

Annual Report

2001/2002



Our Shoalhaven

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Mayor's Foreword

The 2001 / 2002 Annual Report is another Shoalhaven City Council document that defines the region's continued spectacular development and expansion as one of Australia's fastest-growing and most desirable places to live and Council's efforts in maintaining and protecting our environment.

However this Report cannot define the emotion, courage and strength that galvanised the Shoalhaven when firestorms and bushfires ravaged the region during almost a month of loss and destruction in late December 2001 and January 2002.

It was the worst of times ...as the fires blazed trails of destruction through pristine natural bushland and villages claiming homes, property and breaking the hearts of homeowners.

It was a time of sacrifice ... as the Shoalhaven, inspired by the courage of our Rural Fire Service and State Emergency Service crews, joined forces to battles the blazes in communities on parched, sweltering summer days.

Anyone who could offer assistance found a way to help ease the burden of the battle and the trauma of the smouldering consequences with a spirit that will endure long after the devastation has been repaired and we recall the enormity of the event.

Fire crews from outside the Shoalhaven poured in to help with the local effort and around the clock these dedicated volunteers tackled what, at times, seemed like an adversary impossible to overcome.

The Shoalhaven has fittingly thanked our emergency services teams and the volunteers who kept the effort alive with resources and provisions.

We were damaged badly by the fires, but we are stronger and better prepared by the life-changing experience.

Beyond the fires, Shoalhaven City Council continued to deliver on its charter of responsible administration, supervision, conservation and development of the City and its many natural and beautiful assets.

Council continues to face diverse and competing demands on its resources.

Servicing 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 past decade, 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.



Main Road 92 construction works were officially launched at a ribbon-cutting ceremony on September 29, 2001 where all three levels of Government were represented. Work to date has delivered 8 kilometres of the project.

The Draft Jervis Bay Settlement Strategy was finalised, placed on public exhibition, the review completed and submissions taken, while the Draft Milton/Ulladulla LEP was completed and a review of submissions started.

Council's Threatened Species Assessment Manual attracted acclaim and interest from several Councils after a presentation by staff at a Local Government seminar in July 2001.

Major projects to come on-line during the year included the October opening of the Bay and Basin Leisure Centre, the official opening in April of Shoalhaven Water's Reclaimed Water Management Scheme (ReMS) at Coonemia by the Premier of NSW, the Hon Bob Carr, MP, and the Basin View Boat Launching Ramp.

It was a year that we won't forget quickly and without some sadness, but another year of success, achievement and encouragement for future challenges and opportunities.

Councillor Greg Watson
Mayor

General Manager's Foreword

The Annual Report for 2001 / 2002 continues to identify many significant achievements across the large and diverse range of Shoalhaven City Council's services and facilities.

Considerable work was undertaken to further develop the comprehensive strategies identified in **Cityplan** - Council's strategic direction for the next 20 years.

However, the Council is restricted in the provision of works and services, due to the progressive erosion of revenue sources. This is exacerbated by the increasing unfunded responsibilities transferred to Local Government and the cost of implementing many legislative requirements, again without corresponding funding. Studies and experience show that Councils throughout Australia are not able to adequately fund existing and future assets requirements. It is a situation that is continuing to deteriorate and will require Commonwealth and/or State Government assistance in the future.



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

Financial

Council's Operating Surplus for 2002 was \$33.206 million, compared to \$27.425 million in 2001. For the first time, Council's Net Assets reached more than \$1 billion at the end of 2002. Council's financial position at the end of 2002 was sound and performance measurements detailed in Note 13 of the Financial Reports indicate a steady or improved financial situation. Full details relating to the Financial Reports and Auditor's Reports in [Appendix A](#).

Christmas 2001 Bushfire

During the Christmas bushfires in the Shoalhaven, the community volunteered to assist during the fire campaign. The community responded with assistance to evacuees, generous donations to the Mayor's Relief Fund which amount to \$265,000, donations of goods and services, clothing, furniture, use of heavy machinery etc. The contribution by the Rural Fire Service volunteers was of the highest order and often at personal cost. Other volunteer groups who gave generously of their time and resources were the State Emergency Services, South Coast Surf Life Saving Clubs, Volunteers in Policing, the Shoalhaven Service Clubs and others.

Tourism

Tourism during 2001/2002 faced a particularly difficult year with the Christmas 2001 / January 2002 Bush Fire crisis. These fires occurred during what is traditionally the busiest season and resulted in thousands of our regular visitors being sent home and many thousands more who could not get to the Shoalhaven or who cancelled. A "Bush Fire Recovery" campaign was implemented immediately and followed up with extensive campaigns using resources made available by the Federal Government and the State Government. These campaigns have gone a long way to recovering lost business.

The year was further complicated by an excellent ski season in the Snowy Mountains which in turn led to a downturn in business along the South Coast. Many tourist operators have reported their leanest year ever but are looking forward to a prosperous year for 2002/2003.

Council Committees

Many volunteers participate on Council's Estuary Management Task Forces and the other committees of Council and many form part of Council's Management Committees who manage the care and control of Council's many community and sporting facilities throughout the Shoalhaven.

City Services

Main Road 92 Construction works were officially launched at a ribbon-cutting ceremony on 29 September 2001 (pictured). All three levels of Government were represented and a time capsule will be placed at the site. A tender was prepared for the construction of Main Road 92 for the 5-kilometre section between the Albatross Aviation Technology Park and Hames Road. Council, at its December meeting, approved the contract to Nace Constructions. The contractor moved on site in January and work brought the upgraded section from the intersection with Albatross Road to 8 kilometres.

Callala Bay Skatepark and Stage 1 of Nowra Skatepark completed.



Planning Services

Council's Planning Services Division delivered major projects during the year, including:

- Results of exhibition of draft Milton Ulladulla LEP reported to Council;
- On-going Liaison with NPWS on threatened flora/fauna species;
- Start of Floodplain Land Use Planning Review plus review of LEP and preparation of Floodplain Management DCP;
- Draft Contaminated Land Policy - Phase 1 community consultation undertaken with Government Agencies, professional groups and local professionals (engineers, surveyors etc);
- Draft Jervis Bay Settlement Strategy - detailed report on the public exhibition outcomes presented to Council during May 2002. Further consultation undertaken with State Government Agencies;
- Comberton Grange - detailed environmental study and report on rezoning options completed and reported to Council. Consultation undertaken with State Government Agencies;
- Shoalhaven Bicycle Strategy - Council resolved during May 2002 to review the Strategy priorities and establish an advisory committee to assist with the review;
- Quarterly Liaison Meetings with Planning NSW.

Business Development

In June, a presentation was made to the Deputy Prime Minister and Minister for Transport and Regional Services, the Hon John Anderson MP, highlighting Council's strategy of "Creating a Platform for Growth", and identifying future issues for the Shoalhaven.

A delegation from Shoalhaven's Sister City, Jiamusi, China, visited Shoalhaven in March 2002 to look at road construction and maintenance (pictured right).

A regional telecommunications company, Southern Phone Company was formed to offer low-cost voice and data services in the south east of NSW.



The project is funded by the Federal Government and Council. Only local Councils may hold shares in the company, with profits returned to Councils to return to their community in the form of works and services. Council cannot incur any liability under the legal arrangements.

Commonwealth funding was received to establish the South East Australia Laboratory for Ocean and Coastal Research (SEALab) in Huskisson. SEALab is a proposal arising from several years of lobbying by business and community groups and formulated in conjunction with Shoalhaven City Council and the University of Wollongong, to establish a new centre for marine and coastal research in south-east NSW

Libraries



Shoalhaven City Libraries had visits from 423,725 people who borrowed 673,876 items along with 17,038 Internet accesses.

Council's Arts and Library Services were instrumental in presenting a range of interesting activities and exhibitions throughout the year.

Shoalhaven Library received a \$53,000 Library Development Grant for Large Print Books. The Grant is for the libraries that make up the South Coast Cooperative Library Service and is administered by Shoalhaven City Library.

Asset Construction & Maintenance

Major Capital Works completed in the first quarter included:

- Bay and Basin Leisure Centre fit-out; (pictured)
- Nowra Entrance Precinct and City sign;
- Sussex Inlet Gateway precinct and entry sign;
- Road Works at Kangaroo Valley Road and Jacks Corner Road;
- Carpark sealing at Shoalhaven Heads pool, Bay & Basin Leisure Centre and Mollymook Beach.



The Division also carried construction of a new roundabout at Albatross Rd and Berry Street, Nowra, and the Basin Road, St Georges Basin – upgrade and seal road from Island Point Road to The Wool Road.

Commercial Operations

The Bay and Basin Leisure Centre won two Awards of distinction at the 2001 South Coast Regional Awards for Excellence in Tourism – in the categories of "Regional Tourism Attraction" and "Marketing and Promotional Campaigns".

At the South Coast Regional Awards for Excellence in Tourism for 2001, the Holiday Haven Tourist Park entry was judged the best "Marketing and Promotion Campaign".

Significant improvements were also made to a number of Shoalhaven's Aquatic Centres including to water quality/management systems at the Nowra Olympic, Kangaroo Valley and Milton pools.

Council continues to expand and upgrade the quality of the on-site cabins situated in its Holiday Haven Tourist Parks.

The Shoalhaven Memorial Gardens, Lawn Cemetery and Crematorium facility at Worrigea was further expanded by the development of two new lawn segments during the year.

A new contract for the operation of the Comerong Island Ferry was entered into during the year.

Development & Environmental Services

In November, Council staged Building Industry Information Sessions, introducing the Energy Smart Homes Program at the Ulladulla Civic Centre and Nowra Administrative Centre where 145 guests attended two sessions.

An inter-divisional working party was formed to investigate and report on tree management in the Shoalhaven. The principal issue identified by the working party is a need for corporate direction and policy under which decisions regarding the different aspects of tree management throughout the City can be made.

Flora and fauna surveys were conducted from September to December in the Nowra Bomaderry district. These surveys explored the development and conservation potential of the investigation areas outlined in the Nowra Bomaderry Concept Plan.

Corporate & Community Services

Council, in conjunction with Illawarra Health Service and Australian Breastfeeding Association, is leading the way to establish breastfeeding friendly venues and businesses in the Shoalhaven.

A "Bring it on the Beach" Festival at Mollymook Beach reserve in April was the climax to the week-long celebrations included live DJs, bands, stalls, surfing and bodyboard demonstrations, volleyball, sand sculpture, and fire twirling.

Council appointed a Safer Communities Coordinator to assist in the coordination of crime prevention programs and in creating a safer community.

The Shoalhaven Bridge Walk, Harmony Day, Ocean Dreaming and respected Aboriginal Elder, Auntie Barb are all featured in the fifth edition of the Shoalhaven Koori Information Network SKIN Magazine. The Magazine is sent to all NSW Councils and judges and judicial officers from the Judicial Commission of NSW Aboriginal Cultural Awareness Program. The magazine is instrumental in sharing information within the community and breaking down stereotypes about Aboriginal people.

Shoalhaven Water

Stage 1(a) of the Reclaimed Water Management (ReMS) Scheme -- Stages 1 and 2 construction estimated at \$64.5 million -- was completed in April at a cost of \$34 million and began supplying water to user farmers. NSW Premier Bob Carr, MP, officially opened the facility (pictured).



Other major projects for Shoalhaven Water included the Environmental Impact Statement for the Conjola Regional Sewerage Scheme and the Environmental Impact Statement for the Milton Ulladulla Sewerage Scheme Augmentation and opening of the new Service Depot in the Flinders Estate.

Shoalhaven Mechanical Services

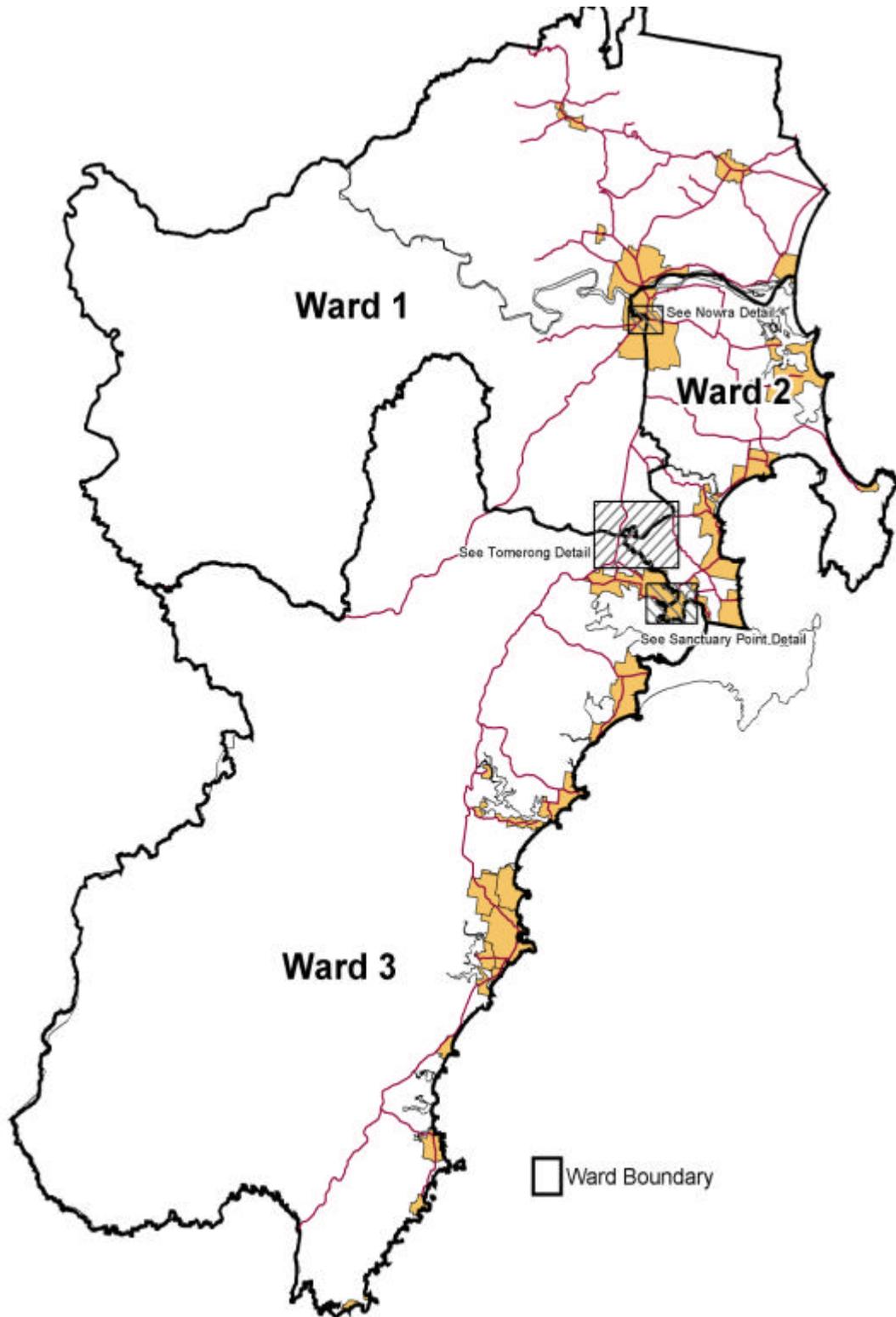
Council's Shoalhaven Mechanical Services workshop provided 24-hour mechanical servicing and transport support in response to the huge December/January fire fighting effort and assisted local and out-of-area brigades. Shoalhaven Mechanical Services have been selected as a preferred supplier of Category 7 fire fighting vehicles by the NSW Rural Fire Services.

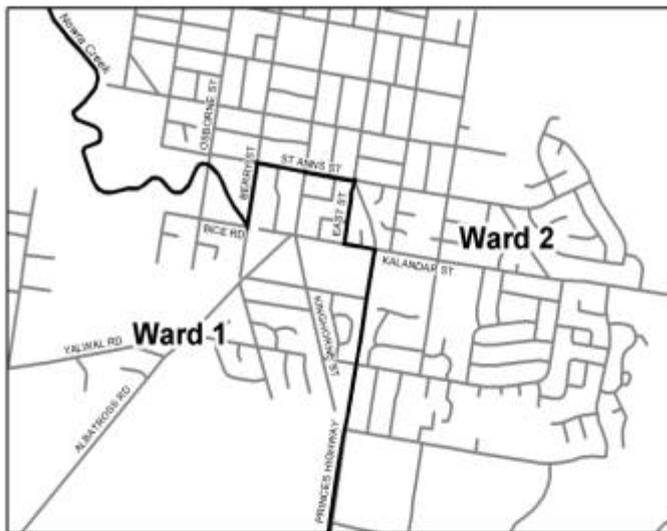
This is my final Annual Report and I take this opportunity to thank the Mayor and City Councillors and commend and thank the Staff of Shoalhaven City Council for their support and commitment during my time at Council.

G. A. Napper
General Manager

Ward Boundaries

Adopted 28th May 2002





Nowra Detail



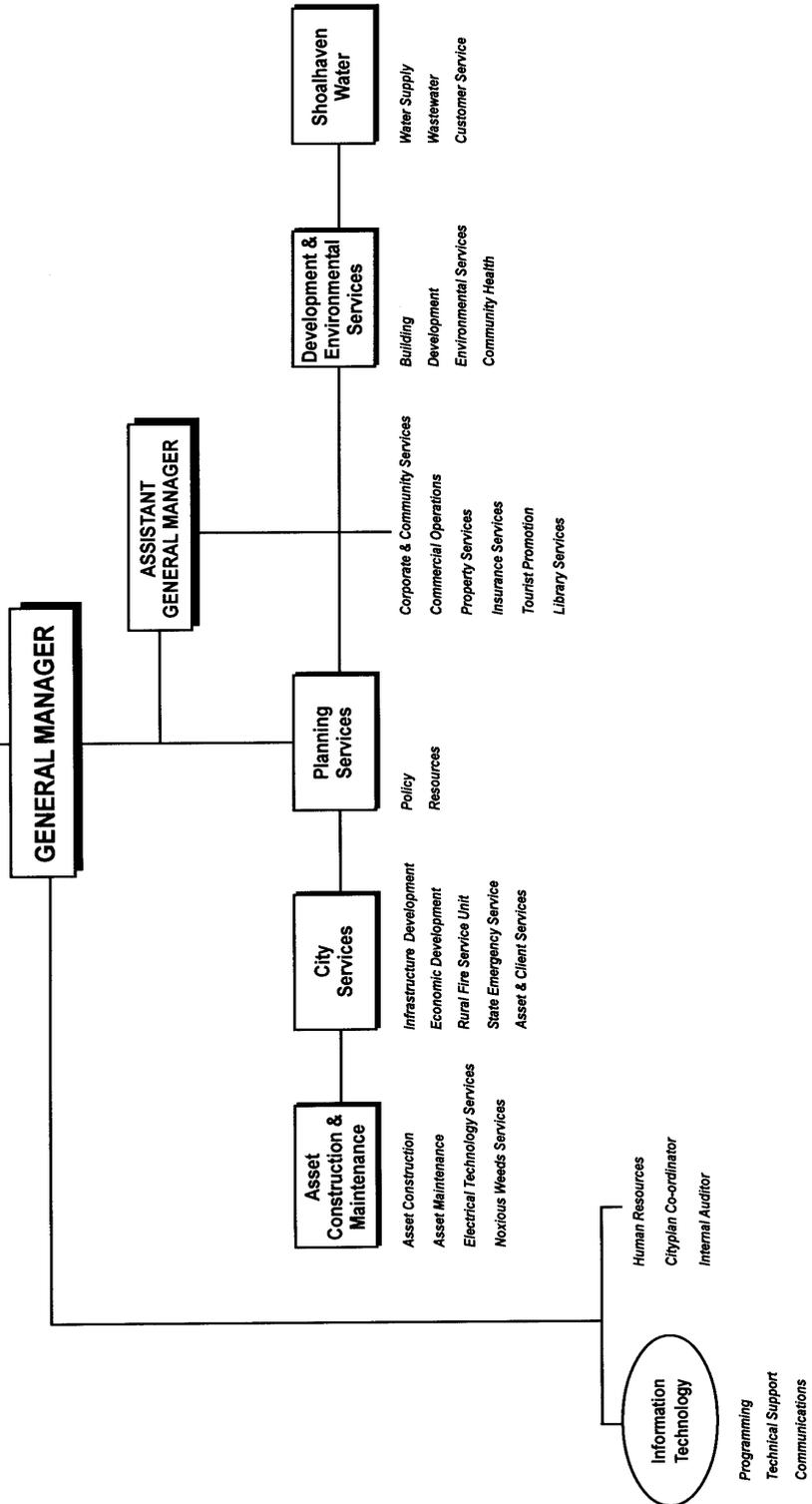
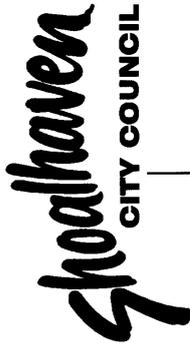
Sanctuary Point Detail



Tomerong Detail

Organisational Structure 2001-2002

'DIVISIONAL STRUCTURE'



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 from Culturally/Linguistically Diverse Backgrounds
J	Unemployed People

Principal Activities

Principal Activity 1: Effective Government	15
Principal Activity 2: Protecting The Environment And Planning For Growth	45
Principal Activity 3: Promoting And Developing The Local Economy	63
Principal Activity 4: Improving Community Facilities And Services	77
Principal Activity 5: Providing Essential Water & Sewerage Services – Shoalhaven Water	125
Principal Activity 6: Operating Holiday Haven Tourist Parks	135



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.



Highlights for 2001/02

SHOALHAVEN MECHANICAL SERVICES

Bushfires. Council's Workshop provided 24 hour mechanical servicing and transport support in response to the huge December/January fire fighting effort and assisted both local and out-of-area brigades. Shoalhaven Mechanical Services have been selected as a preferred supplier of Category 7 fire fighting vehicles by the NSW Rural Fire Services.

Service Level Agreements. Council's Shoalhaven Mechanical Services Section renews Service Level Agreements with Shoalhaven Water for the testing maintenance and repair of pumping station plant, and with City Services Division for the pump-out facility at the Nowra Wharf.



CEMETERIES

Construction of New Segments. Segments 5 and 6 of the Shoalhaven Memorial Gardens at Worrigeer were constructed. The development features the provision of a further 21 car parking spaces at this Cemetery.

AQUATICS

Water Quality. Installation of telemetry control of pool chemical dosing/water disinfection systems commenced.

South Coast Regional Awards for Excellence in Tourism. The Bay and Basin Leisure Centre won two Awards of distinction at the 2001 South Coast Regional Awards for Excellence in Tourism – in the categories of Regional Tourism Attraction and Marketing & Promotional Campaigns.



HOME ACTIVITY GUIDELINES

Council has endorsed a review process of the Home Activity Provisions and Guidelines. The review commenced in April, 2002 with a workshop to facilitate community input into the process.

A draft local environmental plan and development control plan will be exhibited for public comment during the third quarter of 2002.

MEDIUM DENSITY CODE

Council has made two amendments to the Medium Density Housing Code to provide:

- a density incentive of up to 20% for the provision of basement carparking in four 3(g) zones; and
- a change to the density provisions to limit the size of a large unit to 120 m² and to provide for an extra-large unit having a floor area in excess of 120 m².

ADVERTISING SIGNAGE STRATEGY (DCP 82)

Council adopted a new signage strategy which came into effect in October, 2001 and contains development guidelines for advertising signs.

The objectives of the Development Guidelines are to:

- provide opportunities for business to advertise effectively in a manner that does not detract from the character of the area;
- recognise the legitimate need for clear business identification and promotion through advertising signs;
- minimise visual clutter caused by the proliferation of signs and encourage the rationalisation of existing and proposed signage;
- ensure equity and consistency in the control of commercial advertising signs in the City of Shoalhaven.



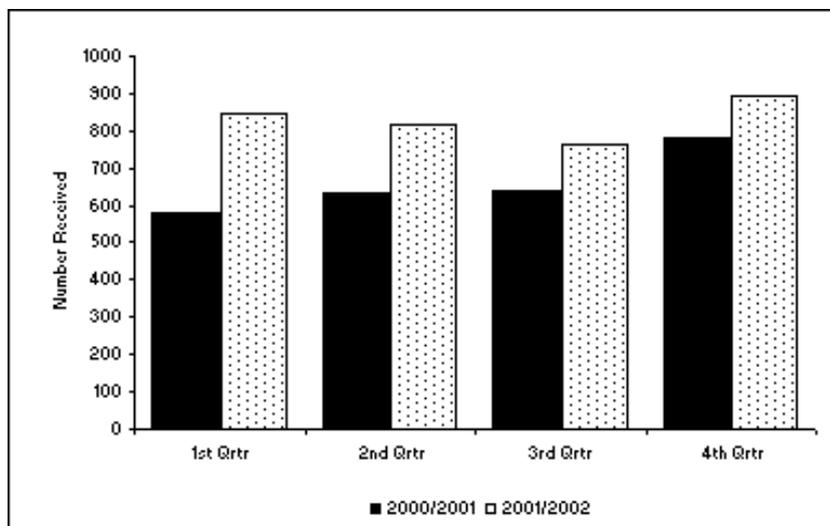
Council is committed to implementation and enforcement of the new Signage Strategy. An amnesty period regarding unauthorised advertising signs and structures throughout the City was commenced in January and extended until June 2002. The aim of the amnesty was to permit the voluntary removal of all unauthorised signs from both private and public land or, alternatively, the submission of a development application to regularise their placement, at 50% of adopted fees. A signs project officer and development planner have been engaged to support implementation of the strategy.

SUBDIVISION CODE

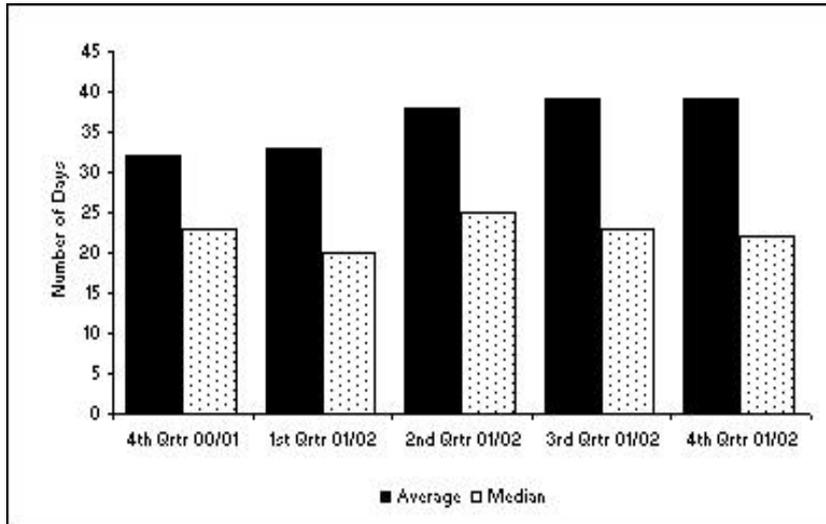
In late December, Council adopted Development Control Plan (DCP) No. 100 (Subdivision Code). The DCP addresses the following issues:

- Subdivision design, engineering design and construction specification requirements for following types of subdivision:
 - Residential
 - Rural
 - Industrial
 - Commercial
 - Strata; and
 - Community Title
- Council's requirements for the provision of infrastructure, including water, sewer and electricity services.
- Subdivision procedures for undertaking works and the preparation of survey plans.

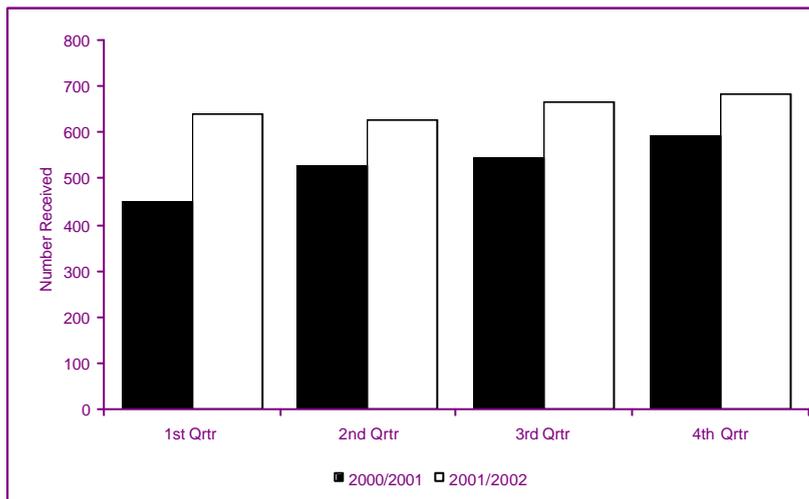
DEVELOPMENT APPLICATIONS



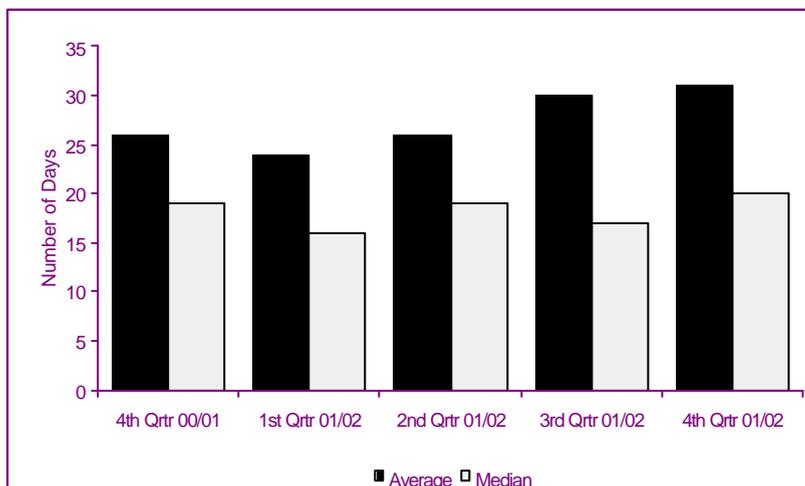
DEVELOPMENT APPLICATIONS - Processing Times



CONSTRUCTION CERTIFICATE APPLICATIONS



CONSTRUCTION CERTIFICATES - Processing Times



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
<small>* Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager; CCS Corporate and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
2. Cityplan PROCESS			
Ensure that the whole of Council is aware of and follows the Cityplan processes to achieve better corporate strategic planning.	<p>Better corporate strategic planning throughout Council.</p> <p>Ensure that development / review of key strategies takes place on a rolling basis.</p> <p>Hold inter-divisional reviews of corporate strategic priorities in each quarter.</p>	GM	Meetings held with Divisional Managers and Councillors which included discussion on strategic priorities to prepare and finalise the Management Plan for 2002-2005.
4. HUMAN RESOURCE STRATEGIES			
Develop strong leadership and decisively guide the best future for the Shoalhaven.	<p>Develop leadership and management capabilities framework for Shoalhaven Council managers and supervisors.</p> <p>Develop training program for leadership training.</p> <p>Integrate leadership requirements in Job Descriptions and Performance Cycle.</p>	HR	<p>In-house leadership development strategy assessed and successfully implemented.</p> <p>Job Descriptions and Performance Cycle leadership reviews ongoing.</p>

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

1. ECOLOGICALLY SUSTAINABLE DEVELOPMENT

<p>Ensure that Council meets and embraces its ESD obligations under the Local Govt Act, through:</p> <p>Establishment of guidelines for Councillors and staff.</p> <p>Prepare and begin implementation of a program to review and revise all existing plans, policies and checklists incorporate the principles of ESD.</p>	<p>Report to Council, recommendations for adoption of guidelines, by September quarter.</p> <p>Preparation of a program to review all existing plans, policies for each Division by end of September quarter.</p> <p>Number of existing plans, policies and checklists revised to incorporate the principles of ecologically sustainable development.</p> <p>100% compliance.</p>	PS	<p>Amended draft will be presented to Divisional Managers for approval first quarter 2002-2003.</p>
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2. HUMAN RESOURCE STRATEGIES

<p>Integrate the principles of ecologically sustainable development into all Council's planning, decision-making and actions.</p>	<p>Develop and implement training program on ESD principles for Managers and relevant staff.</p>	HR	<p>While this task was commenced it was on a local, micro scale only. Progress has been made and attitudes and awareness changes achieved.</p>
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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
<small>* Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager; CCS Corporate and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
2. CITYWIDE COMMUNITY LIAISON			
Identify the most effective methods of community liaison on a geographical and issue-related basis. <i>Access & Equity Action Areas : A.3, C.3</i> <i>Community Plan Objectives : A8, C4</i>	Prepare a report on the various options to achieve more effective community liaison. Report reviewed and adopted for implementation by end of December 2001.	GM	Deferred pending appointment of new Communication Manager.
4. SHOALHAVEN SPORTS BOARD			
Ensure improved coordination with the sporting community through the Shoalhaven Sports Board.	Development of a 5 Year Forward Program for active recreation by end of December Quarter.	CS	Draft 5 Year Programs developed for cricket, netball and hockey. Draft 5 Year Program developed for 40% of winter sports. Negotiations continuing.
5. COMMUNITY CONSULTATION ON CAPITAL WORKS PROGRAM			
Develop policy for community consultation for design and implementation of Capital Works.	Policy developed by end of March Quarter.	CS	Deferred and has been included in the 2002/03 Management Plan.
6. PRINCIPAL CONSULTATIVE BODIES ADVICE ON CAPITAL WORKS PROGRAMS			
Meet with Area Principal Consultative Bodies to provide advice on and feedback to future Capital Works and Maintenance Programs.	10 meetings held per year	CS	There have been useful meetings held with forums at Shoalhaven Heads and St Georges Basin and Combined Chambers of Commerce. Arrangements will be made with other forums for 2002/03.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. PARTICIPATION IN DECISION-MAKING			
<p>Facilitate the participation of young people in local area decision-making.</p> <p><i>Access & Equity Action Areas : C.3</i></p> <p><i>Youth Services Strategic Plan Objective</i></p>	<p>Continue to support the activities and business of the Shoalhaven Youth Advisory Committee.</p> <p>Establish and convene the Youth Week Committee on an annual basis.</p> <p>Provide opportunities for the participation of young people in the development of services and facilities for young people.</p>	CCS	<p>Continued support for Youth Advisory Committee & associated activities.</p> <p>Establishment of Youth Week Organising Committee & implementation of Youth Week in April 2002.</p>
8. PROMOTION OF ACTIVITIES - YOUTH			
<p>To actively promote young people's activities.</p> <p><i>Access & Equity Action Areas : C.3</i></p> <p><i>Youth Services Strategic Plan Objective</i></p>	<p>Produce an annual guide to summer activities in the Shoalhaven for young people.</p>	CCS	<p>Summer activities guide produced & distributed in second quarter.</p> <p>Youth Week program of events developed & promoted by young people.</p> <p>Promotion of Art Start activities.</p> <p>Promotion of youth entertainment activities, bands, music and other performances</p>
9. COMMUNICATION - YOUTH			
<p>Facilitate effective communication within the youth and community sector.</p> <p><i>Access & Equity Action Areas : C.3</i></p> <p><i>Youth Services Strategic Plan Objective</i></p>	<p>Investigate the establishment of an internet bulletin board as a primary means of information share in the youth sector.</p>	CCS	<p>Project outcomes were the compilation of network E-lists.</p> <p>Establishment of internet bulletin board proposed for a youth training project.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
10. SHOALHAVEN ACCESS ADVISORY COMMITTEE			
Facilitate the participation of people with special needs in local area decision making. <i>Access & Equity Action Areas : E.3</i>	Number of meetings per year. Active approach to encourage participants to identify areas of disability.	CCS	Shoalhaven City Council representatives have attended and hosted Regional Access Forums in order to share information about disability access issues with other Council's. An accessible public toilet brochure has been developed and distributed through out the Shoalhaven. The Disability Discrimination Action Plan has been produced and adopted by Council.
11. NETWORKING - KOORI			
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. <i>Access & Equity Action Areas : G.2</i> <i>Community Plan Objectives : G4.</i>	Improved access to information by Aboriginal people. New ways developed to disseminate information.	CCS	SKIN magazines have been produced through out the year which has assisted in the dissemination of information.
12. COMMUNICATION METHODS – SPECIAL NEEDS GROUPS			
SCC in consultation with the Aboriginal Multicultural and Youth Advisory Committees to develop appropriate protocols when dealing with these special needs groups. <i>Access & Equity Action Areas : C.3, G.2, I.1</i> <i>Community Plan Objectives : C4, G8, I3</i>	Improved procedures and practices in dealing with special needs groups. Protocols determined.	GM	Deferred pending appointment of new Communication Manager.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
13. ABORIGINAL ADVISORY COMMITTEE			
Continue to provide a forum for Council and the Aboriginal Community to discuss relevant issues. <i>Access & Equity Action Areas : G.2</i>	Number of meetings per year.	CCS	Several Aboriginal Advisory Committee meeting held through out the year which allowed relevant issues to be discussed.
14. ETHNIC AFFAIRS POLICY STATEMENT			
SCC to develop and commence implementation of the Local Ethnic Affairs Policy Statement (LEAPS) for the Shoalhaven for people from non-English speaking backgrounds. <i>Access & Equity Action Areas : 1.1</i> <i>Community Plan Objectives : 11</i>	Improved communication with people from culturally and linguistically diverse backgrounds. LEAPS policy developed.	CCS	Work continued throughout the year on the preparation of the LEAPS with the engagement of a consultant to draft the document.
15. REGULAR CONSULTATION – MULTI CULTURAL GROUPS			
SCC to undertake to regularly consult with the Multi-Cultural Committee, utilising the Illawarra Migrant Resource Centre. <i>Access & Equity Action Areas : 1.1</i> <i>Community Plan Objectives : 12</i>	Improved communication with people from culturally and linguistically diverse backgrounds. Regular consultation undertaken.	CCS	Monthly meeting held with Multi-Cultural Committee through out the year to improve communications and allow the dissemination of information. Dissemination of updated Multicultural Committee Brochure. Present an Information session " NESB and Legal Issues" in conjunction with Migrant Resource Centre and Shoalcoast Legal Centre Assist in the presentation of 6 Living in Harmony events for children in early childhood, culminating in a "Harmony Happening" for children Shoalhaven wide. Progress the Local Ethnic Affairs Policy Statement by engaging a consultant to prepare/present draft statement.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
16. INTERPRETING SERVICES			
<p>To meet the need for interpreting services in Shoalhaven.</p> <p><i>Access & Equity Action Areas: 1.1</i></p>	<p>Provide networking support.</p>	<p>CCS</p>	<p>Disseminated updated information for translation interpreters service (TIS) to multicultural committee, council reception, and telephone exchange and assist migrant resource worker to encourage service providers re Translator/ Interpreter Service.</p>
17. REVIEW WARD BOUNDARIES			
	<p>Redefine the Ward Boundaries so that they meet the requirements of the Local Government Act.</p> <p>Prepare a report to Council on Ward Boundary options by end of March 2002.</p>	<p>CCS</p>	<p>New Ward Boundaries formally adopted on 28th May 2002.</p> <p>New Boundaries advertised and relevant authorities notified.</p>



Photographer Oliver Sylvano

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
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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.	Number of such briefings.	GM	Council senior staff met with local and senior State & Federal representatives on a wide variety of issues throughout the year.
2. GOVERNMENT DEPTS			
Arrange and hold focus meetings of officers from each relevant government department at the start of major Council projects, as appropriate.	Number of such focus meetings held.	CS	Meetings with Government Departments held for: MR92 EIS Stakeholder meeting conducted by consultant. Planning focus meeting conducted for North Nowra Link Road. Turpentine Road Bridge over Flatrock Creek. Regional Forest Agreement. Nowra Foreshore Masterplan.
4. KEY LOBBY GROUPS			
Identify key lobby groups at a state and federal level and ensure Council establishes a two-way flow of information.	Establish database of lobby groups on an issue-by-issue basis and geographical boundaries. Maintain regular flow of information on key Council objectives.	GM	Deferred pending appointment of new Communication Manager.

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
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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>	<p>\$ amounts sought and then obtained through grant applications to other agencies.</p>	CCS	<p>The guidelines developed when applying for grants continue to be enhanced and for the 2001/02 financial year, Council secured \$24 million of grant funding.</p>
3. FINANCIAL PERFORMANCE MEASURES			
<p>To effectively manage Council's financial resources as per policies and guidelines set by Council and the Department of Local Government.</p>	<p>Keep Council's internal debt service ratio below 25%</p> <p>Maintain the amount outstanding from Sundry Debtors in excess of 90 days old below \$200,000</p> <p>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.</p>	CCS	<p>Council's debt service ratio is currently 25.99%.</p> <p>The net rates outstanding has further reduced this financial year from \$1,854,000 to \$1,799,000 or expressed as a percentage 2.8% to 2.60%.</p> <p>The amount outstanding from debtors greater than 90 days has continued to reduce, with the end of June totalling \$161,378.</p> <p>Although well within the 5% KPI, the ever increasing rates outstanding from pensioners is a concern.</p>

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	B-Pay system has been upgraded and improved allowing easier processing. Work has been carried out in improving interfacing with financial institutions. Investigation of a pilot scheme for application and issuing of Council certificates has commenced.
6. SECTION 94 CONTRIBUTIONS PLAN REVIEW			
Undertake a major review of the plan. <i>Access & Equity Action Areas : A.4, B.3, C.4, D.3, E.4, F.4, G.3, H.2, I.2</i> <i>Community Plan Objectives : A19, B8, C6, D9, E8, F6, G10, H5, I6</i>	Progressively review plan in accordance with S.94 task force guidelines.	PS	New computer enquiry system functioning and revision of Community Facilities almost ready for public comment.
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	Development of the financial model will commence after the adoption of the 20 year capital works program.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
8. STATUTORY FINANCIAL REQUIREMENTS			
<p>To ensure that Council meets its statutory financial obligations.</p>	<p>Lodge Council's annual Fringe Benefits Tax return by the due date and forward each quarterly instalment by the due date.</p> <p>Lodge Council's monthly Business Activity Statement for the GST.</p> <p>Submit each quarterly budget review to Council within the timeframe laid down in the Financial Management Regulation.</p> <p>Complete and lodge Council's Annual Financial Reports within the timeframe laid down in the Local Govt Act.</p>	CCS	<p>Council's statutory deadlines have been met for GST and FBT.</p> <p>Each of the quarterly budget reviews were submitted to Council well within the requirements of the Local Government Act.</p> <p>The preparation of the financial statements is underway and is expected to be completed by the due date.</p>
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 (see following table).</p> <p><i>Access & Equity Action Areas : A.4</i></p>	<p>Payment of donations, subject to submission of claims by the identified groups and individuals.</p>	CCS	<p>Council has paid out 100% of the budgeted 2001/2002 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 2001/2002 reviewed and adopted a revised Donations Policy and a set of Guidelines to provide both Council and 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>	<p>Provide annual pensioner rebates.</p>	SW	<p>Included in 2002/2003 Management Plan</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
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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 end of April each year.	CCS	<p>The Draft Management Plan for 2002-2005 was adopted for public exhibition by Council on the 30th April 2002.</p> <p>The Draft Management Plan 2002-2005 was exhibited for public comment between 9th May and 6th June 2002 inclusive.</p> <p>Following 3 public meetings and a full review of written public submissions Council adopted the Management Plan for 2002-2005 on the 25th June 2002.</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.	<p>Plans are documented for all major operational areas and are to incorporate Cityplan / Management Plan corporate priorities and tasks by September 2001.</p> <p>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.</p>	GM	Divisional Plans prepared. Monthly Divisional Managers' meetings used to discuss any major problem areas on progress towards meeting Divisional targets.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. CUSTOMER SERVICE			
Continue to develop and provide quality, affordable customer service.	Develop and maintain good standards of customer service and monitor progress each quarter.	CCS	<p>Customer service standards were continually reviewed during 2001/2002 within all Divisions of Council.</p> <p>Development and implementation during the year of "best practice" strategies were continually being pursued with corporate training programs tailored through HR to incorporate these strategies designed for improving customer service at all levels throughout the Council.</p> <p>The appointment of a new Communications Manager has also provided further programs and guidelines for enhanced communication standards focussed at improving customer service levels and opening communication channels.</p>
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.	<p>Continuing implementation of a performance development system that will assist to create a learning organisation and encourage constant review and adjustment.</p> <p>Timely, cost effective and accurate information and responses to enquiries.</p>	HR	<p>Intranet access and addition of relevant, up to date data has received extra attention during the report year.</p> <p>Consultation through the consultative committee has continued to broaden policy development input.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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	The cadastre accuracy improvement has progressed well through the year. We have held talks with Land and Property Information to reduce duplication of effort between our organisations in the management of the cadastre for the Shoalhaven.
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	Trials of electronic field data capture have commenced. Shoalhaven Water have engaged consultants to assist the process of bringing all there infrastructure assets into Conquest.
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.	<p>Review Divisional Plans with senior management by end September to ensure workforce planning and people related business issues are included</p> <p>Establish regular partnership meetings with senior management to review performance against Divisional Plans and revise as necessary</p> <p>Provide benchmarking data to senior management with analysis of trends and recommendations for strategic human resource interventions if required on a quarterly basis</p> <p>Ensure current information, legislation and industry trends are available, incorporated in planning and implemented in a timely manner when required.</p>	HR	<p>Resource shortage as reported in first quarter impacted on original task achievement.</p> <p>Replacement Human Resource Manager actively involved at Divisional Manager and Consultative Committee level.</p> <p>Individual consultation implemented at individual supervisory levels.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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 September quarter each year. Review Divisional Plans with senior management against the Training Plan and to ensure training and development addresses identified skill and knowledge gaps. Establish regular partnership meetings with senior management to plan actual training programs and review effectiveness of training undertaken. Continue to develop, monitor and implement cost effective OH&S training programs throughout Council as required.	HR	A melding of the plans by September quarter developed to identify skill and knowledge gaps. The EDD (Employee Development Discussion) process was instrumental in data gathering. Effectiveness of programs by post-course assessment continues to provide valuable feedback to assist decision making processes.
9. CORPORATE COMMUNICATION (Internal) STRATEGY			
Develop and implement a communication strategy which emphasises each employees involvement in achieving the Management Plan and Cityplan objectives.	Develop Communication Strategy and implement.	HR	Communication Strategy implemented with strong awareness of strategy evidenced in most areas of the organisation. Intranet access limits represent one identified barrier.
10. INFORMATION MANAGEMENT STRATEGY			
Prepare and implement a strategy for the management of corporate information.	Implement strategy in year 2001/2002	IT	Council's Information Technology strategy was reviewed and implemented during the year. This ongoing task will continue into future years.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
11. ADMINISTRATIVE and SUPPORT SERVICES STRATEGIES and POLICIES			
Prepare and implement strategies and policies that guide these functions.	Prepare strategies. December 2001.	CCS	Administrative and support service strategies and policies were continually under review during 2001/2002. Council's current Policy Register was regularly being updated throughout the year with "old and obsolete" policies being archived. The more recently adopted policy documents for 2001/2002 have replaced these older policies where appropriate. The revised policy register has also been updated and published on Council's Intranet site with the appropriate links established to Divisional Websites.
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	Review will be undertaken after the next Council elections.
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. Quarterly.	CCS	All quarterly Management Plan (2001-2004) 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. End of November 2001.	CCS	The 2000/2001 Annual Report and State of the Environment Report Supplement have been finalised and copies were forwarded to the relevant Govt. Agencies on Wednesday 28th November 2001. The completion date for both documents were within the prescribed deadline as provided under the Local Govt. Act 1993 and Local Govt. Regulations.
15. ELECTRONIC ACCESS TO COUNCIL INFORMATION			
	Provide the community with better electronic access to Council information. Improve Council's internet site through making available other information such as the Business Papers, the annual Management Plans, annual reports, etc.	CCS	Council Agenda Preparation System is at the installation stage. The Council Business Papers, Annual Management Plan, Annual Report and Quarterly Reviews are all available electronically on council's website
17. FULLY IMPLEMENT PROJECT MANAGEMENT SYSTEM			
	All major projects to have documented briefs prior to start. All projects on project management system updated at minimum every two weeks.	CS	Major projects procedure requiring briefs to cover scope of work in place. Project Management System being used in significant projects.
18. MISCELLANEOUS COMPUTER APPLICATIONS			
Create, enhance and maintain the large number of existing applications.	Ensure that Council's computing applications are available for general use.	IT	Through the year we have concentrated on making data more readily available by shifting many of the enquiry systems out of conventional programs to WEB based solutions. Most notable was the introduction of the Human Resources Information System for senior management.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
19. INFORMATION TECHNOLOGY & TELECOMMUNICATIONS INFRASTRUCTURE			
Maintain and enhance the IT&T infrastructure.	Ensure that Council's IT&T infrastructure is available for general use.	IT	Council's I.T. & T infrastructure was maintained to ensure availability of greater than 99.5%.
20. BUSINESS PLAN FOR AFTER HOURS CALL CENTRE			
Prepare and submit a business plan for the After Hours Call Centre.	Prepare plan by December 2001.	IT	The draft business plan for the After Hours Call centre was prepared. Further enhancement will take place during the new year.
21. INDUCTION PROCESS – CULTURAL AWARENESS			
<p>Council to include cultural awareness as part of new induction process for all Council staff.</p> <p><i>Access & Equity Action Areas : A.3, G.2, I.2</i></p> <p><i>Community Plan Objectives : A14, G5</i></p>	<p>Cultural Awareness in Induction Program.</p> <p>Increased awareness of Council staff to Aboriginal issues, needs and culture.</p> <p>Increased awareness of Council staff to the issues, needs and culture of other groups.</p>	HR	<p>Induction program task achieved as planned. Impetus lost toward end of reporting period as presenter not able to attend. Staff have covered well. Alternate presenters to be sourced.</p>
22. EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN			
<p>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.</p> <p><i>Access & Equity Action Areas : A.4</i></p>	<p>Develop and implement an EEO Management Plan which ensures community groups receive fair and equitable treatment.</p> <p>Continue to review performance against targets on a quarterly basis.</p> <p>Research and analyse appropriateness of strategies to address specific target group needs and identify strategies as required.</p> <p>Provide support to resolve grievances and disputes as required.</p>	HR	<p>At the end of the reporting year, a review of specific areas of past plans was conducted. A gap has been identified with regard to EEO staff survey studies. This is to be addressed in next year's activities.</p> <p>Indigenous cadetship and government funding support remain active.</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> Within 40 days – 80% Within 21 days – 65%</p> <p><u>Construction Certificates:</u> Within 28 days – 80% • For Building Works Within 15 days – 65% • For Subdivision Works Within 10 days – 65%</p> <p><u>Subdivision Certificates:</u> Within 14 days – 80% Within 7 days – 65%</p> <p><u>Complying Development Certificates:</u> Within 7 days – 90% Within 5 days – 75%</p> <p><u>Building Certificates:</u> Within 15 days – 80% Within 7 days – 60%</p>	DES	<p>Percentage of applications determined within target time:</p> <p><u>Development Applications:</u> Within 40 days – 67% Within 21 days – 42%</p> <p><u>Construction Certificates:</u> Within 28 days – 63% • For Building Works Within 15 days – 39% • For Subdivision Works Within 10 days – 97%</p> <p><u>Subdivision Certificates:</u> Within 14 days – 98% Within 7 days – 96%</p> <p><u>Complying Development Certificates:</u> Within 7 days – 96% Within 5 days – 92%</p> <p><u>Building Certificates:</u> Within 15 days – 72% Within 7 days – 39%</p>
2. PLANNING CERTIFICATES			
Process Section 149 (Planning Certificates) in a timely and accurate manner.	<p>95 % of certificates issued in three to five working days.</p> <p>Percentage of certificates processed within target time.</p>	PS	High attainment in all reporting periods.

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 staff have continued to patrol and impound animals and educate owners of their responsibilities under the Act.
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	On a yearly basis (2001-02), 28.56% of food premises have been inspected, again, above the 25% target.
5. IMPLEMENTATION OF PUBLIC HEALTH LEGISLATION			
	Carry out inspection and testing of premises for Legionella at least once a year. Carry out testing of town water supplies in accordance with National Health Guidelines.	DES	All premises with air handling systems (cooling towers) regulated under the Public Health Act were inspection and samples taken for Legionella and total bacteria counts.
6. IMPLEMENTATION OF ENVIRONMENTAL POLLUTION LEGISLATION			
	Compliance inspection of non-domestic sewerage systems at least once a year. Compliance inspection of concrete batching plants and quarries and continue with motor trades.	DES	Compliance inspection of non-domestic sewerage systems is ongoing. Inspection of concrete batching plants, quarries and motor trades premises is ongoing with most of motor trades in the Nowra area now complete.
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	Various audits were completed as per the 2001/02 Audit Plan which also included a random audit of each Council tourist Park during the year.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
12. BUSINESS MANAGEMENT SKILLS			
Ensure Council has the skills to manage tasks based on appropriate risk assessment, resource allocation and time management.	Develop and implement workshops which will enhance skills in Business Risk Management, Project Management and in Managing Consultants.	HR	Human Resources staffing issues and changes directly affected the opportunity to address this task.
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.	Develop and implement a salary structure which complies with both Award and Council requirements. Monitor Award changes and participate in negotiations and agreements as appropriate. Undertake market and salary reviews as required. Review and maintain appropriate job evaluation processes.	HR	Second round of back payments due first quarter of next reporting year. Systems, policies and data consolidated throughout the report year to place the organisation in a sound position for salary management in the next reporting year.

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	<p>Preliminary Plans prepared for Aquatic Operations, including review of existing Aquatic Services 'A Way Forward' report.</p> <p>Draft Plans for Shoalhaven Mechanical Services prepared to be reviewed in 1st Quarter.</p> <p>Plans to be prepared for Tourist Parks and Cemeteries - data collection on key business indicators commenced</p>
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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.	<p>Sandridge Cemetery – Completion of development program by end of June 2003.</p> <p>Worrigeer Cemetery – Development of a quality reception facility called "Reflections".</p> <p>Aquatic Facilities – Continue work on the rehabilitation program, subject to Council endorsement of funding.; Complete contract development arrangements for 2 new aquatic centres.</p>	AGM	<ul style="list-style-type: none"> ▪ "Reflections" facility subjected to construction tender, following review and expansion of the concept of the Tea Room/Flower Outlet operation. Business Plan in preparation for the facility. ▪ Financial Year Aquatic assets rehabilitation plan implemented, including new water reticulation at Berry Village Pool, new filtration at the Nowra Olympic Pool, Fit-out and commissioning into service of the Bay & Basin Leisure Centre.
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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	<ul style="list-style-type: none"> ▪ Crematorium - actual result for Cemeteries and Crematorium produced. ▪ Detailed risk assessment study commenced on Shoalhaven Memorial Garden facility.
	Cambewarra Lookout - Improve Council's return on the renovated asset and improve promotion of the site.		<ul style="list-style-type: none"> ▪ Cambewarra Lookout - Current lease has resulted in 150% rental increase over former lease.
	Beach Inspector Program - Provide lifeguard services at eight beaches over peak holiday period.		<ul style="list-style-type: none"> ▪ Beach Inspector program was provided at eight beaches. No major incidents were reported. Positive feedback received from beach users.
	Aquatic Facilities - Provide quality aquatic and fitness services in a safe and cost effective manner		<ul style="list-style-type: none"> ▪ Aquatic & Leisure Services fees and charges implemented for 2002-2003. ▪ Quotes obtained for a number of projects to be funded from Financial Year 2002/2003 to enable prompt commencement during closed season.
	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.		<ul style="list-style-type: none"> ▪ Shoalhaven Mechanical Services maintain Quality Accreditation certification and targets a higher benchmark for Year 2002/03. Prices and operations are operated at industry competitive rates, with full cost recovery an objective. The operation provided valuable technical material and logistical support during the December/January bushfires.

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
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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> <i>Community Plan Objectives : A7</i></p>	<p>Prepare the strategy for adoption by Council by the end of September quarter.</p> <p>Implement the strategy in each of the remaining quarters, within budgetary constraints.</p> <p>Introduce new methods of media distribution and liaison, targeting national and state-wide media.</p>	GM	<p>Parts of the strategy have been drafted, these will be brought together in a final draft by the new Communications Manager next year.</p>
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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>	CCS	<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 2002/2003.</p> <p>During the financial year 2001/2002 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 and concert ▪ Queens Birthday Honours Awards ▪ Mayoral Civic Receptions for various achievers ▪ Dinners & Functions honouring Community Service
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. SHOWCASE YOUTH SUCCESSES			
SCC to continue to promote activities which enable young people to showcase their successes. <i>Access & Equity Action Areas : C.5</i> <i>Community Plan Objectives : C13</i>	Increased support by the community for the young people of the Shoalhaven. Ongoing Council support for youth activities eg Youth Week, Youth Advisory Committee, etc.	CCS	Continued support for Youth Advisory Committee activities. Establishment of Youth Week Organising Committee Development & implementation of program of events for Youth Week. Promotion of youth entertainment activities, bands, music & other performers.
4. TRIAL PROJECT STATUS REPORTING ON THE INTERNET			
	10 major projects placed on Council's Internet site and progress updated at minimum two weekly intervals.	CS	Major and minor City Services Projects available on Council's Internet site. Projects updated on fortnightly intervals.

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 88,000 (estimate for year 2001) 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 Growth Management 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, Growth Management strategy and Citywide structure plan
- 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 2001/02



NPWS CONSERVATION PLANNING CONFERENCE (OCTOBER 2001)

Council's Threatened Species Officer presented a critique of the responses provided to Council by NPWS Conservation Planning Officers, at an annual conference held for these officers at Jervis Bay. These responses are generated by referrals from Council to the NPWS, as required by various statutes.

The critique was provided as feedback to the NPWS to improve responses, if possible. The main thrust of the critique was that responses did not provide the necessary guidance needed to assist Council to address the issues raised by the NPWS.

The presentation was met with great interest and generated some lively debate at the conference. Since the conference, Council has provided further information and advice to assist the NPWS with a range of matters relating to conservation planning and local government.

ENERGY SMART HOMES PROJECT

Council has joined the Sustainable Energy Development Authority's (SEDA) Energy Smart Homes Program and has amended relevant policies to include the minimum energy efficiency requirements of SEDA's model policy. In November, 2001 Building Industry Information Sessions were held at the Ulladulla Civic Centre and the Administrative Centre, Nowra to introduce the Energy Smart Homes Program. The requirements relating to hot water systems were deferred and implementation of these guidelines will be reviewed next financial year.

GENERIC REVIEWS OF ENVIRONMENTAL FACTORS FOR SHOALHAVEN WATER

Council's Threatened Species Officer has instigated a process to develop generic Reviews of Environmental Factors (REF) for maintenance activities undertaken by Shoalhaven Water. This process resulted from the identification of threatened species on a water pipeline easement at Vincentia, which is periodically slashed.

The requirements for assessment of an activity under Part 5 of the NSW Environmental Planning & Assessment Act 1979, resulted in the need for undertaking such assessments over a broad range of regular maintenance activities.

A generic REF would be prepared for maintenance activities in each of Shoalhaven Water's operational areas and would identify work practices and strategies that would not have significant effects on threatened species known from those areas. Undertaking works in accordance with the strategies and practices in the REF would negate the need for further assessment, but where work would deviate from these methods, then additional assessment would be required.

The first generic REF will be prepared for the northern operational area, and the first meeting was held in November to start the process.

THREATENED SPECIES PRESENTATION AT LGSA BIODIVERSITY SEMINAR

Council's Threatened Species Officer was invited to present a case study entitled A View from the Coalface (Integrating the NSW Threatened Species Conservation Act 1995 into the Development Assessment Process), at the Local Government & Biodiversity Conservation Seminar held by the Local Government & Shires Associations on 27th July in Sydney.

This case study described the methodology set out in the Shoalhaven City Council Threatened Species Assessment Manual and outlined the use of computer technology for threatened species assessment. Examples to demonstrate how the application of section 5A of the NSW Environmental Planning & Assessment Act 1979 can be translated into development outcomes were provided.

AUSTRALIAN PLANT SOCIETY

Council's Threatened Species Officer was invited to be a guest speaker at the Australian Plant Society and gave a presentation covering the spectrum of threatened flora in the Shoalhaven and the development issues arising from the listing of threatened flora. Photographs were used to illustrate various flora species as they were described. Descriptions focused on diagnostic features and habitat indicators. Society members showed great interest in the talk and also provided some interesting anecdotes about their experiences with threatened flora.



INTEGRATED EMERGENCY MANAGEMENT CENTRE

The development application has been lodged for the buildings and car parks at the new Shoalhaven Integrated Emergency Management Centre. The new Integrated Emergency Management Centre in Albatross Road will replace the existing centre at the former White Ensign Club in Bridge Road, Nowra and provide operational accommodation for both the Rural Fire Service and the State Emergency Services. Construction will be simple low-cost standard. The building will include the Emergency Operations Centre, common kitchen and amenities, a shared emergency response core and specific accommodation facilities. A feature of the new centre will be the Rural Fire Service and State Emergency Services garage space, which will be basic "rural farm shed style" with roller doors and concrete slabs for heavy vehicles and equipment. This concept will allow the RFS and SES volunteers to fit out the complex to meet their specific requirements.

BROUGHTON CREEK ACID SULFATE SOILS HOT SPOT PROJECT

Work is progressing well with the Broughton Creek Hot Spot Project with further detailed investigations now nearing completion on the selected drains to finalise the locations and design of remedial works. The aim of the project is to mitigate the impact of acid drainage on the Broughton Creek and Shoalhaven Floodplain.

Preparation of a management plan for the project is well underway and it is expected that implementation will begin early in 2002/3

Consultation has been ongoing with the farmers in the floodplain during the planning and drains have only been selected for remedial works where the farmers are supportive of the proposals.

ENVIRONMENTAL COMPLIANCE INSPECTION OF MOTOR TRADES

Inspections are nearing completion of all the motor vehicle repairers in the Nowra area with a substantial number of operators receiving advice on cleaner production practices and many premises were identified that needed to improve their environmental performance and some were actually causing pollution. Generally the operators have been cooperative and have carried out changes to their activities that will result in a substantial reduction in the risk of stormwater pollution from oils and fuels from these type of activities. Formal regulatory action was only necessary in a small number of cases and only one 'on the spot' fine needed to be issued. Although the program is resource intensive it is generating real environmental outcomes and it is intended to extend the program to other areas in the coming year.

PLANNING SERVICES HIGHLIGHTS

- Draft Jervis Bay Settlement Strategy - The draft Settlement Strategy for the Jervis Bay Region was publicly exhibited during August to November 2002. As part of the draft Strategy community consultation process public information sessions and facilitated workshops were held during the exhibition period in Callala Bay and Huskisson/Vincentia. Detailed report on the outcome of the community consultation processes presented to Council in May 2002.
- Submission on the Booderee National Park Plan of Management.
- Review of zones controlling development in villages within Lake Conjola Catchment & Manyana/Bendalong commenced including a workshop with residents.
- Exhibition of Draft Milton/Ulladulla LEP completed and review of submissions commenced.
- Land & Environment Court - Land acquisition for Vincentia Leisure Centre Site - successful defence compensation.
- Flora and fauna surveys conducted from September to December in the Nowra Bomaderry district to explore the development and conservation potential of the investigation areas outlined in the Nowra Bomaderry Concept Plan.
- Threatened Orchid surveys were carried out in the Vincentia area in November in conjunction with the *Prasophyllum affine* Recovery Team. During the survey another threatened orchid, *Cryptostylis hunteriana* was also detected in the area.
- Council approved 19 Applications for Local Heritage Assistance Grants.
- The Draft Heritage LEP & DCP was reported to Council in December.
- Submission to the Marine Parks Authority regarding the Draft Zoning & Operational Plans for Jervis Bay Marine Park.

- Comments provided to the State Government on a proposed amendment to State Environmental Planning Policy 58. This amendment (since Gazetted) provided greater control on water quality in Kangaroo Valley.
- Review of Huskisson Town Centre DCP completed and submitted to Council for approval to be placed on exhibition.
- Start of Floodplain Land Use Planning Review - review of LEP and preparation of Floodplain Management DCP.
- Detailed environmental study and report on rezoning options completed for Comberton Grange and reported to Council. Consultation with State Government Agencies.
- Council resolved during May 2002 to start a review of the Shoalhaven Bicycle Strategy priorities and establish an advisory committee to assist with the review.

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	Draft Conservation Issues papers being completed. Report to Council 2nd Quarter 2002-2003.
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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 December quarter.	PS	Draft issues papers on settlement and conservation prepared with the assistance of consultant. Councillors briefed on broad issues identified in discussion papers. Discussion papers currently being revised to take account of emerging issues - bush fire hazard, release of 2001 Census data, implications of major State Government initiatives (eg Healthy Rivers Coastal Lakes Inquiry) etc. Issues papers will be released for community consultation during late 2002.
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3. CITYWIDE STRUCTURE PLAN

Compile the major land use elements of Council's plans and strategies into one Citywide structure plan 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 Structure Plan from existing data and develop a mechanism for updating it by end of September quarter.	PS	Draft Issues Papers being completed. Report to Council 2nd Quarter 2002-2003.
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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	Traffic models for the Nowra Bomaderry Structure Plan and the Nowra CBD completed. Detailed investigation into the long term Strategy underway. Detailed investigations into new development areas underway.
5. ESTUARY MANAGEMENT PLANS (In preparation)			
Work with Estuary Task Forces for Shoalhaven River, Currarong, Swan Lake, Berrara, Narrawallee Inlet and Burrill Lake to investigate and prepare plans for the proper management and protection of these estuaries.	Work with the task forces and others to compile existing data prior to developing the draft management plans by end of: <ul style="list-style-type: none"> • December quarter <ul style="list-style-type: none"> - Currarong - Swan Lake/Berrara; • March quarter <ul style="list-style-type: none"> - Narrawallee - Burrill Lake. 	CS	By the end of Quarter 1 2002/03 all proposed Estuary Management Plans will be completed except for Shoalhaven River for which the process study is about to commence.
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 June Quarter.	CS	The review of Planning Policies (LEP, DCP) are in progress and will ensure clear definition of flood data and development conditions. The data compilation on spreadsheet is on going.
8. WASTE MANAGEMENT			
Revise the Waste Strategy to provide an integrated set of actions for next 5 Years.	Finalise Waste Management Strategy by end of December Quarter.	CS	Stage 2 draft completed. Briefing session to Council proposed for August 2002.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
9. STORMWATER MANAGEMENT PLAN			
Implement the action plan to the extent of funding.	Number of actions implemented. Review implementation plan and set program for Year 3 by end of December quarter.	CS	A report will be presented in September or October on programs of implementation of the SMP. An internal working group has been formed to coordinate environmental education and develop a corporate policy.
10. NOWRA CBD STRATEGY REVIEW			
Review the existing Nowra CBD Strategy (covering the next 15 year period). <i>Access & Equity Action Areas : A.5</i> <i>Community Plan Objectives : A31</i>	Prepare and implement LEP and DCP by end of September quarter.	PS	Ongoing. Developing the CBD master plans and design guidelines in conjunction with various studies, strategies, Council policies and development projects. Carried out base mappings and urban design investigation.
11. HOUSING STRATEGY			
Progressively implement recommendations of the Housing Strategy. <i>Access & Equity Action Areas : A.5, D.6, E.5</i> <i>Community Plan Objectives : D13, E11</i>	Progress statements. June 2002	PS	Implications of recommendations assessed. Some recommendations inserted into the new Milton Ulladulla draft LEP.
12. STATE OF ENVIRONMENT REPORTING			
Prepare 2001 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, 2001.	DES	2001 Supplementary State of the Environment Report was published at the end of Nov 2001. Copies sent to Dept of Local Govt in time to meet deadline for submission. Report updated on intranet and internet.
14. ESTUARY MANAGEMENT PLANS – IMPLEMENTATION (WORKS)			
Revise actions and prepare 5 Year Forward Program.	5 Year Program of works adopted by end of December Quarter.	CS	3 Year Forward Program adopted by Council. Grants received in June and works will now be undertaken in 2002/03.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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	Council resolved to prepare the draft DCP to provide legal weight to the St Georges Basin Management Plan. The draft DCP was prepared, however with the release of the document "Planning for Bush Fire Protection" the draft DCP required further investigation. The draft DCP will soon be ready for exhibition.
16. COASTAL MANAGEMENT PLAN			
Prepare Plan in conjunction with government agencies and Coastal Taskforce.	Draft Plan prepared by the end of June Quarter.	CS	Coastal Management Task Force formed with community and relevant State Govt Agencies. Data compilation has now commenced to identify gaps in hazard data. The State Govt comprehensive Coastal Assessment will provide further data for Coastal Plan.
17. FACILITIES FOR WOMEN & FAMILIES IN MAJOR COMMERCIAL DEVELOPMENTS			
Encourage major new commercial and retail development to provide suitable access and facilities for women and families within the development. <i>Action & Equity Action Areas: A.5</i> <i>Community Plan Objectives : A50</i>	Enhanced access and provision of facilities in commercial and retail development. Suitable facilities identified with developers.	DES	On-going. Issues to be addressed in new Development Application for Woolworths/AMP for Expansion of Nowra Fair.
18. CULTURAL SITES			
Assist in identifying areas or sites of cultural significance. <i>Action & Equity Action Areas: G.2</i>	Maintain a database in conjunction with NPWS and add to it through archaeological surveys carried out for various projects.	PS	No sites identified however ongoing liaison in accordance with Management Plan.

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	Trials continuing in St Georges Basin.
2. CUMULATIVE EFFECT			
Monitor the cumulative effect of Council's and the community's actions on the natural and built environment. Report monitoring in 2001 SOE Supplementary.	Continue to investigate and monitor simple indicators of changes over time eg vegetation cover, habitat. Extend riparian vegetation monitoring by remote sensing for remaining catchments.	DES	Monitoring ongoing. 2001 Supplementary State of the Environment report was published November 2001.
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. Meet the performance target annually.	DES	Waterways monitored in accordance with schedule
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	Assessments of existing sewage management facilities are being carried out and operational approvals are being issued.

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. The completion of 50% of the assessment process shall be required to refine and develop the final strategy.	DES	Final strategy to be reported to Council.
6. DEVELOPMENT OF INDICATORS			
Identify indications 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 2001/02 supplementary State of Environment Report.	DES	Work progressing on identification and measurement of indicators for the built environment section of the State of Environment Report to be completed in the 2nd quarter of 2002/03.

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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1. RESTORATION and PROTECTION ACTIONS			
Prioritise recommended actions from Estuary Management Plans and Stormwater Management Plan on a catchment basis and prepare action plan.	Prepare Action Plan by end of December Quarter.	CS	Three year Estuary Forward Program endorsed by Council. Grant offers for 2001/02 only received in June 2002. Projects to be undertaken in 2002/03.
2. ENVIRONMENTAL AWARENESS CAMPAIGN			
Promote wider community awareness of environmental issues.	Apply for funding for community awareness and education program. Implement a community awareness and education program by end June quarter, dependent on funding (50/50).	DES	Community Awareness Programs carried out as part of Stormwater Trust Grants.
3. ROADSIDE ENVIRONMENT MANAGEMENT PLAN			
Implement Action Plan for management of roadside vegetation to available funds.	Monitor the effectiveness of training provided to staff in 2000/2001 in accordance with the Roadside Environment Management Plan by end March 2002.	CS	Monitoring of day to day activity by Asset Construction and Maintenance. Training ongoing. Review required following Hylands Bushfire.
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 Number of groups formed is increasing.	CS	Bushcare Coordinator commenced in Quarter 2. Inventory of volunteer groups completed. Group action plans being developed. Bushcare permits to be issued in the near future.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. NOXIOUS WEEDS PROGRAMS			
<p>Implement inspection and control programs.</p>	<p>Develop and implement Local programs consistent with grant conditions and Regional Weeds Management Plans.</p> <p>Annual report to NSW Agriculture showing compliance with grant conditions and Regional Plans.</p>	<p>ACM</p>	<p>Developed new Regional Plans for Giant Parramatta Grass, Broom & Gorse, Blackberry and Groundsel Bush.</p> <p>275 ha of Bitou Bush was sprayed in the coastal areas of Shoalhaven. Various land agencies and community groups cooperated in organising this program in Farnham Headland Sussex Inlet, Booderee National Park, Kinghorn Point Culburra Beach and Seven Mile Beach National Park.</p> <p>Noxious Weeds control on vacant Crown land included:</p> <ul style="list-style-type: none"> ▪ 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. <p>Private property inspections and regulatory control continued throughout the year. Treatment of fireweed, Giant Parramatta Grass, Salvinia, Blackberry, privet and Serrated Tussock on roadsides and flood mitigation drains and private property was the main priority in 2001/02. Other noxious weeds were treated but are in small quantities.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
6. WALKING TRACKS			
Ensure safe access to walking tracks.	Undertake risk assessment of walking tracks.	CS	Assessment process developed. Discussions held with walking groups for assistance with track condition reports. Risk assessment process developed. Grant application prepared for Aboriginal Risk Officer – temporary position.
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 December quarter.	CS	Policy issues included in Natural Areas Plan of Management. Actions are being implemented on an on-going basis. St Georges Basin Foreshore Erosion Study tendered. Foreshore management policy in draft form and will be completed in 2002-03.
8. DEVELOPMENT SITES			
Increase awareness of erosion and sedimentation issues on development sites.	Continue education for developers and monitor compliance on construction sites. Report on monitoring by June quarter.	DES	Requirements for erosion and sediment control on building sites is monitored by Council's Building Surveyors during inspections. Information flyers are distributed with relevant approvals
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 Hot Spot Program is progressing satisfactorily with preliminary investigation and planning work near complete with implementation works to be carried out in 2002/03.

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.

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1. SES PLAN

Implement a State Emergency Services Strategic Development Plan.	Implement outcomes of plan for Year 1 by end of Quarter 4.	CS	Plan reviewed by the Illawarra Division of SES and outcomes implemented prior to end of Quarter 4.
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2. SHOALHAVEN RURAL FIRE SERVICE STRATEGIC PLAN

Implement the strategic operational plan.	<p>Undertake annual Brigade Reviews.</p> <p>Continue Brigade building maintenance program.</p> <p>Complete program of works for radio communications program.</p> <p>Ensure transfer of Fire Control staff to RFS and introduction of changes to the Rural Fires Act with minimum impact on Volunteers.</p> <p>Meet with Volunteers through the Strategic Reference Group and respond to issues.</p> <p>Review transfer of responsibility and new legislation by end of Quarter 2 and report to Strategic Reference Group and Council.</p>	CS	<p>Service Delivery Model Planning Committee has been working on hazard identification and risk analysis in the last quarter.</p> <p>Standards of Fire Cover preliminary report has been completed. The Service Delivery Model is on schedule with Strategic and Business Plan being the final outcome.</p> <p>Shoalhaven District Liaison Committee meeting held in April.</p>
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
3. DEVELOPMENT IN BUSH FIRE PRONE AREAS			
<p>Develop fuel management strategies for the high risk areas identified in the Bush Fire Risk Management Plan.</p>	<p>Review methodology and progress through the Shoalhaven District Bush Fire Management Committee. Complete specific area risk management plans for village interfaces. Complete by Quarter 4.</p>	<p>CS</p>	<p>The new document "Planning for Bush Fire Protection" has been released in this quarter with the RFS Unit applying the standards to current and future development applications. At the May 2002 meeting of the Shoalhaven Bush Fire Management Committee, a resolution was passed to reschedule the time frame of Strategic Fire Advantage Zone maps due to the Christmas fire event. The Rural Fire Service has coordinated preparation of guidelines for determining Asset Protection Zones for existing development to be recommended for adoption at the Bush Fire Management Committee in August 2002</p>
4. SHOALHAVEN BUSH FIRE MANAGEMENT COMMITTEE			
<p>Assist in the facilitation and functioning of the Committee.</p>	<p>Chair Bush Fire Management Committee Provide guidance to Subcommittees: Fire Investigation Sub-Committee Bush Fire Risk Management Sub-Committee Continue development of DCP for development in bushfire sensitive areas.</p>	<p>CS</p>	<p>The recommendation of the Risk Management Sub-Committee regarding assessment of the strategic value of fire trails was adopted at the May 2002 Bush Fire Management Committee (BFMC) with minor modifications. The BFMC provided advice to Council's Bushfire Working Group on proposed amendments to the Tree Preservation Order, including a field trip of the fire affected areas. The Fire Investigation Sub-Committee has resumed its meetings with all agencies involved.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. FIRE CONTROL CENTRE/EMERGENCY OPERATIONS CENTRE			
<p>Complete the planning and design details for relocation of the FCC/EOC.</p> <p>Complete Stage 1 development of Training Centre.</p>	<p>Explore funding and agreement options.</p> <p>Finalise design specifications and approvals.</p> <p>Oversight site works and construction of training centre.</p>	CS	<p>Further enhancements have been made to the Training Centre.</p> <p>Concept plans for the new Integrated Emergency Management Centre complete and funding package negotiated.</p>
6. LOCAL EMERGENCY MANAGEMENT			
<p>Coordinate arrangements for the preparation, response to and recovery from emergencies within the Shoalhaven area.</p>	<p>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.</p> <p>Hold regular LEMC meetings (minimum 3 per year).</p> <p>Review DISPLAN and supporting plans annually.</p> <p>Provide support during emergencies as per DISPLAN arrangements.</p> <p>Provide community education, dependant on funding.</p>	CS	<p>DISPLAN being reviewed and updated continuously.</p> <p>Desktop exercise held on 20th October 2001 at the Shoalhaven EOC to test the DISPLAN - 42 staff from 14 agencies attended.</p> <p>LEMC meetings scheduled and held 25th October 2001, 28th February, 27th June and 24th October 2002.</p> <p>Recovery Plan prepared and distributed following Christmas 2001 Bushfires.</p> <p>Emergency Operations Centre Debrief following Christmas 2001 Bushfires held and recommendations distributed and discussed at the LEMC meeting on 28th March 2002.</p> <p>Annual Professional Training Camp to be held at Jervis Bay from 9th to 11th August 2002. Training will include Bush Search and Rescue and Land Search Techniques.</p>

Principal Activity 3: Promoting and 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 3-star motels.

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.

Highlights for 2001/02

TOURISM HIGHLIGHTS:

On 18 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:

- Australians spent \$24 billion in regional Australia out of a total spent of \$45.5 billion for 1999
- 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
- The South Coast ranks tenth in Australia for yield behind Sydney, Melbourne, the Gold Coast, Brisbane, Perth, Adelaide, Tropical North Queensland, the Sunshine Coast and Canberra

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 2001 was 88,000
- This means that for every man, woman and child in the Shoalhaven there are 13.6 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

SOUTHERN PHONE COMPANY LIMITED

A program commenced in late 1990s to establish a telecommunications system on the south coast of NSW which would deliver low cost long distance telephony and a broad band service for the delivery of data services and internet. Combining with Eurobodalla Shire Council, Shoalhaven City Council undertook a number of studies and brought together a proposal, which culminated in early 2002 with approval by the NSW Minister for Local Government to establish the Southern Phone Company Limited owned by the local government authorities in south eastern NSW. The proponent organization had been successful in obtaining Federal Government funds through the Networking the Nation program, amounting to \$4.8 million, and will utilise this to roll out services into areas which would not normally be serviced by the major carriers. This initiative has now moved on and will commence trading later in 2002 and provide not only the Shoalhaven, but other areas on the south coast and southern tablelands, with an opportunity to undertake business and have telecommunications services delivered to residences and businesses of the same quality as that in metropolitan areas.

SOUTH EAST LABORATORY FOR OCEAN AND COASTAL RESEARCH (SEALAB)

During 2001/2002 the University of Wollongong and Shoalhaven City Council as a joint venture lobbied both Federal and State Governments for support to establish a research facility at Huskisson. Towards the end of the financial period, announcements were made by the Federal Government that funding assistance would be provided to both Council and the University of Wollongong to advance the project, and in joint development with NSW Fisheries, the development would move forward in the financial year 2002/2003

This new centre for marine and coastal research will:

- Create long term employment opportunities in the south coast region of NSW through the sustainable development of marine based industries;

- Create the infrastructure, educational opportunities, skills, training, research and development, technology transfer and community linkages which will lead to long term sustainable economic benefits for the southern region of NSW;
- Provide sufficient community benefits for the Shoalhaven and south coast region through a regional centre for marine research and development which will focus on sustainable long term outcomes.

DECEMBER 2001/2002 BUSHFIRES

January/February saw a great deal of activity following the dramatic bushfire incident which beset the Shoalhaven. Most businesses within the City were in some way affected, but some of those operating in the fire areas suffered major loss. The effect on business could be categorised in four levels:

1. Businesses which had premises, stock or equipment burnt.
2. Businesses which have lost their livelihood through the fires destroying resources, habitat or vital equipment.
3. Businesses which had to destroy stock because of the interruption to power.
4. Businesses which lost trade and custom because of the disruption to the tourist season.

The Economic Development Office spent most of the time directing clients to appropriate agencies and giving information about various assistance programs.

In March, a seminar was hosted by Council to advise of the various business assistance measures.

INTEGRAL ENERGY 2001 SHOALHAVEN BUSINESS AWARDS

The 2001 Integral Energy Shoalhaven Business Awards ceremony was held at Worrigeer House on Friday 9th November, with approximately 200 people attending this gala award night. On the evening an inspirational talk was given by Mr Tony Christensen, a New Zealand businessman who had not let a physical disability restrict his business and lifestyle pursuits. The winners were:

- Shoalhaven Business Person of the Year – Janis Natt, of Jan's Pump Shop, Wandandian
- Small Enterprise (up to 20 Employees) – Air Affairs Australia Pty Ltd
- Medium to Large Enterprise (over 20 Employees) – Manildra Group
- Community Service Award (not for profit organizations) – Sussex Inlet Swimming Pool Fundraising Organisation
- A special Highly Commended Award was given in the Small Enterprise category to Ganderton Earthmoving.

MAIN ROAD 92 CONSTRUCTION

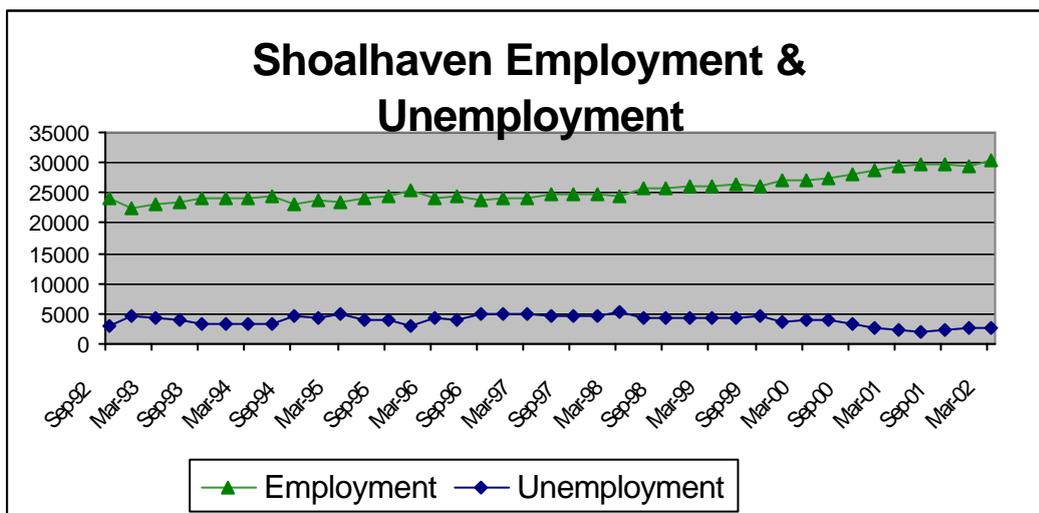
As part of the three level of Government project to upgrade Main Road 92, Council entered into a contract to construct approximately 5 km of Main Road 92 from the Albatross Aviation Technology Park to Hames Road. This construction proceeded smoothly, and it is anticipated that this section of road will be open for traffic in September 2002.



Working with the RTA of NSW and the Department of Transport and Regional Services, Council has been part of the management team overseeing the development of the Environmental Impact Statement for the remainder of Main Road 92 from Nowra to Nerriga. It is anticipated that the plan will go on exhibition in late 2002.

EMPLOYMENT SITUATION

The levels of employment in the Shoalhaven continue to increase. The unemployment levels showed a slight rise at the beginning of 2002 but this appears to be correcting .



PLANNING SERVICES HIGHLIGHTS

- DCP 82 (Signage Strategy) was prepared in conjunction with Development Services. It was adopted on 28th August, 2001.
- Draft LEP LP317 has been submitted to the State Government for Gazettal. This Draft LEP will facilitate management of tourist facilities.
- Consultants have completed Stage 2 of the Nowra CBD Traffic Strategy Review i.e. Model Building and the draft Economic Study Report.
- Gazettal of LEP Amendment No 192. The amendment provides for appropriate development at the Albatross Aviation Technology Park.

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
<small>* Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager; CCS Corporate and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
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: J.2</i>	Identify and target businesses in each quarter through personal visits, trade shows, etc. Increase employment. Reported quarterly through government statistics (ABS / DEETYA).	CS	Over the year: New contacts by clients: 73 New employment potential: 180 Trade exhibitions: LGA Conference Wollongong (Oct 01) "Creating Economic Development through Innovative Local Government" Seminar
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.	Identify and assess schemes for Council's involvement and participate where appropriate Schemes are identified in a timely manner and are utilised where appropriate.	HR	Data has been consolidated to assist future decision making process. Access to Council via funded and unfunded programs investigated. Work for the Dole programs may have higher local profile in the next reporting year.

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. Attendance at business seminars and related services with local businesses.	CS	<ul style="list-style-type: none"> ▪ Shoalhaven Business Forum - 4 meetings ▪ Shoalhaven Quality Breakfast - 4 meetings ▪ Economic Development Practitioner Group luncheon - 4 meetings ▪ South Coast Defence Network - 4 meetings ▪ Shoalhaven Business Awards - 250 attendees ▪ Planning commenced on SMART stand for Air show 2003. Also meetings of Shoalhaven Manufacturers Association, Nowra Chamber of Commerce, Shoalhaven Area Consultative Committee, and E-Biz Networking
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	Exhibition of Milton/Ulladulla Draft LEP to Council (June). Likely gazettal December 2002.
7. ACTIVELY PARTICIPATE IN REGIONAL ORGANISATIONS			
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.	Council is represented at 100% of meetings.	CS	<ul style="list-style-type: none"> ▪ IROC meetings attended; ▪ SEATS meetings attended, newsletters published and distributed; ▪ ANZSRAI conference and practitioner workshop attended and presentations made; ▪ SEGRA conference attended; ▪ NSW Country Export Study; ▪ Aerospace Industry Action Agenda attended in Canberra.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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> <i>Community Plan Objectives : A29</i></p>	<p>On-going identification of opportunities.</p> <p>Continued improvement in employment opportunities in the Shoalhaven.</p>	CS	<ul style="list-style-type: none"> ▪ Southern Shoalhaven Working Party meetings attended; ▪ Upmarket Accommodation Demand Study undertaken and launched; ▪ Input into Jervis Bay Settlement Strategy, and Jervis Bay Marine Park Plan of Management; ▪ Meeting with CREEDA regarding business incubators; ▪ Tours of Shoalhaven area hosted for prospective Dept Local Government employees; ▪ Tours of Shoalhaven area for delegation from Jiamusi, China; ▪ Funding received for South East Australia Laboratory for Ocean and Coastal Research at Huskisson.
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>Continue to support the Shoalhaven Area Consultative Committee activities where these help youth employment.</p>	CCS	<p>YES project completed. Strategic Plan developed & distributed. Training opportunities for young people incorporated into a number of Council's community development projects e.g. "Marketing Minestrone" & "Generations in Cyber Space"</p>
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.</p> <p>Schemes are identified in a timely manner and are utilised where appropriate.</p>	HR	<p>Government schemes in task area have proved of benefit to both Council and the individuals involved. Future and continuing involvement desirable.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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, I.2</i> <i>Community Plan Objectives : G11, I7.</i></p>	<p>Increased employment opportunities for people in these target groups.</p> <p>Affirmative action opportunities identified.</p>	HR	<p>Work placements of target groups may be more relevant once current cadetships are complete. More emphasis in future on community business promotion advisable.</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>	CS	<p>Strategy being undertaken to develop a structured plan to provide Aboriginal communities with information and skills to develop and manage LALC land in such a way as to provide for sustainability of the environment, employment opportunities and greater self-sufficiency for the indigenous community.</p> <p>Hosted, for work experience, SCC indigenous cadet.</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>Provision of newspapers and other relevant materials.</p>	AGM	<p>PCs are provided at Nowra, Ulladulla, Sanctuary Point and Milton Libraries for the use of the public. Unemployed people can use these PCs to prepare CVs for job applications, to search for positions vacant. Internet use is free.</p> <p>Local, Regional and National newspapers are provided as are all University and TAFE Curricula and details of local educational courses (SAEG)</p> <p>Materials suitable for self education are also provided.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
14. SCHOOL LEAVERS			
<p>Facilitate the transition from school to work and/or further training for Shoalhaven's young people, especially early school leavers.</p> <p><i>Access & Equity Action Areas : C.3, J.1</i></p> <p><i>Youth Services Strategic Plan Objective</i></p>	<p>The Youth Development Officer to continue to participate in an advisory capacity in the management groups of the Shoalhaven Workplace learning and Shoalhaven Student Support programs.</p> <p>Continue to produce and distribute the School Leavers' Resource Kit.</p>	CCS	<p>Advisory management role continued. Financial support provided for VET Teachers Professional Development Seminar.</p> <p>Continued distribution of School Leavers Resource Kit.</p>
15. EMPLOYMENT PROGRAMS			
<p>Actively participate in programs to assist the unemployed in to the workforce, where this is both feasible and reasonable.</p> <p><i>Access & Equity Action Areas : J.2</i></p>	<p>Identify and assess the schemes for Council's involvement and participate where appropriate.</p> <p>Schemes are identified in a timely manner and are utilised where appropriate.</p>	HR	<p>Council has maintained active involvement in available programs. Human Resources staff continually monitoring changing opportunities for involvement.</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
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* Div Mgr - Divisional Manager Responsible for Action/Co-ordination: **ACM** Asset Construction Maintenance; **AGM** Assistant General Manager; **CCS** Corporate and Community Services; **CS** City Services; **DES** Development and Environmental Services; **GM** General Manager; **IT** Information Technology; **HR** Human Resources; **PS** Planning Services; **SW** Shoalhaven Water

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	Report to IDEC presented on: <ul style="list-style-type: none"> ▪ Delegation from Sister City, Jiamusi China; ▪ Upmarket Accommodation Demand Study; ▪ South Coast Integrated Transport Study; ▪ Australian International Air show 2003; ▪ MR92; ▪ SEATS; ▪ Southern Phone Company; ▪ Conceptual Plan for Development of Industrial Land at South Ulladulla; ▪ Regional Economic Development Conferences; ▪ Pt Kembla Container Facilities; ▪ Incubator Factory Milton; ▪ Alfresco Dining within Shoalhaven; ▪ Jervis Bay Marine Park; ▪ Effect of Dec 01/Jan 02 Bushfires on Business; ▪ Industrial Land Holdings by SCC.
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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	<ul style="list-style-type: none"> ▪ Main Road 92 Steering Committee meetings attended; ▪ Value Management Workshop hosted and attended; ▪ Engineering Review of Alignment held on site. Construction commenced on first 5 km from HMAS Albatross to Hames Road; ▪ EIS Commenced under project management of RTA.
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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.	<p>Have a telecommunications carrier commit to construction of a South Coast Telecommunications Network.</p> <p>Increase awareness of E-commerce amongst business community.</p>	CS	Participated in Steering Committee for the formation of a regional telecommunications company. Company formed as Southern Phone Company Limited and shares offered to local government.
4. EXPAND ROLE OF DEFENCE			
Implement the Shoalhaven Defence Strategy in a staged manner.	<p>Maintain the effective operation of the South Coast Defence Network.</p> <p>ALBATROSS AVIATION PARK:</p> <p>Maintain the supply of available industrial lots to satisfy sales demand.</p>	CS	<ul style="list-style-type: none"> ▪ Information breakfast for Parliamentary Secretary to Minister for Defence, Mrs Fran Bailey, with members of South Coast Defence Network. ▪ Defence + Industry 2002 attended in Canberra. ▪ Aerospace Industry Action Agenda attended in Canberra. ▪ Input into draft plan for Jervis Bay Marine Park to support role of Defence in the Shoalhaven. ▪ Attendance at official opening of Stage 2 construction at HMAS Albatross. ▪ AATP Taxiway constructed. ▪ Attendance at briefing by Defence for ADF helicopter training contract.
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	Exhibition of Milton/Ulladulla Draft LEP reported to Council (June). Likely gazettal December 2002.
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	Detailed Council submission prepared regarding Plan of Management for Jervis Bay Marine Park.

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. Encourage investment into the aquaculture industry.	CS	Federal funding approved to establish South East Australian Laboratory for Ocean & Coastal Research (SEALab) to establish a new centre for marine and coastal research in south eastern NSW.
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. Industrial land parcels from the portfolio are sold to new and expanding industries.	CS	Land stock (serviced sites): South Nowra - 12 Bomaderry - 0 Woollamia - 0 Sussex Inlet - 1 Contracts exchanged - 10 for year Settlements - 7 for year

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

1. REVIEW TOURISM MASTER PLAN

Review the recommendations and strategies contained within the Tourism Master Plan and determine key priorities for implementation.	Produce a prioritised list of actions in conjunction with the Shoalhaven Tourism Board for ratification by Council by end of September quarter.	AGM	<p>Main priorities have been to focus marketing on the key demographics - Baby Boomers and "Double Income, No Kids"</p> <p>Main international marketing focussed on using the Sydney-Melbourne Coastal Drive campaign with production of a product manual and further development of the website www.sydney-melbourne.com. 112 operators participate in the Quickbreaks program.</p>
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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 Dec and June quarters.	AGM	Review of the 223 Key Performance Indicators in the Shoalhaven Tourism Master Plan completed on 30th June, 2002.
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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>Attend and promote at a minimum of 6 trade fairs, etc in potential market areas.</p> <p>Implement annual action plan by end of December quarter.</p>	AGM	<p>Major Marketing Programs of -</p> <ul style="list-style-type: none"> ▪ Regional TV - Autumn Campaign ▪ Capital City TV ▪ Capital City Radio ▪ State & National Magazines ▪ Bush Fire Recovery Prog ▪ Sydney Sunday Papers ▪ Regional Papers and Sydney Radio - Wave 2 ▪ Visiting Journalist Program ▪ Hosted TV "Holiday" shows ▪ Consumer Shows ▪ Sydney Caravan and Camping Show and the ▪ Melbourne Caravan and Camping Show.
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Principal Activity 4: Improving Community Facilities and Services

Scope of the Activity - This "Community" 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.

Highlights for 2001/02



Ulladulla Integrated Children's Centre - Work commenced on the Ulladulla Integrated Children's Centre (see photo above). The new centre will provide accommodation for Ulladulla Family Day Care, Noahs Ark and Family Support groups.

CITY SERVICES HIGHLIGHTS



Completed projects include:

- The Nowra Entrance Precinct and entry sign
- Retaining wall at Woodhill Mountain Road
- Berry Showground Toilets
- Culburra Beach Toilets
- Installation of new sand filters and support foundations at Nowra Pool
- Completion of underpinning and rebuilding of the walls at Sanctuary Point Rural Fire Service building
- New paving and landscaping at Rodway Arcade
- Street planting in Junction Street – between West and Osborne Streets
- Callala Bay Skatepark
- Stage 1 of Nowra Skatepark completed and opened by the Mayor
- Cycleway from St Georges Basin to Basin View
- Two kerb ramps, one at Greenwell Point and one at Schofields Lane
- Currarong Footbridge
- Stewart Place Car Park Rehabilitation
- Egans Lane Car Park

NSW 2001 Heart Foundation Kellogg Local Government Awards – Shoalhaven City Council won the NSW 2001 Heart Foundation Kellogg Local Government Awards category of “policy for Structural Change” as well as being awarded the ‘State Best Overall’. Several aspects of City Services and AC&M work, as well as Tourism, Planning Services, Community Services and local community groups’ efforts and programs were represented in Council’s submission “Shoalhaven Cycle and Walking – Integrated Policy, Promotion and Practice: Whole of Council with Whole of Community. Council projects included traffic and road safety strategies, Shoalhaven Cycling Guide, annual bike weeks, cyclist and pedestrian education days for children and the new Pedestrian Access and Mobility Plan.

‘Stop the Four O’Clock Knock’ Road Safety Program - for young adults drew 280 parents and teenagers to Sanctuary Point, Mollymook and Bomaderry during three evenings in last November 2001. The intensive campaign was made possible with the support by NRMA Member Services, RTA Southern Region, hosted by local clubs, advertised by local radio, newspapers, high schools and TAFE and presented by local speakers. This was only an element in a wider continuing Young Road

User Strategy. The goal is to raise awareness and understanding of road risk issues, the crash causes and all consequences, to fuel vital discussions especially between parents and their children and motivate rational safe choices.

Council's Community Road Safety Officer in the third quarter participated in close planning and action with Policy and community road safety partners. He also held three evening seminars for parents with teenagers and four evening workshops for parents and others supervising learner drivers, as well as the finalising of the Shoalhaven Liquor Accord with the Policy Health and liquor licences

ASSET CONSTRUCTION AND MAINTENANCE HIGHLIGHTS

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, parks 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
- Strongs 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 (pictured below)
- 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 Taxifolia 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 HIGHLIGHTS

- Intranet-based inquiry system is running with significant improvements for Development Services and Counter Staff.
- Ongoing liaison with NSW National Parks & Wildlife Service on Aboriginal Heritage.

Aboriginal Community Development - Shoalhaven City Council is involved in showcasing the koori community through various community events. The Aboriginal Advisory Committee includes Councillors, senior Council staff and local Aboriginal community representatives and meets on a bi-monthly basis to resolve any problems and plan for the future.

Nowra Bridge Walk – was held in October 2001 (photo above right) with over 3,000 indigenous and non-indigenous people walking 3 kilometres from the Nowra Tourist Centre to the old UAM site in Bomaderry. This event involved considerable planning with road closures necessary including the Nowra Bridge. A plaque was unveiled for the “stolen generation” and a barbeque lunch was enjoyed by all.

Tabula Rasa Festival “Bringing the South Coast to Life”. In conjunction with the Shoalhaven Arts Board, the Tabula Rasa Contemporary Arts Festival was held in Ulladulla and surrounding regions in July 2002. Over a week of exhibitions of contemporary art, film, music, poetry and food to excite the senses was enjoyed by locals and tourists alike. More than 40 local artists presented a range of visual arts including glass, sculpture, paintings, masks, paper, pottery. Many enjoyed a wonderful nite of Jazz with “The Count” Paul Grabowsky and free Latin dance lessons.



LIBRARY HIGHLIGHTS

Tabula Rasa At the Ulladulla Library - Ulladulla Branch Library took part in the Contemporary Arts Festival Tabula Rasa in July 2001, with an exhibition of three artists' works under the theme of Paper Art. Printmaker Marama Warren exhibited a diverse range of printworks and limited edition artist books. Illustrator KimThompson's colourful work was also available in card format, which proved to be a very popular seller, and Paper Mache artist Gwenna Green displayed objects d'art and innovative recycled cardboard screens and 'what nots'. A large crowd attended the opening night and enjoyed the music of singer/songwriter Shylie and poetry and prose readings by local women writers www.dot.

Naidoc Week - During Naidoc Week in July 2001, Aboriginal arts and craft items were displayed in the glass cases at the Nowra Library. On Friday 6th, a wildly successful story and craft morning for around 30 children was held. Stories consisted of Aboriginal legends. The public were treated to special Aboriginal delicacies consisting kangaroo, emu and crocodile meats as well as local oysters.



Childrens' Book Week in the Shoalhaven Libraries - August 2001 saw the annual frenetic activity throughout the libraries of the Shoalhaven to celebrate Childrens' Book Week and to offer the children of the city another memorable library related group of activities. The theme in 2001 “A Book Odyssey” allowed plenty of scope for ideas for display and competition.

Embroidery Presentation - On 18th September, the Mollymook Branch of the Embroiderers' Guild of Australia, presented to the Mayor, Councillor Greg Watson, three exquisite embroidered panels. This function was held at the Ulladulla Library and Visitors Centre. These panels depict historic buildings of the Milton and Ulladulla area. Embroidered in fawns and browns on a cream background, the embroidered houses appear as if they were sepia. The Embroiders had completed the panels as part of a Federation Project and had received funding from Council under the Arts Program.

International Year of Volunteers - As a result of a Grant from the Federal Government's Small Grants Fund, to celebrate the International Year of the Volunteer, Shoalhaven Library had the pleasure of hosting a **program of volunteers** who came to work in the library and raise community awareness of volunteers and their organisations. Each group of volunteers who came to the Library worked at the circulation desk for a day or two each week over a period of two weeks. This proved to be a most successful venture with volunteers from Nowra Red Cross, David Berry Hospital Auxiliary, University of the Third Age, Guides Australia, Country Women's Association, Nowra, and the Lions Club of Nowra spending time at the library.



Book Launches and author visits - Three very successful book launches were held during the year as well as a few author visits. Library staff feel honoured when writers want to launch their books at the library and are always delighted to host visiting writers to the Shoalhaven.

The first very successful book launch was that of "A Wild Life" written by local identity Mare Carter. The book was launched by Member for Gilmore Ms Joanna Gash on 18th October 2001 and attended by around 60 people. After the launch a delicious light luncheon was provided and served by the members of the Beaumont Writers Groups and library staff.

On 3rd December, over 150 people crammed themselves into the library for the launch of "Shining Ability" - a booklet produced with entries from disabled groups within the Shoalhaven. MC was Larry Bonzer and pre launch music was provided by the Shoalhaven Youth Orchestra. Councillor John Anderson welcomed those present prior to some very interesting performances by local groups. Guest of honour was former Para-Olympian Denise Beckwith, who won everyone's heart with her sense of fun, wit and self assurance.

Our next book launch took place on Monday 25th February, when local writer Cathy Russell's children's book "My summer holiday", was launched by Federal Member for Gilmore, Ms Joanna Gash (pictured right). This was another great function at the library with 140 of Cathy's relatives and friends crowding into the library. Cathy's book was self published however she is hoping to find a publisher to produce the books she intends to write. "My summer holiday" actually sold out on the evening of the launch, requiring a reprinting.



Author visits were held during Book Week in August 2001, however, the highlight of 2002 was the visit to the area of the very popular Jackie French of writing and TV fame (Burke's Backyard). Jackie had just completed her 100th book - she writes fiction for children and gardening and lifestyle books for adults. Jackie's visit was organised as a result of a successful combined grant application by Nowra Public School, Nowra Technology High and Shoalhaven City Library. Jackie spent two days in the Shoalhaven visiting various schools. She also held one afternoon session in the library for 150 children and an evening session for around 85 adults. A very successful visit and particularly pleasing as it was the result of a combined effort between school and public librarians.

Christmas 2001 - Local Studies Librarian, Carol Andrews, hosted a small morning tea for some of her family historians on Wednesday 5th December. Those attending especially enjoyed discussing the problems and delights associated with researching family history.

The annual Home Library Service Christmas party was held on Friday 7th December in the library meeting room. This event is eagerly looked forward to by the Home Library Service members, most of whom are transported to the library by community buses or by Dan Kielly our Inter Library Loans Officer. The Mayor, Councillor Greg Watson welcomed those present and thanked the library staff for their continued efforts for the housebound in our community. Melissa Boxall, Council Community worker for the Aged and Disabled also addressed the group and then spoke individually to attendees to ascertain their situations and to offer assistance if necessary. Guest speaker was Mare Cater and Scott Dibley from the library lead those present in Carol singing. Of course Santa made his annual appearance and gifts were distributed. The beautiful morning tea, door prizes and gifts were generously provided by Woolworths, Coles, Bi Lo and Grace Brothers. Their generosity enables the library to hold these functions which give so much pleasure to those attending.



Library Development Grants - The Shoalhaven Library was successful in obtaining a number of grants. A Library Development Grant for the South Coast Cooperative to purchase Large Print books for the members of the Cooperative.

The International Year of Volunteers Grant from the Commonwealth Government's Small Grants Fund and another Grant was for A Journey with Stories – a storytelling program which is being run by Colleen Langan for the library. This program has been very successful and sessions have been held in Nowra, Milton and Ulladulla. A Storytelling workshop for adults has also been held in Nowra.

Making Connections Program State Library of New South Wales - The Library had been fortunate in obtaining places for nine library staff to attend the Making Connections Program at the State Library. The program runs for two days and is free to public library staff. The intensive two day program covers all the services offered by the State Library with particular emphasis on those services that public libraries can take advantage of to assist their users.

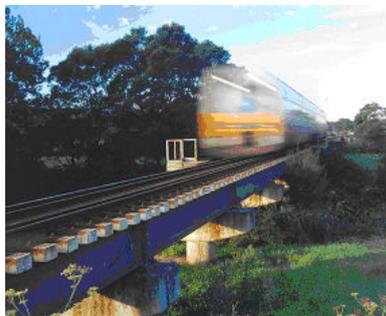
Youth Week – Annual Rock Concert - The Annual Rock Concert was held in the City Library during Youth Week on Friday 12th April. Around 103 young people from the Nowra, Sanctuary Point and Ulladulla areas enjoyed the music of three local groups and the food and soft drinks available. The support over the years of the Local Pizza Haven for this youth night has been appreciated. This was again a very successful evening run by library staff and a few dedicated fathers!

Australian Library and Information Week - The fourth Annual Trivia Night was held as part of the Library and Information week celebrations at Nowra Library. The 80+ people who attended, were again entertained by that master of the quip Dr Ray Cleary in his role as MC. Unicorn Cheese also showed their continued support for the library with the donation of beautiful cheeses. Library staff did an excellent job of organising and running this event.

WebOPAC Launch - On 24th May the WebOPAC for the South Coast Cooperative Library Service was launched by Councillor John Anderson before a group of around 30 people. The site www.sccls.nsw.gov.au will allow internet access to the catalogues of the members of the South Coast Cooperative – Shoalhaven, Eurobodalla and Kiama Councils. Further features will be added to the site as they become available. Ms Joanna Gash, Federal Member for Gilmore was also present at the launch, as was Mrs Kerry Smith, representing Wayne Smith, State Member for the South Coast. Executive and library staff from our partners in the South Coast Cooperative were also present. The development of WebOPAC had been made possible by a Library Development Grant.

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
<small>* Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager; CCS Corporate and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
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	<ul style="list-style-type: none"> ▪ MR92 Steering Committee meetings attended. ▪ SEATS meeting attended in Sale, Victoria; ▪ SEATS project prioritisation process ongoing. ▪ SEATS newsletter published. ▪ Transportation issues presented to Deputy Prime Minister, John Anderson.
2. TRANSPORT STRATEGY			
Proceed with implementation as recommended in Strategy. <i>Access & Equity Action Areas : A.1, B.1, C.1, D.1, E.1, F.1, G.1</i> <i>Community Plan Objectives : A1, B1, C1, D1, E1, F1, G1</i> <i>Youth Services Strategic Plan Objective</i>	Report progress of Strategy on regular (quarterly) basis for 2 years and thence every 6 months for further 2 years.	PS	See Task 4.1.1.6
4. PEDESTRIAN ACCESS STRATEGY			
Develop Pedestrian and Footpath Strategy from Pedestrian Access and Mobility Plan and include actions in forward programs. <i>Access & Equity Action Areas : A.2, B.2, D.2, E.2</i> <i>Community Plan Objectives : A2, B2, D2, E2.</i>	PAMP adopted by end of September Quarter. Pedestrian and Footpath Strategy reported to Council by end of December Quarter.	CS	Draft brief preparation for PAMP Stage 2 commenced. PAMP (Stage 1) completed and adopted. Priority projects for 2001/02 confirmed by Council. RTA funding allocation expected to be confirmed in August 2002.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. TRANSPORT STRATEGY – IMPLEMENTATION OF WORKS BY COUNCIL			
Review recommendations from the strategy then prepare an implementation plan and carry out the works subject to available funds.	Implementation plan developed and reported to Council by end of March quarter. Report on progress in carrying out the works.	CS	DA under consideration for Ulladulla Bus Interchange. Meeting with bus companies regarding Nowra to be held in July 2002.
6. TRANSPORT DEVELOPMENT OFFICER			
Coordinate the implementation of actions from the Shoalhaven Integrated Transport Strategy. <i>Access & Equity Action Areas : A.1</i> <i>Community Plan Objectives : A39</i>	Implementation of Immediate and short term actions from the Strategy.	CCS	Implementation of the Integrated Transport Strategy continued through out the year which included the development of: <ul style="list-style-type: none"> ▪ Public Transport Guide; ▪ Transport number wallet cards; ▪ and research on the park and ride Scheme.
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.	Review complete by end of December Quarter.	CS	Nowra Bomaderry Structure Plan data being prepared.



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

1. RECREATION NEEDS / STRATEGY

Implement adopted Strategy and monitor performance.	Review Programs and report to Council on Strategy implementation by end of March Quarter.	CS	2001/02 Parks Improvement Programs adopted by Council and being implemented. Sporting Facilities Strategic Plan - 2016 adopted. Sporting Tourism Study completed. Programs have been reviewed and will be reported to Council in August 2002.
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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 December quarter.	CS	Forward program prepared in line with available funding.
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3. PARKS ENHANCEMENT STRATEGY

Develop the range of park facilities through development of a Parks Enhancement Strategy and continue to fund a program to implement both the parks and playground upgrade program according to a schedule of works. <i>Access & Equity Action Areas : B.2, F.2, H1</i> <i>Community Plan Objectives : B3, B11, F2, H1.</i>	Improvements to parks and playground amenity throughout the LGA. Specify level of appointment for park furniture and fittings for each category of park (Policy) by end of September quarter. Develop Strategy for implementation of location upgrades to conform to Policy by end of December quarter. Works schedule gradually implemented over time.	CS	Improvements programmed via the Minor Improvements Program. Parks Enhancement Policy complete.
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. SKATEBOARD FACILITIES			
<p>SCC to consult with and consider the needs of young people in investigating the appropriate location of skate parks and utilise DUAP guidelines in design of facility spaces for young people.</p> <p><i>Access & Equity Action Areas : C.2</i> <i>Community Plan Objectives : C7</i> <i>Youth Services Strategic Plan Objective.</i></p>	<p>Consultations undertaken. More appropriate provision for the leisure and entertainment needs of young people, including completion of Nowra regional facility.</p>	CS	<ul style="list-style-type: none"> ▪ Callala Bay Skate park and Stage 1 of Nowra Skate park completed. ▪ Shoalhaven Heads Skate park due to be completed in September 2002 - mainly with community volunteer labour. ▪ Nowra Sk8 Advisory Committee established. ▪ Discussion commenced with Sussex Inlet and Huskisson communities.
5. CROWN RESERVES			
<p>Review the maintenance and development needs of reserves surrounding Council Tourist Parks and develop a management strategy.</p>	<p>Management Agreement finalised with Holiday Haven.</p>	CS	<p>Agreement reached with regard to maintenance areas. No strategy for development of surrounding areas - some minor ad hoc works approved.</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:	4.2.2	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	
<small>* Div Mgr = Divisional Manager Responsible for Action/Co-ordination: ACM Asset Construction Maintenance; AGM Assistant General Manager; CCS Corporate and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>				
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. Encourage partnerships between the University and business in research and development.	CS	Funding received to establish South East Australia Laboratory for Marine and Coastal Research (SEALab) in Huskisson; Meetings held with University of Wollongong Vice Chancellor and local business to expand curriculum of South Coast Education Network.	



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

1. ARTS BOARD 3 YEAR STRATEGIC PLAN

Implement the Shoalhaven Arts Board three (3) year Strategic Plan	Progressive implementation of the plan.	CCS	<ul style="list-style-type: none"> ▪ The Arts Development Manager and the Arts Board have planned and delivered key benefits for the community through its projects and programs. ▪ The Annual Arts Grants Scheme offered \$35,000 for 25 community arts projects. ▪ Council purchased No 12 Berry Street to convert into co-located arts and youth centres. ▪ The Arts Board granted a 2 year Arts Study Scholarship at the University of Wollongong, \$8,000 sponsorship for the Shoalhaven Youth Orchestra, promoted local artists through an internet Art Auction, produced 3 informational Arts magazines and brochures and presented a stunning Arts Awards Event at the Museum of Flight to build the esteem and image of the arts throughout the City and beyond.
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2. YOUNG PEOPLE'S ACCESS TO RECREATIONAL SERVICES

<p>Increase the use by young people of facilities, sites and venues across the Shoalhaven.</p> <p><i>Access & Equity Action Areas : C.4</i></p> <p><i>Youth Services Strategic Plan</i></p> <p><i>Objective</i></p>	<p>Provide planning, programming and promotional support to youth services in order to increase young people's access to appropriate recreational services.</p> <p>Facilitate young people's access to venue bookings, permit and development applications for events.</p>	CCS	<p>Planning, programming & promotional support provided to young people & organisations for activities such as bands, music, dance parties & performance activities & Youth Week program & festival.</p>
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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
3. COMMUNITY PLAN & EXECUTIVE SUMMARY			
Prepare an annual Executive Summary for Access & Equity activities for implementation of the Community Plan's recommendations. <i>Access & Equity Action Areas : A.5</i>	Prepare the Executive Summary by end of December quarter and include adopted actions in the draft Management Plan.	CCS	Executive Summary prepared and included into Council Management Plan
4. COMMUNITY INFORMATION			
Facilitate community access to information and knowledge of local community services. <i>Access & Equity Action Areas : A.3</i>	Continue to update and distribute Community Service Directories for specific target groups (eg aged, disabled, children and youth).	CCS	Continued promotion of Youth Services throughout LGA at libraries, Council foyer display, community service groups, schools and events. Development, production & distribution of Shoalhaven Youth Info Cards - a YAC sponsored project.
5. COMMUNITY INFORMATION DIRECTORY			
Continue to maintain and update the Community Information Directory on-line and in hard copy. <i>Access & Equity Action Areas : A.3</i> <i>Community Plan Objectives : A44</i>	Up to date information of services available to the community within the Shoalhaven. Directory updated on an annual basis.	AGM	The Community Information Directory is updated online continually. Internet and Intranet access is available. An annual hard copy is produced for sale. Within the libraries the Directory is also available through Online Public Access Catalogue and through the Council and the Library's Web Pages. Community Liaison ensures objectives of the Directory are in keeping with those of the community.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
6. SUPPORT ROLE FOR COMMUNITY SERVICE GROUPS			
<p>Provide a support role for Shoalhaven community services when liaising with other levels of Government, or seeking funding or support.</p> <p><i>Access & Equity Action Areas : A.3</i> <i>Community Plan Objectives : A13</i></p>	<p>Increased community self help. Increased role in providing support.</p>	CCS	<p>Shoalhaven Home and Community Care Consumer Planning Report completed and distributed to participants and relevant organisations. Disability Sector lunch held to encourage networking and support. A stress and time management workshop for ageing and disability community workers is being planned in collaboration with a local psychologist. Working party's investigating accommodation needs of people with a disability supported.</p>
7. MEDIATION FACILITIES			
<p>SCC to promote the use of the Community Justice mediators and centres for neighbourhood/family disputes through their inclusion in the Council's Community Directory and distribution of their information through Council libraries, offices, etc.</p> <p><i>Access & Equity Action Areas : A.3</i> <i>Community Plan Objectives : A16</i></p>	<p>Increased community access to dispute resolution. Promotion undertaken.</p>	CCS	<p>Promotion of community justice centres continued through out the year with the distribution of brochures.</p>
8. GUIDANCE TO GROUPS SEEKING GRANTS			
<p>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.</p> <p><i>Access & Equity Action Areas : A.6, C.5</i> <i>Community Plan Objectives : A35, C15.</i></p>	<p>Identification and promotion of role of CDOs (Community Development Officers). Increased community self-help.</p>	CCS	<p>Information, advice & support provided to youth services & groups for various grant applications.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
9. BAY & BASIN COMMUNITY RESOURCE CENTRE			
SCC to support the Bay & Basin Community Resource Centre to obtain suitable facilities to accommodate outreach service providers. <i>Access & Equity Action Areas : A.4</i> <i>Community Plan Objectives : A48, A49</i>	Enhanced service provision for the Bay & Basin. Investigation of suitable premises undertaken.	CCS	Work continued on Sec 94 projects for Bay & Basin area. Assist Bay and Basin obtain Baby Change Facility to improve access for Carers with young children.
10. ROLE OF COMMUNITY DEVELOPMENT OFFICER - GENERAL			
SCC to review and where appropriate support the generalised community development officer role in the implementation of the Community Plan. <i>Access & Equity Action Areas : A.4</i> <i>Community Plan Objectives : A52</i>	Continued efficient and effective implementation of the Community Plan. Continued provision of adequate resources and support information.	CCS	Continued implementation of community plan with particular emphasis on Living with Harmony committee, Children's Interagency International Women's Day and Safer Community Action Plan.
11. ROLE OF COMMUNITY DEVELOPMENT OFFICER - CHILDREN			
SCC to review and where appropriate to support the Children's community development officer role in the implementation of the Community Plan. <i>Access & Equity Action Areas : B.3</i> <i>Community Plan Objectives : B13</i>	Continued efficient and effective implementation of the Community Plan. Continued provision of adequate resources and support information.	CCS	<ul style="list-style-type: none"> ▪ Continued implementation of the Community plan through out the year with the promotion of the role through Children's Services. ▪ Assistance and support to Children's Services Associations. ▪ Introduction of a southern children's services network support. ▪ Preparation for Children's Week in Ulladulla/Sussex Inlet. ▪ Assistance with the introduction of a Children's Interagency. ▪ Promote/participate in Learning Difficulties Expo for Children's Services and Ageing and Disabilities Workers. ▪ Support for the Purple Ribbon Project (a community partnership project raising awareness of problem of child abuse.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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. Continued efficient & effective implementation of RACS (Refocus, Address and Create Solutions - Shoalhaven Youth Services Strategic Plan). Continued provision of adequate resources.	CCS	Implementation of the Community Plan's youth services objectives as documented throughout this plan.
13. ROLE OF COMMUNITY DEVELOPMENT OFFICER - AGED			
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. <i>Access & Equity Action Areas : D.3</i> <i>Community Plan Objectives : D19</i>	Continued efficient and effective implementation of the Community Plan. Continued provision of adequate resources and support information.	CCS	Continued implementation of community plan i.e., disability brochure, Disability Action Plan.
14. ROLE OF COMMUNITY DEVELOPMENT OFFICER - ABORIGINAL PEOPLE			
SCC to review and where appropriate to support the Aboriginal Community Development Officer's role in the implementation of the Community Plan. <i>Access & Equity Action Areas : G.3</i> <i>Community Plan Objectives : G13</i>	Continued efficient and effective implementation of the Community Plan. Continued provision of adequate resources and support information.	CCS	Implementation of Community Plan with particular emphasis on Community Development, ie: <ul style="list-style-type: none"> ▪ Reconciliation Festival, ▪ SKIN Magazine production, ▪ Reconciliation i.e. bridge walk.
15. CHILDCARE			
Maintain an adequate range of childcare in Shoalhaven. <i>Access & Equity Action Areas : B.3</i>	Maintain Family Day Care services. Provide assistance to community based child care	CCS	<ul style="list-style-type: none"> ▪ Family Day Care Nowra-at maximum numbers. ▪ Ulladulla continues promotion for carers. ▪ Continued assistance to community based services with emphasis on preschools. ▪ Assist with leasing agreements for community-based services.

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16. CHILD DEVELOPMENT UNIT			
SCC to investigate the need for a Child Development Unit combining previous child care proposals in an integrated specialised centre. <i>Access & Equity Action Areas : B.3, F.4</i> <i>Community Plan Objectives : B9, F7</i>	Improved access to specialised children's services. Proposal defined and prioritised.	CCS	Concept plan prepared for the Nowra Integrated Children's Facility and work commenced on the Ulladulla Integrated Children's Facility.
17. PURPLE RIBBON PROJECT			
SCC to coordinate and support the Purple Ribbon project to raise awareness of child abuse and neglect. <i>Access & Equity Action Areas : B.3</i> <i>Community Plan Objectives : B14</i>	Increased community awareness of child abuse prevention. Successful annual campaign.	CCS	Increased community awareness of child abuse through the purple ribbon project.
18. RESOURCE FOR YOUNG PEOPLE			
Continue to provide accessible and relevant information to assist with lifestyle, education and recreation. <i>Access & Equity Action Areas : C.3</i>	Convene a youth team to facilitate production of the annual Youth Services Directory by end of June quarter.	CCS	Annual Youth Services Directory draft prepared. Currently being printed for distribution.
19. SCHOOL LEAVERS			
Facilitate the transition from school to work and/or further training for Shoalhaven's young people, especially early school leavers. <i>Access & Equity Action Areas : C.3</i> <i>Youth Services Strategic Plan Objective</i>	The Youth Development Officer to participate in an advisory capacity in the management groups of the Shoalhaven Workplace learning and Full Service Schools programs. Continue to produce and distribute the School Leavers' Resource Kit.	CCS	<ul style="list-style-type: none"> ▪ Advisory management role continued. ▪ Financial support provided for VET Teachers Professional Development Seminar. ▪ Continued distribution of School Leavers Resource Kit.
20. INFORMATION, SUPPORT AND NETWORKING OPPORTUNITIES			
Continue to provide information, support and networking opportunities. <i>Access & Equity Action Areas : C.3</i> <i>Youth Services Strategic Plan Objective</i>	Facilitation of interagency and co-operative activities and participation in local networks.	CCS	Continued information provision & distribution. Facilitation of local area youth interagencies; youth centres joint planning activities & other partnership projects.

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21. YOUTH ACCOMMODATION			
Facilitate the provision of safe, secure and affordable accommodation for young people, including crisis and respite options. <i>Access & Equity Action Areas : C.4</i> <i>Youth Services Strategic Plan Objective</i>	Investigate the development of a youth accommodation guide or resource.	CCS	Investigation completed and proposal developed for community work project.
22. YOUTH SERVICES CO-ORDINATION			
Facilitate the co-ordination of youth services. <i>Access & Equity Action Areas : C.4</i> <i>Youth Services Strategic Plan Objective</i>	Continued support for the operation and activities of the Shoalhaven youth Development Group (SYDG).	CCS	<ul style="list-style-type: none"> ▪ Continued support for monthly meetings, minutes distribution, etc. ▪ Ongoing development of partnership projects.
23. YOUTH NEEDS & SAFE VENUES			
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. <i>Access & Equity Action Areas : C.5</i> <i>Community Plan Objectives : C8, C9</i> <i>Youth Services Strategic Plan Objective.</i>	More appropriate provision for the leisure and entertainment needs of young people. Consultations undertaken.	CCS	As documented throughout this report, a number of other objectives also address this issue. In addition young people's leisure and entertainment needs addressed through strategies developed for Crime Prevention Plan.
24. USE OF SCHOOL FACILITIES			
SCC to liaise with Education Department and school principals to investigate increased utilisation of school facilities (such as computers, etc.) and grounds (ovals, courts, etc.) after school hours. <i>Access & Equity Action Areas : C.5</i> <i>Community Plan Objectives : C10</i>	More appropriate provision for the leisure and entertainment needs of young people. Representations made.	CCS	Project completed. Existing arrangements for joint use of school facilities continued.

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25. ENCOURAGE BIG EVENTS TO THE AREA			
SCC to continue to liaise with promotional/tourist bureau and surrounding Council areas to encourage events, such as "big bands", to come to the Shoalhaven. <i>Access & Equity Action Areas : C.5 Community Plan Objectives : C11</i>	More appropriate provision for the leisure and entertainment needs of young people. Discussions held.	CCS	<ul style="list-style-type: none"> ▪ Youth Week program of events developed & implemented support for events such as "Vans Warped Tour" including transport. ▪ Continued liaison with SK8 Frenzy Promoters.
26. MEETING YOUTH NEEDS IN OUTLYING AREAS			
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. <i>Access & Equity Action Areas : C5 Community Plan Objectives : C14.</i>	More access to programs in isolated areas. Increased outreach of activities/programs to isolated communities.	CCS	<ul style="list-style-type: none"> ▪ Organisational and financial support for transport and various youth events. ▪ Programming advice and support provided to services. ▪ Implementation of Southern Shoalhaven Youth Needs Assessment. ▪ Bus Shelter Youth Murals Project includes village communities.
27. STRATEGIC PLANNING / SERVICE DEVELOPMENT			
Provision of strategic planning opportunities and continued service development. <i>Access & Equity Action Areas : C.5 Youth Services Strategic Plan Objective</i>	Conduct annual youth sector planning forums including a review of the RACS (Refocus, Address and Create Solutions for Shoalhaven Youth Services Strategic Plan).	CCS	Youth sector planning forum to occur end September 2002, after Regional Youth Services Conference.
28. YOUTH SERVICES STRATEGIC PLAN			
SCC to support and implement the strategies and actions identified in the Youth Services Strategic Plan (RACS). <i>Access & Equity Action Areas : C.5 Community Plan Objectives : C17</i>	More appropriate provision of services and facilities for young people. High priorities implemented.	CCS	Activities undertaken as documented in this plan. Additional activities included: <ul style="list-style-type: none"> ▪ Anti-Homophobia workshop in Ulladulla ▪ Development and distribution of Student Support Contact Card for School personnel; ▪ Support and advice for Stepping Into TAFE program for at-risk young people.

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29. YOUTH SERVICE PROVISION			
Investigate models of youth service provision in rural areas. <i>Access & Equity Action Areas : C.5</i> <i>Youth Services Strategic Plan Objective</i>	Rural youth service models investigated and discussion paper developed.	CCS	Research and consultation undertaken and draft discussion paper developed for use by youth services sector.
30. AGENCY PARTICIPATION IN JOINT VENTURES			
Develop guidelines for agency participation in joint ventures. <i>Access & Equity Action Areas : C.5</i> <i>Youth Services Strategic Plan Objective</i>	Draft guidelines investigated.	CCS	Draft guidelines investigated with reference to proposed Bamarang partnership.
31. INTEGRATED YOUTH CENTRE – NOWRA			
Investigate the need for and users of an integrated youth centre in Nowra. <i>Access & Equity Action Areas : C.4</i> <i>Community Plan Objectives : C16</i>	Enhanced access to youth facilities and services in Nowra. Site identified and plans prepared.	CCS	Alternative site and co-location investigations continued with reference to Section 94 plan. Corporate Strategy being developed.
32. PARENTING EDUCATION / FAMILY COUNSELLING			
SCC to work with TAFE / Police / DOCS / community service providers to further develop parenting education / family counselling programs. SCC to investigate similar projects undertaken in other Council areas. <i>Access & Equity Action Areas : C.5</i> <i>Community Plan Objectives : C12.</i>	Better access to services. Opportunities investigated and defined.	CCS	Continued support of Children's services providing parent and professional training sessions. Continued support and promotion of youth services providing information and activities for young parents and parents of adolescents

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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;</p> <p>Neighbourhood aid and other volunteer programs for older people who have no family within the region;</p> <p>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>Recognition and raising of needs in priorities of relevant government agencies.</p>	CCS	<p>Shoalhaven Home and Community Care Consumer Planning days held across the Shoalhaven to identify needs of HACC service users and provide them with information about services available. Report completed and distributed to participants and relevant organisations.</p> <p>Ongoing support provided to Shoalhaven HACC services.</p> <p>Grand parenting Teens and Children Workshops identified as a need for the older population and program has been developed in collaboration with Centacare.</p>
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 : D., E.3, G.2.</i></p> <p><i>Community Plan Objectives : D6, E6, G3.</i></p>	<p>Improved access & increased awareness to information by all members of the community.</p> <p>Processes of information collection and dissemination set up; promotion of directories.</p>	CCS	<p>Continued distribution Community Services directories throughout the Aboriginal and Non-Aboriginal Communities Network.</p>

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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> <i>Community Plan Objectives : D7</i></p>	<p>Improved access to information by older people. Seminars held.</p>	<p>CCS</p>	<p>A working party has been convened to develop an intergenerational IT development project in the Bay and Basin Area.</p> <p>Young people to be trained in "Train Small Groups" and in the use of Computers so that they can train and support older people in using internet and email.</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>	<p>CCS</p>	<p>Convened Women Safe Working Party to identify key issues and strategies related to Safe use of Public Spaces by women.</p> <p>Promoted Safer by Design Principles in Council's Planning and Development Control responsibilities.</p> <p>Distribute the Spiked Drinks brochure at appropriate venues.</p> <p>Liaise with Women's Health Centre and Community Safety Officer re Social Safety for Women. Assist Women's Health Centre, Waminda Links House in the promotion of Day of Action Against Sexual Violence.</p>

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37. BREAST FEEDING IN PUBLIC PROJECT			
<p>SCC to support the IAHS to implement the breast feeding in public project and encourage the provision of parenting facilities.</p> <p><i>Access & Equity Action Areas : F.4</i> <i>Community Plan Objectives : F12</i></p>	<p>Suitable facilities provided for women to breast feed in public.</p> <p>Project underway.</p>	<p>CCS</p>	<p>Liase with Illawarra/Area Health, CBD Promotions, Children's Services, Council Admin to progress project.</p> <p>Print kits/newsletter introduction of project. Liase with CBD Promotions Officer to progress the project.</p> <p>Distribution of kits, including surveys. Attend regional meeting for preparation of breast feeding friendly venues booklet.</p> <p>Assist with the purchase of baby change tables for information centre, Nowra Neighbourhood Centre, Bay and Basin Centre.</p> <p>Assist with the locating of a breast feeding friendly area in Council's Admin Building and Libraries.</p>
38. ABORIGINAL CULTURE			
<p>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.</p> <p><i>Access & Equity Action Areas : G.4</i> <i>Community Plan Objectives : G2.</i></p>	<p>Increased recognition of Aboriginal culture in the Shoalhaven.</p> <p>Identification of on-going opportunities.</p>	<p>PS</p>	<p>Ongoing liaison with NSW National Parks & Wildlife Service when appropriate.</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:	4.2.5	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.	Customer satisfaction with library service	AGM	
	Percentage of information requests filled on day requested:		83.25%
	Issues per annum:		673,876
	Visits per annum:		423,725
	Use of library technology		(Internet, email, etc.) 17,038 per annum
	Effectiveness of Library service		
	Issues per capita:		8.1
	Visits per capita:		5.1
	Average number of issues per volume:		4.04
	In-house Library resources – number used per quarter:		Queries per annum : 69,362 Plus 40,525 Visitors Centre Ulladulla making a total of 109,887 queries per annum
	% of stock less than 5 years old:		40%
	% of stock discarded:		13.06%
	Efficiency of Library Service		
Expenditure per capita:	\$19.92		
Expenditure per issue:	\$2.47		
Acquisitions per annum:	Shoalhaven 11,170 ; Eurobodalla 3,572 ; Kiama 2,902 (for South Coast Cooperative). Total for year : 17,644		

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
2. LIBRARY STRATEGY			
<p>Review the status of improvement plans for Council libraries.</p> <p><i>Access & Equity Action Areas : A.4</i> <i>Community Plan Objectives : A45</i></p>	<p>Progressive implementation of the Library Strategic Plan</p> <p>Improved library facilities.</p> <p>Works program developed enhance access and facilities in library buildings.</p>	AGM	<p>Stage 1 of plan to control library flooding implemented in 2001-2002. Stage 2 to be implemented in 2002-2003.</p> <p>Other items to be carried out in 2002-2003 Capital Works Program include: Roofing Harness; Ulladulla Library and Visitors Centre automatic doors; as well as other issues identified as priorities in the Access Report completed in 2001-2002.</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> <i>Community Plan Objectives : A46</i></p>	<p>Improved access to library services and facilities for residents in small towns and remote communities.</p> <p>Investigations undertaken.</p>	AGM	<p>The WebOPAC, (library catalogue through the Web) launched in May 2002, has made the Shoalhaven Library resources and those of our partners in the South Coast Cooperative (Eurobodalla and Kiama) available externally. Further services will be added in 2002-2003.</p> <p>The Mobile Library continues to visit the outlying small towns and villages of the Shoalhaven, as well as many of the smaller schools.</p>



Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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> <i>Community Plan Objectives : B12</i></p>	<p>Enhanced library services for children; Children's library sections established; Numbers attending story time sessions; Children's book week activities; Continued acceptable level of resources acquired to meet Children's needs.</p>	<p>AGM</p>	<p>During the year a total of 2,780 children visited the libraries of the Shoalhaven for story times and other activities. Children's Book Week in August, 2001 attracted children to all branches of the library with various competitions, story times and special guests.</p> <p>A special program of storytelling began in February 2001 for children at Nowra, Ulladulla and Milton</p> <p>In May the very successful Dick Bruna "Miffy" exhibition and story times were held</p> <p>During the year 31.4% of all new items transferred to circulation were for children (books, videos, cassettes, cds).</p> <p>Toy libraries are operating at the Nowra and Milton Branches of the library</p>
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 : C4</i></p>	<p>Enhanced library services for Youth</p> <p>Continued acceptable level of resources acquired to meet youth needs</p> <p>Youth Week activities.</p>	<p>AGM</p>	<p>Of all new items transferred to circulation 14.5% were for youth.</p> <p>The annual Rock Concert was held in Youth Week in April and was again very successful with 103 young people attending.</p> <p>Young people continue to use the library as a Homework Centre and for study purposes.</p>

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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>Use of Housebound Services.</p>	AGM	<p>During the year 19,138 items were delivered to 736 Home Library Service clients in private homes and institutions.</p> <p>During the year a total of 14.44% of all items transferred to circulation were for Large Print Books and Talking Books (some on CDs).</p> <p>The annual Christmas Party for Home Library Clients was held in December 2001 and again was very successful with guest speakers, prizes and presents.</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>	<p>Have Ezi Walkers and other aids available for use within the library.</p> <p>Provision of suitable materials (such as Talking Books, Large Print Materials, Reading Edge Machine).</p> <p>Supply any resource within the library required by housebound people.</p>	AGM	<p>Facilities for the disabled are provided at library branches (Nowra, Sanctuary Point, Ulladulla).</p> <p>11.36% of all new items transferred to circulation were suitable for their use (Talking Books on Tape and CD, music CDs, Videos, Talking Books). DVD's with subtitles are now being purchased.</p>
8. BOOKS IN OTHER LANGUAGES			
<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 : I.1</i></p>	<p>Numbers of requests for books in other languages from the SLNSW.</p>	AGM	<p>This is not a heavily used service of the library. During the year there were 77 requests for boxes of books in other languages from the State Library of NSW. A small collection of foreign language books is held at the library.</p> <p>The introduction of DVDs with subtitles began in 2001-2002 and this collection will continue to grow.</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.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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1. IMMUNISATION SERVICE

Provide an effective and efficient immunisation service and promote childhood immunisation in conjunction with State and Federal Health agencies. <i>Access & Equity Action Areas : A.6</i>	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).	DES	Shoalhaven's immunisation rate is consistently at or above the state average and above the target set of 75%.
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2. AMBULANCE SERVICES

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. <i>Access & Equity Access Areas: A.6, D.4.</i> <i>Community Plan Objectives : A33, D14.</i>	Increased understanding of service difficulties and improved access to services. Discussions continuing and further facilities pursued.	CCS	IAHS Health Needs Assessment have been funded by the Department of Health and Ageing.
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3. BETTER ACCESS TO MEDICAL SERVICES

Liaise 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 s	Improved access to health facilities and services. Representations made and innovative strategies developed.	CCS	IAHS Health Needs project findings funded by the Department of Health and Ageing.
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
4. INFORMATION ON AVAILABLE HEALTH SERVICES			
<p>SCC to assist health service providers in the promotion of services available, by distribution of the community health directory through its centres and community outlets.</p> <p><i>Access & Equity Action Areas : A.6</i> <i>Community Plan Objectives : A36</i></p>	<p>Improved information on health services. Discussions held.</p>	CCS	<p>Development of HACC brochure. Health information included in HACC brochure and older persons directory. Health Information updated and included in the Children's Services Directory. Liaise with Health Services for distribution of Children's Services Brochure.</p> <p>Liaise with Health Services for distribution of Council directories.</p> <p>Promotions for various programs for health services through early childhood services and community outlets. Community Health Directory not available.</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> <i>Community Plan Objectives : A37</i></p>	<p>Establishment of services. Investigation undertaken.</p>	CCS	<p>On going monitoring of service through interagencies continued.</p> <p>Services for children increased with the announcement by Anglicare of additional counsellor and vacancies</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.	
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 and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
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	<p>Crime Prevention Plan has been endorsed by SCAT and Council and sent to Attorney General's Dept for endorsement.</p> <p>A new Aboriginal Steering Committee has been established to develop strategies for Area 1.</p> <p>Funding from the Premier's Dept has been nominated to some of the SCAT Projects.</p> <p>Preparation for consultation and survey of Areas 2, 3, 4 & 5 is currently underway.</p>
2. ROAD SAFETY			
<i>Access & Equity Action Areas : A.3, C.3</i> <i>Youth Services Strategic Plan Objective</i>	Meet with local road safety partners (police, RTA and community agencies) to determine priorities and joint actions and review programs implemented – once per quarter.	CS	<p>A year of intensive planning and coordinated action with road safety partners locally and regionally. Addressing the major crash and trauma factor of speed, alcohol and youth inexperience has been a high priority with strong practical programs and coordination. Partners have included Police, RTA, primary and high schools, parents, health (drink-drive prevention), community road safety group and other Councils.</p>
4. REPORT ROAD SAFETY ACTION PLANNING			
Report road safety action planning and programs undertaken.	Report to Council – once per quarter.	CS	<p>Reports on programs undertaken and forward planned have been presented quarterly and, when required, for current developments, in addition to management plan reporting.</p>

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5. COMMUNICATE ROAD SAFETY ISSUES			
<p>Communicate road safety issues to key sections of the community.</p> <p><i>Access & Equity Action Areas : A.3, C.3</i></p> <p><i>Youth Services Strategic Plan Objective</i></p>	<p>Present road safety issues to schools and other community groups – four times per quarter.</p>	CS	<p>The following were held during the year:</p> <ul style="list-style-type: none"> • 7 road safety education days co-presented with primary schools; • 10 meetings with community road safety group developing local programs; • selective presentation of Aboriginal community group (1); parents of learner drivers (4); liquor licensees (2) towards Liquor Accord; • three evening seminars for parents and teenagers of young drivers and surviving their early years of driving; • active information stall on drink driving at Blessing of the Fleet; • Ulladulla "Night Bus" for Easter weekend, with health and local festival committee; • planning Nowra district "Summer Bus" with regional partners.
6. COMMUNITY SAFETY			
<p>Support the Safer Communities Action Team (SCAT) to address safety issues in the community.</p> <p><i>Access & Equity Action Areas : A.5, D.6</i></p> <p><i>Community Plan Objectives : D20</i></p>	<p>Assist in the running of SCAT and lobby for financial assistance to employ a SCAT Coordinator by end of June quarter.</p> <p>Problem areas identified and referred to relevant area for action by end of June quarter.</p>	CCS	<p>Council continued to support the Safer Community Coordinator in the development of the crime prevention plan.</p>
7. SAFE DESIGN IN DEVELOPMENTS & PUBLIC SPACES			
<p>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.</p> <p><i>Access & Equity Action Areas : A.5</i></p> <p><i>Community Plan Objectives : A51</i></p>	<p>Safer urban environments. Development of guidelines for safe design in developments and public spaces by end of June quarter.</p>	PS	<p>Ongoing.</p> <p>Liaison with SCAT in preparation of draft Shoalhaven Community Safety Plan.</p> <p>Reviewing relevant documents to prepare draft Urban Design Guidelines DCP for crime prevention.</p>

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
8. PROGRAMS TO REDUCE SPEED RELATED ACCIDENTS			
<p>Encourage behavioural change to reduce SPEED related road risks.</p> <p><i>Access & Equity Action Areas : A.3</i></p>	<p>Deliver SPEED reduction measures within agreed programs, especially relevant to school students, workers in the road reserve, and other pedestrians – minimum one per quarter</p>	CS	<p>Speed monitoring and display around areas with high risk pedestrians has continued. Coordinated with strategic policy enforcement, this urban speed education has been extended to highways at holiday times.</p>
9. PROGRAMS TO REDUCE YOUTH ROAD CRASHES			
<p>Deliver programs to reduce the over-representation of young drivers in road crashes.</p> <p><i>Access & Equity Action Areas : C.3</i></p>	<p>Facilitate at least one major program each year to raise risk awareness and to increase YOUNG DRIVERS' understanding of safety issues</p>	CS	<ul style="list-style-type: none"> • Three major presentations for parents with teenage children; • four workshops for parents of learner drivers; • clarification of partners program roles, • specific planning for a comprehensive continuing young driver and parent program.
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>Major focus of media coverage during the past year has been on young driver/rider safety and related to parental influence on young drivers. Advertising, funded by the RTA, has had similar focus.</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>Crash analysis has been a powerful tool to identify patterns of road and user groupings. These have been applied to prioritising works, seeking funding and clarifying relative hazards. Access to crash data on GIS is being prepared now that data supplied is more stable.</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:	4.4.1	Assess the need and priority for the provision, replacement and maintenance of assets.	
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 and Community Services; CS City Services; DES Development and Environmental Services; GM General Manager; IT Information Technology; HR Human Resources; PS Planning Services; SW Shoalhaven Water</small>			
1. ASSET REPLACEMENT PLANS			
Develop 20-year replacement plan for Council's infrastructure assets.	Finalise Plans by end of December Quarter.	CS	Considerable work completed. Target set for finalisation 2nd Quarter 2002/03.
2. ASSET MANAGEMENT PLANS			
Complete the preparation of Asset Management Plans for Civil Infrastructure and Recreation Facilities.	Plans completed and reported to Council by end of December Quarter.	CS	Footpath AMP completed. Risk Management Procedures for Roads and Footpaths adopted. Draft for Coastal Reserves prepared.
3. CORPORATE 20 YEAR WORKS PROGRAM			
Coordinate the development of a long term works program and system to integrate the individual asset management plans, section 94 commitments, etc. <i>Access & Equity Action Areas : A.2 Community Plan Objectives : A43</i>	Stage 1 of the program finalised by end of December quarter.	GM	Work recommenced on the project. Anticipated briefing to Councillors in September/October 2002.
4. PUBLIC TOILET STRATEGY			
Complete the strategy, taking into consideration types and locations of need identified in the Community Plan, particularly for parenting facilities. <i>Access & Equity Action Areas : A.2, B.2, F.2, H.1 Community Plan Objectives : A6, B5, F3, H2</i>	Completion of strategy. Improved toilet and parenting facilities throughout Shoalhaven.	CS	Replacement toilet facility for Lakeside Park, Culburra completed 12th October 2001. Replacement toilet facility at Inyadda Beach, Manyana completed in Quarter 3. "Top of the Town" Ulladulla proposed toilet facility - new site has been negotiated. Awaiting finalisation of lease arrangement and development consent.

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, B.2</i></p> <p><i>Community Plan Objectives : A42</i></p>	<p>Construct cycle facilities as per strategy.</p>	<p>CS</p>	<p>The cycleway from St Georges Basin to Basin View was completed after expending a further \$320,000 (50% RTA/SCC).</p> <p>\$40,000 was spent on Sussex Inlet cycleway (50% RTA/SCC) linking Government Road to the Thompson Street sports complex. Further funds have been allocated in 2002/03. Confirmation of projects will be reported upon receipt of official RTA confirmation. Priorities for 2002/03 remain:</p> <ul style="list-style-type: none"> • Completion of cycleway on both approaches to Badgee Bridge • Ulladulla -Burrill Lake Stage 1 • Albatross Road/Flinders Street - completion of cycleway link. • Additional funding to advance completion of St Georges Basin - Basin View.
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>Priority list for provision of bus shelters approved by Council in September 2001 and works undertaken. Expressions of interest for "advertising" shelters to be called in August 2002.</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>Review Strategy and report to Council by end of December quarter.</p> <p>Review Section 94 Plan by end of March quarter.</p>	<p>CS</p>	<p>Estimates in progress for car parks. Review of Section 94 in 2002/03. CBD Review for Nowra in progress and will include Car Parks.</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 second quarter. Plan adopted by end of second quarter.	CS	DDA audit now completed. 95% of Stage 2 Access audits are complete. Works Program of corrective measures for Stage 1 audits is being prepared. \$200,000 voted in 2002/2003 Capital Works Program for corrective measures.
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 March Quarter.	CS	No resources to undertake review. Consultant to be engaged to do "trial" report for 2 coastal villages.
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, B.3, C.4, D.3, E.4, F.4, G.3, H.2, I.2, J.2</i> <i>Community Plan Objectives : A18, B7, C5, D8, E7, F5</i>	Improved access to community services in Milton/Ulladulla. Prepare conceptual designs, working plans, obtain approvals and commence construction of the centre.	CCS	Architect's concept plan developed for the St. Vincent Street site.
11. MULTI FUNCTION CENTRE – NOWRA			
SCC to prepare an application to ADD for funding to construct a HACC centre in Nowra. <i>Access & Equity Action Areas : A.4, D.3, E.4, F.4</i> <i>Community Plan Objectives : A21, D10, E9, F11</i>	Improved access to community services, particularly for Older People and People with a Disability. If funding application is successful then prepare conceptual designs, working plans, obtain approvals and commence construction of the centre.	CCS	Continuing to negotiate for tenders. Working party has met to discuss present situation and to confirm intention to be accommodated in the building.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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	Facilities managed and promoted by Management Committees by Property Services Group.
13. INFRASTRUCTURE			
Strengthen infrastructure through the promotion of service co-location and joint ventures. <i>Access & Equity Action Areas : C.5</i> <i>Youth Services Strategic Plan Objective</i>	Support and develop youth service co-location models (Integrated Youth Facilities).	CCS	Alternative site and co-location investigations continued with reference to Section 94 plan. Corporate strategy being developed.
14. DISABILITY ACTION PLAN - PREPARATION			
SCC to continue to develop Disabilities Action Plans, with a view to ultimately auditing and upgrading all Council owned facilities (buildings, parks, etc) to ensure they have suitable access arrangements. <i>Access & Equity Action Areas : D.2, E.2</i> <i>Community Plan Objectives : D3, E3</i>	Improvements to accessibility of Council facilities.	CS	95% of Stage 2 Access audits are complete. Works Program of corrective measures for Stage 1 audits is being prepared. \$200,000 voted in 2002/2003 Capital Works Program for corrective measures.
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>	Improved accessibility to Council facilities across the LGA. Enhancement works schedule prepared.	CCS	Disability Action Plan covers printed and final document being prepared for printing and distribution.
16. KERB RAMPS			
SCC to continue to consult with the Disability Access Committee to facilitate and prioritise ongoing kerb ramp capital works projects for the LGA. <i>Access & Equity Action Areas : D.2, E.2</i> <i>Community Plan Objectives : D5, E4</i>	Improvements to accessibility across the LGA. Ongoing consultation.	CS	Two (2) ramps at Greenwell Point and one (1) at Schofields Lane, Nowra completed. List of locations for kerb ramps to be prioritised by Shoalhaven Access Liaison Committee - report to meeting 19th July 2002.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
17. WATERWAYS			
Review need for low level access to existing facilities and prepare Implementation Strategy. <i>Access & Equity Action Areas : D.2</i>	Report to Council by end of December quarter.	CS	Draft report on needs for Greenwell Point has been completed and is currently being reviewed.
18. GENERAL INFRASTRUCTURE FOR OLDER PEOPLE			
Review Community Plan and identify infrastructure needs for older people and incorporate in Capital and Maintenance Programs. <i>Access & Equity Action Areas : D.3</i>	Plan reviewed and list of needs prepared by end of December quarter.	CS	95% of Stage 2 Access audits are complete. Works Program of corrective measures for Stage 1 audits is being prepared. \$200,000 voted in 2002/2003 Capital Works Program for corrective measures.
19. PUBLIC BUILDINGS -ACCESS FOR DISABLED			
Undertake a needs review and prepare strategy. <i>Access & Equity Action Areas : E.2</i>	Strategy reported to Council by end of March Quarter. Section 94 Plan reviewed by end of June Quarter.	CS	95% of Stage 2 Access audits are complete. Works Program of corrective measures for Stage 1 audits is being prepared. \$200,000 voted in 2002/2003 Capital Works Program for corrective measures.
20. URBAN STREETSCAPES – DESIGN FOR DISABLED			
Streetscape design and review for the Shoalhaven to incorporate facilities to assist people with disabilities. <i>Access & Equity Action Areas : E.2</i> <i>Community Plan Objectives : E14</i>	Number of urban centres incorporating facilities for the disabled.	PS	Ongoing. Liaison with consultants in preparation of draft Disability Action Plan. Reviewing relevant documents to prepare draft Urban Design Guidelines DCP for people with disabilities.
21. SEALED ROADS AND BRIDGES			
Develop Four Year Program for upgrading/replacement for utilisation of Federal Govt's "Roads to Recovery" funds.	Detailed program reported to Council by the end of September Quarter.	CS	Available funding for 2002/03 has been reduced and works deferred.

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.	
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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	Service Agreements finalised for Parks, Toilets, Waterways and Roads/Drainage. Draft Property Management Agreement with Property Services for comment.
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	Agreements signed with all management committees. Monitoring and feedback in place.



Principal Activity:	4	Improving Community Facilities And Services
Objective:	4.4	COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.
Strategy:	4.4.3	Determine a budget strategy to ensure the integrity of Council's assets.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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1. ASSET MANAGEMENT INCLUDING ASSET MAINTENANCE AND ASSET PROVISION OR DISPOSAL

Determine annual funds required to maintain/replace current assets.	Report funding needs to Council by end of December Quarter.	CS	Roads, Bridges, Parks reported to Council in December. Footpaths reported in February. Council to consider a further report on infrastructure needs in August.
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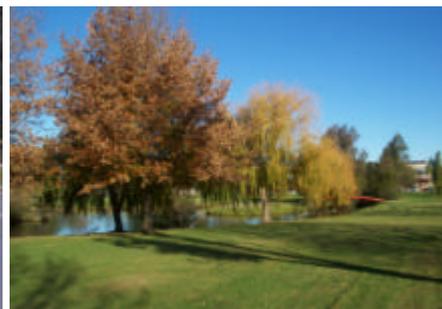
Principal Activity:	4	IMPROVING COMMUNITY FACILITIES AND SERVICES
Objective:	4.4	COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.
Strategy:	4.4.4	Implement Annual Capital and Maintenance Works Programs.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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1. COORDINATE CAPITAL WORKS PROGRAMS

<p>Coordinate and monitor the implementation of the following maintenance works programs with internal and external service providers:</p> <p><i>Roads:</i></p> <ul style="list-style-type: none"> • Roads; • Bridges; • Cycleways; • Footpaths; • Kerb & Guttering; • Car parking; • Streetscapes <p><i>Parks, Gardens & Sporting Facilities</i></p> <p><i>Waterways:</i></p> <ul style="list-style-type: none"> • Coastal • Stormwater/Drainage • Floodplain • Waterways <p><i>Public Buildings</i></p> <p><i>Fire Protection</i></p> <p><i>Waste</i></p>	<p>Completion of works programs within budget, time and quality targets.</p> <p>Reviews show that programs are meeting performance target.</p>	CS	<p>The availability of additional grant funding in June and assistance to the RTA in Highway projects has led to additional funding re-votes.</p>
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
2. COORDINATE MAINTENANCE WORKS PROGRAMS			
<p>Coordinate and monitor the implementation of the following maintenance works programs with internal and external service providers:</p> <p><i>Roads:</i></p> <ul style="list-style-type: none"> • Roads; • Bridges; • Cycleways; • Footpaths; • Kerb & Guttering; • Car parking; • Streetscapes <p><i>Parks, Gardens & Sporting Facilities</i></p> <p><i>Waterways:</i></p> <ul style="list-style-type: none"> • Coastal • Stormwater/Drainage • Floodplain • Waterways • Estuaries <p><i>Public Conveniences</i></p> <p><i>Public Buildings</i></p>	<ul style="list-style-type: none"> • Maintenance Programs prepared to maximise the levels of service within defined budget targets. • Programmed major maintenance items completed. • Production targets met. 	CS	Maintenance programs completed.

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>Capital Works –</p> <ul style="list-style-type: none"> • Completion of works programs within budget, time and quality targets. • Reviews show that programs are meeting performance target. 	<p>ACM</p>	<p>Major projects fully or substantially completed include:</p> <ul style="list-style-type: none"> • Jacks Corner Road upgrade and seal - 1.0km • Strongs Road, Jaspers Brush, 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 Rd 0.9 - 1.5 & 6.7 to 7.2km from Princes Hwy - widening and rehab • Greenwell Pt Rd 5.72-6.55 from McKay St - rehab and widening including intersection treatment on Jindy Andy Lane • Kangaroo Valley Road Slip Repairs • SH1 median between Parson St and Deering St • Albatross Rd/Berry St roundabout • Bay & Basin Leisure Centre Carpark • Shoalhaven Heads Pool Carpark • Mollymook Beach carpark • Stewart Place, Nowra Carpark • Egans Lane, Nowra Carpark • Culburra Beach Shops Carpark - upgrade and AC overlay

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
			<ul style="list-style-type: none"> • Mimosa Park Road Bridge replacement • Kellets Creek Bridge replacement • Central Ave South Nowra bridge approaches • Bamarang Rd Bridge replacement • Flatrock Ck Bridge approaches Turpentine Rd • Ellmoos Ave, Sussex Inlet K&G • Tallyan Point Road K&G and drainage, Basin View • The Wool Road K&G, Old Erowal Bay • 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

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Capital Works – (cont'd)	ACM	<ul style="list-style-type: none"> • 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 • Basin View Boat Launching Ramp and Carpark • Howell Faulks Reserve Cambewarra - reserve improvements, drainage and footbridge • North Inyadda Beach toilets, Manyana • Caulerpa Taxifolia Strategy washdown areas and signs at Lake Conjola <p>Significant Projects still in progress at 30th June 2002:</p> <ul style="list-style-type: none"> • Bolong Rd Berry's Bay - rehab and shoulder work • Evans Lane Milton - upgrade and seal • Parson St Ulladulla - drainage • Sussex Inlet Footpath/Cycleway • Milton Village Green

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
	Maintenance – <ul style="list-style-type: none"> • Maintenance programs to be increasingly defined by regular works scheduling to achieve specified performance standards. • Monitor the effectiveness of works schedules in meeting specified performance standards. 	ACM	Maintenance Programs Regular Works scheduling was used throughout the year for most maintenance programs such as bitumen resealing, gravel re-sheeting, shoulder sealing and erosion controls. Building repairs to toilet facilities, Parks and Sportsfields improvements bridge repairs, flood mitigation infrastructure and boat ramp repairs. Benchmarking of services commenced in June 2002 for parks and roads activities and results will be available in late 2002. This will assist in targeting areas requiring productivity improvements and highlight areas already apparently competitive.
4. COSTING OF OVERHEADS			
Develop a model for applying overheads to allow the adoption of full cost distribution.	Develop the model by end of December quarter.	CCS	A framework has been developed for distributing overheads and has been updated to incorporate the 2002/03 budget as adopted by Council.
5. MARKET TESTING PROGRAM			
Undertake a Market Testing Program to verify cost effectiveness of internal Service Providers.	Services benchmarked by cost and quality to industry standard by end of March quarter.	CS	Benchmarking of open space maintenance, toilet cleaning and road items commenced.

Principal Activity 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
- Water Resource and water cycle planning
- Development assessment and scheme augmentation
- Capital works
- Operations
- Maintenance



The water supply system as at 1 July, 1999 consisted of three major storage dams, four water treatment plants, 40 service reservoirs, 26 pumping stations and 1234 km of mains with a current written down value of \$130 million. The system is administered and operated by a team of professional and trained operational staff. There are currently 38,425 metered customers 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 \$15 million.

There are ten separate sewerage systems comprising ten treatment plants, 195 pumping stations and 920 km of sewer mains having a current written down value of \$151 million serving an existing 35,385 properties. The annual operations revenue is \$27 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 resulted in major legislative changes which impact on the operation of Shoalhaven Water. These changes have resulted in changes from water pricing to resource security.

Highlights for 2001/02

- Exhibition of the Environmental Impact Statement for the Conjola Regional Sewerage Scheme
- Exhibition of the Environmental Impact Statement for the Augmentation of the Milton/Ulladulla Sewerage Scheme
- Commenced the upgrading and augmentation of the Vincentia and Culburra Sewage Treatment Plants



Culburra STP



Vincentia STP



Official Opening of REMS

The Community Consultation for the REclaimed Water Management Scheme commenced more than a decade ago, and since then, concept design, Environmental Impact Statement and detailed design were all completed. The project's final cost of \$35 million was delivered with a saving of \$10 million, and was completed in November 2001. The Premier of NSW, Mr Bob Carr MP opened the scheme on the 12th April 2001. Since September 2001, 1,250 million litres of treated wastewater have been re-used by dairy farms, playing field irrigation and golf clubs, which equates to 81% re-use from three sewage treatment plants.



The completion of the Works Depot at Flinders Industrial Estate South Nowra. (pictured above)

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.	
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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 2002.	SW	20 year Financial Plan adopted by Council for 2002/2003
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 third quarter.	SW	Expecting the guidelines for the preparation of the Development Servicing Plans and Section 64 Plans to be released during 1st Qtr of 2002/2003. Expression of interest called in anticipation.
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. Explore opportunities for reuse at Sussex Inlet.	SW	REMS Operational and Monitoring Plan reviewed by committee. Bomaderry Tea Tree Plantation continuing
4. MAXIMISE GRANT FUNDING OPPORTUNITIES			
Investigate and report on subsidy/grant funding for water, wastewater and effluent management.	Continually report to Council on grants/subsidies applications and approvals.	SW	DLWC Subsidy program included in 2002/2003 Management Plan
5. ACCESS TO WATER / WASTE WATER			
Access to water and wastewater services at an affordable cost.	Pricing of services on a Citywide basis.	SW	Reviewed water, wastewater and effluent charges and included in 2002/2003 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:	5.1.2	Develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.

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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	Levels of Customer Service being reviewed
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2. CUSTOMER SURVEY

Undertake a survey of customer satisfaction and desires.	Carry out, analyse results and report on the survey by end of third quarter.	SW	Reported to Council June 2002
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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.

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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	2002/2003 Strategic Business Plan prepared
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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.

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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 to Shoalhaven Water Operations and Strategic Review Committee.	SW	Value added products made for promotional purposes from tea tree oil
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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 with H.R.C., Sydney Catchment Authority and DLWC by end of third quarter.	SW	Final agreement under negotiation
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Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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	Under preparation
3. DEMAND MANAGEMENT STRATEGY			
Implement Demand Management Strategy.	Reduce average residential yearly water consumption from 300 KI/annum to 250 KI/annum by the year 2004. Report on progress towards target. Undertake and report on "Waterwise" activities.	SW	On target
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	Microbioloical: E-Coli - 98.3% F-Coli - 98.0% Total Coli - 88.2% Chemical: Health - 100% Aesthetic - 92.5% Pesticide - 100%
5. WATER PRESSURE			
95% of all pressure and flow to consumers exceeds: <ul style="list-style-type: none"> pressure head of 15 metres minimum flow rate of 8 litres per minute. 	Quarterly report.	SW	Pressure head and flow rate complies
6. CONCEPT DEVELOPMENT PLAN (Lake Conjola Area)			
Complete concept development plans for Bendalong/Conjola/Manyana Sewerage Scheme (development of options).	Complete EIS and exhibition by September quarter.	SW	State Government agencies need to resolve land status issue before determination is given

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
7. DEVELOPMENT PLAN (Sussex Inlet Area)			
Complete concept development plans for Sussex Inlet Reclaimed Water Management Scheme.	Adoption by Council of a preferred option by end of December quarter.	SW	Continuing
8. DEVELOPMENT PLAN (Currarong)			
Complete concept development plans for Currarong Sewerage Scheme (development of options).	Commence options Development Plan and EIS by December quarter.	SW	Community consultation report completed
9. DEVELOPMENT PLAN (Kangaroo Valley)			
Complete concept development plans for Kangaroo Valley Sewerage Scheme (development of options).	Obtain subsidy funding from State Government.	SW	Awaiting financial subsidy approval from State Government
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 \$140/assessment Target of less than 60 chokes/100km	SW	\$133.48 per assessment
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 \$12/assessment for energy costs Operating costs below \$105/assessment	SW	a) Energy costs \$11.20 per assessment b) Operating costs \$79.36 per assessment
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	All patient notifications registered and system in place

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
13. WATER WISE ADVICE			
Provide advice to customers on ways to use water wisely to reduce household bills. <i>Access & Equity Action Areas : A.3</i>	Access to brochures Conducting water audits Media promotions Undertake household water audits for defined target groups.	SW	Access provided to customers of information by brochures, local promotions, tours, Tapstar Shows at local schools etc.
14. WATER EFFICIENT DEVICES			
Provide information on water efficient devices. <i>Access & Equity Action Areas : A.3</i>	Access to brochures Displays	SW	Brochure stand at offices and promotion events

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.

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
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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 2002.	SW	Legal access for construction has been secured to permit tenders to be called in Aug 02
3. MILTON / ULLADULLA SEWERAGE SCHEME			
	Complete EIS and urgent upgrades to system by end of December 2001.	SW	All preconstruction matters finalised in preparation for detailed design and commencement of construction in 2003
4. BERRY SEWERAGE SCHEME			
	Apply for subsidy for works.	SW	Detailed design of treatment plant upgrade 80% complete

Task	Performance Target & Assessment	Div. Mgr.	Annual Report
5. CULBURRA SEWERAGE SCHEME			
	Complete separable portion 1 by December 2001.	SW	Construction of all but one aeration tank by summer of 2002/03
6. REMS (RECLAIMED WATER MANAGEMENT SYSTEM)			
	Complete construction by end of December 2001.	SW	Construction complete, scheme commissioned and operational
7. VINCENTIA SEWERAGE TREATMENT PLANT			
	Complete separable portion 1 construction by Aug 2001.	SW	Construction 95% complete
10. MAINTENANCE PROGRAMS			
Achieve annual maintenance programs for water and wastewater schemes.	Report to the Shoalhaven Water Operations & Strategic Review Committee each quarter.	SW	Water programmed maintenance 100% on schedule Wastewater programmed maintenance 75% on schedule



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, camping and services for the visiting public whilst ensuring that Council's 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 good income 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:

- The 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 the target of 17% 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.
- Continuation of contract management, in the main, for 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 2001/02

- Substantial renovation of the main amenity block at Shoalhaven Heads Tourist Park has been commenced.
- A new three (3) year Contract has been entered into for the management of the Huskisson White Sands Tourist Park.
- The Managers of the Ulladulla Headland Tourist Park have successfully renewed their three (3) year Contract.
- Holiday Haven conducted tourism displays at a number of tourism and tradeshow in Sydney and Regional Centres. A high level of interest was shown by the general public in Council's tourist properties.



- At the South Coast Regional Awards for Excellence in Tourism for 2002, Holiday Haven Tourist Parks were judged the winner in the Marketing & Promotion Campaign Section.
- Completion of new amenity block at Huskisson White Sands Tourist Park incorporating industry standard fittings and finishes as well as energy efficient heat on demand hot water systems.
- Installation of energy efficient hot water systems (pictured below) incorporating solar/gas or heat-on-demand technology at Shoalhaven Heads and Lake Conjola Entrance Tourist Parks. These installations are part of the Groups three (3) year program to cut energy usage by 30% and reduce the combined "green-house" gas emission from Holiday Haven activities.



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
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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	Successful implementation of forward cabin strategy, updated marketing program and capital works programs over the past year. Continued development of web site, successful winter marketing campaign and drafting of business plan instigated.
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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. Target 65% cash flow profit. Target 17% return on new investments for Holiday Haven.	AGM	Revenue and cash flow targets severely impacted by December/January bushfires. Revenue growth of 4.8% and cash flow profit of 60.5% achieved. Investment return on new cabins achieved.
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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	New playgrounds installed in all Holiday Haven Tourist Parks, satisfying this task.
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4. SPECIAL ACCESS CABINS

Provide suitably equipped special access cabins at a number of popular sites within the Holiday Haven Group. <i>Access & Equity Action Areas : E.2</i>	Listing of special access cabins with the relevant industry classification bodies.	AGM	Special access cabins now sited at six (6) Holiday Haven locations. In accordance with Council policy, a further unit is to be installed next financial year - location to be determined.
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Legal Proceedings

Section 428(2)(e)

During 2001/2002 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
Sealark. Appeal against determination of DA by way of refusal	Land and Environment Court	\$3880.58 \$12529.00 \$1898.82	\$15000.00	Court held in Council's favour. 83% of costs recovered
Lucas & Tait. Appeal against determined of DA by way of refusal	Land and Environment Court	\$2357.08	Nil	Matter not yet determined
Richards & Ors. Appeal seeking declaration that development consent to SF7945 has not lapsed	Land and Environment Court	\$5380.21	Nil	Court upheld that work had commenced for the purpose of s95(4) of the Act
Marshall – Peter Smith. Illegal Clearing	Local Court	\$3663.45 \$1023.45		Outstanding issues resolved during course of legal action, no need for further action.
Mathias. Unauthorised Structure	Land and Environment Court	\$1482.03 \$561.00 \$281.16 \$333.30	\$3500.00	Orders – dwelling to be demolished within 6 months. Costs awarded against respondent (Mathias)
Campioni. Appeal against Council's failure to determine application	Land and Environment Court	\$998.91		Notice of Discontinuance to be filed. Matter resolved by issue of development approval
Lindsay. Access issue – flood free access to be provided – applicants appealing condition	Land and Environment Court	\$1048.30		Notice of Discontinuance filed by applicant
Alvanos & Krypriotis. Appeal against refusal of Subdivision Application	Land and Environment Court	\$5170.00 \$2439.03		Notice of Discontinuance filed by applicant
Gonzales & Guerero. Deemed refused	Land and Environment Court	\$386.98		Council issued deferred commencement consent
Shoalhaven Fruit Market. Unlawful land use	Land and Environment Court	\$561.00		Not yet finalised
Elliott Prosecution TPO	Local		255.00	Case decided in Council's favour. Defendant fined \$1200. Costs awarded.

Matter	Court	Costs Paid	Costs Received	Status
Tuckwell Prosecution Water Meter Disconnection	Local		\$180.00	Case decided in Council's favour. Defendant fined \$1204.
Peterkin Prosecution Dog Attack	Local		\$614.00	Case decided in Council's favour. Defendant fined \$2995.
Baxter Prosecution TPO	Local		\$2221.00	Case decided in Council's favour Defendant fined \$2221. Matter finalised.
Gatt Prosecution TPO	Local	\$390.06		Case decided in Council's favour. Defendant fined \$1242. Payment outstanding
Sirotych Prosecution Vegetation removal	Local	\$452.54	\$421.00	Case decided in Council's favour. Defendant fined \$421. Matter finalised.
Malligan Prosecution Dog Attack	Local	\$770.00		Case decided in Council's favour. Defendant fined \$1794. Payment outstanding
Keats Prosecution Vegetation Removal		\$2000.35		Case withdrawn by Council on solicitors advice (conditions applied)
Simic Prosecution TPO	Local	\$483.00	\$973.00	Case decided in Council's favour. Defendant fined \$973. Matter finalised.
Jirgens Prosecution Rural Fires Act	Local	\$774.61	\$3984.00	Case decided in Council's favour. Defendant fined \$3994.00. Matter finalised
Evans Prosecution TPO	Local	\$539.73	\$1781.00	Case decided in Council's favour. Defendant fined \$1781.00. Matter finalised.
Dowling Prosecution Meter Disconnection	Local	\$854.81		Case withdrawn by council after further investigation. Matter finalised.
Jeffcoat Prosecution Draw Water	Local	\$58.00		Case in progress
Harrison – v – SCC Unauthorised Dwelling	Land & Environment Court	\$676.72	Nil	Not Resolved
Grimson v SCC Public Liability/Personal Injury	District – Nowra	\$6,848	Nil	Claimant awarded costs
Myers v SCC Public Liability/Personal Injury	District- Nowra	\$1,031	Nil	Matter Pending
J Martin v SCC Public Liability/Personal Injury	District – Nowra	\$6,453	Nil	Claimant awarded costs

Matter	Court	Costs Paid	Costs Received	Status
F Smith v SCC Public Liability/Personal Injury	District – Nowra	\$3,209	Nil	Matter Pending
Heintz v SCC Public Liability/Personal Injury	District – Nowra	\$770	Nil	Matter Pending
Rogers v SCC Public Liability/Personal Injury	District – Sydney	\$6,737	Nil	Matter pending
Robertson v SCC Professional Indemnity	Not applicable	\$26,936	Nil	Matter Pending
McMahon v SCC Public Liability/Personal Injury	District – Nowra	\$223 to date	Nil	Matter Pending
Arden. Court Election of PIN deposit litter from vehicle	Local	nil	nil	Penalty of \$150 imposed
Shoalhaven Excavation & Demolition. Court Election of PIN fail to pay clean up notice fee	Local	nil	nil	Penalty of \$1000 imposed
Shoalhaven Excavation & Demolition. Failure to comply with Clean Up Notice re waste	Local	\$1000.00	nil	Case decided in Council's favour. Defendant fined \$10,000 plus \$1000 daily penalty. Ongoing.
Jones. Failure to comply with clean up notice re waste	Local	\$484.60	\$550.00 (awarded in 02/03)	Case decided in Council's favour. Defendant fined \$5000 plus \$500 daily penalty. Commenced 7/6/02 Finalised after 30/6/02
Compulsory Land Acquisition - Wollong Pty Ltd	Land & Environment	\$44,316.00		Compensation Paid. Council costs recovery to be determined
Compulsory Land Acquisition - Mooliang Pty Ltd	Land & Environment	\$2,533.34	\$100.00	Completed 10/10/01 Land has been acquired.
Land Acquisition – National Parks and Wildlife	Land & Environment	\$44,743.96		Pending

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 2001/2002:

Mayoral Fees	\$24,860.00
Councillor Fees	\$153,010.00 (\$11,770 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 2001/2002 was **\$174,692.53**.

- 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 Vehicle

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 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) Airfares

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

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

f) Incidental Expenses

An additional allowance of \$ 50 per day will be provided to meet incidental expenses while attending to Council business outside the City area.

- **Mayoral Vehicle:** The Mayor is required to provide a suitable vehicle for use on Mayoral duties. Council review the provision of a Mayoral vehicle as part of its policy following each election.
- **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 the Councillors may accompany them on Council business trips subject to all expenses incurred in relation to the partners' 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, planing, 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 \$1billion dollars which would place the City, in asset value terms, among the top 10% of organisations 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	\$ 186,461
Assistant General Manager	\$ 150,000
City Services Manager	\$ 145,764
Shoalhaven Water Manager	\$ 140,997
Development & Environmental Services Manager	\$ 127,424
Planning Services Manager	\$ 123,570
Information Technology Manager	\$ 110,921

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	Minute No.	Council Meeting
K & J Lynch Pty Ltd	Civil works for Nebraska Estate Subdivision, St Georges Basin	\$157,591.70	97.2469	16/12/1997
Pamstream Pty Ltd	Management and operation of Greenwell Point village pool for 3 summer seasons	\$1,500.00 per week	01.1011	31/07/2001
Pamstream Pty Ltd	Management and operation of Milton village pool for 3 summer seasons	\$1,318.18 per week	01.1011	31/07/2001
Lions Club of Kangaroo Valley Inc	Management and operation of Kangaroo Valley village pool for 3 summer seasons	\$1,770.00 per week	01.1156	28/08/2001
G M Baden Pty Ltd	Supply of a Liebherr PR732 Dozer including trade of existing dozer	\$363,000.00	01.1067	28/08/2001
Lifestyle Cabins	Manufacture, delivery and installation of ten cabins for Holiday Haven Tourist Parks	\$473,787.27	01.1151	28/08/2001
Featurewood Homes Pty Ltd	Construction of the Ulladulla Integrated Children's Centre	\$399,872.73	01.1167	28/08/2001
CJD Equipment	Supply of a Volvo G710V HP Grader including trade of existing grader	\$138,250.00	01.1233	25/09/2001
FB Heavy Plant Pty Ltd	St Georges Basin Bypass Stages 3 & 4, Clearing, grubbing and timber removal	\$110,000.00	01.1334	25/09/2001
Ganderton Earthmoving Pty Ltd	Development of Lawn Cemetery Segments 5 & 6 at Shoalhaven Memorial Gardens, Worrigea	\$165,755.00	01.1365	23/10/2001
Fieldforce Services Pty Ltd	Provision of Water Meter Reading Services for a five year period	\$88,574.72 pa	01.1448	23/10/2001
O'Connor Ferry Services Pty Ltd	Operation of ferry services for a five year period	\$166,166.66 pa	01.1688	18/12/2001
NACE Civil Engineering Pty Ltd	Main Road 92 Albatross Aviation Technology Park to Hames Road, Roadworks Construction	\$2,233,059.00	01.1789	18/12/2001
Enviro-Managers Pty Ltd	Provision of Laboratory for Water Testing Requirements for a five year period	\$177,596.50 pa	01.1791	18/12/2001
Fernandes Constructions Pty Ltd	St Georges Basin Bypass Stage 4, Construction of Bridgeworks	\$1,266,105.10	01.1794	18/12/2001

Major Contracts Awarded – (Cont'd)

Company	Project	Amount	Minute No.	Council Meeting
Hisway Pty Ltd	Civil Works at the corner of Croobyar Rd & Matron Porter Drive (Under 2 year schedule of rates contract)	\$134,316.20	01.683	22/05/2001
Hisway Pty Ltd	Construction of Lake Tabourie Caravan Park Access Road (Under 2 year schedule of rates contract)	\$217,057.23	01.683	22/05/2001
Hisway Pty Ltd	Road Pavement Construction at Medlyn Avenue, Sussex Inlet (Under 2 year schedule of rates contract)	\$102,877.00	01.683	22/05/2001
Ablock Builders Pty Ltd	Construction of Bridge over Nowra Creek at Central Avenue, South Nowra	\$178,539.00	02.33	29/01/2002
Tri-City Trucks	Supply of a Mitsubishi FM618 truck including trade of existing truck	\$138,967.00	02.438	30/04/2002
Lifestyle Cabins	Manufacture, delivery and installation of 4 cabins at Lake Conjola Tourist Park	\$197,174.55	02.516	30/04/2002
Lifestyle Cabins	Manufacture, delivery and installation of 4 cabins at Shoalhaven Heads Tourist Park	\$217,829.09	02.559	28/05/2002
Bridging Australia Pty Ltd	Construction of Bridge on Gerringong Creek Road over the Kangaroo River, Upper Kangaroo Valley	\$361,755.00	02.572	28/05/2002



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 prescribed burning and 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 (SBFRMP).

12 kilometres of firebreaks were constructed/maintained on Council land during the year and maintenance of 12 kilometres of Monkey Gum Fire Trail, located on Vacant Crown Land, was undertaken by AC&M Division and funded by Council.

Notices were issued under S66 of the Rural Fires Act (1997) to 872 private land owners/occupiers requiring them to reduce fire hazards primarily through vegetation clearing. In addition, over 1320 inspections were carried out on private land and there were 6 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 2001/2002 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.
- Engaged consultant for draft Local Ethnic Affairs Party Statement.
- Co-ordinated and supported Information Session for Legal Issues & Multicultural Community.
- Assist the promotion of the Translating Interpreter Service.



Harmony Day 2002

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 2001/2002, Council made grants (pursuant to Section 356 LGA) totalling \$385,148.87 to local organisations, community groups and individuals.

Beneficiary	Amount \$
A Gibbes	\$500.00
Aquatique	\$227.27
Australian Aerial Patrol	\$10,000.00
Australia's Museum Of Flight	\$35,000.00
Bay & Basin Uniting Church	\$75.00
Berry Showgrounds Committee	\$20,000.00
Berry Sports Complex Committee	\$7,300.00
Bohena Creek Art Gallery	\$2,000.00
Bolong Union Church Incorporated	\$2,000.00
Bomaderry High School	\$600.00
Bomaderry/Thurgate Oval Management Committee	\$5,000.00
Burrier Progress Association	\$300.00
Burrill Lake Progress Association	\$300.00
C & E Simnadis	\$500.00
C P & C A Turnbull	\$500.00
Callala Bay Progress Association	\$300.00
Callala beach progress association	\$300.00
Callala Community Centre	\$2,700.00
Christian Outreach Centre	\$150.00
Culburra Beach Progress Association	\$300.00
Currarong Progress Association	\$300.00
D Miles	\$2,300.00
Frogs Holla Management Committee	\$16,400.00
G Bunbury	\$422.00
H J & D M Poeltl	\$500.00
HCL Associates Pty Ltd	\$500.00
Horizon Credit Union Ltd	\$18.18
Huskisson Public School	\$50.00
Illawarra Academy Of Sport	\$7,000.00
Indigenous Australian Engineering Summer School	\$300.00
J Crawford	\$850.00
J Dorrington	\$3,300.00

Beneficiary	Amount \$
J Swadling & M Bowcher	\$1,360.00
Jervis Bay & Basin Arts	\$3,100.00
Jervis Bay Lions Club	\$3,000.00
Lady Denman Heritage Museum - cont. To caretakers salary	\$31,700.00
Lighthouse Oval Management Committee	\$10,000.00
M Doidge	\$1,000.00
M Vickridge	\$500.00
Manyana Citizens Association	\$300.00
Milton District Band Incorporated	\$620.00
Milton Ulladulla Community Resource Centre	\$3,000.00
Mollymook Oval Management Committee	\$5,500.00
Mollymook Surf Lifesaving Club	\$10,000.00
Music Shoalhaven Incorporated	\$1,500.00
Native Animal Network Association	\$1,700.00
Nowra Anglican College	\$100.00
Nowra Area Development Board	\$31,988.18
Nowra Christian Community School	\$100.00
Nowra Culburra Surf Lifesaving Club	\$11,000.00
Nowra High School	\$100.00
Nowra Lions Club	\$200.00
Nowra Tenants Support Association	\$400.00
Nowra Truck & Tractor Repairs Pty Ltd	\$250.00
Osborne Park Management Committee	\$7,000.00
P Hitchener	\$1,000.00
R & B Bellamy	\$250.00
Rotary Club Berry/Gerringong	\$2,000.00
S & F Knox	\$500.00
S Anderson	\$250.00
S Phillips	\$500.00
Sanctuary Point Oval Management Committee	\$5,200.00
Shoalhaven Anglican School	\$100.00
Shoalhaven Art Society	\$1,500.00
Shoalhaven Branch Camelia Society	\$60.00
Shoalhaven City Council - Rates On Public Halls	\$13,714.33
Shoalhaven City SES Unit	\$4,000.00
Shoalhaven Community Transport	\$10,000.00
Shoalhaven Eisteddfod	\$5,000.00
Shoalhaven Heads Community & Progress Association	\$300.00
Shoalhaven Heads Surf Lifesaving Club	\$9,500.00
Shoalhaven High School	\$509.09

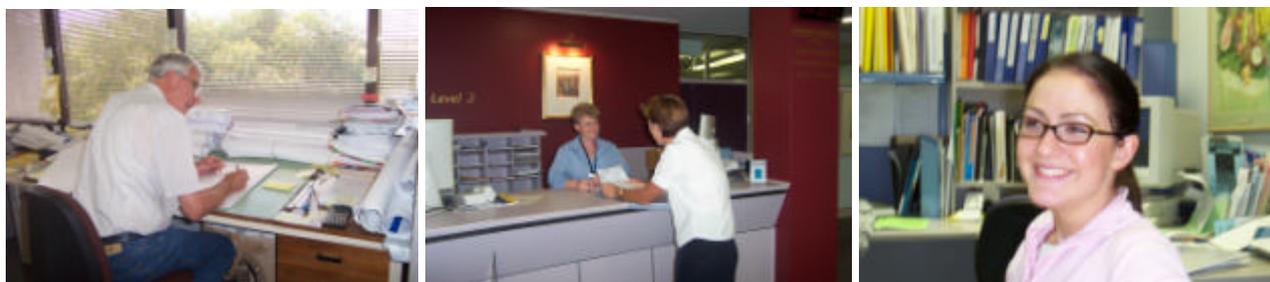
Beneficiary	Amount \$
Shoalhaven Neighbourhood Centre	\$250.00
Shoalhaven Police Citizens Youth Club	\$250.00
Shoalhaven Seniors Week Committee	\$500.00
Shoalhaven Spring Festival Committee	\$5,000.00
Shoalhaven Womens Health Centre	\$454.55
Shoalhaven Youth Centre	\$500.00
Shoalhaven Youth Outreach Worker	\$100.00
Soilco Pty Ltd	\$387.00
South Coast Aboriginal Cultural Centre	\$200.00
Southern Shoalhaven SES Unit	\$4,000.00
Southern Tablelands Rural Counselling Service	\$1,000.00
St John's High School	\$100.00
St Vincent De Paul Society	\$600.00
Sussex Inlet & Districts Community Forum	\$300.00
Sussex Inlet Family Fishing Carnival	\$3,000.00
Sussex Inlet Golf Club	\$350.00
Sussex Inlet Management Committee	\$18,900.00
Sussex Inlet Public School	\$959.09
Sussex Inlet Surf Lifesaving Club	\$8,000.00
Tabourie Lake Ratepayers Association	\$300.00
The Miltones	\$1,000.00
The Springs	\$1,250.00
The White House	\$500.00
Ulladulla & Districts Blessing Of The Fleet Festival	\$8,000.00
Ulladulla High School	\$100.00
Ulladulla Youth Centre	\$250.00
University Of Wollongong	\$2,500.00
Vincentia High School	\$100.00
Vincentia Ratepayers Association	\$300.00
W Carter	\$500.00
Wandandian Reserve Management Committee	\$1,500.00
West Street Oval Management Committee	\$3,000.00
West Street Sports & Social Club	\$2,500.00
Westpac Lifesaver Rescue Helicopter Service	\$10,000.00
Worrigea Equestrian Management Committee	\$2,500.00
Young Womens Christian Association	\$500.00
Youth Coalition of the ACT	\$318.18
Yulunga Reserve Management Committee	\$6,386.00
Total	\$385,148.87

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 Resource 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. The internal communication strategy implemented in the 2001/2002 is, increasingly being used as a mechanism to enable the dissemination of Human Resource 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 Employment Opportunity Management Plan

The new EEO Management Plan, associated strategies and methods for implementation have been prepared in consultation with the Consultative Committee for the financial years 2001/2003 is in the process of roll out.

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 further cadetship was being explored toward the end of the report year.

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 organisations 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.

Cultural Diversity

The implementation of Council's Cultural Diversity Plan is targeted for the period 2001/2002.

Children and Young Persons

Council's Child Protection Policy continues to apply, ensuring Council meets its obligations under various children and young persons requirements. A review of the policy and its application are scheduled within the next report year. Training for staff is provided for in the Corporate Induction Program.



External Bodies Exercising Council Functions

Section 428(2)(o)

During 2001/2002 there were no external organisations to which Council has given any delegation.

Companies in Which Council Held Controlling Interest

Section 428(2)(p)

During 2001/2002 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 Cooperative Library Service is a cooperative that includes the three local government areas of Shoalhaven, Eurobodalla and Kiama. Eurobodalla and Kiama outsource their purchasing and processing of all book and non book materials to Shoalhaven. The Cooperative 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 Cooperative 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 CI 15

The following is a summary of rates and charges written off during the period July 2001 to June 2002:

Abandoned	27,431.17
Postponed Abandoned	13,317.41
Pensioner Rebates	<u>4,448,917.96</u>
Total Amount	<u>\$4,489,666.54</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 abandoned 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 abandoned 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 year.
- 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 31 (1)(a)

During 2001/2002 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 programmes to encourage children to use the library facilities including special activities for children in Children's Week.
- Immunisation clinics held in several centres.
- Safe adventure playgrounds have been funded for installation in several Holiday Haven Parks.
- Council supports the Purple Ribbon Project community partnership project raising awareness against child abuse. Distribution of over 15,000 ribbons in 2002. Special events included a Motor cycle Ride and Rotary Purple Ribbon Ball.
- Council supports Early Childhood support groups, Shoalhaven Early Childhood Association, and a Community Based Early Childhood Services, Early Intervention Services for Special Needs and Childrens Services Working Together – Illawarra / Shoalhaven.
- Council participated in the Reference Group preparation of guidelines for Special Need Funding



Note: Refer also to Access and Equity on Page 165.

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

2001/2002 Highlights

(see [Principal Activity 4](#) – Improving Community Facilities and Services)



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

Group A – General Community			
Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy/Task No:
A1 Action Area: TRANSPORT			
Transport Development Officer	CCS	86	4.1.1.6
Transport Strategy	PS	85	4.1.1.2
A2 Action Area: INFRASTRUCTURE			
Pedestrian Access Strategy	CS	85	4.1.1.4
Walking Tracks	CS	87	4.2.1.2
Bus Shelters & Seats	CS	112	4.4.1.6
Car- Parking	CS	112	4.4.1.7
Corporate 20 Year Works Program	GM	111	4.4.1.3
Cycle-Ways	CS	112	4.4.1.5
Public Toilet Strategy	CS	111	4.4.1.4
Streetscapes	CS	113	4.4.1.8
Access To Water / Waste Water	SW	127	5.1.1.5
A3 Action Area: INFORMATION / COMMUNICATION			
Citywide Community Liaison	GM	21	1.2.1.2
Road Safety	CS	108	4.3.2.2
Road Safety	CS	108	4.3.2.2
Communicate Road Safety Issues	CS	109	4.3.2.5
Programs to Reduce Speed Related Accidents	CS	110	4.3.2.8
Increase Public Awareness of Road Safety Issues	CS	110	4.3.2.10
A4 Action Area: COMMUNITY FACILITIES & SERVICES			
Donations	CCS	29	1.3.1.9
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Equal Employment Opportunity Management Plans In Council	HR	36	1.3.2.22
Induction Process – Cultural Awareness	HR	36	1.3.2.21
Marketing/Promotion/Communication (External) Strategy	GM	42	1.5.1.1
Promoting Employment Opportunities	CS	69	3.1.1.8
Bay & Basin Community Resource Centre	CCS	93	4.2.4.9
Community Information	CCS	91	4.2.4.4

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy/Task No:
Community Information Directory	AGM	91	4.2.4.5
Mediation Facilities	CCS	92	4.2.4.7
Role of Community Development Officer - General	CCS	93	4.2.4.10
Support Role for Community Service Groups	CCS	92	4.2.4.6
Library Services To Outlying Areas	AGM	103	4.2.5.3
Library Strategy	AGM	103	4.2.5.2
Multi Function Centre – Nowra	CCS	113	4.4.1.11
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
Public Buildings	AGM	114	4.4.1.12
Water Efficient Devices	SW	132	5.3.1.14
Water Wise Advice	SW	132	5.3.1.13
A5 Action Area: STRATEGIC PLANNING			
Settlement Strategy	PS	42	2.1.1.2
Citywide Structure Plan	PS	42	2.1.1.3
Nowra CBD Strategy Review Charrette	PS	53	2.1.1.10
Housing Strategy	PS	53	2.1.1.11
Facilities for Women & Families In Major Commercial Developments	DES	54	2.1.1.17
Community Plan & Executive Summary	CCS	91	4.2.4.3
Community Safety	CCS	109	4.3.2.6
Safe Design in Developments & Public Spaces	PS	109	4.3.2.7
A6 Action Area: HEALTH			
Guidance to Groups Seeking Grants	CCS	92	4.2.4.8
Ambulance Services	CCS	106	4.3.1.2
Better Access to Medical Services	AGM	107	4.3.1.3
Counselling Services	CCS	107	4.3.1.5
Information on Available Health Services	CCS	107	4.3.1.4
Immunisation Clinics Service	DES	106	4.3.1.1

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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.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
B.2 Action Area: INFRASTRUCTURE			
Pedestrian Access Strategy	CS	85	4.1.1.4
Parks & Playground Upgrades	CS	87	4.2.1.3
Public Toilet Strategy	CS	111	4.4.1.4
Cycle-Ways	CS	112	4.4.1.5
Safe Adventure Playgrounds	AGM	137	6.1.1.3
B.3 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Child Development Unit	CCS	95	4.2.4.16
Childcare	CCS	94	4.2.4.15
Purple Ribbon Project	CCS	95	4.2.4.17
Role of Community Development Officer - Children	CCS	93	4.2.4.11
Children - Libraries	AGM	104	4.2.5.4
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10



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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.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
C.2 Action Area: INFRASTRUCTURE			
Skateboard Facilities	CS	88	4.2.1.4
Cycle-Ways	CS	112	4.4.1.5
C.3 Action Area: INFORMATION / COMMUNICATION			
Citywide Community Liaison	GM	21	1.2.1.2
Communication Methods – Special Needs Groups	GM	23	1.2.1.12
Participation in Decision - Making	CCS	21	1.2.1.7
Promotion of Activities - Youth	CCS	22	1.2.1.8
Communication – Youth	CCS	22	1.2.1.9
Information, Support And Networking Opportunities	CCS	95	4.2.4.20
Resource For Young People	CCS	95	4.2.4.18
School Leavers	CCS	71	3.1.1.14
Children - Libraries	AGM	104	4.2.5.4
Communicate Road Safety Issues	CS	109	4.3.2.5
Programs to Reduce Youth Road Crashes	CS	110	4.3.2.9
Road Safety	CS	108	4.3.2.2
C.4 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Youth Employment	CCS	69	3.1.1.9

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
Young People's Access To Recreational Services	CCS	98	4.2.3.2
Integrated Youth Centre – Nowra	CCS	98	4.2.4.31
Youth Accommodation	CCS	96	4.2.4.21
Youth Services Co-Ordination	CCS	96	4.2.4.22
Youth – Libraries	AGM	104	4.2.5.5
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
C.5 Action Area: YOUNG PEOPLE			
Showcase Youth Successes	CCS	42	1.5.1.3
Youth Needs & Safe Venues	CCS	98	4.2.4.23
Use Of School Facilities	CCS	96	4.2.4.24
Encourage Big Events To The Area	CCS	97	4.2.4.25
Meeting Youth Needs In Outlying Areas	CCS	97	4.2.4.26
Guidance to Groups Seeking Grants	CCS	92	4.2.4.8
Strategic Planning / Service Development	CCS	97	4.2.4.27
Youth Services Strategic Plan	CCS	97	4.2.4.28
Role of Community Development Officer - Youth	CCS	94	4.2.4.12
Youth Service Provision	CCS	98	4.2.4.29
Agency Participation In Joint Ventures	CCS	98	4.2.4.30
Parenting Education / Family Counselling	CCS	98	4.2.4.32
Infrastructure	CCS	114	4.4.1.13

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Specific Target Group D – Older People (those aged 55 years & over)			
Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
D.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
D.2 Action Area: INFRASTRUCTURE			
Pedestrian Access Strategy	CS	111	4.1.1.4
Disability Action Plan - Prep	CS	114	4.4.1.14
Disability Action Plan - Implementation	CS	114	4.4.1.15
Kerb Ramps	CS	114	4.4.1.16
Waterways	CS	115	4.4.1.17
General Infrastructure For Older People	CS	115	4.4.1.18
D.3 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Rebate On Rates	CCS	29	1.3.1.10
Housing Strategy	PS	53	2.1.1.11
Role of Community Development Officer - Aged	CCS	94	4.2.4.13
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
Older People - Libraries	AGM	105	4.2.5.6
Enhanced Access to Library Services	AGM	105	4.2.5.7
General Infrastructure For Older People	CCS	115	4.4.1.18
Multi-Function Centre - Nowra	CCS	113	4.4.1.11
D.4 Action Area: HEALTH			
Community Self Help	CCS	98	4.2.4.33
Ambulance Services	AGM	106	4.3.1.2
Better Access to Medical Services	AGM	106	4.3.1.3

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
D.5 Action Area: INFORMATION / COMMUNICATION			
Information on Services for the Aged, Disabled & Aboriginals	CCS	99	4.2.4.34
Assist Older People in Using New Technology	CCS	100	4.2.4.35
D.6 Action Area: STRATEGIC PLANNING			
Housing Strategy	PS	53	2.1.1.11
Community Safety	CCS	109	4.3.2.6



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Specific Target Group E – People with Disabilities (including HIV/AIDS)			
Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
E.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
E.2 Action Area: INFRASTRUCTURE			
Pedestrian Access Strategy	CS	85	4.1.1.4
Disability Action Plan - Preparation	CS	114	4.4.1.14
Kerb Ramps	CS	114	4.4.1.16
Public Buildings -Access for Disabled	CS	115	4.4.1.19
Urban Streetscapes–Design For Disabled	PS	115	4.4.1.20
Register of Dialysis Patients	SW	131	5.3.1.12
Special Access Cabins	AGM	137	6.1.1.4
E.3 Action Area: INFORMATION/COMMUNICATION			
Shoalhaven Access Advisory Committee	CCS	23	1.2.1.10
Information on Services for the Aged, Disabled & Aboriginals	CCS	99	4.2.4.34
E.4 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Enhanced Access to Library Services	AGM	105	4.2.5.7
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
Multi-Function Centre - Nowra	CCS	113	4.4.1.11
E.5 Action Area: STRATEGIC PLANNING			
Housing Strategy	PS	53	2.1.1.11
E.6 Action Area: HEALTH			
Community Self Help	CCS	98	4.2.4.33

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Specific Target Group F – Women			
Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
F.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
F.2 Action Area: INFRASTRUCTURE			
Parks & Playground Upgrades	CS	87	4.2.1.3
Public Toilet Strategy	CS	111	4.4.1.4
F.3 Action Area: INFORMATION/COMMUNICATION			
Lobby for Community Services and Facilities	CCS	100	4.2.4.36
F.4 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Breast Feeding in Public Project	CCS	101	4.2.4.37
Child Development Unit	CCS	95	4.2.4.16
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
Multi Function Centre – Nowra	CCS	113	4.4.1.11



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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.

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
G.1 Action Area: TRANSPORT			
Transport Strategy	PS	85	4.1.1.2
G.2 Action Area: INFORMATION/ COMMUNICATION			
Aboriginal Advisory Committee	CCS	24	1.2.1.13
Communication Methods – Special Needs Groups	GM	23	1.2.1.12
Networking - Koori	CCS	23	1.2.1.11
Induction Process – Cultural Awareness	HR	36	1.3.2.21
Cultural Sites	PS	54	2.1.1.18
Information on Services for the Aged, Disabled & Aboriginals	CCS	99	4.2.4.34
G.3 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Aboriginal Business Skills	HR	69	3.1.1.10
Aboriginal Employment Development Program	CS	70	3.1.1.12
Special Employment Programs	HR	53	3.1.1.11

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
Role of Community Development Officer – Aboriginal People	CCS	94	4.2.4.14
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10
G.4 Action Area: INFRASTRUCTURE			
Aboriginal Culture	PS	101	4.2.4.38



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

Specific Target Group H – Families			
Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
H.1 Action Area: INFRASTRUCTURE			
Parks & Playground Upgrades	CS	87	4.2.1.3
Public Toilet Strategy	CS	111	4.4.1.4
H.2 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10



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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.

Task Heading:	Div Mgr	For more detail refer to:	
		Page No:	Strategy / Task No:
I.1 Action Area: INFORMATION/COMMUNICATION			
Ethnic affairs policy statement	CCS	24	1.2.1.14
Regular consultation – multi cultural groups	CCS	24	1.2.1.15
Communication methods – special needs groups	GM	25	1.2.1.16
Interpreting services	CCS	25	1.2.1.16
Books in other languages	AGM	105	4.2.5.8
I.2 Action Area: COMMUNITY FACILITIES & SERVICES			
Section 94 Contributions Plan Review	PS	28	1.3.1.6
Induction Process – Cultural Awareness	HR	36	1.3.2.21
Special Employment Programs	HR	70	3.1.1.11
Enhanced Access To Library Services	AGM	105	4.2.5.7
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10

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Specific Target Group J – Unemployed People			
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	70	3.1.1.13
School Leavers	CCS	71	3.1.1.14
J.2 Action Area: COMMUNITY FACILITIES & SERVICES			
Economic Promotion	CS	67	3.1.1.2
Employment Programs	HR	71	3.1.1.15
Multi Function Centre – Ulladulla	CCS	113	4.4.1.10



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 and welding and fabrication.

Revenue and Expenses – Category 1

	Revenues \$'000	Expenses \$'000	Assets \$'000
Shoalhaven Water	15,841	12,705	174,873
Shoalhaven Sewer	23,108	15,697	209,030
Holiday Haven	10,500	7,851	21,822
Shoalhaven Mechanical Services	2,595	2,837	37

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

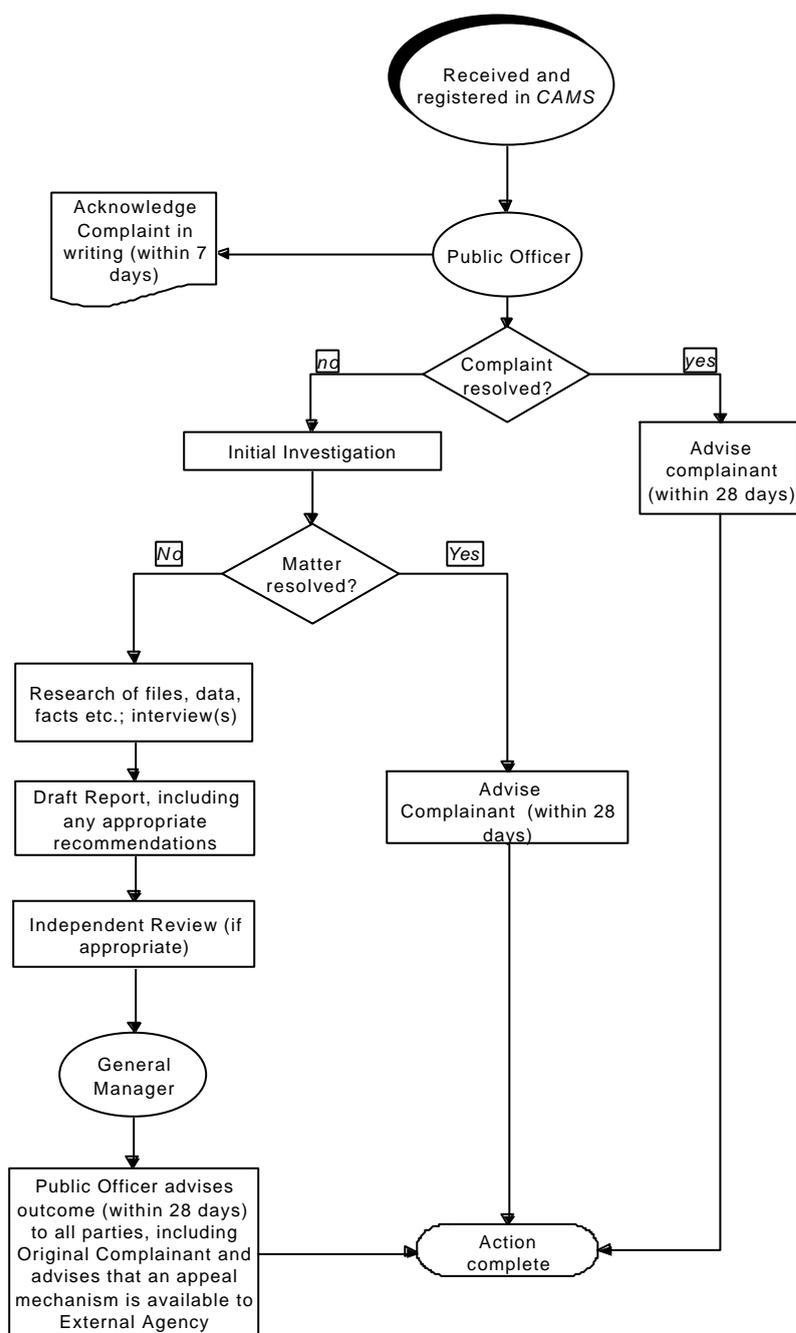
Progress Implementing Competitive Neutrality

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 General Regulation CI 31(3)



□

Council has received no complaints that it has determined to be competitive neutrality complaints during the 2001/2002 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 2001 – June 2002	Previous Reporting Period July 2000–June 2001
Personal applications received	15	12
Other applications received	13	18
Total Received	28	30
Granted in full	15	19
Granted in Part – information exempt under Section 25(1)(a)	5	7
Refused	1	-
Transferred	-	-
Withdrawn	2	4
Application determined – Documents not held by Council Section 28(1)(b)	5	1 (in part)
Applications requiring formal consultation	14	13
Amendment of Personal Records:	-	-
Agreed	-	-
Refused	-	-
FoI Fees Received	\$1170	\$1522.50
Assessed Costs	\$2280*	\$2,880.00*
Discounts Allowed:		
Financial Hardship	1	-
Public Interest	-	-
Non-profit organisation	1	-
*The FOI Act does not provide for full recovery of costs incurred in the processing of applications		
Applications Completed in:		
0–21 days	18	19
22–35 days	9	7
over 35 days	1	-
Applications Processed within:		
0–10 hours	28	25
11–20 hours	-	1
21–40 hours	-	-

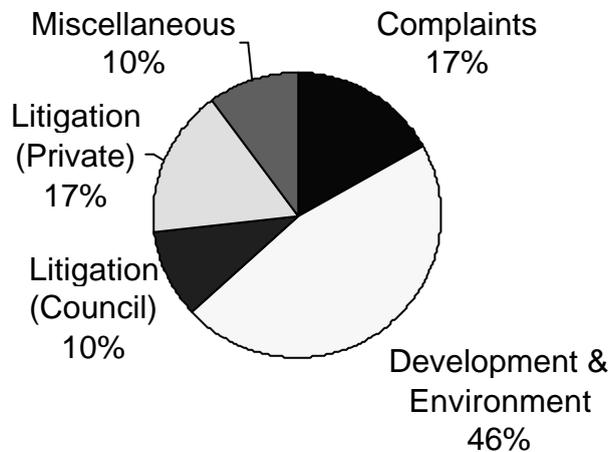
The Freedom of Information (FoI) Act has had minimal impact on Council's activities due to the allocation of appropriate resources which ensure the efficient handling of applications and full compliance with all publication requirements.

There was an overall increase in the number of FoI applications received in this reporting year, however applications concerning development matters and environmental issues decreased. The number of applications processed under Section 12 of the Local Government Act, 1993 has again increased with three hundred and three (303) written applications 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 have been no applications for internal review of Council's determinations and no enquiries under the FoI Act have been made by the Ombudsman in the current reporting year.

Nature of FoI Applications



Privacy and Personal Information Protection Act

Section 33 (3) & (5)

Council's Privacy Management Plan (PMP) has been completed and is available on the Internet. Training and briefing sessions have been held for workgroups within Council in the areas of rating, planning services and counter services. Departures and modifications to the PPIPA affecting 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 message and handouts. Privacy notifications have also been developed and distributed to relevant staff 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. One application for internal review was received in this reporting period. Following an investigation into the conduct complained of, it was found that Council's actions were not in breach of the PPIPA. The applicant did not exercise their right of external review to the Administrative Decisions Tribunal.

The vast majority of enquiries received from the individuals and government agencies concern the disclosure of ratepayer information (names and addresses) from the public register.

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

State of Environment Supplement Report

Section 428(2)(c)

(See separate document)