treated with equal respect, regardless of colour, race, gender, ethnicity, creed or religion.
- The Council recognises the valuable contribution to the Shoalhaven region made by indigenous Australians and looks forward to a future of mutual respect and harmony.
- We accept our responsibility to develop an awareness and appreciation of indigenous Australians' history and society in our community and to protect, and preserve the environment and significant sacred sites.
- Shoalhaven City Council promotes access and equity in service provision for all members of the community.

Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
G.2 Action Area: INFORMATION/ COMMUNICATION				
G4	Networking – koori	CCS	22	1.2.1.11
-	Aboriginal advisory committee	CCS	22	1.2.1.13
G5	Cultural awareness	HR	36	1.3.2.24
-	Cultural sites	PS	53	2.1.1.18
G3	Information on services for the aged, disabled & aboriginals	CCS	107	4.2.4.34
G.3 Action Area: COMMUNITY FACILITIES & SERVICES				
-	Aboriginal business skills	HR	76	3.1.1.10
G11	Special employment programs	HR	76	3.1.1.11
-	Aboriginal employment development program	CS	76	3.1.1.12
G13	Role of Community Development Officer – Aboriginal people	CCS	101	4.2.4.14
G15	Reconciliation activities	CCS	110	4.2.4.44
G14	Opportunities for indigenous young people	CCS	110	4.2.4.45
G.4 Action Area: INFRASTRUCTURE				
G2	Aboriginal culture	PS	108	4.2.4.38

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Specific Target Group H – Families				
Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
H.1 Action Area: INFRASTRUCTURE				
H2	Public toilet strategy	CS	126	4.4.1.4
H.2 Action Area: COMMUNITY FACILITIES & SERVICES				
H3	Information on services for the aged, disabled & Aboriginals	CCS	107	4.2.4.34
H6	Parenting programs	CCS	110	4.2.4.46



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Specific Target Group I – People with Culturally and Linguistically Diverse Backgrounds

Council has adopted a Charter for the People of the Shoalhaven which includes the following relevant items relating to Council's activities for this group:

- To ensure the right of all our community to enjoy equal rights and be treated with equal respect, regardless of colour, race, gender, ethnicity, creed or religion.
- The Council recognises the valuable contribution made to the Shoalhaven by ethnic Australians and wishes to maintain the Shoalhaven as a culturally diverse, tolerant and open society
- We accept our responsibility to develop an awareness and appreciation of the contribution of the ethnic communities to the economic, social and cultural development of the Shoalhaven
- Shoalhaven City Council promotes access and equity in service provision for all members of the community.

Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
I.1 Action Area: INFORMATION/COMMUNICATION				
I1	Ethnic Affairs policy statement	CCS	22	1.2.1.14
I2	Regular consultation – multi cultural groups	CCS	23	1.2.1.15
-	Cultural awareness	HR	36	1.3.2.24
I4	Information on services for the aged, disabled & Aboriginals	CCS	107	4.2.4.34
-	Books in other languages	AGM	118	4.2.5.8
-	Language assistance information sheet	CCS	111	4.2.4.47
I.2 Action Area: COMMUNITY FACILITIES & SERVICES				
I7	Special employment programs	HR	76	3.1.1.11
I9	Cultural harmony	CCS	95	4.2.3.3
I8	Enhanced access to library services	AGM	117	4.2.5.7

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Specific Target Group J – Unemployed People				
Comm Plan Obj No	Task Heading:	Div Mgr	For more detail refer to:	
			Page No:	Strategy / Task No:
J.1 Action Area: INFORMATION/COMMUNICATION				
-	Access to services and information	AGM	76	3.1.1.13
J.2 Action Area: COMMUNITY FACILITIES & SERVICES				
-	Economic promotion	CS	72	3.1.1.2
-	Employment programs for the unemployed	HR	72	3.1.1.4



National Competition Policy:

Categorisation of Council's Business General Regulation CI 31 (3)

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.

Revenue and Expenses – Category 1

	Revenues \$'000	Expenses \$'000	Assets \$'000
Shoalhaven Water	16,785	12,777	180,882
Shoalhaven Sewer	22,959	16,916	210,730
Holiday Haven	11,358	7,702	25,467
Shoalhaven Mechanical Services	2,963	3,114	52

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

Progress Implementing Competitive Neutrality

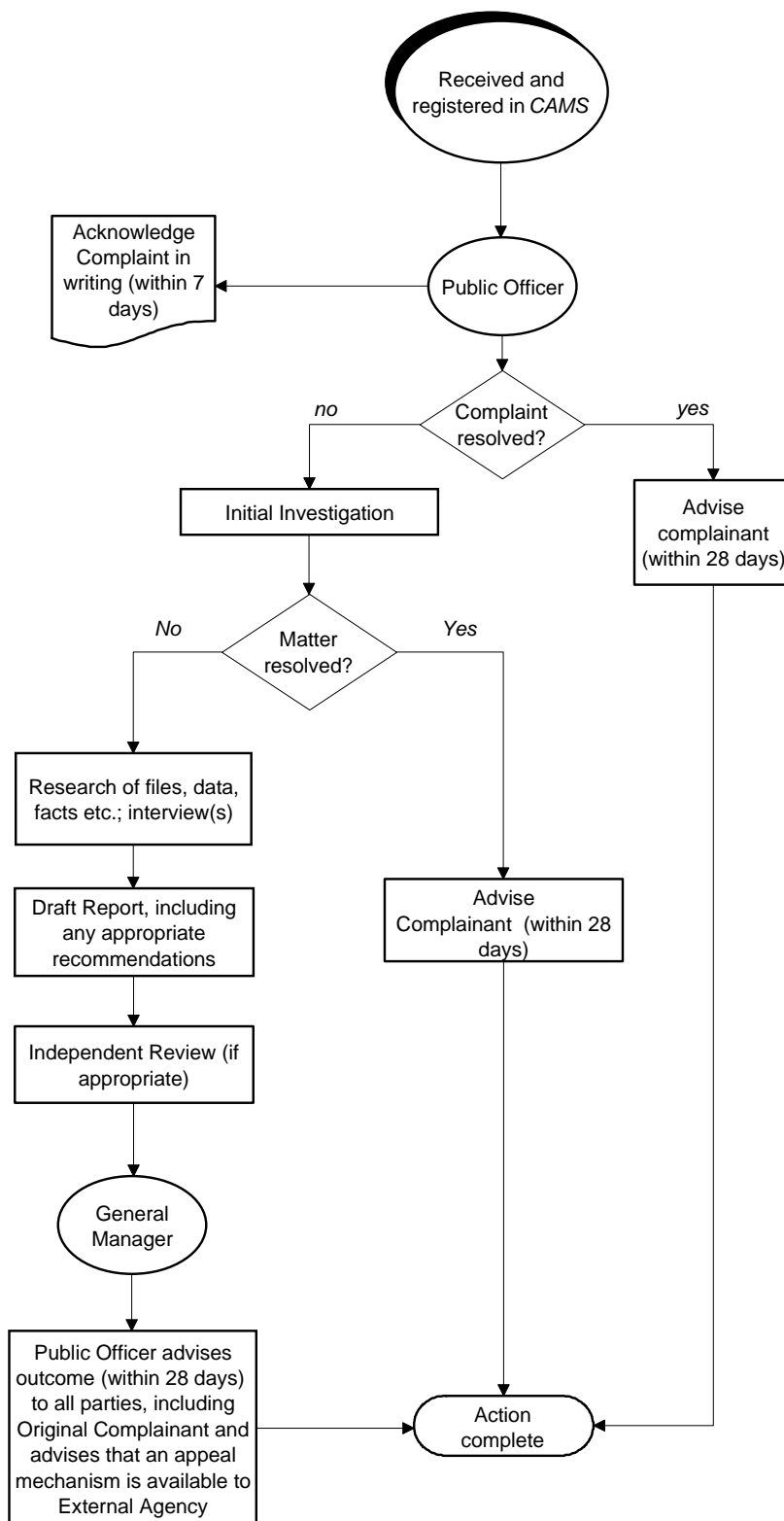
Council has adopted the principle of competitive neutrality to its business units as part of the national competition policy, which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the 'Application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

Competitive Neutrality – Pricing Requirements

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

National Competition Policy: Competitive Neutrality Complaints Handling Mechanism

National Competition Policy:



Council has received no complaints that it has determined to be competitive neutrality complaints during the 2002/03 financial year.

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. Included is a comparison of statistics from the previous reporting period.

Applications	Current Reporting Period July 2002 – June 2003	Previous Reporting Period July 2001 – June 2002
Personal applications received	9	15
Other applications received	11	13
Total Received	20	28

Granted in full	13	15
Granted in part – information exempt under Section 25 (1) (a)	3	5
Refused	2	1
Transferred	-	-
Withdrawn	2	2
Application determined – Documents not held by Council Section 28 (1) (b)	3	5

Applications requiring formal consultation	10	14
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Amendment of Personal Records:	-	-
Agreed	-	-
Refused	-	-

FoI Fees Received	\$1,432	\$1,170
Assessed Costs	\$2,445*	\$2,280*
Discounts Allowed:	-	-
Financial Hardship	-	1
Public Interest	-	-
Non-profit organization	-	1

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

Applications Completed in:		
0-21 days	14	18
22-35 days	3	9
Over 35 days	1	1

Applications Processed within:		
0-10 hours	17	28
11-20 hours	1	-
21-40 hours	-	-

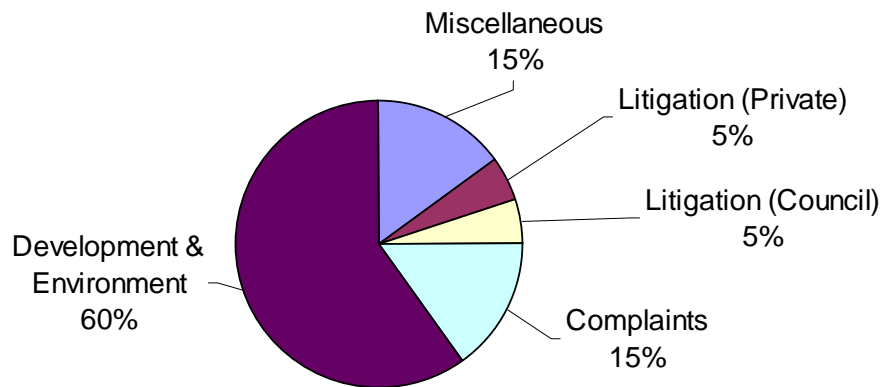
The Freedom of Information (FoI) Act, 1989 has had a minimal impact on Council's activities due to the appropriate allocation of resources which ensure the efficient handling of applications and full compliance with all publication requirements.

There was a slight decrease in the number of applications received in the reporting year and this could be attributed to the extensive use of the similar right of document access provided under Section 12 of the Local Government Act, 1993. Applications received under the Local Government Act increased to a record high with three hundred and forty three (343) being determined.

In addition to the above, Council deals with many requests on an informal basis having regard to privacy principles and the consultation considerations of the FoI Act.

There were no applications made for the internal review of Council determinations and no enquiries received from the New South Wales Ombudsman in relation to FoI matters, in the current reporting year.

Nature of FoI Applications



Privacy and Personal Information Protection Act (PPIPA) 1998

Section 33 (3) of the PPIPA

The Privacy and Personal Information Protection Act, 1998 (the Act) provides for the protection of personal information and for the protection of the privacy of individuals generally. Council's Privacy Management Plan (PMP) is available in booklet form or electronically from Council's internet site. Training and briefing sessions are held for workgroups within Council in the areas such as rating, planning services and counter services. Any modifications to the Act which may affect Council's handling of personal information are passed on to relevant staff as soon as possible following receipt. Information on the PPIPA has also been prepared and included in Council's Staff Induction Program.

Privacy information and guidelines have been posted on Council's intranet and have been communicated to staff by way of staff circulars, memorandums, email messages and handouts. Privacy notifications have also been developed and distributed to relevant for use in the collection of personal information and engagement of contractors.

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

Enquiries regarding the implementation and administration of the PPIPA should be directed to Council's Privacy Officer.

Statement of Environment Supplement Report

Section 428(2) (c)

(See separate document)

Annual Statement of Account and Auditors Report