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## Mayor's Foreword

The 2005/2006 year was a strong year for Shoalhaven City Council.

The Council was able to lay the foundations for a large number of projects and policies that will provide the city with lasting cultural, economic and social benefits.

Major policy changes such as the Draft Nowra Bomaderry Structure Plan and the Sussex Inlet Settlement Strategy are in their final stages. Many sections of our community have seen and commented on these plans and these comments have been incorporated into the sophisticated plans, which outline the living and lifestyle conditions that we hope to achieve in the Shoalhaven over the next 30 years.

Work has begun on the \$23.5 million Shoalhaven multi-purpose cultural and convention centre. This centre will provide a strong focus for cultural events and projects in the Shoalhaven for many years with a first-rate auditorium seating up to 930 people, a smaller studio with seating for 180 people, conference rooms and areas for a variety of cultural and special events. This will be an exciting and vibrant part of the city for many years.

The Shoalhaven Arts Centre first floor refurbishment has been completed and a new multi-media centre will be operating on the first floor. This centre will be run by an independent organisation, 313 media, offering multi-media classes and training. This cultural precinct, above the Shoalhaven City Art Centre and beside the Shoalhaven's Nowra library will ensure that the city gains further cultural impetus from these developments.

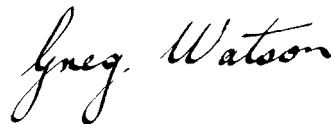
Speaking of impetus, Council has drafted the Shoalhaven Housing Strategy which gives options and identifies the need for a range of housing styles to meet changing demographics. The State government suggest that the population will rise to about 120,000 in the next 10 years.

Council has also made a detailed and strong submission to the Department of Planning on the South Coast Regional Strategy. This important State Government planning strategy details the overall planning strategies for the South coast for the next 30 years. Council has also prepared a submission for the South Coast Independent Review Panel, which considered the future use of a number of residential development zones in the City. Of particular note were the Culburra expansion area and the Comberton Grange property at Falls Creek where a Shaolin Temple complex is proposed.

Council has also begun work with the community on discussing the Development Control Plans for the floor and height restrictions in Ulladulla. This town needs a true balance of care when considering the variety of development proposals Council is receiving.

I would like to thank the General Manager Russ Pigg and his leadership team (Group Directors John Gould, Peter Dun, John Wells, Tim Fletcher, Ernie Royston, Bill Tomkinson and Barry Russell who retired in July 2006) and all staff for their hard work, vision and selfless sacrifice in ensuring that the major projects and services were continued throughout a busy year.

I also thank our Councillors for their efforts in working with citizens of the city, community associations and the State and Federal governments to ensure that the Shoalhaven is a place where we can enjoy our lives and grow and develop together.



Greg Watson  
Mayor, Shoalhaven City



## General Manager's Foreword

The 2005/2006 financial year was another productive year for Shoalhaven City Council. Shoalhaven City Council believes that it is in the best interest of all citizens to have a well-run and financially sound local government and for this reason Council sought and was granted a 2.5 per cent rate variation for the 2005/2006 financial year.

Our financial position ensures that Council has been able to provide a number of projects around the city. Some of these have included:

- A new Coastal Cycleway around the White Sands Tourist Park, Huskisson
- A complete facelift for the Stewart Place bus interchange, including four new bus shelters
- A rebuild of Jervis Bay Road, Falls Creek
- New public amenities at Callala Bay and Berry
- Work began on the \$23.5 million Shoalhaven Multi Purpose Cultural and Convention Centre
- The new Ulladulla Multi-Purpose Centre was constructed providing a home for a range of community service providers.
- A new Family Day Care centre at Park Road, East Nowra
- As part of the Mollymook Beach project, Council installed a Mobi Mat on Mollymook Beach. This matting is designed to give people with disabilities greater access to beaches. Shoalhaven City Council is the first Council in Australia to use the product.
- Council begun construction of the \$53 million Conjola Regional Sewerage Scheme (the largest in the City's history) with the northern and southern wastewater treatment plants scheduled for completion early next year. The construction of the transportation system is well under way with the northern village's reticulation systems 50 per cent complete. The scheme is due for completion in mid-2007 and provides access to a modern sewerage scheme for more than 2,000 residences in the villages – Fisherman's Paradise, Conjola Park, Killarney, Lake Conjola, Cunjurong Point, Berringer, Manyana, Bendalong and North Bendalong.
- A \$22 million upgrade for the Milton Ulladulla Sewerage Scheme was completed. The upgrade included the construction of a new wastewater treatment plant, a new transfer pumping station (both the City's largest), connecting pipelines and extension of the ocean release pipe 350 metres offshore.
- The \$8m upgrade to the Berry Sewerage Scheme upgrade was completed. The upgrade comprised a new wastewater treatment plant and transfer pump station.
- Council established a localised network for all Holiday Haven Tourist Parks based on broadband internet. In the future this Network will provide broad opportunities for bookings, network communications and a range of other functions.
- This year Holiday Haven become part of the Shoalhaven Holidays online booking systems operated by Shoalhaven Tourism Visitors Information Centres.
- New Cabins were placed at Lake Tabourie Tourist Park and Huskisson White Sands Tourist Park.
- Council provided a small resort pool at Crookhaven Heads Tourist Park.

Finally I would like to thank my Group Directors and their enthusiastic staff for their hard work and efforts during the 2005/2006 year. Through the hard work and endeavour of staff the multi-million projects and services of Council have continued apace while all our basic services have continued during this busy year. This is no small achievement by the Groups in Council. I am proud to lead a hard working and productive Council.

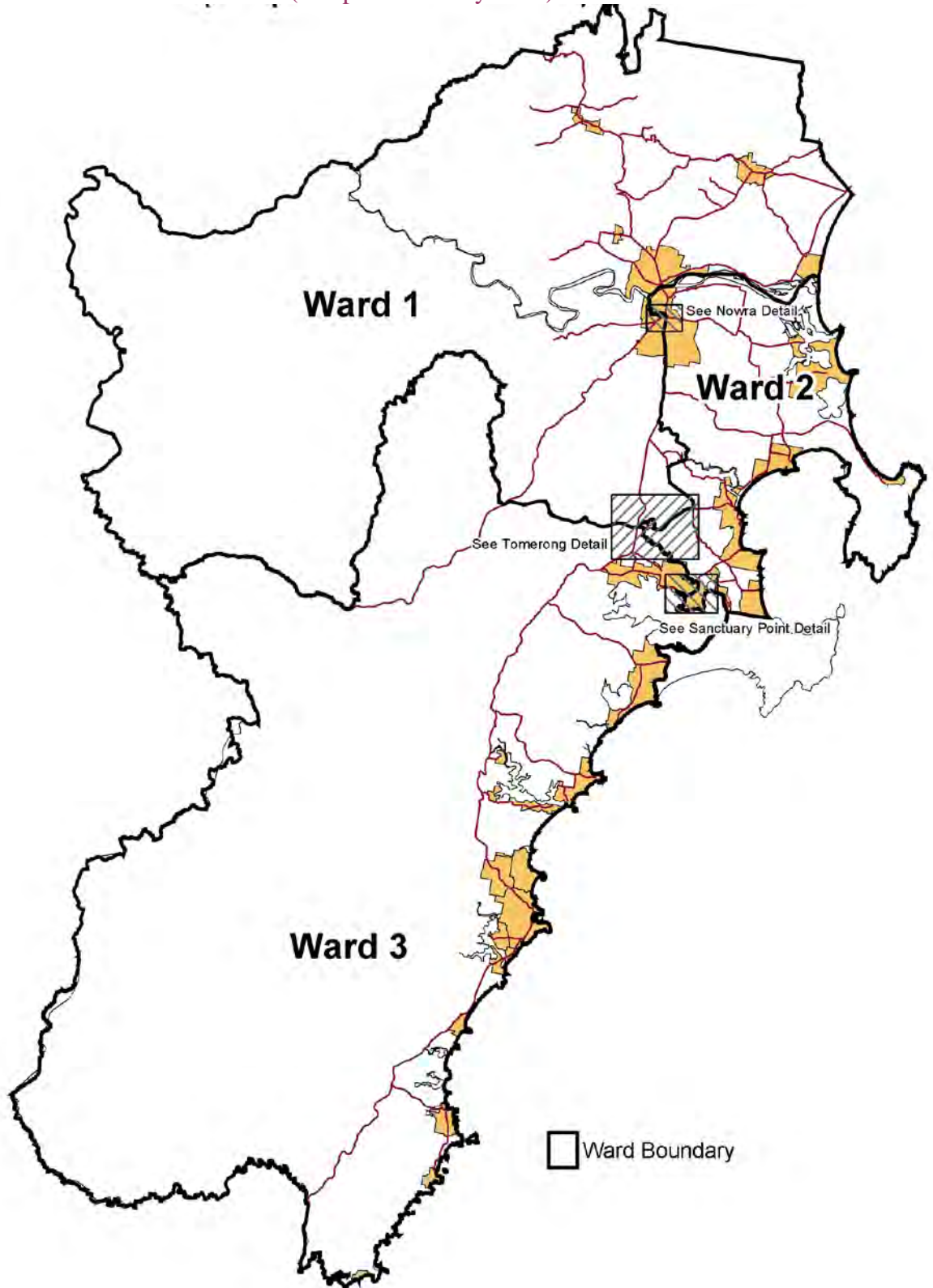


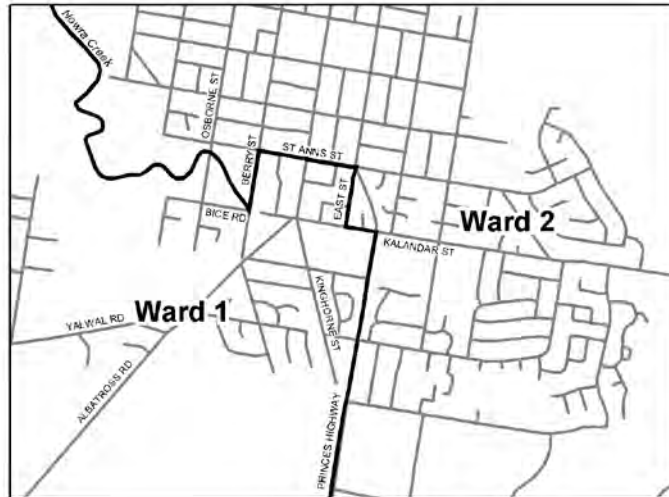
Russ Pigg  
General Manager



# Ward Boundaries

(Adopted 28<sup>th</sup> May 2002)

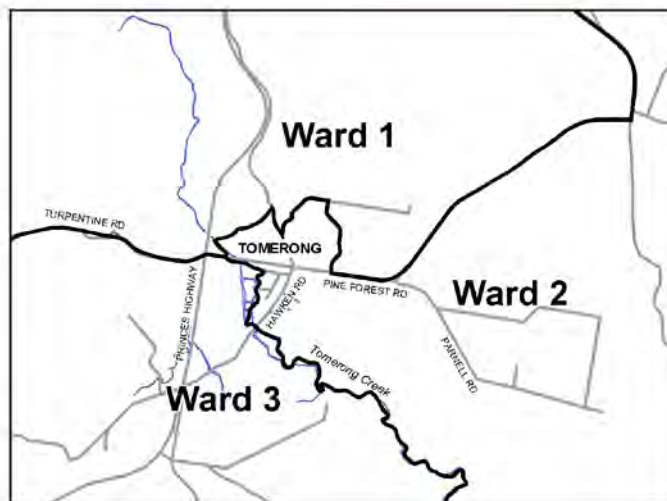




**Nowra Detail**



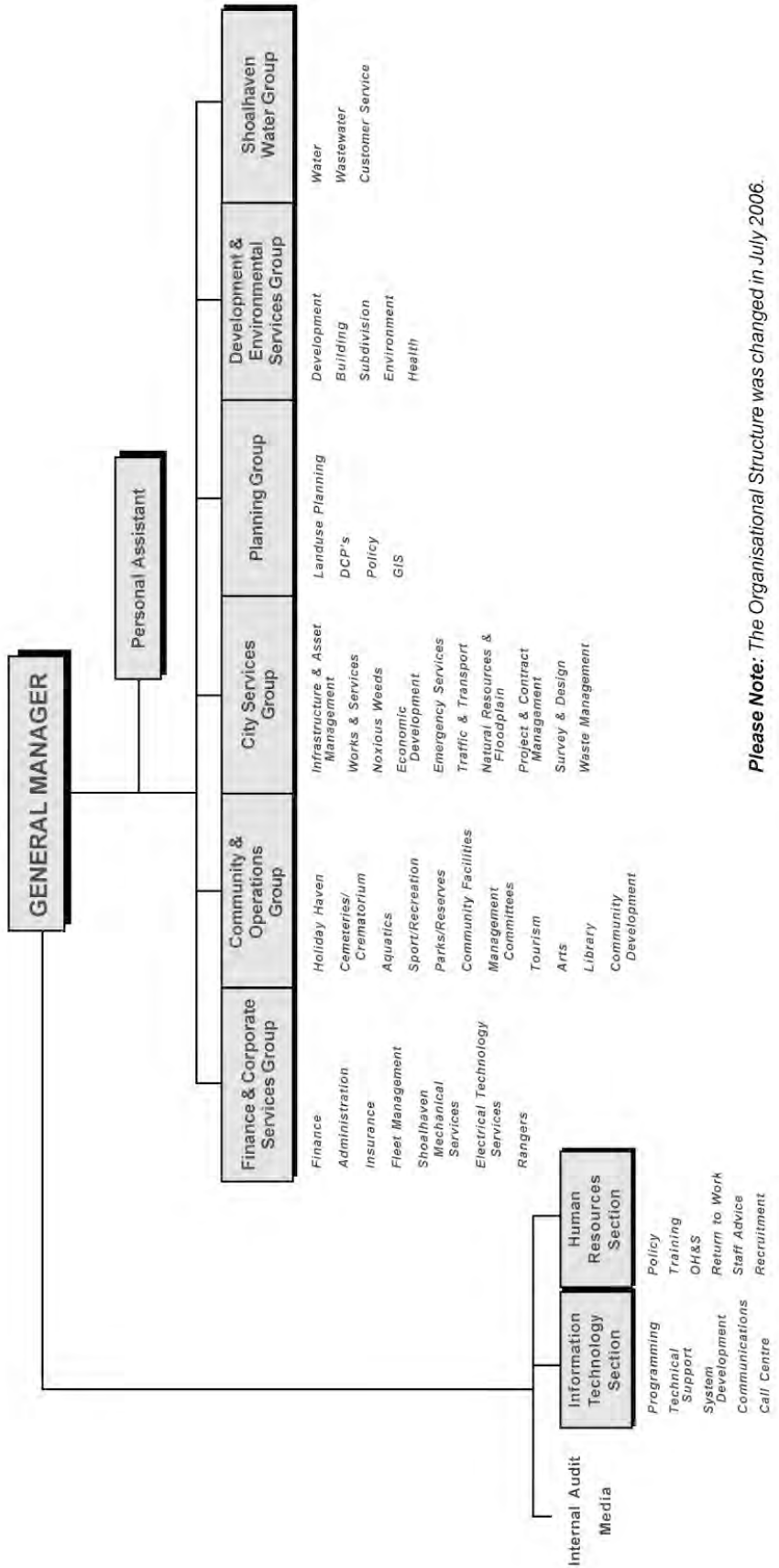
**Sanctuary Point Detail**



**Tomerong Detail**

# Organisational Structure 2005-2006

'J'  
26th May 2006



Please Note: The Organisational Structure was changed in July 2006.

## Part A

# Principal Activities

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**ABBREVIATIONS USED IN THE FOLLOWING PAGES:**

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

<b>GM</b>	GENERAL MANAGER
<b>FC</b>	FINANCE & CORPORATE SERVICES
<b>CO</b>	COMMUNITY & OPERATIONS GROUP
<b>CS</b>	CITY SERVICES GROUP
<b>DES</b>	DEVELOPMENT & ENVIRONMENTAL SERVICES GROUP
<b>GMIT</b>	GENERAL MANAGER – INFORMATION TECHNOLOGY
<b>GMHR</b>	GENERAL MANAGER – HUMAN RESOURCES
<b>PLNG</b>	PLANNING GROUP
<b>SW</b>	SHOALHAVEN WATER GROUP

Notes relating to Tasks identified within the Principal Activities:

- 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. Reference is given to the Access & Equity Summary Table in Part B. Where relevant, reference is also given to the Community Plan 2005 – 2010 objectives or the Youth Services Strategic Plan.

## Principal Activities

<b><u>Principal Activity 1:</u></b> Effective Government	11
<b><u>Principal Activity 2:</u></b> Protecting the Environment and Planning for Growth	61
<b><u>Principal Activity 3:</u></b> Promoting and Developing the Local Economy	81
<b><u>Principal Activity 4:</u></b> Improving Community Facilities and Services	97
<b><u>Principal Activity 5:</u></b> Providing Essential Water & Sewerage Services – Shoalhaven Water	147
<b><u>Principal Activity 6:</u></b> Operating Holiday Haven Tourist Parks	161

## Principal Activity 1: Effective Government

### Scope of the Activity

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

### Strategic issues

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

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

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

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

### Proposed Responses

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

Further impetus will be given to embracing the principles of Ecologically Sustainable Development throughout the organisation.

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

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

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

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

# Highlights for 2005/06

## Planning Group

- Achievement of 100% success rate for issue of Planning (Section 149) Certificates. This continues an excellent success rate in excess of the objective of 95%.
- Additions to Council's internet site:
  - Relevant Public Exhibition material.
  - Updated information relating to the progress of the rezoning investigations for Heritage Estates.
  - Documentation relating to the Nowra/Bomaderry Structure Plan
  - Documentation relating to the Housing Strategy
  - Population Clock

## Finance & Corporate Services Group

- Partnership with Horizon Credit Union Ltd to install an "ATM" within the Nowra Administration Building to assist the Community with cash payment of Council accounts.
- Coin operated photocopier installed on Level 3 of the Nowra Administration Building to assist customers with photocopying requirements when lodging DA's etc.
- Coffee machine installed on Level 3 of the Nowra Administration Building to facilitate customers and to provide a comfortable and friendly environment when making enquiries.
- Council recognized and supported excellence within the Community through individuals and businesses by promoting:
  - School Citizenship Awards
  - Major Arts & Cultural Awards
  - Business Excellence Awards
  - Australia Day Awards
  - Queen's Birthday Honors Awards
  - Mayoral Civic Receptions for various achievers.
  - Community service awards
- Council has met all of its statutory reporting requirements concerning the Management Plan and the Annual Report by the nominated deadlines.
- Ranger Services implemented an animal registration drive across the Shoalhaven City area. Over 4000 pet owners were contacted as being owners of unregistered dogs or cats. This process is continuing and a substantial number of pet owners have now registered their animals in accordance with the requirement of the Companion Animals Act.
- Education in primary schools commenced in June 2006. Nowra, Nowra Hill, Tomerong and Ulladulla schools received information about animal management issues from Council, veterinarians, RSPCA, Delta Dog presenters, local dog clubs and the Native Animal Network Association.

## Community & Operations Group

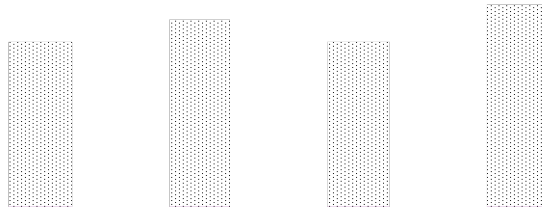
### Crematorium & Cemeteries

- Masterplanning for the long-term (60 – 80 years) development of Shoalhaven Memorial Gardens, Worrigea undertaken in respect of burial needs.
- New Segment 7 of Shoalhaven Memorial Gardens, Worrigea substantially completed.
- Crypt development at Sandridge Cemetery, Mollymook completed.
- Cremator unit renovated/rebuilt and re-commissioned in July 2005.
- Special Community events held included Mothers Day and All Saints Day Services, Remembrance of Deceased Children Service and information tours of Council's Worrigea facilities.
- Significant landscaping incorporating low water use "Xenscape" landscaping undertaken at the Shoalhaven Memorial Gardens.
- Chapel PA system upgraded.

## Development & Environmental Services

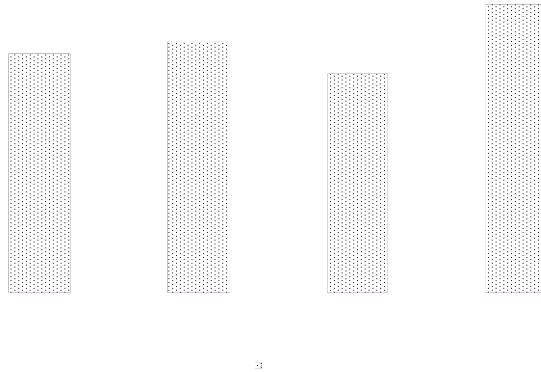
### Application Statistics

Construction Certificate Applications Received



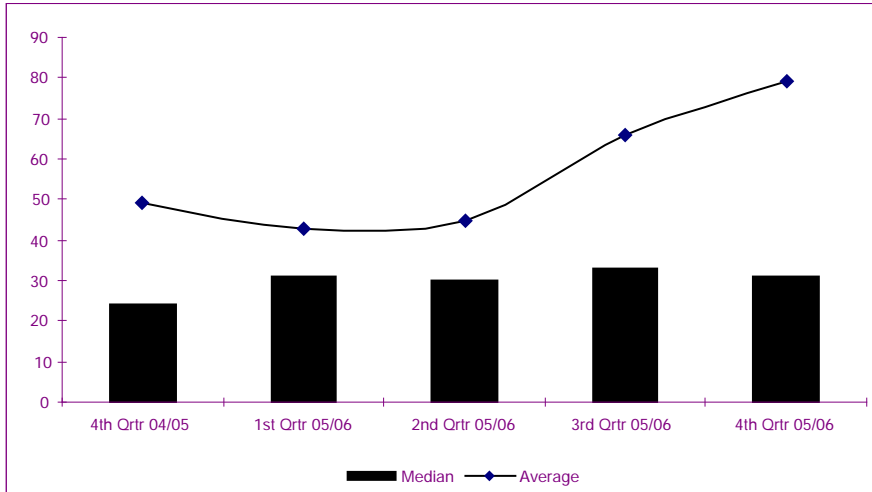
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### Development Applications Received

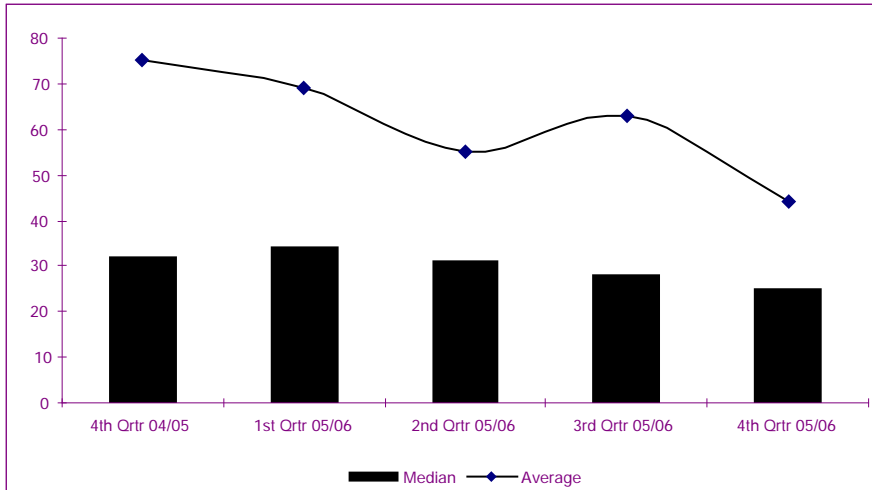


The number of construction certificates and development applications received this year are still reflective of an overall downturn in the residential market. There is some evidence that activity levels are picking up and this can be seen with the increase in DAs for the final quarter. Even though there has been a lower level of residential applications there has been a substantial number of large, complex commercial and industrial applications processed throughout the year. These include major shopping centre proposals in Nowra and Vincentia, industrial developments at South Nowra and major subdivisions within the Vincentia locality.

Processing Times Summary - Construction Certificates



Processing Times Summary - Development Applications



The significant rise in average turnaround times for construction certificates is due to a change in administrative procedures with the DARTS computer system. We are no longer ‘stopping the clock’ for construction certificates following a review of the legislation. Therefore delays with issues such as requests for additional information or payment of developer contributions will strongly influence these figures. Median processing times are far less influenced by extreme variations and have remained relatively stable throughout the year.

In terms of DA turnaround times it is very pleasing to see the fourth straight improvement in the median time with this quarter. Similarly, the average processing times are trending down. Both the average and median for this quarter are the lowest they have been in the last two years. Over the year, there has been a concerted effort to reduce the backlog of outstanding applications and get processing times down, in this respect it has been a good year with real progress being achieved and processing times down to more acceptable levels.

**60 Day Report**

Development and Environmental Services together with Information Technology have been working on providing Councillors with information regarding outstanding development applications (i.e. not determined after 60 days). A report was made available through DARTS for the Councillors use in April 2006.

### **DA Tracking**

The DA Tracking on-line system has been implemented and is proving popular with applicants and building owners. Accessed through Council's website, the progress of a DA and a number of associated documents can be viewed on-line. The system is being enhanced over time. Consents can be viewed on-line and submissions will be also available on-line in the very near future.

### **MasterPlan and Regulations Reduction Incentive Fund**

MasterPlan is a project that will enable on-line enquiry of Council's Planning Controls that relate to development. These include the Local Environmental Plan, Development Control Plans, Policies and State Policies. An applicant will be able to access those documents on-line in a way that will be relevant to a particular land use proposed on a particular allotment.

The project team has been progressing throughout the year and have collated the residential documents into the database. Work will then proceed in respect of the non-residential related documents. To assist this process, Council applied for and was successful in receiving Federal grant funds through the Regulation Reduction Incentive Fund (RRIF). It is expected the work using the grant funds will commence in the first quarter of 2006/2007.

### **2006 Shoalhaven Building Design Awards**

Shoalhaven City Council, along with local businesses, sponsor the Awards founded in 1997, to foster the highest development standards across the City and recognise the finest examples of creative design and quality construction.

Nominations have been invited for the following categories: Individual House; Alterations and Additions; Medium Density; Heritage Conservation; Commercial/Industrial; Subdivision Design; Environmental Innovation; and Excellent Access to Business Premises. The Awards will be held 20<sup>th</sup> October 2006.



<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.1 LEADERSHIP AND DIRECTION - to develop strong leadership and decisively guide the best future for the Shoalhaven.</b>			
<b>Strategy: 1.1.1 Develop, communicate and maintain the Cityplan process.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>2. Cityplan PROCESS</b>			
Ensure that the whole of Council is aware of and follows the Cityplan processes to achieve better corporate strategic planning.	Better corporate strategic planning throughout Council through ensuring that development / review of key strategies takes place on a rolling basis.	GM	On-going program of Policy and Strategy Review. The status of strategies as proposed in Cityplan are now available on Council's Intranet site for easy reference. This information will be made available on the Council web page during 2006/2007.
<b>4. HUMAN RESOURCE STRATEGIES</b>			
Develop strong leadership and decisively guide the best future for the Shoalhaven.	Continue the leadership training program for managers and supervisors.	GM	During 2005/2006 four leadership courses commenced or completed comprising a total of 46 participants. As well the next tier of Management Training - Graduate Certificate in Management commenced with 3 participants at the University of Wollongong - Shoalhaven Campus.
	Integrate leadership requirements in Job Descriptions and Performance Cycles.	GM	The new EDD procedure and associated forms were rolled out to managers and supervisors during scheduled EDD workshops. Feedback from the participants will be reviewed to enable final modification to the procedure.

<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.1 LEADERSHIP AND DIRECTION - to develop strong leadership and decisively guide the best future for the Shoalhaven.</b>			
<b>Strategy: 1.1.2 Integrate the principles of ecologically sustainable development into all Councils planning, decision-making and actions.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Ensure that Council meets and embraces its ESD obligations under the Local Govt. Act, through:  Groups identifying tasks from the adopted ESD guidelines and reporting on their progress.	Encourage the use of recycled concrete and masonry in lieu of natural quarried products.	CS	The use of recycled concrete for the year has been hampered by the high level of risk due to potential asbestos contamination.
	Implementation of Guidelines for Councillors and staff incorporating the ESD guidelines when plans, policies and checklists are reviewed or new ones prepared.  All new and reviewed plans are consistent with the adopted ESD guidelines.	PL	The NSW Government's Standard Instrument has now been gazetted and work has commenced to develop an overall Shoalhaven LEP in line with the principles of ESD within 3 years. Individual policies, strategies, LEPs and DCPs have been reviewed against ESD guidelines.
	Ecological Integrity - a major thrust of the Citywide Growth Management Strategy will be to retain and manage the ecological values of the City.  Maintenance and improved levels of conservation management in State of Environment reporting.	PL	Internal operational ESD assessment practises have been established and significant investigations have been carried out in relation to flora and fauna issues within the City. Conservation Management outcomes from these projects will be incorporated into the State of Environment reporting.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Social integrity - Major review of Section 94 Contributions Plan will realign provision of public facilities with continuing growth.</p> <p>Level of acceptability in Council's action through surveys associated with the Management Plan and Plan process.</p>	PL	<p>Several amendments have been made to the Community Facilities S94 Plan. In addition amendments have been made to the Contributions Plan in consultation with local community groups to reallocate funding to changing Passive Open Space demands.</p>
	<p>Economic Viability - The Sussex Inlet Settlement Strategy and the Nowra Bomaderry Structure Plan will look at opportunities for urban consolidation, efficient provision of infrastructure and creation of employment opportunities.</p> <p>Level of employment, availability of affordable housing and general strength of the Shoalhaven economy.</p>	PL	<p>Drafts of the Nowra-Bomaderry Structure Plan and Sussex Inlet Settlement Strategy were finalised and exhibited for community comment. Public information meetings were also held on each plan during their exhibition periods. Both plans include specific provision for industrial/commercial uses and expansion and economic viability generally. Council is now reviewing and considering the submissions received on both plans prior to their finalisation.</p>
	<p>Develop Xeriscape gardens over traditional rose and cottage gardens.</p> <p>Continuing efforts to implement and promote Xeriscape gardens over traditional rose and cottage gardens.</p>	CO	<p>The SMGLC continued its focus on establishing sustainable, low irrigation, landscapes by the expert utilisation of native and 'xeriscape' flora. Similarly, a turf management program has been implemented to progressively introduce hard wearing, shade tolerant Buffalo as the dominant grass.</p> <p>The SMGLC has also initiated a community (lower Worrigee Road) project to minimise Indian Myna Bird infestations in the area. This will be an ongoing project.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Reduce the use of plastic bags at the Shoalhaven Visitor Centres.</p> <p>Use of durable, re-usable woven polypropylene bags with Shoalhaven City printed on them to replace the use of plastic bags at the Shoalhaven Visitors Centre.</p>	CO	<p>The ever increasing swing to on-line real-time bookings via the web for accommodation, attractions and tours is seeing less reliance on paper promotion products. This reduces paper usage and wastage.</p>
	<p>Reduce production of greenhouse gases in the heating of hot water for amenity in buildings.</p> <p>Reduction of greenhouse gases in the heating of hot water for amenity buildings by the use of solar/gas hybrid hot water systems in a range of locations</p>	CO	<p>While opportunities still exist to examine facets of the operation of Holiday Haven's Tourist parks the major energy usage areas have been addressed this year. The next big challenges will be in the area of water saving/reuse technology that can be adapted to our environments.</p>
	<p>Explore opportunities for the use of non potable water for irrigation of sportsgrounds.</p>	CO	<p>Installation of REMS scheme at Thomson Street Sussex Inlet completed and fully operational.</p> <p>Planning commenced for REMS scheme at Huskisson in FY 2006 - 07.</p> <p>Submission made to Federal Water Fund for including irrigation for sporting fields. Application unsuccessful.</p>
	<p>Number of infrastructure projects incorporating significant water sensitive design initiatives.</p>	CS	<p>A number of new infrastructure projects incorporating significant water sensitive design initiatives were established throughout the year.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Quantity (tonnes) of quarried products purchased per quarter.	CS	<p>About \$2million was spent to purchase approximately 100,000 tonne of quarried products. A small amount of these quarried products were blended with recycled materials. A few projects involved recycling of insitu materials to reduce the amount of quarried projects purchased.</p> <p>The total quantity of purchased quarried products is not considered an appropriate measure of ESD tasks.</p>
	Number of new infrastructure projects incorporating energy efficient design initiatives	CS	The design of the SMPCCC incorporates energy efficiency principles.
	<p>Encourage the use of electronic technology (eg scanning/digital imaging) to reduce reliance on hard paper copy and record storage for Council documents.</p> <p>Implement the electronic storage of paper based documents (eg job descriptions, delegations, authorisations etc) by December 2005.</p>	FC	The digitisation of many of Council's hard paper based copies of various working documents is already well underway. Corporately, Job Descriptions, Delegations and Authorisations are currently being finalised within HRI and TRIM. Electronic Time Sheets are scheduled for implementation with a test group in September 2006. Electronic Leave Forms are scheduled for implementation with a test group on TRS during September 2006.
	<p>The purchase of fuel efficient and environmentally friendly vehicles for Council's fleet.</p> <p>Consider the replacement of current fleet with more fuel efficient and environmentally friendly vehicles over a period of time, eg 4 cylinder vehicles.</p>	FC	Council has actively pursued strategies to increase the number of four cylinder vehicles in Councils fleet. The number of four cylinder vehicles within the fleet increase from 78 at the start of the year to 95 at year end.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Assess the fuel efficiency, greenhouse and air pollution for Council's fleet on a regular basis.</p>	FC	<p>Council has actively encouraged the use of four cylinder vehicles and has successfully increased the number of four cylinder vehicles within the fleet. In addition use of alternate more fuel efficient fuels has been investigated and used where possible.</p>
	<p>Review the number of hard copy business papers provided for Council and Committee meetings and replace with electronic copies where practical.</p> <p>Reduction in the number of hard copy business papers produced and reduction in paper consumption.</p>	FC	<p>Staff and community organisations who receive a hard copy of Council's business paper were encouraged to access the business paper in an electronic format to reduce the number of hard copies where ever possible. The number of hard copies printed for each meeting reduced by 12 during 2005/2006</p>
	<p>Reduce physical resource duplication by working co-operatively with stakeholders to ensure minimum resource allocation for maximum impact.</p> <p>Number of educational materials produced conjointly.</p>	FC	<p>The Ratepayers Brochure for 2006/07 has been printed and distributed to all ratepayers throughout the Shoalhaven with the Rates Notice. The detailed information provided by each Group and contained within the brochure is a good corporate snapshot from within Council of services, maintenance and capital works programs scheduled for the ensuing financial year.</p>

<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.2 INVOLVING OTHERS - to work more effectively with the community, government and others.</b>			
<b>Strategy: 1.2.1 Establish methods of achieving improved ongoing community liaison.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>2. CITYWIDE COMMUNITY LIAISON</b>			
<p>Identify and implement the most effective methods of community liaison on a geographical and issue-related basis.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 2 Empowered Communities</i></p>	<p>Implement the Community Consultation Strategy within each Group.</p>	GM	<p>Strategy implemented as required. The strategy is proposed to be reviewed in July 2006.</p>
<b>6. PRINCIPAL CONSULTATIVE BODIES ADVICE ON CAPITAL WORKS PROGRAMS</b>			
<p>Meet with Area Principal Consultative Bodies to provide advice on and feedback to future Capital Works and Maintenance Programs.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 2 Empowered Communities</i></p>	<p>A combined meeting of Principal Consultative Bodies to be held every 6 months in Southern, Central &amp; Northern areas.</p>	CS	<p>Corporate meetings held with representatives of principal consultative bodies for each Ward (Ward 1, 2 &amp; 3). Public meetings held throughout the year.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Meetings held with at least 6 Principal Consultative Bodies to review community needs and service standards for physical services.</p>	<p>CS</p>	<p>The targeted number of meetings held throughout the year with Principal Consultative Bodies was exceeded. These groups included:</p> <ul style="list-style-type: none"> <li>- Callala Bay Progress Association</li> <li>- Shoalhaven Heads PCB</li> <li>- Friends of 2438</li> <li>- Cudmirrah Berrara Progress Association</li> <li>- Greenwell Point PCB</li> <li>- St Georges Basin PCB</li> <li>- Milton PCB</li> <li>- Kangaroo Valley Tourist Association</li> <li>- Tomerong Community Forum</li> <li>- Nowra CBD</li> </ul>



<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.2 INVOLVING OTHERS - to work more effectively with the community, government and others.</b>			
<b>Strategy: 1.2.2 Review and develop stronger networks with government and other organisations to work towards the objectives of Cityplan.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. STATE AND FEDERAL REPRESENTATIVES</i></b>			
Ensure that Council optimises every opportunity to stress the unique range and complexity of issues facing the Shoalhaven to relevant State and Federal Ministers and local elected Representatives.	Ongoing liaison with State and Federal Ministers and local MPs.	GM	Numerous meetings held with State & Federal Ministers and Local Members of Parliament.
<b><i>2. GOVERNMENT DEPTS</i></b>			
Arrange and hold focus meetings of officers from each relevant government department at the start of major Council projects, as appropriate.	Focus meeting held for each major project which involves integration with NSW Government agencies in the approval process.	CS	Major and/or complex approved projects involving multi agency impact have been subject to focus meetings with critical stakeholders to determine project guidelines as early in the project management process as possible. Such projects have included Ulladulla Harbour Upgrade, Shoalhaven Cultural and Convention Centre, Forest Road and Currarong boat ramp.

<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.2 INVOLVING OTHERS - to work more effectively with the community, government and others.</b>			
<b>Strategy: 1.2.3 Ensure Council has appropriate facilities and equipment to enable effective interaction with the community and the communication of Council's objectives</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. COMMUNITY CONSULTATION</i></b>			
Maintain and update facilities and equipment required for Council and other community meetings.	Subject to current budget constraints provide adequate equipment and resources to enable effective interaction with the community.	FC	<p>Council is proactive in providing the most up to date facilities and equipment required for Council and other community meetings. During this financial year 2005/06 Council has purchased and installed the following equipment to improve communication channels and to facilitate Council and other community meetings:</p> <p>*Coin Operated Photocopier for public use</p> <p>*Horizon Credit Union ATM installed in Level 2 Foyer</p>

<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.3 EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.</b>			
<b>Strategy: 1.3.1 Implement sound financial management strategies to meet Cityplan objectives.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>3. FINANCIAL PERFORMANCE MEASURES</b>			
To effectively manage Council's financial resources as per policies and guidelines set by Council and the Department of Local Government.	Keep Council's internal debt service ratio below 25%.	FC	Council's internal debt service ratio remains below the target of 25%
	Ensure that appropriate Australian Accounting Standards Regulations, Guidelines, Practices and Procedures are efficiently and effectively implemented to achieve compliance with statutory requirements	FC	The main challenge for councils in terms of Financial reporting has been the move to reporting in accordance with international accounting standards (AIRFS). Responsible staff have undertaken training and consulted with councils external auditor to ensure Councils meets its statutory external reporting requirements.
	Review and monitor Council's adopted policies in respect of rate arrears, hardship provisions, pensioner rate rebates and paper subdivision landholders with a view to reducing the level of debt owed to Council.	FC	Many of the current adopted Council Policies in respect of rate arrears, hardship provisions, pensioner rate rebates and small rural lot subdivisions were again reviewed by the Rates Working Party during August, December 2005 and March ,May 2006.  The Rates Working Party resolved that the status quo prevail in terms of the adopted Policies for the time being. No changes were recommended for the current Policies which will remain in force during 2005/06 or until further reviews are deemed necessary.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. DEVELOPMENT OF FINANCIAL SYSTEMS</b>			
To continue to monitor Council's financial reporting systems to ensure they meet the needs of users throughout the organisation.	Continue to investigate improvements to Council's financial systems and processes.	FC	During the year several software programs were updated to improve processes and efficiency. In addition a review of Councils finance system was considered with regard to the future replacement/upgrade of the existing system.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>6. SECTION 94 CONTRIBUTIONS PLAN REVIEW</b>			
Continue the major review of the plan.	Continue major review of Section 94 Contribution Plan through a series of amendments with overall finalisation by end of December quarter.	PL	<p>The major review of the Contributions Plan has continued, together with a number of amendments relating to new infrastructure projects. Of these, road projects associated with traffic management in the Nowra CBD, the construction of ENSA, and road and drainage projects proposed for South Nowra and St Georges Basin have been significant. An amendment to change the contribution for Plan management and administration has been prepared for exhibition, which follows the development of a new computer system for S94 enquiries and assessment. Amendments relating to Active Recreation, Car Parking and Fire and Emergency Services are approaching practical completion. Council has also resolved to investigate the role of S94 Planning Agreements as an alternative vehicle for collection of developer contributions.</p> <p>Priority of the overall review is at times impacted by individual development proposals that generate urgent need to assess as one off projects to ensure appropriate contributions are incorporated into development consents.</p>

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>7. LONG TERM FINANCIAL STRATEGY</b>			
Develop a 10year Financial Plan and ensure data is regularly reviewed and updated.	Regularly review with senior staff the 10 year Financial Plan and adjust accordingly.	FC	A robust 10 year plan was developed during the year and was used in substantiating Councils request for an above rate pegging increase. Further work on the plan will continue to update its currency which will contribute to better long term planning.
<b>8. STATUTORY FINANCIAL REQUIREMENTS</b>			
To ensure that Council meets it's statutory financial obligations.	Lodge Council's annual Fringe Benefits Tax return by the due date and forward each quarterly instalment by the due date.	FC	All FBT statutory requirements have been met.
	Lodge Council's monthly Business Activity Statement for GST by the due date.	FC	All statutory GST and Business Activity Statements requirements have been met.
	Submit each quarterly budget review to Council within the timeframe laid down in the Financial Management Regulation.	FC	All quarterly reviews have been submitted to Council within the required timeframe.
	Complete and lodge Council's Annual Financial Reports within the timeframe laid down in the Local Government Act.	FC	Council has lodged all reports due during the financial year within the required timeframes.
<b>9. DONATIONS</b>			
Identify the donations to be made by Council to individuals and community groups pursuant to Section 356 of the Local Government Act.  (Also see list of Donations, Sponsorships and Subsidies)  <i>Access &amp; Equity Action Areas: All Target Groups - 1.Supportive Communities</i>	Payment of donations, subject to submission of claims by the identified groups and individuals.	FC	Council has paid out 100% of the budgeted donations during this financial year. These payments have been made subject to the appropriate written submissions, validated claims or by council resolution

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>10. REBATE ON RATES</b>			
<p>Water and wastewater availability charges and payment of general rates is discounted to pensioners</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 1.Supportive Communities</i></p>	<p>Provide annual pensioner rebates.</p>	<p>SW</p>	<p>Eligible pensioners provided with a rebate for water usage and availability charge</p>

<b>Principal Activity:</b>	<b>1</b>	<b>EFFECTIVE GOVERNMENT</b>		
<b>Objective:</b>	<b>1.3</b>	<b>EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.</b>		
<b>Strategy:</b>	<b>1.3.2</b>	<b>Further develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.</b>		
<b>Task</b>		<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. NEXT MANAGEMENT PLAN</i></b>				
Prepare the Management Plan for the following year after appropriate consultation with Council, the community and staff.		Council adopts the 'draft' Management Plan for public exhibition by May each year.	FC	<p>The Draft Management Plan for 2006-2009 was adopted for public exhibition by Council on the 24th April 2006.</p> <p>The Draft Management Plan 2006-2009 was exhibited for public comment between 3rd May and 1st June 2006 inclusive.</p> <p>Following 3 public meetings and a full review of written public submissions Council adopted the Management Plan Vol 2 Fees &amp; Charges for 2006-2009 on the 27th June 2006 and Management Plan Vol 1 on 14th July 2006.</p>
<b><i>2. GROUP PLANS AND WORKS PROGRAMS</i></b>				
Ensure that Group Plans and works programs are prepared by each Group Director which incorporates Cityplan objectives / Management Plan corporate priorities and tasks.		Group Plans are prepared for all major operational areas by July each year.	GM	Group Plans prepared and approved.
		Group Directors to report progress to the General Manager on a six monthly basis and to collectively discuss on at least a quarterly basis with the GM any major shortfalls, budget overruns, etc.	GM	Reports provided and regular discussions held with Group Directors to monitor progress to achieve Council's objectives.



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. CONTINUOUS IMPROVEMENT</b>			
Create and maintain a learning environment which encourages review of policies, procedures and processes to continuously improve and more effectively meet organisational goals and objectives.	Continuing implementation of a performance development system that will assist to create a learning organisation and encourage constant review and adjustment.	GM	Resulting from the EDD workshops feedback and fine tuning the procedure the EDD will have been subject to a continuous improvement process.
	Identify opportunities to use innovative technology to meet organisational objectives.	GM	Information Technology worked with other groups within council to identify opportunities to utilise technology to improve processes. Particular emphasis has been placed on improved internet services and mobile computing.
<b>5. MAJOR COMPUTER APPLICATION ENHANCEMENTS - GIS</b>			
Continue to enhance all aspects of GIS data and GIS enquiry.	Continue to upgrade the map base accuracy and provide electronic access for the community through Council's internet web page.	PL	Council's GIS has been maintained in a timely manner and the cadastral accuracy upgrade has been progressing according to expectations. This financial year an additional 7000 parcels have been upgraded. Some progress has been made in identifying the status of roads (Crown, public etc) within the City. Linen released subdivisions are now available and can be queried in the GIS Enquiry.
	Enhance the internal GIS enquiry to continue as the focus for land based enquiry on corporate data sets.	GM	IT continued to support the use of council's GIS as a fundamental tool for management of property based systems.  Improvements to the system have been made both on the Intranet and Internet versions of the product throughout the year.

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>7. HUMAN RESOURCES STRATEGIES</b>			
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.	Provide benchmarking data to senior management with analysis of trends and recommendations for strategic human resource interventions if required on a quarterly basis.	GM	Introduction of WorkChoices legislation has resulted in HR working in close consultation with the General Manager and Senior Management in order to determine the future industrial direction of council.
	Ensure current information, legislation and industry trends are incorporated in planning and implemented in a timely manner when required.	GM	Implementation of industrial changes as directed by the WorkChoices legislation is occurring on a regular basis. Effects of industrial changes are reported to staff as they occur.
<b>8. TRAINING and DEVELOPMENT</b>			
Identify, prioritise and address training and development needs which facilitate the achievement of Cityplan and Management Plan objectives.	Continue to develop and adopt a Council Training Plan annually by drawing from annual staff performance reviews (Employee Development Discussions – EDDs).	GM	Ongoing feedback from EDD training requirements and group training needs analysis outcomes continue to be processed. This is an ongoing procedure leading to the development of the annual corporate training plan.
<b>10. INFORMATION MANAGEMENT STRATEGY</b>			
Review the strategy for the management of corporate information.	Review the Information Technology Management Strategy, at least on an annual basis or more frequently as required.	GM	Council's current IT strategy continues to support the organisation's needs. Following a restructure of IT in July 2006 a further review will be undertaken.
	Support each Group of Council in undertaking IT initiatives associated with their Group Plans.	GM	Representatives from Information Technology meet regularly with other groups of council to support their ongoing IT initiatives.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Undertake an annual review of the Business Plans for the Call Centre as well as Shoalcom communications workshop.	GM	Shoalcom and the Call Centre will undergo major change during the 06/07 reporting period. Market testing of the Call Centre may lead to outsourcing the service. At the same time, the pending restructure of the Communications and Electrical Units will lead to a review of each business plan based on current corporate business objectives.
<b>13. QUARTERLY REPORTING</b>			
Review and monitor performance of Council in relation to the Management Plan.	Management Plan task reviews reported to Council within the time frame laid down in the Local Government Act.	FC	All quarterly 2005 - 2008 Management Plan 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. An emphasis has been placed this year on groups highlighting any positives or negatives to Council for each of the principal activities. The quarterly reviews also included comments in respect of those tasks which were not achieved within agreed timeframes.
<b>14. ANNUAL REPORT</b>			
Prepare the Annual Report on the performance of Council for the previous financial year.	Prepare the report in line with guidelines set out in the Local Government Act and submit to the Department within 5 months of the financial year end.	FC	The 2004/2005 Annual Report and State of the Environment Report have been finalised and copies were forwarded to the relevant Govt. Agencies on Wednesday 30th November 2005.  The completion date for both documents were within the prescribed deadline as provided under the Local Govt. Act 1993 and Local Govt. Regulations.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>15. ELECTRONIC ACCESS TO COUNCIL INFORMATION</b>			
<p>Web site availability and usability.</p> <p><i>Access &amp; Equity Areas: All Target Groups - 2. Empowered Communities</i></p>	<p>Review Councils internet site quarterly ensuring that information relating to the elected Council, Council meetings, business papers and minutes, Council policies and other governance information is up to date.</p>	FC	<p>Council's internet website has been progressively reviewed and updated appropriately</p>
	<p>Monitor and improve Council's web sites to ensure reliable and effective service delivery to the public.</p>	GM	<p>Council's websites have been continually enhanced during the past 12 months reacting to customer feedback to make ongoing improvements. Significantly online DA tracking has been made available, improvements to the presentation and consistency of policy information as well as providing industry leading GIS solutions.</p>
<b>17. STANDARDISED ONLINE CONTRACT MANAGEMENT SYSTEM</b>			
<p>Refine the Intranet based standard contract management guide</p>	<p>All significant contracts being managed in compliance with system standards.</p>	CS	<p>The standard contract management system continued to undergo improvement throughout the year. A capacity for Design and Construction contracting was introduced and all major forms were reviewed and improved. Major effort is now focussed on ensuring the latest Self Insurer OH&amp;S provisions are fully and effectively integrated into the system.</p>
<b>18. MISCELLANEOUS COMPUTER APPLICATIONS</b>			
<p>Create, enhance and maintain the large number of existing applications.</p>	<p>Continuously review and enhance systems as resources permit to ensure that Council's computing applications continue to meet customer requirements.</p>	GM	<p>During the year many corporate system have been enhanced or developed. Significant work has been undertaken for Development and Environmental Services delivering an online DA tracking solution via council's website.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>19. INFORMATION TECHNOLOGY &amp; TELECOMMUNICATIONS INFRASTRUCTURE</b>			
<p>Maintain and enhance the IT&amp;T infrastructure.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i></p>	<p>Ensure that Council's IT&amp;T infrastructure has a high availability, provides effective and efficient services particularly in the areas of the Internet, telephone and radio call handling, and electronic security systems to facilitate the public's access to Council services and information while protecting Council resources.</p>	GM	<p>Council's IT infrastructure continued to perform reliably, enhancing the productivity of the organisation. No significant systems failures occurred during the past 12 months.</p>
	<p>Construct the new Cambewarra communications tower by the end of September.</p>	GM	<p>Negotiations with tower manufacturers may delay construction of the tower until Q2 of the 06/07 reporting period. Tenders for buildings and electrical work will be called to coincide with the completion of tower construction. The recent release by the Independent Pricing and Regulatory Tribunal (IPART) of a review of rental arrangements for Crown Land communication tower sites may help to clarify future licensing costs.</p>
<b>22. EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN</b>			
<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 &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Review the EEO Management Plan by end of 2nd Quarter.</p>	GM	<p>Preventing Bullying &amp; Harassment training sessions are now complete and have served to raise awareness of such issues amongst new and existing staff. 'Easylink' to EEO information placed on HR's intranet homepage. Raise awareness of EEO and merit based selection principals to convenor/selection committee members via HR liaison officers.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>24. CULTURAL AWARENESS</b>			
<p>Council to introduce cultural awareness for all Council staff.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Increased awareness of Council staff to cultural issues and needs.</p>	<p>GM</p>	<p>Cultural Awareness is an ongoing process to increase staff awareness of cultural issues. This is presented by an external provider.</p>
<b>25. INNOVATION</b>			
<p>Foster innovation in the workplace to provide efficient and effective provision of services and customer relations.</p>	<p>Through the innovation program, seek innovative ideas from staff, have them investigated and implement them within resource and budgetary constraints.</p>	<p>GM</p>	<p>Program continuing, however, it is proposed to review the current program during 2006/07 to refocus on specific targets.</p>
	<p>Identify system deficiencies and promote solutions that improve the efficiency and effectiveness of Council resources.</p>	<p>FC</p>	<p>Council's Finance and Corporate Services Group are continually reviewing strategies for better systems and modern technological improvements to existing Council activities. Examples include:</p> <ul style="list-style-type: none"> <li>*Upgrades to Corporate software applications such as HRI</li> <li>*Customer service improvements through Staff surveys.</li> <li>*Electronic staff authorisation and delegation details within HRI</li> <li>*Access job descriptions through TRIM Records system</li> <li>*Trialing of Electronic Time sheets &amp; Leave forms.</li> </ul>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>26. COUNCIL BUSINESS PAPERS</b>			
<p>Improve the process, layout and efficiency in the preparation of Council's Business Paper and Minutes. Ensure Council's Business Papers and Minutes are presented in an easy to read format and are readily accessible to the public, elected members and council staff.</p>	<p>Utilising available software continue to develop and implement improvements to the procedures, processes and presentation of Council's Business Paper and Minutes.</p>	<p>FC</p>	<p>Document Assembly software was successfully introduced for council letterheads, memos and other documents during 2005/06. This will allow the progression of the project to include Council Business Papers during the 2006/2007 financial year</p>

<b>Principal Activity:</b>	<b>1</b>	<b>EFFECTIVE GOVERNMENT</b>	
<b>Objective:</b>	<b>1.3</b>	<b>EFFECTIVE MANAGEMENT - to responsibly manage the Councils finances, resources and regulatory functions.</b>	
<b>Strategy:</b>	<b>1.3.3</b>	<b>Ensure that Councils activities are carried out within a clear framework of policies, procedures and service standards.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. APPLICATIONS FOR DEVELOPMENT (DA), etc</i></b>			
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>Development Applications:            Within 40 days – 70%;            Within 21 days – 55%;</p> <p>Construction Certificates:            Within 28 days – 70%;</p> <p>For Building Works –            Within 15 days – 55%;</p> <p>For Subdivision Works:            Within 10 days – 65%;</p> <p>Subdivision Certificates:            Within 14 days – 80%;            Within 7 days – 65%.</p> <p>Complying Development Certificates:            Within 7 days – 90%,            Within 5 days – 75%;</p> <p>Building Certificates:            Within 15 days – 80%            Within 7 days – 60%.</p>	DE	<p>Development Applications            Within 40 days - 67%            Within 21 days - 36%</p> <p>Overall staff came very close to achieving our key performance target of achieving 70% of DAs processed within 40 days; it is noted that this target was more than achieved in the first and fourth quarters. Also, considering the significant improvements in turn-around times over the four quarters this was a pleasing effort.</p> <p><i>Construction Certificates</i>            Within 28 days - 44%</p> <p><i>For Building Works</i>            Within 15 days - 18%</p> <p><i>For Subdivision Works</i>            Within 10 days - 100%</p> <p>As outlined elsewhere, due to changes in administrative procedure, target times for construction certificates (Building Works) will need to be altered, to better reflect the new operating environment. Subdivision Construction Certificates are fully achieving these targets.</p>



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
		DE	<p>Subdivision Certificates                      Within 14 days - 63%                      Within 7 days - 55%</p> <p>These target times have been affected by turn-over of staff within this section within the third quarter. Staff have been replaced and are working well to restore levels.</p> <p>Complying Development Certificates                      Within 7 days - 20%                      Within 5 days - 0%</p> <p>These figures are affected by a very low level of Complying Development certificates lodged with Council.</p> <p>Building Certificates                      Within 15 days - 84%                      Within 7 days - 54%                      Achieved primary 15 day target.</p>
	Develop and implement strategies to improve efficiencies and meet service level standards.	DE	The Council's commitment for continued improvement in the development processes has seen the commencement of DA Tracking for online enquiry for DAs submitted since 1 January 2006. The Masterplan project has proceeded and will enable online access to planning controls for land use and developments later in 2006-2007.
<b>2. PLANNING CERTIFICATES</b>			
Process Section 149 (Planning Certificates) in a timely and accurate manner.	95 % of certificates issued in three to five working days.	PL	100% of Planning Certificates issued within three to five working days.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. FOOD SAFETY</b>			
To maintain quality standards in food premises by regular and effective monitoring of food premises.	Conduct an inspection and education program to achieve 90% of food premises rates as satisfactory.	DE	Over the 12 month period a total of 903 inspections were undertaken. A good or satisfactory rating was achieved for over 90% of inspections. Environmental Services Food Shop database has now been transferred into the DARTS system. It is anticipated that this will result in a more streamlined inspection and record keeping system.
	Program developed by December 2005.	DE	The strategy will be developed and implemented by the end of the year.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>5. IMPLEMENTATION OF PUBLIC HEALTH LEGISLATION</b>			
Ensure compliance with Public Health Legislation	Carry out inspection and testing of premises for the prevention of Legionnaires Diseases.	DE	A review of the legionella register was undertaken. Written correspondence was sent to all premises registered with a cooling tower. The letter requested the owner/occupier to provide updated details in accordance with the Public Health (Microbial Control) Regulation 2000. The letter also reminded owner/occupiers of their maintenance responsibilities under the Regulation. The register was up-dated using the written responses from owner/occupiers which also revealed that the number of operational cooling towers in the Shoalhaven has reduced from 23 to 11.
	Audit Water testing results of town water supplies in accordance with National Health Guidelines.	DE	Auditing program is continuing.
<b>6. IMPLEMENTATION OF ENVIRONMENTAL POLLUTION LEGISLATION</b>			
Ensure compliance of Environmental Pollution legislation.	Carry out assessments and audits of non scheduled commercial and industrial premises.	DE	A program of auditing businesses that have the potential to cause pollution incidents as part of their regular operation has been developed. Businesses have been notified and implementation will begin in July.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>11. INTERNAL AUDIT PLN</b>			
<p>Implement the Annual Audit Plan based on 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.</p>	<p>Progressively implement the Annual Audit Plan based on the long range Internal Audit Plan on a risk assessment basis.</p>	<p>GM</p>	<p>Major audits were completed of the Rates system.</p> <p>An audit of the Water Billing process was completed.</p> <p>On-site compliance audits were completed at ten Tourist Parks during the year.</p> <p>A major audit update review of the changes in the CHRIS system resulting from the 2003 organisational restructure was completed in early 2006 to ensure the integrity of the data within Council's key human resources &amp; payroll management system.</p> <p>A compliance audit of Council's trucks and heavy vehicles was undertaken.</p> <p>A range of audits was also undertaken in relation to various electronic time recording (eTRS) and payroll matters, including recording of approved leave and other absences, accumulated annual leave and recording of hours worked, and additional reports associated with the electronic eTRS introduced in mid 2005. Significant improvements in compliance generally have resulted.</p> <p>Financial and related audits were completed for each of Councils village pools, two seapools and five aquatic and leisure centres, with recommendations made for cash handling, training, security and computer back-up procedures as appropriate.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>A team briefs audit helped to identify some weaknesses in the internal communication processes.</p> <p>Feedback to ICAC was provided for two projects that they sought input – sponsorship &amp; Development Approval Processes.</p> <p>Late in the current year, an audit methodology was being developed to assist in reviewing development applications, a critical and high risk area of Council’s operations.</p> <p>Also, just commenced is a review of Council’s performance utilising the toolkit developed by the DLG. This should assist Council to identify and improve any weaknesses that should be of benefit when Council faces a review by the Department as part of its review program.</p> <p>The Internal Auditor is also a member of the Risk Management Committee and is refining the model of corporate risks and specific risks facing Council’s groups and sections, based on Australian Standard 4360:2004. This is essential to Council meeting its obligations to address enterprise risk management of its activities and resources.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>13. SALARY STRUCTURE AND AWARD COMPLIANCE</b>			
Ensure compliance with Award and legislative requirements is balanced with a transparent process which promotes equity and fairness for Council customers and employees.	Monitor compliance with salary system and Award including Management commitment and staff involvement.	GM	Major industrial changes as directed by WorkChoices legislation have made it necessary for HR to review, implement and monitor changes as they come to hand.
<b>14. RECORDS &amp; INFORMATION ACCESS</b>			
Review legislative changes to ensure Council compliance with the requirements of the Freedom of Information Act, Local Government Act and the Privacy and Personal Information Protection Act as they relate to the release of information.	Maintain knowledge of legislative changes and implement requirements in a timely manner.	FC	Compliance with the information access and publication requirements of the Freedom of Information Act, 1989 and the Local Government Act, 1993 has been maintained. Council's legal obligations in regard to compliance with the Privacy & Personal Information Protection Act, 1998 and the Health Records & Information Privacy Act, 2002 have also been met.
<b>16. RANGER SERVICES - ENFORCEMENT</b>			
Administration and operational procedures.	Statistical interrogation of Ranger Services database to determine priorities for proactive investigation by October 2005.	FC	Media releases regarding school parking zones enforcement are being followed up with regular patrols of all schools. Animal registration drive currently being enforced with the issue of 1050 infringements to persons with unregistered animals. Several legal brief prosecutions currently in train for environmental and water meter misuse matters. Rangers are currently contacting the owners of restricted dog breeds to reinforce and monitor legislative requirements.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Develop and implement case management system for Ranger Services investigations by December 2005.	FC	Official notebooks are currently being inspected and monitored so that notes correlate with case management briefs and infringements, and Action Request forms. Any available exhibits are stored in a reserved cabinet to preserve a chain of physical evidence for Court proceedings. Tough book acquisition will enhance AMO ability to gather electronic information in the vehicle to streamline investigations, Tough books currently being programmed by IT for use.
	Review Ranger Services operational and administrative procedures ensuring organisational alignment, adoption of best practice, improve efficiency and submit to Executive by August 2005.	FC	Ranger Services constantly liaise with the Department of Local Government regarding Animal Management legislation change, and reporting on dog attack statistics. In June 2006 District Ranger patrol areas were divided into four to enable greater concentration within the respective areas. Ongoing use of IPAC/GPS technology has assisted investigations re offences on rural properties.
	Review and further develop procedural framework for Ranger Services Operations and have it in place by October 2005.	FC	A number of SWMS/SOP's are currently in draft and due to be finalised in the near future to fall in line with OH&S and Workcover requirements. It is also required that Ranger staffs attending complaints in the field risk assess the relevant work sites before commencing investigations. These measures are intended to reduce risk and potential injury for Council staff and any other persons on site.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>17. RANGER SERVICES - COMMUNITY EDUCATION</b>			
Develop education packages in conjunction with enforcement activities.	Deliver package and obtain feedback by December 2005.	FC	Education programs commenced in 2005 and continued into 2006. Education has been well received with several schools being involved in the Chip Snip animal registration campaign, and the PetPEP initiative. The program involves targeting most schools in 2006 with a projected plan to include all schools within Shoalhaven over the next 3 years.
<b>18. STRATEGIC COMPANION ANIMALS MANAGEMENT PLAN</b>			
Implement the Strategic Companion Animals Management Plan (SCAMP).	Prioritise tasks for implementation and draft allocation of the budget seeking advice and input from the Companion Animals Advisory Panel	FC	Strategies under the SCAMP umbrella are being pursued in conjunction with Shoalhaven vets, NANA, Wires and other animal welfare based groups. Success has been achieved with Microchipping/Registration events, and currently there is some emphasis on animal desexing programs.
	Monitor that the objectives of SCAMP are being implemented.	FC	The cattery has recently been completed and will be operational during August 2006. Improvements are continuing at the animal shelter with funds being spent on improved drainage, animal runs, a proposed telephone line to the cattery, general landscaping, and the purchase of a new horse float. A greater number of animals are being re-homed via the RSPCA with some animals being transferred to other centres for re-homing purposes.



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>19. OCCUPATIONAL HEALTH AND SAFETY</b>			
<p>Facilitate consultation, develop appropriate processes, implement and manage Council's OH &amp; S System to support the achievement of Cityplan and Management Plan objectives.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Ensure the OH&amp;S system and strategies are effective in reducing risk to meet all legal obligations as a responsible employer.</p>	GM	<p>Management of OH&amp;SR Management System effective and meeting obligations of the Self Insurers Model legal obligations.</p>
	<p>Ensure appropriate and adequate Injury Management Plans are implemented to enable injured workers to return to pre-injury duties.</p>	GM	<p>Good progress on Injury Management and resourcing, however, cost per injury has escalated at this stage, despite earlier RTW intervention and council support to enable workers to return to pre-injury duties.</p>
	<p>Monitor and review injury and incidents with an outcome of a reduction in occurrences.</p>	GM	<p>Process for reporting incidents enhanced and management of reporting findings improved. Lost time injuries for the year 05/06 reduced from 39 to 35.</p>
<b>20. INSURANCE / WORKERS COMPENSATION</b>			
<p>Ongoing compliance with sections 210 to 216 of the Workers Compensation Act 1987, claims management guidelines under the Workplace Injury Management &amp; Works Compensation Act 1988 and Workers Compensation Legislation Amendment Act 2001.</p>	<p>Ensure Councils continued status as a self insurer through favourable monthly claims audit report by Workcover.</p>	FC	<p>Council has complied with the requirements of Section 210 to 216 of the Workers Compensation Act 1987 and all data has been lodged with the WorkCover Authority as required to 30th June 2006.</p>
	<p>Provision of licence information requirements and statistical returns by due dates.</p>	FC	<p>Council has complied with Section 210-216 of the Workers Compensation Act 1987 and Workcover Guidelines for the financial year 2005-06.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>21. RISK MANAGEMENT</b>			
Through Council's corporate Risk Management Committee, prepare, review and adopt risk management procedures to reduce Council's risk exposure on financial and other grounds.	Procedures investigated and adopted.	FC	The Corporate Risk Management Committee met five times during the period and the following strategies have been implemented.  *Parks Risk Management Procedures.  *Guidelines/Protocols for aggressive customers.  *Council's Risk Register has been finalised and a Working Party has been established to review Council's policies on Water Retention Basins.
	Review completed and reported to Council by June 2006.	CS	Existing risk management procedures have been reviewed and appropriate inspection frequencies have been determined. Revised procedures to be reported for exhibition in August 2006. Parks Risk Management Procedure has been exhibited and is being reviewed for final adoption.
<b>22. BUSINESS OPERATIONAL PLANS</b>			
Review business and operational plans for all Corporate Business Unit Operations to ensure objectives of Units are consistent with objectives of Cityplan and Council	Review to ensure completion by December 2005	FC	Business Plans for Corporate Business Units were developed and monitored throughout the year. The plan assisted units in focusing activity and targets and objectives and will be updated for future years.
<b>23. REVIEW OF DELEGATIONS</b>			
Review all Council delegations in accordance with Section 380 of the Local Government Act	Monitor delegations to ensure compliance with organisational requirements.	FC	Delegations have been reviewed and updated where appropriate.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>24. CORPORATE POLICIES</b>			
<p>Ensure that Council's corporate policies are accessible and remain relevant to Current issues and the current political and community environment.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i></p>	<p>Monitor and maintain improved access to council policies for the public, elected members and Council staff</p>	FC	<p>Council's public policies adopted and/or revised during 2005/2006 have been progressively placed on Council's website for public access</p>
<b>25. COMPLIANCE</b>			
<p>Conduct investigations into issues of illegal development activities.</p>	<p>Respond to complaints regarding erosion and sediment control and follow up with appropriate action.</p>	DE	<p>Over the last 12 months, 15 complaints regarding sediment control were responded to. Appropriate action was taken.</p>
	<p>Respond to complaints regarding vegetation clearing and follow up with appropriate action.</p>	DE	<p>Over the last 12 months, 30 complaints regarding vegetation clearing have been responded to. Appropriate action was taken, including a number of prosecutions.</p>
	<p>Respond to complaints regarding pollution incidents and follow up with appropriate action.</p>	DE	<p>Over the last 12 months, 19 complaints regarding pollution incidents were responded to. Appropriate action was taken.</p>
<b>26. CONTAMINATED LAND</b>			
<p>Prepare and Exhibit potentially Contaminated Land Policy.</p>	<p>Have Policy exhibited by July 2005.</p>	DE	<p>The exhibition of the policy has been delayed because of recent expert advice provided in a staff training session. The policy cannot be exhibited until follow up research has been completed and further legal advice received.</p>
	<p>Maintain Council's potentially contaminated land register and provide appropriate access and advice to clients as required.</p>	DE	<p>Potentially Contaminated Land (PCL) files have continued to be maintained and updated where required. There are currently 404 sites listed as potentially contaminated in the PCL database.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>27. PUBLIC HEALTH</b>			
Undertake education programs and services to increase community and business awareness of public and environmental health issues.	Seek partnership and funding opportunities for education activities.	DE	Successfully obtained a grant from the Sydney Catchments Authority for inspection of Sewage Management facilities. Sent out media releases on trees, wood smoke reduction, safe food handling. Commenced a DIY safe education program and wood smoke reduction education program.
	Conduct an inspection and education program to achieve 100% of skin penetration premises rated as satisfactory.	DE	Over the year, 56 skin penetration premises were inspected. All skin penetration premises were deemed to be satisfactory, with only some minor follow ups required.
<b>28. BASIX</b>			
Implement the Basix Sustainability Requirements	Successful implementation of required measures for relevant applications.	DE	Council's procedures have been progressively amended throughout the year to facilitate the implementation of changes made to BASIX by the NSW Government.
	Completion of Staff Training and Industry Awareness.	DE	Training of relevant staff has occurred as required to facilitate the implementation of BASIX.
	Draft Policy by the end of 4th Quarter.	DE	Council has progressively implemented the sustainability requirements of BASIX in accordance with the on-going implementation timetable of the NSW State Government.

<b>Principal Activity: 1</b>		<b>EFFECTIVE GOVERNMENT</b>	
<b>Objective: 1.4</b>		<b>COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations.</b>	
<b>Strategy: 1.4.1</b>		<b>Develop sound business plans for each of Council's commercial operations which offer value for money to customers and acceptable returns for Council.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. BUSINESS PLANS AND STRATEGIES</b>			
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.	CO	Holiday Haven Business Plan adopted by Council with ongoing implementation actioned.
<b>2. BUSINESS UNIT DEVELOPMENT</b>			
To further enhance Council's portfolio of sportsgrounds through construction of new facilities and refurbishment/enhancement of existing facilities including: Aquatic Facilities, Parkcare Policy & Procedures, Sportsgrounds, Community Facilities, OH&S Procedures & Training.	Introduce strategies which improve service to the customers/clients of Councils commercial operations.	CO	<p>Management Committee Guidelines reviewed and circulated to Management Committees.</p> <p>Facility Management Plan template prepared and circulated to Management Committees to assist in preparation of annual Facility Management Plans.</p> <p>Schools sport on-line booking system introduced.</p> <p>Successful Water Safety Week held in September 2005 with over 3000 participants activities offered at Aquatic and leisure centres.</p> <p>ParkCare portfolio reviewed and issued to Groups as new projects come on line.</p> <p>PlayFix report undertaken and parts ordered to maintain playgrounds.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Aquatic Facilities – Continue work on the rehabilitation program, subject to Council endorsement of funding.</p>	CO	<p>Air Handling Units at Bomaderry Aquatic Centre replaced.</p> <p>Outdoor amenities at Bomaderry Aquatic Centre renovated.</p> <p>Automatic entry doors installed at Bay and Basin Leisure Centre.</p> <p>Roof has been replaced at Ulladulla Leisure Centre.</p>
	<p>Parkcare Policy &amp; Procedures - Where appropriate, promote the development of and identify the requirements of the Parkcare Groups in accordance with Policy.</p>	CO	<p>Supported activities for National Tree Day.</p> <p>ParkCare portfolio reviewed and updated. Active groups undertaking agreed work in St Georges Basin, Basin View, Sussex Inlet, Culburra Beach, Callalla Beach, Cambewarra, Erowal Bay, Bomaderry, Old Erowal Bay, Shoalhaven Heads, Kangaroo Valley and Narawallee</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Sportsgrounds - Liaise with community and Council Officers to identify needs.</p>	<p>CO</p>	<p>Work completed on West Ulladulla Sporting Complex amenities building servicing netball users.</p> <p>Refurbishment and extension of Finkernagel Reserve amenities completed.</p> <p>Crookhaven Park Sports Fields amenities completed.</p> <p>Planning for upgrade of main amenities block at West Ulladulla Sporting Complex progressed with funding available in FY 2006 - 07</p> <p>Lighting and fencing upgrades to create premier grounds completed at Mollymook Oval and Rugby Park Nowra.</p> <p>Works completed to upgrade / replace tennis court surfaces at Huskisson and Berry.</p> <p>Grant funding application prepared / submitted to DTS&amp;R, Regional Partnerships, Federal Water Fund, Showgrounds Fund.</p>
	<p>Sportsgrounds - Upgrade facilities through the minor improvements and capital works program.</p>	<p>CO</p>	<p>Canteen upgrades completed at Huskisson Sportsground and Vic Zealand Sportsground.</p> <p>Seating upgraded at Nowra Showground woodchop area.</p> <p>Synthetic / concrete cricket wickets covered using a new rubberised matting product to protect wicket and provide a safer playing surface and reduced changeover time.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Sportsgrounds - Assist sports groups to access the Voluntary User Contributions Scheme.	CO	<p>Continued implementation and management of Voluntary User Contribution scheme.</p> <p>Scheme reviewed to allow greater access to funds by sporting groups / organisations.</p> <p>Projects commenced / completed:</p> <p>Fencing - Shoalhaven high School - Nowra Athletics</p> <p>Floodlight upgrades - Thomson St - SI Soccer</p> <p>Storage Shed - Nowra - Shoalhaven Netball</p> <p>Breezeway - West Ulladulla - Milton/Ulladulla Netball</p> <p>Concrete slab and pathway under awning - S Nowra - SSA</p> <p>Upgrade Cricket pitches - G Ravell / Lyrebird Pk - SCA</p> <p>Seating - various Grnds - unallocated funds</p> <p>Canteen extension - Huskisson - Husky Soccer</p> <p>Hockey / Rugby Union / Soccer - accumulated funds to roll over towards future projects.</p>
	Community Facilities, showground, parks and reserves - Introduce new booking software including on-line bookings for regular clients and school groups.	CO	<p>Introduction of computerised booking software successful and enabling staff to monitor usage / payments / refunds of bonds / waived fees etc. Once fully operational this will enable target setting for future years.</p> <p>Introduction of school sport on-line booking system successful.</p>



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	<p>Community Facilities - Public Halls &amp; Community Centres - Assess the current usage patterns and types of usage and the needs of the local community including working with key stakeholders.</p>	CO	<p>Bookings for Council managed facilities entered into computer booking system. Usage statistics progressively being collated by system database.</p> <p>Developed Facility Management Plan template for management committees to complete. This will identify regular user groups, casual hirers and activities taking place and venues and assist in planning for future needs.</p> <p>An inaugural newsletter was forwarded to all Management Committees outlining activities and news stories being undertaken by Management Committee volunteers.</p> <p>Council considered report on future management options for Ulladulla Civic Centre. Expressions of Interest to be called for in next FY.</p>
	<p>OH&amp;S Procedures &amp; Training - Carry out volunteer training programs in accordance with the identified needs of volunteers and Council's Training Policy.</p>	CO	<p>Working at Heights Training held with Milton Theatre Management Committee.</p> <p>Volunteer workers at Thompson Street and Finkernagel Reserve provided with Green Card training.</p> <p>Further meetings held with HR / OH&amp;S seeking clarification on terms and conditions of hire and volunteer training.</p> <p>Input into draft of Volunteers Handbook.</p> <p>Kitchen / Canteen inspections completed and action plan for matter arising to be developed.</p> <p>Continued to work with a number of ParkCare groups to improve quality of passive open space and encourage community involvement and ownership of reserve areas.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>3. BUSINESS UNIT OPERATIONS</b>			
Targets have been established for business unit operations.	Crematorium and Cemeteries – Target for an annual operating surplus of \$150,000.	CO	<p>Over the period of the full year the number of services conducted at the crematorium, Lawn cemetery and cemeteries was in line with expectations, mainly due to higher service numbers in the last quarter.</p> <p>Crypt site sales at Sandridge (Mollymook) also helped for an income result that was ~6% higher than estimated.</p> <p>Expenditure (operations) was within budget estimates. Overall, scheduled capital works were also completed at a cost lower than estimated.</p>
	Adhere to financial targets	FC	<p>The aim of the business units is to provide cost effective and efficient internal services. This has been achieved throughout the year with charge rates remaining competitive. Staff vacancies during the year contributed to the challenge of the units meeting budget.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Aquatic Facilities – Provide quality aquatic, fitness and secondary spend / services in a safe and cost effective manner.	CO	Introduced the Corporate Membership Scheme allowing local businesses to access the aquatic and leisure facilities year round.  Personal Training packages introduced.
	Regularly review Service Level Agreements with Key Customers	FC	Service level agreements with key customers were reviewed and monitored throughout the year. Substantial work was undertaken on the Fleet/Mechanical SLA.
	Beach Inspector Program – Provide lifeguard services at eight beaches over peak holiday period.	CO	Beach Patrol Services provided at eight locations in the Shoalhaven over peak NSW school holiday period.  Report submitted to Council on season activities.

<b>Principal Activity: 1 EFFECTIVE GOVERNMENT</b>			
<b>Objective: 1.5 PROMOTING LOCAL PRIDE - to effectively promote a positive image of the Shoalhaven.</b>			
<b>Strategy: 1.5.1 Develop methods to better promote the achievements of Council and the local community.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. MARKETING COMMUNICATION (External) STRATEGY</b>			
Develop and implement the strategy over an 18-month period to explain the breadth and significance of Council's activities and achievements.  <i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i>	Implement the strategy within budgetary constraints.	GM	Strategy being implemented effectively.
<b>2. RECOGNISE LOCAL EXCELLENCE</b>			
Council will continue to run or be involved with awards and sponsorships such as:  Business Excellence Awards; School Citizenship sponsorship; Australia Day Awards; Mayoral Civic Receptions; Arts and Cultural Awards, etc.	Identify sponsorship or involvement each quarter.	FC	Council has 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 2005/2006.  *School Citizenship Awards  *Major Arts & Cultural Awards  *Business Excellence Award  *Australia Day Awards  *Queens Birthday Honours Awards  *Mayoral Civic Receptions for various achievers  *Dinners & Functions honouring Community Service
<b>4. PROJECT STATUS REPORTING ON THE INTERNET</b>			
Council will keep the community informed on the progress of major projects via its internet site.	5 major projects placed on Council's Internet site and progress updated monthly.	CS	The cost of maintaining the internet information is of some concern and an attempt will be made in the coming year to gauge the value of this communication tool.

## 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. Council's projected population for 2006 is 95,000 and over the last 20 years the area has experienced one of the State's most consistently high growth rates. In peak holiday periods the population rises to over 320,000. Indications are that the area will continue to experience strong growth.

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

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

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

### Proposed Responses

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

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

- Conservation strategy, Settlement strategy and Growth Management Strategy
- Estuary Management Plans
- Integration of actions from Stormwater and Estuary Management Plans.
- Better monitoring and restoration of air and water quality
- Continue to improve disaster management planning

## Highlights for 2005/06

### Planning Group

- Gazettal of LEP Amendment 229 which provides for scenic hatching to be placed around the village of Cambewarra. This will require developments to consider the scenic protection provisions of the LEP, with the exception of agricultural or exempt and complying development.
- Council again resolved to offer Shoalhaven Local Heritage Assistance Fund grants to 15 applicants and successful applicants have completed their projects and received their funding.
- The Draft Nowra Bomaderry Structure Plan was placed on public exhibition from 1 March to 28 April 2006. A Public Information Session was held on 22 March at the Nowra School of Arts. All submissions and comments will be given due consideration in the finalisation of the structure plan.
- The Draft Shoalhaven Housing Strategy was placed on public exhibition from 9 March to 21 April 2006 and adopted by Council on 27 June 2006. The Strategy has identified the need for provision of a range of housing types to meet the ever changing demographic trends, particularly the needs of youth, the aged and disabled and the lower number of persons per household.
- Draft Development Control Plan No. 106 – Floodplain Management exhibited. The Draft DCP provides Council with an essential tool for managing risk and liability associated with development within the floodplain.
- Draft Sussex Inlet Settlement Strategy – was exhibited for public comment and a public information meeting was held in Sussex Inlet. This Strategy addresses the future development of this area.
- Development Control Plan 56 – Ulladulla – Council has agreed to manage a major review of this DCP in conjunction with the NSW Department of Planning, Lands Department and Premiers Department.
- Draft South Coast Regional Strategy – This important State Government planning strategy was reviewed and a detailed submission prepared and submitted to the NSW Department of Planning.
- South Coast Independent Review Panel – detailed Council report considered by Council and submission prepared to this State Government panel that will review the future use of a number of residential development zones in the City.
- Information has been gathered and assessed and Councillors have been briefed on the Shoalhaven Growth Management Strategy which is a high priority overall planning direction for the City.

### Development & Environmental Services

#### State of Environment Reporting

Environmental Services coordinated the preparation of the 2004/05 State of the Environment (SOE) Report. The report was made available in November 2005. This is the first time SCC's State of Environment Report was fully electronic and not available as a hard copy - CDs were available for anyone who wanted one.

The SOE report is not just an educative or scientific document that compiles a range of data and information describing current activities and issues, it is an important tool that can be used as an input to strategic and management planning. The local government guidelines suggest that the report should detail strategies, decisions, protection measures, projects and actions that Councils undertake to improve the management of human activity and its impact upon the environment. Council's responsibilities in regard to Ecologically Sustainable Development (ESD) under Section 8 of the Local Government Act to properly manage, develop, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of ESD can also be reported in the SOE.

## **Asbestos Material**

On 23<sup>rd</sup> August, 2005 Council adopted a new policy that will affect demolition and building work that involves the removal, handling and disposal of asbestos material. A summary of the policy is as follows:

- A condition of any consent will require written reports and audits where asbestos may be present.
- Demolition works involving removal of asbestos will require the use of a Work-cover licensed contractor.
- Notification will be required to be given to adjoining neighbours.
- Evidence of tip receipts will be required to verify disposal locations. Following removal, a clearance certificate is required from a suitably qualified person.
- Where removal involves less than 10m<sup>2</sup> of bonded asbestos sheeting, a licensed builder may carry out work provided they have completed appropriate bonded asbestos removal course.

Training courses have been undertaken for local builders. The courses were organised in conjunction with TAFE NSW. This recently revised WorkCover NSW approved course was aimed at anyone working with, or intending to work with bonded asbestos material and who needed to obtain training to satisfy conditions under the National and State asbestos legislation. A component explaining Council's Policy and Waste Services requirements at Council's Waste Depots was also included.

Three courses were arranged, 21<sup>st</sup> February, 2006 at Nowra, 12<sup>th</sup> March, 2006 at Sanctuary Point and 4<sup>th</sup> April, 2006 at Ulladulla. There were 15 participants at each course. The feedback from the participants was very positive.

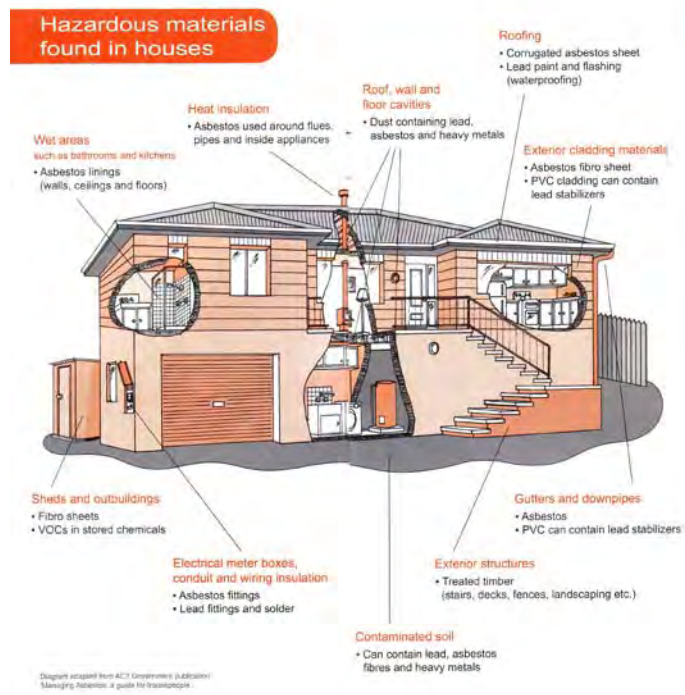
A number of additional enquiries about attendance have been received from builders and these have been referred to TAFE to consider holding more local courses through Nowra TAFE.

Council's new policy regarding the treatment and disposal of bonded asbestos material has generally been well received by builders and the broader community.

## **DIY SAFE – Practical Advice for Renovators**

Environmental Services prepared a media campaign to educate the public, particularly home renovators on the potential hazards that can be faced while home renovating. NSW Health and the Department of Environment and Conservation have launched a Do-it-yourself SAFELY guide to provide home renovators important, simple advice and tips to protect their family's health and their local environment while renovating.

Common hazards when renovating include exposure to lead, asbestos, treated timber, volatile organic compounds (VOCs) and powdered materials such as cement, fillers, adhesives and plaster which pose a risk to public health (to persons carrying the renovations and their neighbours). Illegal disposal of waste materials from renovating is also a public health and environment protection concern.



**DCP 113 - Policy to Control Development within the vicinity of the Eagle View Farm Piggery Yatte Yattah**

This DCP was adopted at the Council meeting held in September, 2005.

This Policy has the following aims and objectives:

- To restrict the subdivision of land within the 655 metre buffer zone.
- To restrict the substantial intensification of existing residential development within the 655 metre buffer zone.
- To ensure that the commercial operation of the piggery is not compromised by intensification of development within the 655 metre buffer zone.



<b>Principal Activity: 2 PROTECTING THE ENVIRONMENT AND PLANNING FOR GROWTH</b>			
<b>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.</b>			
<b>Strategy: 2.1.1 Develop an integrated set of strategies on a citywide basis to protect the environment and allow for sustainable growth.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. CONSERVATION STRATEGY</i></b>			
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.	Prepare a conservation issues paper as part of the Growth Management Strategy and look at opportunities for certification of Local Environmental Plans to reduce conservation/development conflicts at a later stage of the process.	PL	This project has been incorporated into the Citywide Growth Management Strategy. An initial draft of the Discussion Paper was completed by Council's consultants (Whitworth Consulting) with review by Council staff finalised. Councillors were briefed on the contents of the draft Discussion Paper. Identified issues are being further researched prior to report to Council.
<b><i>3. GROWTH MANAGEMENT STRATEGY (CITYWIDE STRUCTURE PLAN)</i></b>			
Compile the major land use elements of Council's plans and strategies into one Citywide Growth Management Strategy and develop a mechanism to keep it updated as new policies are proposed and adopted.	Finalise settlement & conservation issues paper, conduct community consultation and develop a draft Shoalhaven Growth Management Strategy by December 2005.	PL	An initial draft of the Citywide Growth Management Strategy Discussion Paper was completed by Council's consultants (Whitworth Consulting) with review by Council staff finalised. Councillors were briefed on the contents of the draft Discussion Paper. Identified issues are being further researched prior to report to Council.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. NOWRA BOMADERRY STRUCTURE PLAN</b>			
Investigate and develop proposals for urban growth, conservation and transport in the area.	Prepare a Structure Plan for final adoption by August 2005 and a draft LEP for Council's consideration by September 2005.	PL	The project has been advanced to a stage where submissions on the draft are being evaluated and a report being prepared for consideration by Council. Comments have been extensive and issues well debated. Input has related to the full range of ecological, social and economic issues and the conservation/development philosophies well documented. Some issues are still being further negotiated with State government agencies, which have resulted in some delay in the program.
<b>5. ESTUARY MANAGEMENT PLANS (In preparation)</b>			
Work with Natural Resource & Floodplain Management Committee for the Shoalhaven River to investigate and prepare plans for the proper management and protection of the estuary.	Work with the Committee to compile the large volume of existing information and data for the Shoalhaven river; identify any knowledge gaps and studies required; review management objectives stemming from recent planning actions such as the healthy rivers commission report; and then, prepare objectives and actions for local government commensurate with overarching planning instruments and document these in an Estuary Management Plan by end of December quarter 2005.	CS	Shoalhaven River, the largest waterway in the city has had a data compilation study and draft EMP prepared. The draft is under committee review. The Shoalhaven River Natural Resources and Floodplain Management Committee incorporates community and agency representatives. Once committee comments have been received the draft plan will be released for public exhibition to receive feedback from the wider community.  Establishing this plan will facilitate Council accessing grant funds to improve and rehabilitate environmental values and ensure quality access and amenity.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>7. FLOOD DATA INFORMATION AND FORECASTING</b>			
<p>Flood Data: Via the floodplain management program, progressively replace historical flood data with the results of flood studies and provide wider access to that information within Council. Flood Forecasting: Via the floodplain management program, progressively improve the capability for flood forecasting by use of Alert systems.</p>	<p>Database complete by end of December Quarter.</p>	<p>CS</p>	<p>All Flood studies progressing toward achieving replacement of historical data by Floodplain Management Plans. All identified priorities now supported by grant funding opportunities.</p>
<b>10. NOWRA CBD STRATEGY REVIEW</b>			
<p>Review the existing Nowra CBD Strategy (covering the next 15 year period)</p>	<p>Review and implement LEP and DCP by end of December quarter 2005.</p>	<p>PL</p>	<p>Finalisation of traffic modelling in and around the Nowra CBD is to be finalised early in 2006/07. This is a major component of the CBD review and will, subject to approval of the Roads and Traffic Authority, allow the project to be progressed. The LEP component will now be subject to justification and approval by the newly established Department of Planning LEP Panel if it is to be achieved outside of the overall Citywide LEP Review or the Nowra Bomaderry LEP.</p>
<b>11. REVIEW &amp; IMPLEMENT HOUSING STRATEGY</b>			
<p>Review Housing Strategy. <i>Access &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Adopt review by September quarter.</p>	<p>PL</p>	<p>Council has adopted the "Shoalhaven Housing Strategy 2006" following exhibition and public comment. The Strategy has identified the need for provision of a range of housing types to meet the ever changing demographic trends, particularly the needs of the aged and disabled and the lower number of persons per household.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>12. STATE OF ENVIRONMENT REPORTING</b>			
Prepare 2003 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, 2005.	DE	Report completed for November 2005. Media releases issued. This report was the first time SCC's SoE was fully electronic and not available as a hard copy - CDs were available for anyone who wanted one.
<b>15. ESTUARY MANAGEMENT PLANS – IMPLEMENTATION (PLANNING)</b>			
Undertake planning actions previously identified in adopted Estuary Management Plans.	Incorporate relevant actions into any planning instruments prepared for areas covered by adopted Estuary Management Plans.	PL	Ongoing implementation of relevant actions from approved Estuary Management Plans considered in strategic planning projects including Sussex Inlet Settlement Strategy and Growth Management Strategy Issues Paper.
<b>16. COASTAL MANAGEMENT PLAN</b>			
Undertake coastal studies and procedures as prioritised.	Commence and complete highest priority Coastal Hazard Risk Definition Study and report this to Council by end of June quarter.	CS	Council has commenced a major Coastal Management Project incorporating hazard studies for 16 locations identified as at risk from one or more coastal hazards. Funding of approximately \$500,000 has been allocated from Commonwealth and State Government for this project that will be carried out over a three year period.
<b>17. FACILITIES FOR WOMEN, FAMILIES AND YOUTH IN MAJOR COMMERCIAL DEVELOPMENTS</b>			
Encourage major new commercial and retail development to provide suitable access and facilities for women, families and youth within the development.  <i>Action &amp; Equity Action Areas: Children &amp; Families - 1. Supportive Communities Community Plan Strategy 1.25</i>	Enhanced access and provision of facilities in commercial and retail development through suitable facilities being identified with developers.	DE	Developers encouraged to provide suitable access and facilities for women and youth when designing commercial and retail development within the City.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>18. CULTURAL SITES</b>			
<p>Assist in identifying areas or sites of cultural significance.</p> <p><i>Action &amp; Equity Action Areas: CALD &amp; Indigenous - 2. Empowered Communities</i></p>	<p>Maintain a database in conjunction with NPWS and add to it through archaeological surveys carried out for various projects.</p>	PL	<p>Ongoing process of identifying sites and liaising with Department of Environment &amp; Conservation. Information has been added when available.</p>
<b>20. FLOOD PLAIN STUDIES/PLANS</b>			
<p>Work with Government agencies to ensure completion of Flood Planning Studies and Plans.</p>	<p>Complete Lower Shoalhaven Floodplain Management Plan by end of June quarter.</p>	CS	<p>The modelling of entrance configuration is complete. This required a highly technical appraisal of entrance dynamics. Technical review of final draft commenced by Dept Natural Resources and Shoalhaven City Council. The reports are planned to be finalised later in 2006.</p> <p>An unforeseen delay occurred due to the State Government proposal to augment Tallowa Dam. Any augmentation works would have required subsequent assessment of impact on downstream flood affectation.</p>
	<p>Complete Nowra Creek Floodplain Management Plan by end of June quarter.</p>	CS	<p>Flood Study complete and Consultant's brief for Floodplain Risk Management Study and Plan in preparation.</p>
	<p>Commence implementation of St Georges Basin Floodplain Management Plan by end of June quarter.</p>	CS	<p>Review of final report is complete. Final reports will be received in the next quarter. This will be presented to the committee before adoption by Council. One recommendation at the Floodplain risk management study and management plan was to enhance Council's Flood Alert System by adding rainfall recording stations in the catchments of major tributaries. This augmentation of the Alert System has been completed and is now part of the Enviromon system.</p>

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	Commence Burrill Lake Floodplain Management Plan by March 2006	CS	The draft Flood Study report has been reviewed by Council and State agency and Council is currently waiting for Consultants to provide final draft Flood Study report following comments by Council and Agencies on the first draft.
	Commence Currambene & Moona Moona Creeks Floodplain Risk Management Studies by June 2006.	CS	Draft Flood Studies received, reviewed and comments forwarded to Consultants for inclusion in the final draft.
	Complete Kangaroo Valley/Berry Floodplain Study by June 2006.	CS	Final draft reports have been received and are being reviewed by Dept Natural Resources and SCC. PDF copies of reports have been forwarded to Natural Resources and Floodplain Management Committees for comment prior to request to Council for public exhibition.
	Commence Floodplain Risk Management Study for Lake Conjola by June 2006	CS	Comments on draft sent to Consultants. Awaiting final report. Final report will be presented to Natural Resources and Floodplain Management Committee with view to recommending public exhibition to Council.
<b>24. WASTE MANAGEMENT - IMPLEMENT WASTE STRATEGY STAGE 2</b>			
Implement action items in Council's adopted Stage 2 Waste Strategy	Research Alternative Waste Processing Techniques and report to Council on applicability for the Shoalhaven by end of June quarter.	CS	Council commenced investigations into minimising waste into the landfill at West Nowra without requiring significant infrastructure or technology changes. In combination with the Southern Council's Group strategies for targeting the remaining residual waste will be developed.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Progressively implement improvements to recover additional waste materials at transfer depots.	CS	The waste composition has been audited at the depots, providing information that supports the targeting of specific materials for recovery. Resourcing and infrastructure difficulties have hampered the implementation of enhanced recovery.
	Develop procedures to assess effectiveness of waste minimisation advice given to small and medium sized commercial operations.	CS	Joint initiative with Green Corps and Stocklands resulted in one-on-one recycling discussions with retailers in Stockland Nowra and a recommendation to improve recycling by 64% and overall 34% reduction in costs.
<b>25. NSW PLANNING REFORM PROCESS</b>			
Prepare a Planning Reform Implementation Strategy following direction and decision by State Government	Be actively involved in State Government review process and provide input to support Local Government initiatives. Reconsider following preparation of City Wide Growth Management Strategy	PL	The ongoing reforms to the NSW planning system been monitored and reviewed by Council staff and information reports have been to Council as required (eg. Standard LEP Instrument). Council staff have also participated in relevant State Government information or working sessions on the reforms and provided formal input into the proposed system changes as required (eg. Draft South Coast Regional Strategy). Council has also received funding from the State Government to investigate a possible trial of the proposed Biodiversity Certification Process for planning instruments in the Nowra-Bomaderry area.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>26. ESTUARY TASK FORCE – ULLADULLA HARBOUR</b>			
Work with Ulladulla Harbour & Millards Creek Natural Resource Floodplain Management Committee for Ulladulla Harbour to investigate and prepare plans for the proper management and protection of the Harbour and Millards Creek.	Work with the Committee and others to complete Natural Resources Management Plan by June quarter.	CS	Millards Creek riparian rehabilitation project has commenced. Ulladulla Harbour foreshore rehabilitation completed but damaged by eastern coastal storms. Contingency funds requested from Department Natural Resources to undertake necessary reinstatement of the toe of the foreshore.
<b>27. ESTUARY MANAGEMENT PLANS</b>			
Move focus from planning to implementation of completed estuary management plans.	Integration of flooding/drainage/stormwater and bushcare items into business papers for consideration of committees/task forces.	CS	This financial year has been very successful in respect to Estuary Programs' project delivery. Projects were completed in various throughout the city. Highlights include:  - Burrill Lake Lions Park; Stage I Greenwell Point erosion protection works;  - Shoalhaven River Estuary Management Plan drafted; and  Narrawallee Foreshore revetment and foreshore vegetation rehabilitation project.
<b>28. PLANNING TASK PRIORITY LISTING</b>			
Progress project listing as determined by Council.	Complete individual projects by nominated quarters.	PL	The work program has been reprioritised and urgent projects added on a quarterly basis. Many projects that have been delayed by outside influences have been maintained on the program with a "no projected completion date" classification. This more readily identifies projects that are actually being worked on at any one time.



<b>Principal Activity: 2</b>		<b>PROTECTING THE ENVIRONMENT AND PLANNING FOR GROWTH</b>	
<b>Objective: 2.2</b>		<b>ENVIRONMENTAL QUALITY - to maintain and improve the high quality of our natural assets (eg waterways, air).</b>	
<b>Strategy: 2.2.1</b>		<b>Work with the community and government agencies to refine and develop Councils environmental monitoring system.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. ENVIRONMENTAL MONITORING SYSTEM</b>			
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, in preparation for sustainability assessments.	DE	Monitoring program has been reviewed and implemented. The sampling regime has been rationalised so that key areas where impacts are likely are sampled more frequently than less developed catchments.
<b>2. CUMULATIVE EFFECT</b>			
Monitor the cumulative effect of Council's and the community's actions on the natural and built environment. Report monitoring in 2002 SOE Supplementary.	Continue to investigate and monitor simple indicators of changes over time eg vegetation cover, habitat, riparian vegetation.	DE	The most appropriate method for assessing change requires use of satellite imagery. Council is awaiting free satellite imagery from the Catchment Management Authority.
<b>3. WATERWAYS</b>			
Regularly monitor waterways within each of the 22 catchments against agreed standards and address problem areas as they arise.	Continue to monitor the condition of waterways and revise schedule as necessary to incorporate new indicators from trial projects. Review methodology and sampling programs for condition assessment of waterways by December 2005.	DE	Water quality monitoring program has been reviewed to alter frequency of sampling regime depending on environmental and public health requirements.
<b>4. ON-SITE SEWAGE MANAGEMENT</b>			
Implement Onsite Sewage Strategy and integrate this with Council's other environmental and catchment management strategies and monitoring activities.	Carry out 1000 inspections of on-site Sewage Management Facilities. Implement sampling strategy to target identified high risk areas. Develop an assessment strategy for established Ecomax systems by December 2005.	DE	A total of 2,546 inspections were completed, achieving the inspection target. High risk areas have been targeted for inspections and a assessment strategy developed for Ecomax systems.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>6. DEVELOPMENT OF INDICATORS</b>			
Identify indicators that can be monitored to indicate the progress towards sustainability and measure Council's impact on the Environment for SOE reporting.	Continue identification and measurement of indicators to measure Council's impact on the Environment and the impact of built environment by June quarter for 2004/05 Supplementary State of Environment Report.	DE	Revision of indicators has increased the rigour of our SoE reporting and as a result indicators will be continually assessed for each SoE Report.
	Work co-operatively with Coastal Council and Healthy Rivers Commission in the development of methodology for sustainability assessments and associated indicators for inclusion in SOE reporting.	DE	Staff attended training on the Coastal Lakes Assessment and Management. This training will be able to be implemented when additional data is collected.

<b>Principal Activity:</b>	<b>2</b>	<b>PROTECTING THE ENVIRONMENT AND PLANNING FOR GROWTH</b>	
<b>Objective:</b>	<b>2.2</b>	<b>ENVIRONMENTAL QUALITY - to maintain and improve the high quality of our natural assets (eg waterways, air).</b>	
<b>Strategy:</b>	<b>2.2.2</b>	<b>Undertake and encourage the restoration and protection of our environment.</b>	
<b>Task</b>		<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>
			<b>Annual Report</b>
<b>4. BUSHCARE GROUPS</b>			
Support groups to regenerate and protect the natural areas around the villages of Shoalhaven.		Policy developed and on-ground plans prepared for each site.	CS Policies and on-ground plans have been prepared and signed off. Some excellent work has been completed by the volunteers adding substantially to the upkeep of natural areas. An excellent example is the removal of 'mother of millions' from Plantation Point and additional planting of local species to enhance visual amenity and environmental quality.
		Education/training needs of groups met and groups' miscellaneous needs serviced.	CS Bushcare groups have utilised the Bushcare Trainers support provided by SCC. The program has proved successful and results from the survey questionnaire have been very positive.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>5. NOXIOUS WEEDS PROGRAMS</b>			
<p>Implement inspection and control programs.</p>	<p>Develop and implement local programs consistent with grant funding allocations and conditions and Regional Weeds Management Plans.</p>	<p>CS</p>	<p>Roadside control carried out for Fireweed in all areas. Roadside spraying to control Giant Parramatta Grass carried out on all roadsides in areas of known infestation. New software (Weed Track) for recording property inspections, serving weed control notices and weed mapping has been purchased and installed on PC's and is currently in use.</p> <p>Following amendments to the Noxious Weeds Act, Weed Control Management Plans have been developed and published on Council's website for Class 4 weeds: African Boxthorn, African Lovegrass, Bathurst/Noogoora/Californian /Cockle Burr, Bitou Bush, Blackberry, Boneseed, Chilean Needle Grass, Crofton Weed, Fireweed, Harrisia Cactus, Lantana, Mistflower, Nodding Thistle, Pampas Grass, Prickly Pear, Privet (Broad &amp; Narrow leaf), Rhus, Scotch Broom/English Broom and Serrated Tussock.</p> <p>A Liaison Committee has been created, consisting of local farmers, representatives from Department of Primary Industries and Council, to assist with the development of strategies for the management of Giant Parramatta Grass within Shoalhaven.</p>

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	All Noxious Weed Grant Funding applications to be submitted by 1st May 2006	CS	Group project applications submitted for Aquatic weeds, Groundsell Bush, Bitou Bush Grant, Parramatta Grass, Broome & Gorse, Lantana, Serrated Tussock, African Love Grass, St Johns Wort, Lantana Bio. Coordination (property inspection).  Funding applications for African Lovegrass, Bitou Bush, Blackberry, Broom and Gorse, Fireweed, Giant Parramatta Grass, Groundsell Bush, Lantana, Serrated Tussock, St Johns Wort, Aquatic Weeds submitted 1st May 2006.
	Annual report to NSW Agriculture showing compliance with grant conditions and Regional Plans by 30th September 2005.	CS	Annual reports to NSW Agriculture were submitted for Aquatic weeds, Groundsell Bush, Bitou Bush, Giant Parramatta Grass, Broom & Gorse Lantana, Serrated Tussock, African Love Grass, St Johns Wort, Lantana Bio.  A final report was submitted for Lantana Group Project (Programs completed). These reports were completed by 30 June 2006.
<b>7. FORESHORE MANAGEMENT</b>			
Develop an action plan to implement the adopted Foreshore Management Plan.	Prioritised action plan completed by end of the March quarter.	CO	Foreshore Management Policy community education brochure completed for distribution with rates notice.
<b>8. DEVELOPMENT SITES</b>			
Maintain awareness of erosion and sedimentation issues on development sites.	Number of Information Leaflets sent out each quarter. Number of Penalty Infringement Notices issued to developers on building sites..	DE	2299 erosion and sediment control leaflets were sent out.  4 Penalty Infringement Notices were issued to developers on building sites.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>9. ACID SULPHATE SOIL REMEDIATION</b>			
Facilitate research remediation in northern Shoalhaven River floodplain.	Continue research on acid sulfate soils in Broughton Creek in association with Wollongong University, EPA, Department of Sustainable Natural Resources and Dept Ag.	DE	The final report from the Department of Agriculture indicates that the behaviour of acid sulphate soils on the southern Shoalhaven River Floodplain is quite different to that on the North. Recommendations for future work include intensive monitoring during rainfall events, removal of floodgates and more intensive soil sampling.
<b>12. DUMPED WASTE AND LITTER "RID" SQUAD</b>			
Participate in the development of a RID Squad in the Shoalhaven.	Administer RID Squad operations on behalf of Shoalhaven, Eurobodalla and Wingecarribee Councils. Report to Council annually on progress.	CS	The RID Squad have been active throughout the year with 965 illegal dumping incidents investigated, resulting in 160 penalty infringement notices and 17 clean up notices being issued. The positive benefits have resulted in all the project partners agreeing to extend the project for a further three years until June 2010.

<b>Principal Activity: 2</b>		<b>PROTECTING THE ENVIRONMENT AND PLANNING FOR GROWTH</b>	
<b>Objective: 2.3</b>		<b>EMERGENCY MANAGEMENT - to relieve the impact of natural disasters (eg floods and bush fires).</b>	
<b>Strategy: 2.3.1</b>		<b>Develop and maintain a high level of expertise and good facilities for all disaster response agencies.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. SES PLAN</b>			
Implement State Emergency Services Strategic Development Plan in accordance with the Budget.	Provide technical assistance to SES to achieve their targets.	CS	SCC continued support during the year providing assistance when sought.
<b>2. SHOALHAVEN RURAL FIRE SERVICE STRATEGIC PLAN</b>			
Assist the Rural Fire Service (RFS) by providing access to Council's resources in compliance with the Service Level Agreement.	Workshop, Communications and Financial Support are the key Service Level Agreement items.	CS	In addition to the normal workshop communications and financial support given to the RFS during the year, the Service was assisted in their asset maintenance and renewal by project management services provided by Council.
	Provide a corporate link to RFS volunteers in order to be aware of issues facing Shoalhaven volunteers	CS	Corporate link to RFS volunteers maintained and access to Council records and systems available.
	Meet with Volunteers through the Strategic Reference Group and respond to issues.	CS	Meetings held throughout the year with Strategic Planning Committee.
<b>3. DEVELOPMENT IN BUSH FIRE PRONE AREAS</b>			
Develop and maintain fuel management strategies for Council managed land for the high risk areas identified in the Bush Fire Risk Management Plan that are Council-managed lands.	Review maintenance requirement for Asset Protection Zones and put in place a maintenance regime.	CS	Maintenance requirements for Asset Protection Zones were assessed and programs implemented.
	Complete remaining and easily identified asset protection zones for high priority areas of Council-managed lands by end of December quarter.	CS	All Asset Protection Zones established for high priority areas and maintenance regimes integrated into SCC operations.

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>4. SHOALHAVEN BUSH FIRE MANAGEMENT COMMITTEE</b>			
Assist with the facilitation and functioning of the Bush Fire Management Committee.	Attendance at all Bush Fire Management Committee and Sub-Committee meetings.	CS	All Bush Fire Management Committee and Sub-Committee meetings were attended throughout the year and all reporting tasks completed.
<b>6. LOCAL EMERGENCY MANAGEMENT</b>			
Coordinate arrangements for the preparation, response to and recovery from emergencies within the Shoalhaven area.	Chair and provide support to the Local Emergency Management Committee, coordinate regular reviews of the DISPLAN and supporting plans and provide support under DISPLAN arrangements during an emergency.	CS	In addition to normal management and support of the LEMC Council has coordinated the annual combined emergency series training camp. A review and revamp of the Shoalhaven DISPLAN was completed during the year. Council assisted the State Emergency Management Group in the review and refinement of a Local Government Emergency Management template that will be required to be completed by all local government organisations in NSW.
	Hold regular LEMC meetings (minimum 3 per year).	CS	Regular LEMC meetings were held throughout the year.
	Carry out review of risk in Shoalhaven Local Government Area and rank using Natural Disaster Grant Funds.	CS	In compliance with State Emergency Management requirements during 2005/06 Council co-ordinated a major review of the risks facing the Shoalhaven region involving all key emergency stakeholders.
	Provide support during emergencies as per DISPLAN arrangements.	CS	There were no emergencies (DISPLAN definition) within the City throughout the year.
	Provide community education in accordance with budget allowances.	CS	The Rural Fire Service Open Day was held early in the year. LEMC participants attended the annual camp. Flood data was delivered on request and support given to Shoalhaven Rural Fire Service and SES Units.



## Principal Activity 3: Promoting & Developing the Local Economy

### Scope of the Activity

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

### Strategic issues

The Shoalhaven is a significant regional business and industrial centre.

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

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

Tourism – After Sydney, the Shoalhaven is the most visited area in NSW with over 1.1 million visitors recording over 4 million visitor nights and a direct expenditure of \$456 million in 2005. Council has a highly effective Tourism Department which encourages tourists to the area and provides information and other services through two fully accredited visitors centres at Nowra and Ulladulla. Excellent accommodation is available in caravan parks, bed and breakfast establishments, motels, guest houses and resorts.

### Proposed Responses

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

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

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

Significant initiatives are outlined in the following pages.

## Highlights for 2005/06

### Planning Group

- Gazettal of LEP Amendment 221 which rezones lots in Macleans Point Road and Kerry Street Sanctuary Point to provide for commercial purposes.
- Gazettal of LEP Amendment 222 which reclassified the land from community to operational to enable the owner of the adjoining land to gain legal access to part of their land.
- Gazettal of Amendment 226 which applied to the public car parks at Owen Street, Huskisson and Boree Street and South Street Ulladulla.
- Gazettal of LEP Amendment No 223 – this amendment removes the use of State Environmental Planning Policy No 15 – Rural Land sharing Communities (SEPP 15) to the Shoalhaven. This will enable existing such communities to be subdivided and prohibit the future use of SEPP 15 in Shoalhaven.
- Gazettal of LEP Amendment 227 which reclassifies certain land at Culburra Beach, Sanctuary Point and Huskisson from “community” land to “operational” land.
- Gazettal of LEP Amendment 228 at Burr Avenue, Nowra which rezones land from Special Uses 5(e) for proposed road reservation and widening to partly Business 3(b) and partly Special Uses 5(e).
- Draft Guidelines for Crime Prevention through Environmental Design and Accessibility have been completed.
- Gazettal of LP 375 – Short Term Rentals of Residential Dwellings. The amendment facilitates the short term rental of residential dwellings without the need for Council consent.
- Draft Development Control Plan No 12 – South Ulladulla Commercial Area, was exhibited to enable community comment. The draft DCP provides detailed development guidelines for this important commercial area.

### City Services Group

#### MR92

On 24<sup>th</sup> April 2006 the Prime Minister came to Nowra and jointly with the NSW Minister for Roads Mr Eric Roozendaal participating in a ceremonial sod turning event for MR92.

Work is now proceeding on preparing tenders for the next section through Morton National Park to Nerriga and it is expected that this contract be let towards the end of 2006.

The construction timeframes are such that the road will be progressively upgraded but should be completed during 2009. The construction standard will be Regional Road to allow heavy vehicles (including B-doubles) to make the escarpment crossing and then link into the existing road network connecting to the Monaro and Hume Highway corridors.









#### *blueprint Shoalhaven*

*blueprint Shoalhaven* is a three level of Government project involving funding by the Department of Transport & Regional Services, under the Regional Partnerships program, the NSW Department of State & Regional Development under its Developing Regional Resources Program and the Shoalhaven City Council through its Economic Development Office.

The **blueprint** process involved harnessing the volunteer capacity and capability of many of the local business operators to investigate ways in which the future of the Shoalhaven could be enhanced economically and give direction to agencies and organisations to address impediments and needs identified.

Four **blueprint Shoalhaven** mini-Summits were held between March and May 2006 with over 300 participants in attendance. The four mini Summits included:

- Tourism - 27th March
- Health/Aging/Public Service - 3rd April
- General Industry - 1st May
- Defence - 22nd May

			
<p>Linda Marquis blueprint Shoalhaven Tourism Team Leader opening the Tourism mini Summit with over 120 people in attendance</p>	<p>Bob Ashford, blueprint Shoalhaven Facilitator and Ross Clifton, blueprint Shoalhaven Health Ageing and PS Team Leader during the Health Ageing Public Service mini Summit with over 60 people in attendance</p>	<p>Lynelle Johnson, blueprint Shoalhaven General Industry Team Leader and Federal Member for Gilmore Joanna Gash MP during the General Industry mini Summit with over 60 people in attendance</p>	<p>Murray Mortimer, blueprint Shoalhaven Defence Team Leader facilitating the Defence mini Summit with over 60 people in attendance.</p>
			

The outcomes of the mini-Summits were reported in the media and helped to achieve one of the major aims of **blueprint Shoalhaven** which was to positively impact the future of the area and counter some of the negative perceptions generated by several industrial closures in the local area.

The outcomes of blueprint Shoalhaven were also the subject of a major presentation and report at the [blueprint](#) Summit held at Nowra Anglican College Monday 26th June. Over 180 people attended this key event with representation from Local, State and Federal politicians, Government Departments, Industry Associations, local business leaders and community members.



Photo on left: In attendance at the [blueprint Shoalhaven](#) Summit Chris Benning, Manager National Australia Bank, CLR Gary Kearney, Janet Binns Chair Nowra Chamber of Commerce

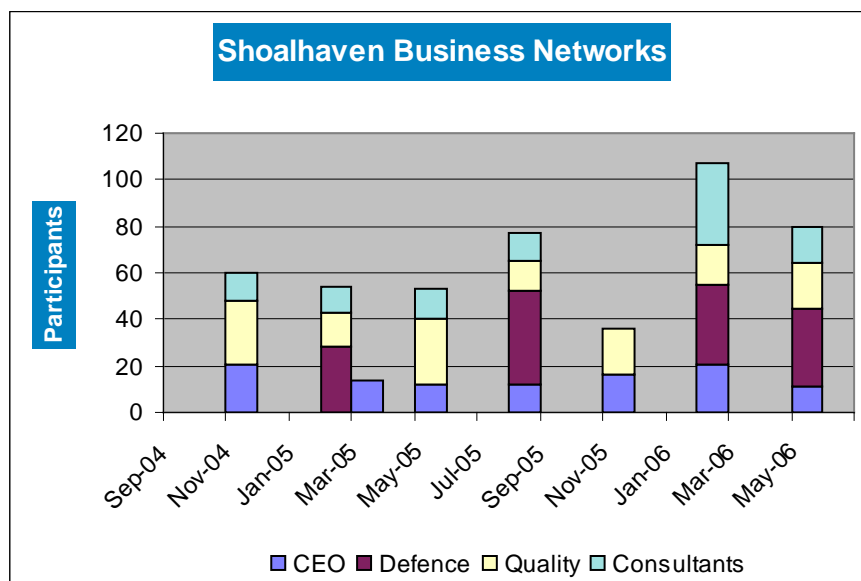


Photo on right: At the [blueprint Shoalhaven](#) Summit the Federal Member for Gilmore, Joanna Gash MP presented awards to the winners of the "Have your say" School Competition

A copy of the [blueprint Shoalhaven](#) Action Plan is available from Council offices.

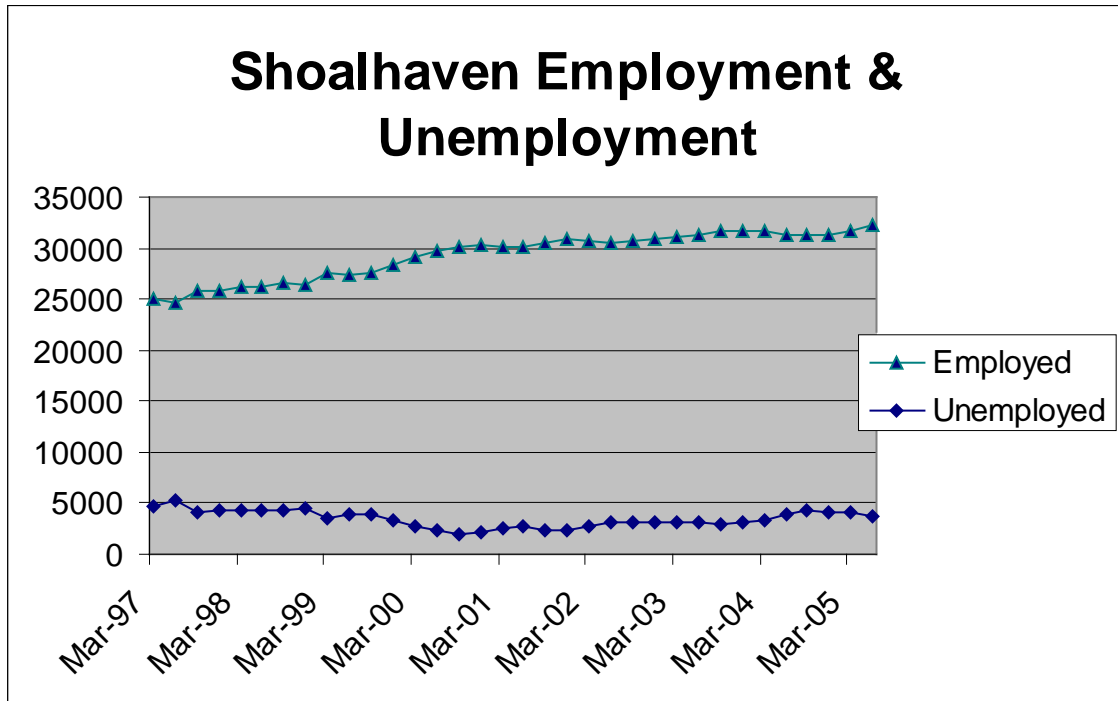
Business Networking

Support for business networking functions has been continuous throughout the year. At the Consultants Network Breakfast held on the 16th May, Steve Drury and John Fisher presented 'Compete, Survive and Thrive- a focus on regional business success'. At the Quality Breakfast held on the 31st May, Michelle Miran from the Department of Regional Development, and Greg Pullen, Economic Development Manager Shoalhaven City Council presented 'Managing a volunteer process in a public environment'.



## Employment Situation

Employment has returned to positive growth in numbers in December 2005 and has continued this trend in positive growth in March 2006. In the June Edition of the Illawarra Business Survey IRIS Research reported that hiring intentions across the region had improved and returned to positive territory during the June Quarter. A net 2.4% of firms reported having more staff on their books during the last 3 months.



## Commercial Operations Group

### Tourism

- Shoalhaven print marketing campaign had an aggregated total exposure of 10 million full pages in colour.
- The new 2006 Visitors guide was released in February 2006 and very well received by the public and the tourist industry.
- [www.shoalhavenholidays.com.au](http://www.shoalhavenholidays.com.au) had a turnover of \$252,601.96
- The Shoalhaven had a major exhibition at seven consumer shows covering Sydney, Melbourne, Canberra and Regional New South Wales.

<b>Principal Activity:</b>	<b>3</b>	<b>PROMOTING AND DEVELOPING THE LOCAL ECONOMY</b>	
<b>Objective:</b>	<b>3.1</b>	<b>ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.</b>	
<b>Strategy:</b>	<b>3.1.1</b>	<b>Actively encourage sustainable employment generation and help strive for a stronger and more diversified economic base for the Shoalhaven.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>2. ECONOMIC PROMOTION</b>			
<p>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.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups- 2. Empowered Communities</i></p>	<p>Identify and target businesses in each quarter through personal visits, trade shows, etc.</p>	<p>CS</p>	<p>Throughout the year the EDO actively promoted and marketed the Shoalhaven by providing advise and assistance to over 50 new contacts and in excess of 100 existing businesses looking to expand and/or relocate to the area. The EDO also coordinated and administered a range of activities to stimulate employment generators to the area. These activities included;</p> <p>The Shoalhaven blueprint project where over 400 people from industry and the community collaborated to develop and Action Plan for the economic development of the area.</p> <p>The Shoalhaven Business Awards which provided recognition to businesses from across different sectors for best practice, including employment generating activities.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
			<p>The SCC Exhibition at Careers EXPOs held throughout the year, with the aim to promote the full range of careers options available attracting and retaining younger demographics.</p> <p>The Shoalhaven Business EXPO (Shoalhaven on Show), with the aim to demonstrate the range of Council services and actively promote region as a vibrant regional business centre</p>
<b>4. EMPLOYMENT PROGRAMS FOR THE UNEMPLOYED</b>			
<p>Actively participate in programs to assist the unemployed in to the work force where this is both feasible and reasonable.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Identify and assess schemes for Council's involvement and participate where appropriate.</p>	<p>GM</p>	<p>Council has provided employment opportunities for various community groups and will continue to explore through working parties to source further opportunities.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>5. FOSTER PROFESSIONAL DEVELOPMENT FOR EXISTING BUSINESSES</b>			
Provide support to the existing Shoalhaven business sector.	Arrange collaborative networking between business operators – At least 4 such meetings each quarter.	CS	The EDO facilitated a range of collaborative networks to foster professional development and provide support to the Shoalhaven business sector. Four Network meetings were held each quarter, with a combined total of 318 participants in attendance. The Blueprint Shoalhaven consultative forums and final summit attracted great community interest with over 500 attendees.
<b>6. ENCOURAGE HOME BASED BUSINESS ACTIVITY</b>			
Investigate and develop land use policies which will encourage home based business activity where compatible with the residential environment.	To be incorporated in Nowra Bomaderry draft LEP & other amending LEP's where appropriate.	PL	To be incorporated into Nowra Bomaderry draft LEP in appropriate zones following finalisation of the Structure Plan.



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>7. ACTIVELY PARTICIPATE IN REGIONAL ORGANISATIONS</b>			
<p>Actively work with SCG (Southern Councils Group), IRDB (Illawarra Region Development Board), SEATS (South East Australian Transport Strategy) and others, to ensure Shoalhaven is part of any "Regional" growth initiatives.</p>	<p>Council is represented at 100% of meetings.</p>	<p>CS</p>	<p>Council has been represented at 100% of meetings conducted by Regional Organisations throughout 2005/2006 ensuring that Shoalhaven was considered as part of regional growth initiatives. The regional organisations included;</p> <p>Auslink  DIPNR  DoP Employment Lands Committee  Illawarra Regional Development Board  PHocus  MR92 Committee  SEATS  Sth CI Group  SCG Organisational Development Committee  TAFE</p>
<b>10. ABORIGINAL BUSINESS SKILLS</b>			
<p>Aim to increase Aboriginal and Torres Strait Islander representation in Local Government.</p> <p><i>Access &amp; Equity Action Areas: Indigenous - 1. Supportive Communities.</i></p>	<p>Identify and assess schemes for Council's involvement and participate where appropriate for people in these target groups.</p>	<p>GM</p>	<p>Council continued and will continue to explore and provide appropriate opportunities as they become available.</p>
<b>13. ACCESS TO SERVICES AND INFORMATION</b>			
<p>Continue to provide relevant information and resources to assist unemployed people in job searching, self-education and recreational materials.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i></p>	<p>Provision of appropriate technology for developing job applications.</p>	<p>CO</p>	<p>Public PCs are provided at all branches of Shoalhaven Libraries for use by unemployed people to prepare job applications, to apply online if required and to source other information for self education and recreation.</p>

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	Provision of newspapers and other relevant materials.	CO	Shoalhaven Libraries continues to provide a range of local, regional and national newspapers in hard copy and online to assist with job seeking and self-education for the unemployed.

<b>Principal Activity: 3</b>		<b>PROMOTING AND DEVELOPING THE LOCAL ECONOMY</b>	
<b>Objective: 3.1</b>		<b>ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.</b>	
<b>Strategy: 3.1.2</b>		<b>Identify and foster the provision of essential infrastructure to boost the Shoalhaven's economic competitiveness.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. IDENTIFY INFRASTRUCTURE NEEDS</i></b>			
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	Reports on infrastructure of strategic importance were reported at each Industrial Development & Employment Committee meetings conducted in 2005/2006. A total of 40 reports were provided throughout the year, and these reports assisted with review and prioritisation of infrastructure needs such as;  Princess Highway/MR92  Proposed South Coast Correctional Facility  Delta Electricity Proposal  Industrial Land Releases  Ports and Boat Harbour Facilities
<b><i>2. MAIN ROAD 92 (Shoalhaven Highway)</i></b>			
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 and construct the section from Hames Road to Nerriga.	CS	Throughout 2005/06 Council has been very active in assisting the RTA with practical implementation of the approval to construct Main Road 92. This has included involvement in contract development, tender assessment, practical construction issues and mitigating impact on local residents. On 24 April 2006 commencement of construction of Stage 2 was marked by a sod turning ceremony attended by the Prime Minister and representatives from State and Local Government.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Further develop the options for upgrading of the route west of Nerriga to the Hume and Federal Highways	CS	Continued work with the State and Federal Governments to construct MR 92 including application for funding to accelerate the process beyond Nerriga. Achievements in 2005/2006 include the commenced construction for MR92 23.5km section between Hames Road and Morton National Park.
<b>4. EXPAND ROLE OF DEFENCE</b>			
Implement the Shoalhaven Defence Strategy in a staged manner.	Maintain the effective operation of the South Coast Defence Network.	CS	Implemented and maintained a range of defence industry network meetings related to the Defence strategy. Support also provided to assist development of Defence industry at AATP, Albatross & HMAS Creswell.
<b>5. INDUSTRIALLY ZONED LAND</b>			
Ensure that there is an adequate supply of land zoned for industrial & commercial use throughout the Shoalhaven to meet projected demand taking into account the Employment Lands Strategy being carried out by the Southern Council's Group.	Structure plans and Local Environmental Plans to identify suitable areas for industrial land ahead of market requirements.	PL	The Draft Nowra Bomaderry Structure Plan includes specific provision for industrial/commercial uses and economic viability generally.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>6. JERVIS BAY BOATHARBOUR</b>			
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	<p>Continued work throughout 2005/2006 to keep the boat harbour project within Jervis Bay before the government, industry, and investment community. This was achieved by:</p> <p>Presenting reports to IDEC regarding boat facilities</p> <p>Consulting with investors and boating industry to identify additional and improved boating facilities</p> <p>Assisting blueprint Shoalhaven Infrastructure Team to document needs related to boat harbour in Jervis Bay and align with needs as identified by business and community stakeholders.</p>
<b>7. AQUACULTURE</b>			
Continue to pressure and work with the State Government to develop an aquaculture industry within the Shoalhaven.	Have NSW Fisheries complete an Aquaculture Plan of Management for Shoalhaven Waterways.	CS	Assisted applicant with preparation of application to establish a mussel farm in Jervis Bay. Financial assistance arranged with NSW & Fed Govt agencies to assist applicant in preparing application material.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Develop and establish a South Coast Aquaculture Network.	CS	<p>Continue to pressure and work with the State Government to develop an aquaculture industry within the Shoalhaven achieved by;</p> <p>Partnering with industry stakeholders to pursue State and Federal grants to support industry development.</p> <p>Representing local interests at meetings with Dept Fisheries</p> <p>Work with blueprint Shoalhaven project team to recognise the aquaculture industry as a potential growth industry in Shoalhaven.</p>
<b>8. INDUSTRIAL LAND AVAILABILITY</b>			
Ensure that there is an adequate supply of land for industrial use throughout the Shoalhaven to meet projected demand.	Council maintains a portfolio of serviced industrial land ready for sale in each of the key industrial locations, where this is shown to be economic.	CS	<p>In 2005/2006 Council developed and released a total of 24 blocks of land in Flinders Industrial Estate (11 Lots) and Woollamia (13 Lots). To date over 50% of these blocks have been sold or are in the process of being settled. A steady stream of enquiries has continued throughout the year and with the recent developments being constructed this has stimulated further interest in the local area.</p>
<b>9. REGIONAL ROAD INFRASTRUCTURE</b>			
Review future regional road infrastructure needs for northern sector of City.	Develop 10 Year Implementation Program by June 2006.	CS	<p>Considerable modelling preparation has been undertaken throughout the year. However, current resources have been directed to investigations for major development proposals. Additional resources will soon be available to progress this action.</p>

<b>Principal Activity: 3 PROMOTING AND DEVELOPING THE LOCAL ECONOMY</b>			
<b>Objective: 3.1 ECONOMIC OPPORTUNITIES - to promote, strengthen and diversify the area's economic base.</b>			
<b>Strategy: 3.1.3 Actively promote tourism and the establishment of a broader range of tourism opportunities.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. REVIEW TOURISM MASTER PLAN</i></b>			
Review the recommendations and strategies contained within the Tourism Master Plan and determine key priorities for implementation.	Revise the list of actions and priorities in conjunction with the Shoalhaven Tourism Board for ratification by Council by end of September quarter.	CO	Latest research has indicated that baby boomers, still in employment, are increasing their travel patterns. The growth has seen this demographic grow - from 2.75 million in 1998 to 3.25 million in 2005, across Australia. This reinforces the Shoalhaven Tourism Board's decision to focus on this demographic as one of its key market segments.
<b><i>3. TOURIST PROMOTION</i></b>			
Continue to widely promote the Shoalhaven as one of the premier holiday locations in the State.	Produce and distribute informative, clear and good quality promotional material as hand-outs for the public, media and using the Internet.	CO	The Shoalhaven Tourism Board is constantly and critically examining its own publications to keep up to date with modern marketing trends.
	Attend and promote at a minimum of 6 Consumer Shows, etc in potential market areas.	CO	Face to face promotion of the Shoalhaven at major exhibitions and consumer shows is a tried and true method of keeping the Shoalhaven active in key market areas.
	Implement annual action plan by end of December quarter.	CO	As well as implementing the Action Plan for 2005-2006 the Shoalhaven Tourism Board has been having in-depth negotiations with Tourism New South Wales and the South Coast Regional Tourism Organisation for its Action Plan for 2006-2007.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>6. NEW TOURISM MASTER PLAN</b>			
Engage Consultants to assist in developing a new Tourism Master Plan.	Develop new Tourism Master Plan for adoption by Council.	CO	<p>The preparation of the Shoalhaven Tourism Master Plan is proving a substantial task but is progressing well.</p> <p>The Plan incorporates practicable recommendations of the Blueprint Shoalhaven project.</p>



## Principal Activity 4: Improving Community Facilities & Services

### Scope of the Activity

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

### Strategic issues

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

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

### Proposed Responses

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

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

## Highlights for 2005/06

### Planning

- Gazettal of LEP Amendment No. 219 - the amendment enables the proposed relocation and improvement of Council's existing Cambewarra Mountain communications facility to advance.
- The major review of the Section 94 Contributions Plan continues with adoption of several amendments including
  - Roads Area 5
  - Shoalhaven Multi Purpose Cultural & Convention Centre
  - Island Point Road (Roads and Drainage).
  - Corks Lane development area at Milton
- and the exhibition of several draft amendments, including
  - the development area adjoining Hillcrest Avenue at South Nowra
  - management and administration of the Plan
  - Nowra CBD traffic facilities and ENSA
- The major review of the Car Parking and Active Recreation components has also progressed, with a number of adjustments to the Community Facilities component of the plans also under investigation.

### City Services Group

#### **Coastal Cycleway – White Sands Tourist Park, Huskisson**

Works commenced to the Coastal Cycleway on 1st May 2006. The project scope was to construct approximately 260m of 2.5m wide full pigment concrete shared pathway to DCP100 standard. The project included tree removal, excavation of the pathway, provision of a gravel base under the pathway, construction of a shallow timber retaining wall, fencing alteration and relocation, concrete step construction, minor service relocation, replacement planting, backfilling, top soiling, turf laying and tidying. The project was split into three distinct stages to minimize the disturbed area during construction and allow the remediated sites to be booked out to Tourist Park Patrons.

Wet weather has resulted in delays to the projects completion. Two out of the three stages were completed by the end of the financial year with full handover expected by the end of July 2006.



**Stewart Place – Bus Interchange**

Stewart Place bus interchange received a complete facelift. Works included replacement of the kerb in front of the bus terminal office, concrete footpaths, pedestrian islands, asphalt overlay, colouring of bus pick up/drop off area (red), linemarking, installation of bollards and signage.





Four new bus shelters were installed in Stewart Place Bus Interchange to enable bus patrons to wait undercover for their bus. The existing concrete path adjacent to the main bus stop was coloured to match the paving outside the office of Pioneer Coaches.

**Road Rehabilitation Ch. 2.8 to 3.43 – Jervis Bay Road, Falls Creek**

Works commenced on the rehabilitation of Jervis Bay Road on 19<sup>th</sup> May 2006. The project scope included the in-situ stabilisation of the existing base material to a depth of 200mm for the majority of the site. Mixing and placing of lime modified material to achieve adequate compaction, followed by a granular overlay of DGB20 at a maximum depth of 200mm. The project reached practical completion with the application of a two coat bitumen seal on the 20<sup>th</sup> June. Delineation and line marking was undertaken on the 28<sup>th</sup> June.

Wet weather resulted in delays to the delivery of the project. All considerable effort and resources were spent to ensure the safety of motorists utilizing this section of road when conditions deteriorated under prolonged rain.



**Improving Community Facilities and Services**

In accordance with the priorities for the provision of new public amenities, as listed in the Asset Management Plan – Public Amenities, adopted by Council in January, 2005, two new public amenities buildings have been completed under the 2005/06 Capital Works Programme.

One facility is at Bicentennial Park, at the southern end of Lackersteen Street, Callala Bay and the other at the corner of Alexandra and Albert Streets, Berry.



**Multi Purpose Cultural Convention Centre**

**Eastern View**



Construction on the city’s \$23.5 million multi-purpose cultural and conference centre is planned to begin in July 2006 and be completed by January 2008.

The 2,500 sq metre centre will provide a venue for international, Australian and local cultural events and concerts.

The cultural centre will contain:

- A main Auditorium with 930 tiered retractable seats capable of rapid conversion into a three-level flat floor space for 530 people seated at tables for conventions or ‘cabaret’ style events
- A full stage, orchestra pit, backstage, dressing rooms, loading dock, Green Room, production facilities, storage and plant rooms
- A 200 seat studio theatre with tiered retractable seating
- Two music rooms for rehearsals or training for the Conservatorium of Music
- Two conference rooms that can accommodate 160 people altogether or smaller groups.
- A main foyer with multi-media projection wall
- A bar, box office, and cloak room
- A 180 sq m commercial kitchen
- A site for a future restaurant
- And administration offices
- amenities

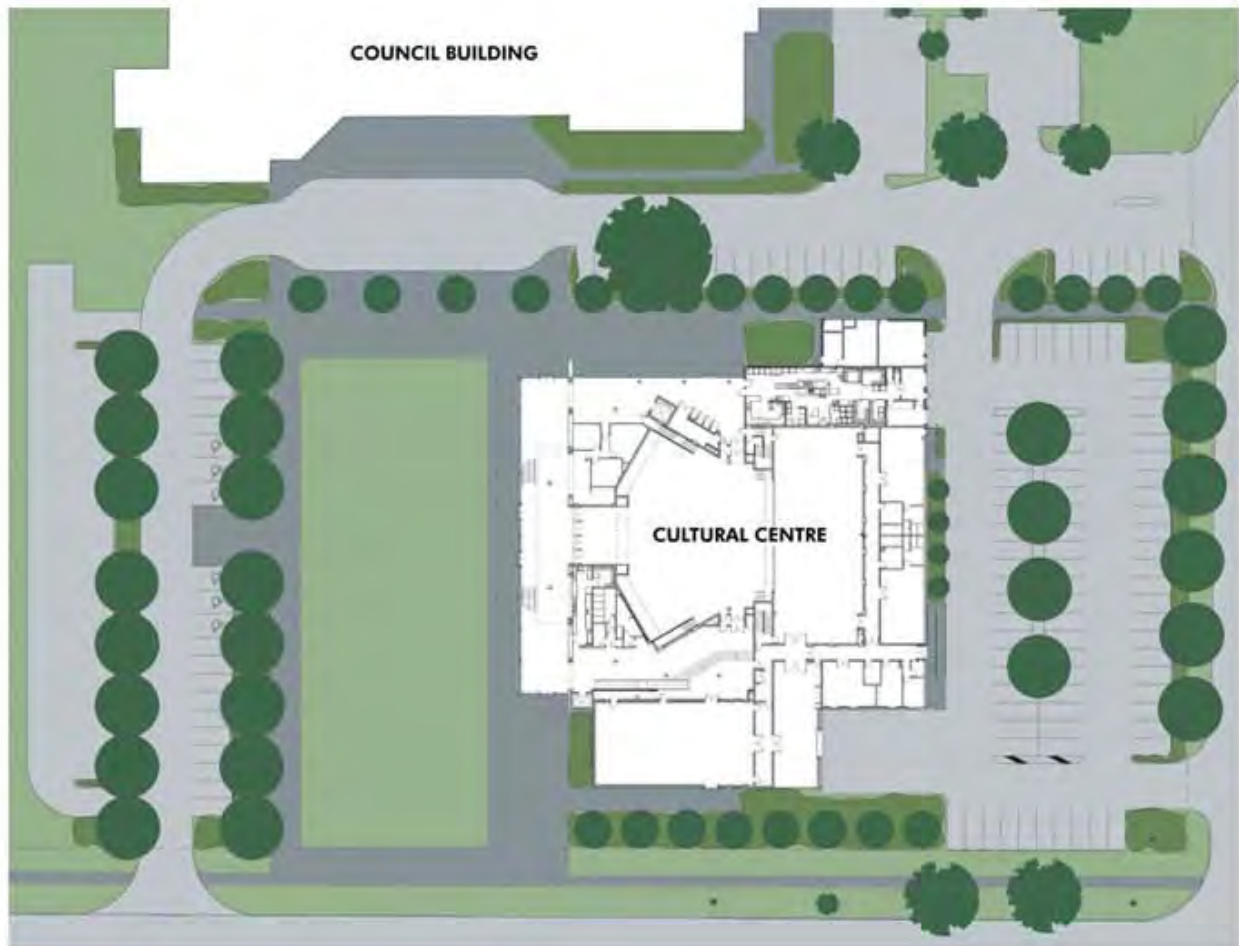
Shoalhaven City Council will manage the centre when it is opened. Council has also conducted an economic impact analysis, an initial draft business plan and operating forecast.

A market analysis estimates that the centre will attract 45,000 people in its first year of operation with performances of music recitals, musicals, popular entertainment, balls, dances, cabaret, rock music, school presentations, civic functions, church conventions, medium to small conferences, seminars, meetings and expositions.

It is the mission of the Centre to provide a vibrant program of entertainment, conferences, conventions and events under professional and entrepreneurial management. It is important that the programs engage and attract local residents and visitors alike.

For more information on the centre you can contact, Council's Arts Development Manager on (02) 4429 3460.

### Site Plan



Shoalhaven Multipurpose Cultural Convention Centre  
Site Plan  
24th APRIL 2006



COX  
COX HUMPHRIES MOSS

## Theatre



## Community Operations Group

### Recreation & Leisure

- Installation of REMS scheme at Thomson Street Sussex Inlet completed and fully operational.
- Management Committee Guidelines reviewed and circulated to Management Committees.
- Schools sport on-line booking system introduced.
- Successful Water Safety Week held in September 2005 with over 3000 participants in activities offered at Aquatic and leisure centres.
- ParkCare portfolio reviewed and issued to Groups as new projects come on line.
- PlayFix report undertaken and parts ordered to maintain playgrounds.
- Air Handling Units at Bomaderry Aquatic Centre replaced.
- Supported activities for National Tree Day.
- West Ulladulla Sporting Complex amenities building servicing netball users completed.
- Refurbishment and extension of Finkernagel Reserve amenities completed.
- Crookhaven Park Sporting Field amenities completed.
- Planning for upgrade of main amenities block at West Ulladulla Sporting Complex progressed with funding available in FY 2006 - 07.
- Lighting and fencing upgrades to create premier grounds completed at Mollymook Oval and Rugby Park Nowra
- Works completed to upgrade / replace tennis court surfaces at Huskisson and Berry.
- Grant funding application prepared / submitted to DTS&R, Regional Partnerships, Federal Water Fund, Showgrounds Fund.
- Continued implementation and management of Voluntary User Contribution Scheme.
- Voluntary User Contribution Scheme reviewed to allow greater access to funds by sporting groups/organizations. Important sports facilities co-funded by Clubs/Associations and the scheme to improve the City's sporting assets.
- Introduction of computerized booking software successful and enabling staff to monitor usage / payments / refunds of bonds / waived fees etc. Once fully operational this will enable target setting for future years.



- Bookings for Council managed facilities entered into computer booking system. Usage statistics progressively being collated by system database.
- An inaugural newsletter was forwarded to all Management Committees outlining activities and news stories being undertaken by Management Committee volunteers.
- Introduced a Corporate Membership Scheme allowing local businesses to access the aquatic and leisure facilities year round.
- Beach Patrol Services provided at eight locations in the Shoalhaven over peak NSW school holiday period.

### **Strategy & Planning**

- Shoalhaven Hall of Sporting Fame launched and first induction held.
- Development of Croquet ground and facilities – Milton Showground
- Foreshore Policy adopted and community education brochure developed
- Stage 1 of the Wondalga Sporting Complex Masterplan developed and recommended Staged development adopted by Council
- Holiday Haven Business Plan developed and adopted.
- Plans of Management developed and adopted for Mollymook Beach Reserve, Berry Showground Complex, Kioloa Coastal Reserves, and Greenwell Point Reserve.
- Amendments to Berrara Flats Reserve, and Crookhaven Headland Plans of Management adopted by Council.
- Designs completed for Narang Rd. Tennis complex extension and Synthetic Hockey field at Bernie Regan Sports complex.
- Northern Shoalhaven Multipurpose Indoor Sports Stadium Feasibility Study completed.
- Voluntary User Contributions Program review completed.

### **Library**

- The most significant event (perhaps not highlight) was the retirement of Lyn Hawkins, our Library Manager, after almost 25 years with Council. Staff organised a series of farewell lunches and morning teas culminating in a function in the Library which was attended by over 100 people, including the Deputy State Librarian of NSW.
- Geoff Hadrill, Sandra Cliffe, Jenny Healey were recognised for their years of service at Shoalhaven Libraries all receiving a certificate for over 20 years as employees at Council
- Shoalhaven Libraries was also the subject of a review from the State Library of New South Wales during October and many of the recommendations for greater efficiencies will be implemented over the coming year
- A **Marketing Workshop** by Kevin Hennah, using funds from the Special Projects Grant was held in August attended by Shoalhaven Libraries staff and CPLA staff from the SE zone.
- **Aussie Host** training was enthusiastically embraced during the year as part of the Customer Service focus of the Community and Operations Group. Shoalhaven Libraries is now an Aussie Host Gold Certificate holder.
- The **first Library Idol competition for primary school children** was held in August. Prospective idols auditioned with a hugely successful finals night. This competition highlighted the many and varied talents of local children from all over the Shoalhaven.
- An integral part of our Library Service is the monthly story times for preschoolers held at all Shoalhaven Libraries. Multi talented Library staff plan craft activities and stories appropriate to a theme. School holiday activities are also facilitated at all Libraries. Sanctuary Point Library continue with their ever popular fun club for primary school children. Almost 3000 Shoalhaven children have attended our children's programs during the past year. Summer holiday reading, National Simultaneous Story time, the Premiers Reading Challenge and Children's Bookweek continue to be promoted at all Shoalhaven Libraries.
- Poetry Week was celebrated in September with the Poets on Wheels 2005 Tour at Nowra and Ulladulla Libraries. Readings were enjoyed from the travelling poets, Michelle Carter, David Gibey and Anna Back. Local poets also read their works and were judged by the panel. *'My favourite*

*poem@ your library'* was another popular event in December as part of the Shoalhaven Poetry Festival.

- Ecologically friendly **Library Bags** have been purchased for sale to the public. The black bags emblazoned with the Library Logo in green or purple can be seen throughout the Shoalhaven.
- **As a result of an innovations request Shoalhaven Libraries signage has been improved and updated. Display signs** have been purchased for all Branches with the logo and our mission statement: Libraries –Educate; Enrich; Entertain; Inform; Involve and Empower the people who use them. Nowra Library has new lettering for the external walls and Ulladulla and Sanctuary Point Libraries now also have the word Library on the street facing windows for improved visibility.
- Youth continue to be encouraged to our Libraries. Ulladulla Library held a CD Pix – Rock Music in the Library event where 25 local teenagers had the opportunity to select some CDs for the collection. Milton Library also took the opportunity to expand their youth CD collection.
- As usual the annual Band and Pizza night at Nowra was an opportunity for local musicians to showcase their talent and star potential. A HSC help desk was manned at Nowra during October and November to assist students sitting the HSC
- The online South Coast Register Index was officially launched by Alan Clark in October. 25 people attended to hear Diana Thomas speak about this project, a very valuable local resource. The index is accessible from the Council webpage <http://www3.shoalhaven.nsw.gov.au/applications/newspaperindex/>
- Training sessions were offered to the public by Library staff for internet and email training. These free sessions have been very well attended and there are a lot of return visits from clients wanting to learn more. Over 60 people have utilised these sessions.
- Seniors week was celebrated with a trivia morning with the theme of health and fitness with over 80 people participating.
- Some art and architecture books have been purchased in the name of Ken Murray. It is hoped that we will be able to build on this collection in the future.

## Arts

- The Arts developed a successful \$3.3 million grant application from the Australia Government's Regional Partnership Program to be spent on general construction and the Studio Theatre in the **Shoalhaven Multi Purpose Cultural and Convention Centre**.
- Planning and design for the Shoalhaven Multi Purpose Cultural and Convention Centre is now complete and tenders out for construction to commence July 2006.
- Council were successful also in securing a \$440,000 grant from the Australian Government's Regional Partnership Program for developing its **Multi Media and Music Centre Level 1** at the Shoalhaven City Arts Centre in Berry Street Nowra. Funding will go towards construction and installation of sound and video recording studios, editing suites, community radio Triple U FM and training area for multi media, music event and Arts. Building commenced in April 2006.
- The Shoalhaven Arts Board has developed and implemented many arts programs including the **Arts Grants 2005-2006**, which saw 25 new arts projects into the City, the Arts Awards event in 2005, promotional and informational booklets on 'What's On' in the Arts and support of the Shoalhaven Youth Orchestra and grant support for the Lady Denman Heritage Complex Small Museum.
- The Arts Centre has attracted over 48,000 visitors to the Centre since February 2004. The **Exhibition program** has seen over 40 exhibitions from community and National standing in its Main (Regional) Gallery



- An Events support position has been established to streamline Council's support for event organisers.

### **Community Services**

- **Ulladulla Multi Purpose Centre**

The new Ulladulla Multi-Purpose Centre was constructed through to completion during the year. The facility is home to a range of community service providers.

- **Family Day Care – East Nowra**

A new Family Day Care facility at Park Road, East Nowra was completed during the year.

- **Beautiful Soul Program**

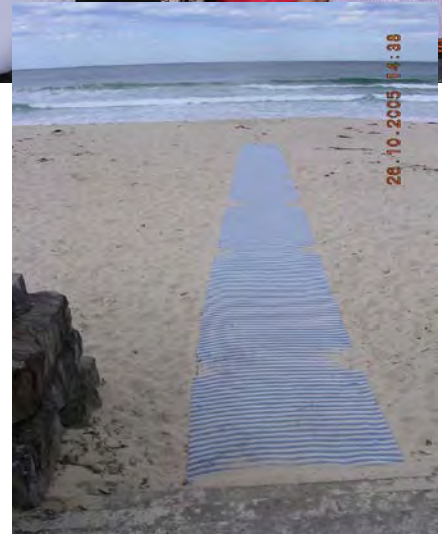
A series of workshops were held aimed at Community Education and assisting in removing the stigma from Mental Illness. The program has been highly successful, attracting a Certificate of Commendation in recognition of innovative mental health initiatives in 2005 Mental Health Awards. The most recent workshop was held in October, as part of Council's involvement in Community Safety Week. This particular workshop was held over two sessions and attracted 246 participants.



left to right Alan Blackshaw, Ruth Dane, Faye Jackson (presenter) and Lukas Wurtle (exchange student)

- **Mobi Mat Beach Matting**

A roll of Mobi Mat Beach Matting has been installed at Mollymook Beach for a trial period. This matting is designed to give people with disabilities greater access to beaches. Shoalhaven City Council is the first Council in Australia to use the product. Mollymook Beach Surf Lifesaving Club has been monitoring the use of the matting and have reported the matting is now being used by, not only people with disabilities, but also seniors, families and the general community.



Mobi Mat at Mollymook

- **Learning Opportunities Through Indigenous Education (LOTIE) Program**

LOTIE Program was conducted at Shoalhaven High School from the 28<sup>th</sup> to the 29<sup>th</sup> November, 2005. The topics discussed over the two day program included, culture and respect, nutrition and leadership, role modelling, drugs and alcohol, bullying, resilience and assertiveness and goal setting. Guest speakers that presented over the two days were Phil Duncan, Uncle Sonny Simms, Larry Corowa, Ricky Walford, Daniel Apps and Ron Thomas.



- **Harmony Day**

This year Shoalhaven City Council in partnership with the Shoalhaven Multicultural Committee organised a poster competition through the local Primary schools to focus on "What Does Living In Harmony Mean To You". Winners from the competition were awarded with a certificate and a book voucher. Students from Terara Public School were given awards by the Mayor. Members of the Multicultural Committee and Aboriginal Elders joined in to celebrate Harmony Day. Participants were entertained with an Indian classical performance.

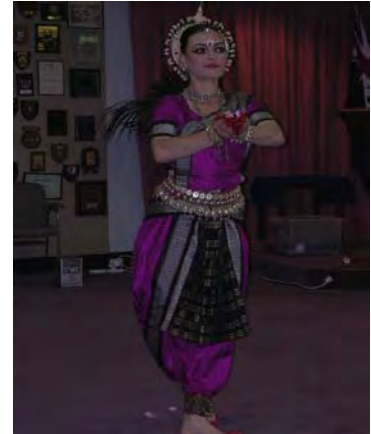


- **Purple Ribbon Month 2005**

The Shoalhaven Purple Ribbon Team organised a forum with the aim of highlighting new services and new approaches to child abuse in the Shoalhaven area. Ten thousand ribbons were distributed throughout the Shoalhaven and over \$8000.00 was raised to go towards programmes assisting the victims of child abuse.

- **International Day of People With a Disability**

A number of events were held throughout Shoalhaven to enable people with disabilities to celebrate their abilities.



These events included a cocktail party and official opening at the School of Arts Annexe, 'Don't' DIS My Ability' Art Exhibition was held at the Shoalhaven City Library, a River Cruise and an Art Exhibition at Lady Denman Museum. The Shoalhaven Early Intervention Network hosted a bounce and slide for children with disabilities. There was table tennis, basketball, lets go surfing, fishing clinic, ten pin bowling, outdoor Olympics and other activities to celebrate people's abilities.



- **Mental Health First Aid Course**  
Council in partnership with the Aboriginal Medical Service offered a free two day course on Mental Health First Aid. Approximately twenty local health and welfare workers working with the Aboriginal Community attended this course.
- **Dinner Dance & Fashion Parade**  
A Dinner Dance & Fashion Parade was held during May and featured the singer, Vic Simms and the band, 'On The Prowl'. Shoalhaven Elders were supported by Rockmans of Nowra to present a fashion parade. This was part of NAIDOC Week Celebrations.
- **Seniors Week**  
Seniors Week was a great success this year which included activities such as Seniors Expo with presentations regarding safety, particularly consumer safety. A workshop for Scooter Safety was undertaken with input from staff from South East Sydney and Illawarra Area Health Service and presented in consultation with an Occupational Therapist. 'Activities for Seniors', brochures were distributed during Seniors Week.
- **Walk Against Sexual Abuse**  
Council's Aboriginal Community Development Officer and Council's Community Development Officer Generalist worked in partnership with Local Aboriginal Services and Joyce Donovan, Aboriginal Health Officer Warrawong to organise an inaugural walk against sexual abuse and family violence from Eden to Wollongong. This was to raise awareness about sexual and family abuse in the Aboriginal Community. A special 'Healing Celebration, was held in Wollongong. A factor highlighted was that it is needed that we have a no tolerance approach to abuse of children, women and culture.
- **Youth Week**  
Council in conjunction with the Department of Community Services funded a number of Youth Week Events across the Shoalhaven. Events included, Mental Health First Aid Course at Sanctuary Point Youth & Community Centre where all participants received an award from Melbourne University. Ulladulla Youth Centre and PCYC organised the band, 'Green Day' to entertain the youth and a skateboard competition. Nowra Youth Centre organised a family fun day/carnival which included face painting and cultural dancing. Shoalhaven Library organised a youth pizza night.
- **Welcoming Babies Ceremony**  
Shoalhaven City Council in conjunction with Shoalhaven District Memorial Hospital, celebrated the inaugural, 'Welcoming Babies Ceremony'. The Mayor presented seventy babies with awards to welcome them into the Community. The families were presented with information bags and a seedling plant to signify new life.
- **Fatherhood Festival**  
Council assisted Shoalhaven Anglicare and other Community Groups to organise a Families First funded, 'Fatherhood Festival' to celebrate the important role that fathers make to our children. Approximately 300 people attended the festival which was held at Nowra Showground and included entertainment by Colin Buchanan a sausage sizzle, rides, games, face painting your Dad and Dad's on Drums.
- **Celebrating Koori Dad's, Pop's, Uncles and Brothers**  
Council assisted Shoalhaven Anglicare and other Community Groups to organise a Families First funded, 'Koori Dad's Celebration' which was held at Nowra Showground. Vic Simms entertained the families and a free BBQ was supplied along with Aboriginal dance, didgeridoo displays, boomerang throwing displays, boomerang making for the kids, jumping castle, family photo's, stories by people from the Community on being a Dad, Pop, Uncle or Brother.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.1 TRANSPORT - to actively encourage and plan an efficient, integrated transport system.</b>			
<b>Strategy: 4.1.1 Develop and implement an integrated transport strategy for the City.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>7. TRAFFIC FLOW FROM NORTH NOWRA TO BOMADERRY &amp; NOWRA</b>			
Complete the review of options to address the issues of future traffic flow from North Nowra to Bomaderry and Nowra as part of the Nowra/Bomaderry Structure Plan process..	Confirm North Nowra Link Road route by June 2006.	CS	Council has worked with senior representatives of the NSW State Government to clarify the procedure for evaluation of the NNL route option and approval processes. In response Council has initiated a major traffic study linked to the broader Nowra/Bomaderry Structure Plan to enhance information on optional route options.
<b>11. ARTERIAL ROAD HIERARCHY</b>			
Review arterial roads as identified by SEPP11 for Shoalhaven City	Determine functional road hierarchy for Shoalhaven City and establish a revised set of arterial roads as defined by SEPP11. Compile by end of June 2006.	CS	Considerable progress has occurred with the investigation of options and benefits of the proposed route options. It is expected that a determination of the preferred route will be finalized in 2006/07.
<b>12. TRAFFIC IMPACT GUIDELINES</b>			
Prepare draft DCP - guidelines for traffic generating development.	Establish working party to determine appropriate traffic impact guidelines for Shoalhaven City and draft DCP completed by June 2006.	CS	A preliminary draft of the (functional) road hierarchy has been completed. Once adopted the DCP will be finalized.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>			
<b>Strategy: 4.2.3 Prepare and implement a strategic plan for the cultural development of the City.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. ARTS BOARD STRATEGIC PLAN</i></b>			
<p>To continue to develop and deliver the Arts Board Strategic Plan.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 4. Creative Communities</i></p>	<p>Deliver arts projects and programs.</p>	<p>CO</p>	<p>The Biennial Arts Awards 2005 were presented at the Ulladulla Civic Centre to an audience of over 200.</p> <p>The Arts Board continues to provide arts support, promotion and opportunity through the Arts Grants program, hire of the mobile gallery, Dialogue and 'What's On' arts information, support for the Shoalhaven Youth Orchestra, the Arts web page on Council's internet site, touring national performances and providing support to many local arts organisations and individuals.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. ARTS FACILITIES</b>			
<p>To further develop Arts Facilities throughout the City.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 4.Creative Communities</i></p>	<p>Support current Arts and cultural needs.</p>	<p>CO</p>	<p>Presented Community Exhibitions Creative Moments and Meroogal Art Prize at the Shoalhaven City Arts Centre along with key exhibitions by Andrew Antoniou and Being at Bundanon; a Bundanon Trust Travelling exhibition and several community Exhibitions.</p> <p>Received donation of a portrait of Fred Nile by artist Steve Harris for the City Art Collection.</p> <p>Secured a \$440,000 grant from the Australian Government Regional Partnerships Program for the Multimedia and Music Centre.</p> <p>Construction Work has started in April on the Multi Media and Music Centre at the Arts Centre.</p> <p>Policies completed for 'The Arts Collection', The School of Arts Guidelines, Arts Centre Volunteers Policy.</p>
	<p>Support the development of a Performing Arts Convention Centre, review its business plan and report to Council in September Quarter.</p>	<p>CO</p>	<p>Continued planning and detail development for Shoalhaven Multi Purpose Cultural and Convention Centre (SMPCCC) as part of the PCG and presenting community usage and management plans at Public Meeting and community consultation forums.</p> <p>Successful development and submission of a grant for \$3.3 Million from the Australian Government Regional Partnership Program to support general construction costs and the 'Studio Theatre' for the SMPCCC.</p>



<b>Principal Activity:</b>	<b>4</b>	<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>		
<b>Objective:</b>	<b>4.2</b>	<b>LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>		
<b>Strategy:</b>	<b>4.2.4</b>	<b>Regularly review, amend and implement the Community Plan objectives to reflect the current community aspirations and priorities.</b>		
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>	
<b>4. COMMUNITY INFORMATION</b>				
Facilitate community access to information and knowledge of local community services. <i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i>	Continue to update and distribute Community Service Directories informally for specific target groups (eg aged, disabled, children and youth).	CO	Community information directories for Aboriginal Services, Disability Services, Services for Seniors, Services for Children & Families and an Arts Directory have been updated and made available in hard copy this year.  The online Directory is updated on a continual basis to ensure the latest information is available.	
<b>5. COMMUNITY INFORMATION DIRECTORY</b>				
Continue to maintain and update the Community Information Directory on-line and in hard copy. <i>Access &amp; Equity Action Areas: All Target Groups - 2. Empowered Communities</i>	Up to date information of services available to the community within the Shoalhaven with hard copy Directory updated on an annual basis. The Online Directory is continually updated throughout the year. The Library is responsible for updating the Community Information Directory.	CO	The annual Shoalhaven Community Information Directory has been updated and produced in hard copy by Shoalhaven Libraries staff. A proactive approach is taken to sourcing groups within the Community to ensure a broad range of information is available.  Online information continues to be updated weekly.	
<b>38. ABORIGINAL CULTURE</b>				
SCC to continue to incorporate appropriate Aboriginal culture in future streetscape and community arts projects, street and park names, and tourist information in consultation with the Aboriginal Advisory Committee. <i>Access &amp; Equity Action Areas: Indigenous - 3. Cohesive Communities</i>	Increased recognition of Aboriginal culture in the Shoalhaven and identification of on-going opportunities.	PL	Aboriginal Culture is continuing to be recognised and considered for future planning projects. Participation in and financial contribution to DEC Working Party project.	

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>48. CALD - ACCESS SERVICES</b>			
<p>Facilitate equitable access to services for persons from a CALD background.</p> <p><i>Access &amp; Equity Action Areas: CALD - 1.Supportive Communities.</i></p> <p><i>Community Plan Strategy: 1.17</i></p>	<p>Implement the strategies identified in Council's LEAPS Access and Equity Plan 2003/2007.</p>	<p>CO</p>	<p>This year Council continued to implement it's Local Ethnic Affairs Policy statement through supporting local multicultural groups and providing a multicultural directory and assisting in the provision of cultural awareness training.</p>
<b>49. CALD - RECREATION, CELEBRATION &amp; SOCIALISATION</b>			
<p>Promote opportunities for recreation, celebration and socialisation for persons from a CALD background and cultural expression.</p> <p><i>Access &amp; Equity Action Areas: CALD - 3. Cohesive Communities.</i></p> <p><i>Community Plan Strategy: 3.8</i></p>	<p>Promote social and recreational activities for persons from a CALD background.</p>	<p>CO</p>	<p>This year the number of opportunities for recreation, celebration and socialisation for people from a CALD background increased. The multicultural social group continued to expand with new members, with a new Thai ladies group formed and a new Italian group formed. harmony day this year was extended to the Primary Schools with a competition on "What does Living in Harmony mean to You?". Some students from Terara Primary School attended a Harmony Day celebration where they witnessed a traditional Indian dance and were rewarded for their artwork.</p>
	<p>Maximise opportunities for community celebration at the City and the local level involving persons from CALD background and identify opportunities to include components of ethnic food, art and dance into celebrations.</p>	<p>CO</p>	<p>Opportunities for use of multicultural dance, food and art has increased in the past year, with ethnic entertainment being used for celebrations such as Harmony Day, International Women's day, Reclaim the night and the "Sea change" festival.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>50. CHILDREN &amp; FAMILIES - SERVICES &amp; NEEDS</b>			
<p>Information about services and service needs for children and families equitably available.</p> <p><i>Access &amp; Equity Action Areas: Children &amp; Families - 2. Empowered Communities.</i></p> <p><i>Community Plan Strategy: 2.13</i></p>	<p>Facilitate sharing of community health information for children and families through information networks and channels.</p>	CO	<p>This year Shoalhaven City Council was involved in the Inaugural "Welcoming Babies Ceremony" at Shoalhaven Hospital in May, where 70 families were given a "Welcome to the Shoalhaven Community" certificate, a bag with Directories of Children's services and information about babies health and a plant(to signify new growth). The Childhood Obesity Network organised a table at Nowra show to promote a healthy lifestyle.</p>
	<p>Provide details of services for children and families in all public libraries.</p>	CO	<p>Residents have access to 3 Children's Services Directories which are available from Council or the Library:- the first is the full list of all sorts of services for children and their families, including sports and recreation clubs and family services. The second one is a small concise version with Child care services and a few important family services, the third is a list of just the licensed child care services with an explanation of the different types.</p>
	<p>Share information in Children and Family Services Interagency relating to services and issues for children.</p>	CO	<p>Council's Community Worker - Generalist continued to share information relating to services and issues for children through the Interagencies and networks.</p>
<b>51. ILLAWARRA AREA ASSISTANCE SCHEME (IAAS)</b>			
<p>Administer and promote the Illawarra Area Assistance Scheme and Projects in the Shoalhaven.</p> <p><i>Access &amp; Equity Action Areas: All Target Groups - 1. Supportive Communities</i></p>	<p>Continued support through project terms.</p>	CO	<p>The Community Projects officer continued to assist Illawarra Area Assistance Scheme funded projects.</p>
	<p>Promote the Illawarra Area Assistance Scheme.</p>	CO	<p>The Illawarra Area Assistance Scheme continued to be promoted throughout the Shoalhaven.</p>

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	Assist groups in applying for funding.	CO	The Community worker - generalist assisted around 25 organisations from the Shoalhaven apply for funding.
	Network with other Illawarra Area Assistance Scheme officers.	CO	The Shoalhaven Community Project Officer continues to network with other Illawarra Area Assistance scheme officers.
<b>52. INDIGENOUS - CELEBRATION &amp; IDENTITY</b>			
Promote community celebration and identity, City wide and locally for Indigenous People. <i>Access &amp; Equity Action Areas: Indigenous -3.Cohesive Communities Community Plan Strategy: 3.7</i>	Promote and facilitate opportunities for community celebration at the City and the local level involving Indigenous persons.	CO	Working with Local Indigenous community to promote NAIDOC events.  Worked in partnership with Aboriginal Medical Service (Jane Ardler Centre) on the Mental Health First Aid Course the course will be
	Collect, share and celebrate the history and culture of Indigenous people in the areas.	CO	Organised & promoted with Local Indigenous events.  Working within partnership with Illawarra Area Health, Department of Housing, Healthy Cities, YWCA, Aboriginal Land Council and Arwon Elders.
	Celebrate NAIDOC Week and support community celebrations showcasing Indigenous culture.	CO	Organised Dinner Dance & Fashion Parade during quarter.  Work continuing on organising NAIDOC Week Celebration.
<b>53. INDIGENOUS - COMMUNICATION &amp; INFORMATION SERVICES</b>			
Communicating and providing information for self help education employment to the Indigenous community. <i>Access &amp; Equity Action Areas: Indigenous - 2.Empowered Communities. Community Plan Strategy: 2.5</i>	Develop strategies to improve service provider's information and access points relating to Indigenous persons.	CO	Mental Health First Aid Course this course was offered free for Community members over 2 days Thursday 4th and 11th May 2006.  Published and distributed new edition of SKIN.
	Employment of an Aboriginal Library Assistant to be trained to communicate with the Indigenous community regarding Library services.	CO	An Aboriginal Library Assistant has been employed since June 2005 and continues to be trained in library and customer services.

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<b>54. INDIGENOUS - LEARNING &amp; EMPLOYMENT OPPORTUNITIES</b>			
Provide and facilitate access to learning and employment opportunities for Indigenous persons.  <i>Community Plan Strategy: 2.7</i>	Provide and promote that foster literacy for Indigenous persons and promote opportunities and support services and networks for young Indigenous persons leaving school early.	CO	Distributed "Be A Leader Pamphlet".  Ran a L.O.T.I.E Programme during this quarter.
	Support strategies identified in the Shoalhaven Safe Community Partnership Plan to educate and employ Aboriginal people.	CO	Conducted L.O.T.I.E Programme during this quarter.
<b>55. INDIGENOUS - PROMOTE IDENTITY</b>			
Promote identity of Indigenous persons in the community.  <i>Access &amp; Equity Action Areas: Indigenous - 4.Creative Communities. Community Plan Strategy: 4.6</i>	Identify, foster and share information that promotes positive images and showcases the achievements and stories of Indigenous persons, particularly in relation to positive parenting and values of families.	CO	Publish SKIN (Shoalhaven Koori Network) Magazine which provides information and profiles on Aboriginal agencies and the people who work for and with these agencies. Information in this magazine benefits the wider community by providing an insight into how the agencies operate and the duties they perform.  SKIN has improved understanding of issues relating to Indigenous people within the City of Shoalhaven.
	Promote good role models, particularly for Indigenous youth in the community.	CO	Distributed SKIN Magazine. L.O.T.I.E. Program undertaken.
	Promote Indigenous services and publications (eg SKIN).	CO	Printed the 12th Edition of SKIN (Shoalhaven Koori Information Network) Magazine. This edition of the magazine highlights the Morning Tea, Walk Against Sexual Abuse, NAIDOC Flag Raising and Invitation to Dinner Dance and partnership with South Coast Medical Service Aboriginal Corporation Mental Health First Aid.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>56. INDIGENOUS - SAFE COMMUNITY PARTNERSHIP PLAN</b>			
Support the Shoalhaven Safe Community Partnership Plan to build a safe and healthy community.  <i>Access &amp; Equity Action Areas: Indigenous - 1.Supportive Communities</i>  <i>Community Plan Strategy: 1.12</i>	Partner with relevant service providers to promote health and nutrition for Indigenous persons.	CO	Working with the Cardio Vascular Program Co-ordinator for Indigenous people to reduce the mortality rate caused by diseases including Diabetes, Heart Disease and Renal Failure.
	Implement strategies identified in Living Futures Shoalhaven to enhance safety, belonging and independence for Indigenous persons.	CO	Working in partnership with Illawarra Area Health Walk Against Sexual Abuse and Family Violence
<b>57. OLDER PERSONS - COMMUNITY CELEBRATION &amp; IDENTITY</b>			
Promote community celebration and identity, City wide and locally for older persons.  <i>Access &amp; Equity Action Areas: Older Persons - 3.Cohesive Communities</i>  <i>Community Plan Strategy: 3.2</i>	Promote and facilitate opportunities for community celebration at the City and the local level involving older persons.	CO	Opportunities for community celebration at the City and the local level involving older persons was promoted and facilitated by Seniors Week activities and the distribution of the revised Activities for Seniors brochure.
	Continue to collect history and heritage of the City and local areas.	CO	Information and material relevant to the history of the Shoalhaven continues to be collected by the Local Studies Librarian. All material is available to the public for use within the Library.
<b>58. OLDER PERSONS - HEALTH &amp; WELL BEING</b>			
Promote health and well being for older persons.  <i>Access &amp; Equity Action Areas: Older Persons - 1.Supportive Communities.</i>  <i>Community Plan Strategy 1.2</i>	Partner with Illawarra Area Health Service to promote health and nutrition and falls prevention for older persons.	CO	Staff consulted with staff from Illawarra Area Health Service in the development of fitness programs, compilation of a grant application and Seniors Week activities.

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<b>59. OLDER PERSONS - NETWORKING</b>			
Establish an effective mechanism for networking, consultation and assessment of needs of older persons.  <i>Access &amp; Equity Area: Older Persons - 1.Supportive Communities.</i>  <i>Community Plan Strategy 1.4</i>	Develop and maintain effective partnership with Illawarra Area Health Service.	CO	Staff developed and maintained effective partnership with South East Sydney and Illawarra Area Health Service through the development of fitness programs, attendance at Northern Shoalhaven Health Consumers Forum, joint grant application, Seniors Week activities and future planning.
	Continue to support the Shoalhaven Access Advisory Committee.	CO	Community Development Officer Ageing and Disability maintained involvement with Shoalhaven Access Advisory Committee, preparing several reports on topics relevant to the Committee
	Consult and advise across Council teams to ensure needs and issues of older persons are incorporated into planning and service provisions.	CO	Access needs of older persons and people with disabilities brought to the attention of the Shoalhaven Access Advisory Committee;  Continued to provide comments on relevant Development Applications regarding access issues.
<b>60. OLDER PERSONS - PUBLIC AND PERSONAL SAFETY</b>			
Improve public and personal safety for older persons, including perceptions of safety.  <i>Access Equity Action Area: Older Persons - 1. Supportive Communities.</i>  <i>Community Plan Strategy 1.3</i>	Implement strategies identified in Living Futures Shoalhaven to educate community members on techniques of securing their property and themselves.	CO	Preparation and presentation of two Scooter Safety Workshops and other activities in Community Safety Week and Seniors Week.
	Review membership of Access Committee to ensure older persons needs are represented.	CO	Access Advisory Committee continues to include members of the community who are seniors.
	Encourage seniors to provide input to Access Committee in relation to safety issues.	CO	Seniors encouraged to provide input to Access Committee in relation to safety issues at every opportunity.

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	Ensure issues relating to safety issues, design and improvements are considered in planning processes.	CO	Community Development Officer Ageing and Disability provided input into Development Applications.  Council staff attended the Shoalhaven Social Housing Forum
<b>61. OLDER PERSONS - RECREATION &amp; SOCIALISATION</b>			
Promote opportunities for recreation and socialisation for older persons.  <i>Access &amp; Equity Action Area: Older Persons - 3. Cohesive Communities.</i>  <i>Community Plan Strategy 3.1</i>	Promote social and recreational activities for seniors.	CO	Activities for Seniors Brochure was distributed throughout the Shoalhaven with a new edition being released during Seniors Week.  An increased number of events were conducted during Seniors Week.  Council staff supported the Community in the development of Men's Sheds at Berry and Woollamia.
	Promote social and recreational activities for seniors including Seniors Week and Carers Week events and other community activities.	CO	Seniors Week events were planned and conducted throughout the Shoalhaven.  A second edition of Activities for Seniors was prepared and distributed.
<b>62. OLDER PERSONS - SERVICES &amp; FACILITIES</b>			
Facilitate access and accessibility to services and facilities for older persons.  <i>Access &amp; Equity Action Area: Older Persons - 1.Supportive Communities.</i>  <i>Community Plan Strategy 1.5</i>	Encourage and lobby private bus companies to improve access for older persons.	CO	Staff were involved with, and supported, the Shoalhaven Transport Working Group.  Staff assisted in the compilation of a survey into the transport needs of the Southern Shoalhaven.
<b>63. PERSONS WITH A DISABILITY - CELEBRATIONS</b>			
Ensure persons with a disability are included in opportunities for celebration, City wide and locally.  <i>Access &amp; Equity Action Area: Persons with a Disability - 3. Cohesive Communities.</i>  <i>Community Plan Strategy 3.10</i>	Promote and facilitate opportunities to develop and celebrate identity at City and local level involving persons with a disability.	CO	Events for International Day of people with Disability 2005 were celebrated throughout the Shoalhaven. Preparations for International Day of people with a Disability 2006 commenced.



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	Promote and facilitate opportunities for community celebration at City and local level involving persons with a disability.	CO	Program for International Day of People with a Disability 2005 developed and events took place throughout the Shoalhaven. Preparations commenced for activities in 2006.
<b>64. PERSONS WITH A DISABILITY - HEALTH &amp; WELL BEING</b>			
<p>Promote health, well being and safety for persons with a disability.</p> <p><i>Access &amp; Equity Action Area: Persons with a Disability - 1. Supportive Communities.</i></p> <p><i>Community Plan Strategy: 1.18</i></p>	Partner with Illawarra Area Health Service to promote health and well being strategies for persons with a disability.	CO	Staff partnered with South East Sydney and Illawarra Area health Service on a number of initiatives including: Fun and Fitness program, Beautiful Soul program, grant applications, Helping Hands and Scooter Safety Workshop.
	Implement strategies identified in Living Futures Shoalhaven to educate community members on techniques of securing their property and themselves.	CO	A number of strategies were implemented including Beautiful Souls Workshop, activities for Community Safety Week, Scooter Safety Workshop.
	Advocate for increased Community Transport options, including greater flexibility of services.	CO	Staff were involved in the Shoalhaven Transport Working group.
<i>Community Plan Strategy 1.19</i>	Encourage persons with a disability to provide input to Access Advisory Committee in relation to safety issues.	CO	People with a Disability encouraged to provide input into Access Advisory Committee at Shoalhaven Disability Forum, HACC Forum and Disability Day activities.
<b>65. PERSONS WITH A DISABILITY - NETWORKING</b>			
<p>Establish an effective mechanism for networking, consultation and assessment of needs of persons with a disability.</p> <p><i>Access &amp; Equity Action Area: Persons with a Disability - 2. Empowered Communities.</i></p> <p><i>Community Plan Strategy 2.10</i></p>	Review the Disability Action Plan.	CO	Initial review of Disability Action Plan undertaken. Quotes sought for full review.

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	Continue to support Disability Services and Carers Interagencies in the Local Government area.	CO	Community Development Officer Ageing and Disability was a member of the following forums: * Shoalhaven Disability Forum; * Respite Co-ordination Group; * Regional Access Advisory Forum; * Regional HACC Forum; * Shoalhaven HACC Forum; * North Shoalhaven Health Consumers Forum. * Shoalhaven Social Housing Forum * Shoalhaven Transport Working Group
	Consult and advise across Council to ensure needs and issues of persons with a disability are incorporated into planning and service provisions.	CO	Access needs of people with disabilities discussed at Shoalhaven Access Advisory Committee; Provided comments on Development Applications regarding access issues.
	Continue to support the Shoalhaven Access Advisory Committee.	CO	Community Development Officer Ageing and Disability continued to provide input to the Access Advisory Committee and attended meetings.
<b>66. PERSONS WITH A DISABILITY - RECREATION &amp; SOCIALISATION</b>			
Promote opportunities for recreation and socialisation for persons with a disability. <i>Access &amp; Equity Action Area: Persons with a Disability - 3. Cohesive Communities.</i> <i>Community Plan Strategy 3.9</i>	Ensure venues for socialisation and recreation can be accessed and are suitable for use by persons with a disability.	CO	Access the Shoalhaven Website continued to be updated throughout the year. Mobi Mat installed at Mollymook Beach.
	Promote social and recreational activities for persons with a disability.	CO	Access the Shoalhaven Website continued to be updated throughout the year. Mobi Mat installed at Mollymook Beach.

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<b>67. WOMEN &amp; MEN - CULTURAL EXPRESSION OPPORTUNITIES</b>			
<p>Provide and facilitate opportunities for cultural expression, participation and appreciation for men and women.</p> <p><i>Access &amp; Equity Action Area: Women &amp; Men - 4. Creative Communities</i></p> <p><i>Community Plan Strategy 4.11</i></p>	<p>Continue to support International Women's Day, Picnic in the Park, Reclaim the Train and NAIDOC activities.</p>	CO	<p>Council's Community worker - Generalist continued to support International Women's day and Reclaim the night activities. The Picnic in the Park and reclaim the train were one-off events.</p>
<b>68. WOMEN &amp; MEN - SERVICES AND NEEDS</b>			
<p>Information about services and service needs for men and women equitably available.</p> <p><i>Access &amp; Equity Action Area: Women &amp; Men - 2. Empowered Communities.</i></p> <p><i>Community Plan Strategy 2.15</i></p>	<p>Facilitate sharing of community health information for men and women through information networks and channels.</p>	CO	<p>Council's Community workers continued to facilitate the sharing of community health information for men and women through the information networks and channels.</p>
<b>69. YOUTH - COMMUNICATION &amp; INFORMATION SERVICES</b>			
<p>Integrated communication and information about services available for youth.</p> <p><i>Access &amp; Equity Action Area: Access &amp; Equity Action Areas: Youth - 2. Empowered Communities.</i></p> <p><i>Community Plan Strategy 2.3</i></p>	<p>Develop strategies to improve service provider information and access points relating to youth.</p>	CO	<p>The Youth Services Field Guide is a information booklet for workers and young people to increase the effectiveness of referrals.</p>
	<p>Maintain and update publications relating to services and facilities for youth.</p>	CO	<p>YDO maintained and updated publications through work on the Integrated Youth Plan and updated previous strategies. YDO assisted with the collation of information for the Youth Services Field Guide, which is a guide that increases the effectiveness of referrals and young peoples knowledge of services. The development and distribution of council's Youth Advisory Committee's Brochure will encourage young people to become involved and advise on issues that affect them. YDO has access to Youth Community Radio and informs of updated and available services, programs, events, activities and training opportunities for young people via a medium that they use.</p>

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	Promote education forums and information for community workers to grow worker's knowledge of youth services and issues.	CO	YDO promoted and provided training for new Youth Workers. YDO nominated as South Coast member to YAPA. Information is distributed to Youth Workers concerning grants, youth issues and services on a regular bases.
<b>70. YOUTH - HEALTH &amp; WELL BEING</b>			
<p>Promote safety, health and well being for youth.</p> <p><i>Access &amp; Equity Action Area: Youth - 1. Supportive Communities.</i></p> <p><i>Community Plan Strategy 1.9</i></p>	Implement the recommendations of the Shoalhaven City Council Southern Shoalhaven Youth Needs Assessment 2002/2003 and the Northern Shoalhaven Youth Needs Assessment 2002/2003.	CO	The bus gained for Nowra Youth Centre has been very valuable and addressed the major issue of transport for both young people in Northern and Southern Shoalhaven. Youth Week Celebrations across the whole of the Shoalhaven were very successful and included some great initiatives supported by the YDO. The activities included a Youth Mental Health First Aid Course, Carnivale fun day with a sausage sizzle, face painting, fairy floss, bollywood dance and aboriginal dance. A culmination event was held at PCYC with a skate board competition and a Green Day covers band event.
	Facilitate partnerships and liaison between youth and local police and relevant bodies.	CO	The Development and implementation of a street work plan in partnership with Nowra Youth Centre, local business houses and the Police has been very effective. YDO continues to work with Living Futures Committee.
<b>71. YOUTH - LEARNING &amp; EMPLOYMENT</b>			
<p>Provide and facilitate access to learning and employment opportunities for youth.</p> <p><i>Access &amp; Equity Action Area: Youth - 2. Empowered Communities.</i></p> <p><i>Community Plan Strategy 2.4</i></p>	Advocate for more local training and education opportunities for youth.	CO	The meeting organised and facilitated with local business and youth was very positive and informative for all concerned. Working with the Shoalhaven Consultative Committee has also provided training and education opportunities for local young people.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Promote services and facilities that provide access to training, education and lifelong learning.	CO	YDO made a presentation at the University of Sydney 'Inspire Conference'. Funds were made available for young people to attend varied Leadership courses and events. SCC exhibited at the Careers Expo at Shoalhaven Campus.
	Implement strategies identified in Living Futures Shoalhaven to increase education options for youth who do not thrive in traditional school environments.	CO	The YDO through working with Youth Service providers supported young people who do not thrive in a traditional school environment. Many of the Youth Service providers have outreach, therefore the YDO could support young people across all areas of the Shoalhaven.
	Facilitate access to information and use of the Internet for youth.	CO	The 'Unlimited Potential' program has seen a lot of youth develop and improve computer and internet literacy.
<b>72. YOUTH - SERVICES</b>			
Facilitate access and accessibility to services and facilities for youth. <i>Access &amp; Equity Action Area: Youth - 1. Supportive Communities. Community Plan Strategy 1.11</i>	Ensure that culturally appropriate youth services are accessible to Aboriginal young people.	CO	YDO works with committees that ensure appropriate youth services are accessible to Aboriginal people, both young and parents.
	Lobby to increase affordable housing for youth in the City.	CO	There are many partnerships in place to lobby and increase the amount of affordable youth housing in the city.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>			
<b>Strategy: 4.2.5 Provide the community with extensive, accurate and accessible educational, recreational and cultural resources.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. LIBRARY SERVICE</b>			
Provision of a Library service that is accessible, innovative and relevant to the community served. <i>Access &amp; Equity Action Area: All Target Groups - 2. Empowered Communities.</i>	Customer satisfaction with library service  Percentage of information requests filled on day requested; Issues per annum; Visits per annum; Use of library technology.	CO	80% of information requests were filled on day requested.  Issues per annum - 624,297 Visits per annum - 363,285 Use of Library Technology - 30,539
	Effectiveness of Library service  Issues per capita; Visits per capita; Average number of issues per volume; In-house Library resources – number used per quarter; % of stock less than 5 years old; % of stock discarded.	CO	Issues per capita - 6.98 Visits per capita - 4.06 Av. number of issues per volume - 3.45 In-House Library resources - number used per quarter - n/a % of stock less than 5 years old - 51% % of stock discarded - 6.25%
	Efficiency of Library Service  Expenditure per capita; Expenditure per issue; Acquisitions per annum.	CO	Expenditure per capita = \$19.11 Expenditure per issue = \$2.54 Acquisitions per annum - Shoalhaven = 15360 Acquisitions per annum - Shoalhaven, Eurobodalla, Kiama = 21786
<b>2. LIBRARY STRATEGY</b>			
Review the status of improvement plans for Council libraries. <i>Access &amp; Equity Action Area: All Target Groups - 2. Empowered Communities</i>	Annual review and progressive implementation of the Library Strategic Plan.	CO	Plans for new branches are included in Council's Section 94 Plans. The State Library of New South Wales Conducted a review of Library Services during October 2005.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Improved library facilities.	CO	<p>The gate above the stairs in the Nowra library has been replaced with one that ensures the safety of children using the library.</p> <p>New name signs have been erected - at Nowra a large new sign SHOALHAVEN LIBRARIES has been erected on the back of the library as well as 10 BERRY ST erected on the side of the library.</p> <p>Ulladulla Library has had a new desk installed which allows for increased work space.</p> <p>Ulladulla and Sanctuary Point Libraries have new Library signage placed on their windows.</p> <p>There have been improvements made to security lighting at Ulladulla and to internal lighting at Nowra.</p> <p>Colourful retractable advertising signs and environmentally friendly library bags have been purchased as promotional material.</p> <p>Air conditioning has been added to the workroom at Sanctuary Point and a fan installed within the Milton Library.</p> <p>A new photocopier has been purchased for Ulladulla. Photocopying facilities are now available at Milton Library.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Works program developed to enhance access and facilities in library buildings.	CO	<p>The exterior of Nowra Library has been cleaned and the fibro cladding repainted. Repairs have been made to the roof at Ulladulla Library and new carpet laid in the work area and Visitors Centre.</p> <p>Sanctuary Point Library has had the railing ramps repainted to freshen up the external appearance.</p>
<b>3. LIBRARY SERVICES TO OUTLYING AREAS</b>			
<p>Investigate the improvement of library services to remote areas and small towns and villages.</p> <p><i>Access &amp; Equity Action Area: All Target Groups - 2. Empowered Communities.</i></p>	Investigations undertaken into improved access to library services and facilities for residents in small towns and remote communities.	CO	Residents in outlying areas have access to the library's resources through the WebOPAC, and through the Mobile Library which visits small towns, villages and schools throughout the Shoalhaven on a fortnightly basis.



Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. CHILDREN - LIBRARIES</b>			
<p>SCC to continue and where possible enhance children's libraries as a section in all library branches.</p> <p><i>Access &amp; Equity Action Area: Children &amp; Families - 2. Empowered Communities.</i></p>	Enhanced library services for children.	CO	<p>Craft &amp; story mornings, school holiday workshops and class visits, aimed at both pre-schoolers and primary school children, have been regularly held in all branches.</p> <p>During September the Annual Simultaneous Storytime was held throughout Australia with all libraries and schools reading the same book at the same time. This year the book was 'Wombat Stew'.</p> <p>Colleen Langan has now completed her outreach story telling sessions visiting many Childcare Centres, Preschools and Playgroups throughout the Shoalhaven. Colleen's sessions were made possible through a Library Development Grant from the SLNSW.</p> <p>A 'Library Idol' competition was held at the library in August. Auditions were held prior to the finals with primary school children attending from all corners of the Shoalhaven. This was a resounding success and is poised to become an annual event.</p>
	Numbers attending story time sessions.	CO	During the year 2971 children attended story time sessions held by Shoalhaven Libraries.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Children's book week activities.	CO	<p>Children's Book Week was held from August 22nd to 27th this year with the theme 'Reading Rocks'. All libraries were imaginatively decorated.</p> <p>Our special guest was Gus Gordon, a cartoonist and illustrator, who entertained children over three sessions and the Nowra Library 'Reader's Theatre' performed "Dougal, the garbage dump bear".</p> <p>The Book Week presentations were held on the Friday afternoon with our sponsors and Councillor John Anderson presenting the awards. Guests were entertained by the Finalists in the Library Idol competition.</p>
	Continued acceptable level of resources acquired to meet Children's needs.	CO	During the year a total of 22.08% of all new items transferred to circulation were suitable for children. These resources included books, kits, talking books, CDs, and DVDs.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>5. YOUTH – LIBRARIES</b>			
<p>Continue to provide accessible and relevant information to assist with lifestyle, education and recreation.</p> <p><i>Access &amp; Equity Action Area: Youth - 2. Empowered Communities.</i></p>	<p>Enhanced library services for Youth.</p>	<p>CO</p>	<p>Ulladulla held a Youth CD Pix night - entitled "Rock Music in the Library" in August with students attending to listen to live music and to select CDs for the Library collection. Milton Library also purchased some CDs for the youth collection.</p> <p>Nowra Library set up a HSC helpdesk during October and November to assist HSC students prepare for the HSC exams and for advice on resources. A HSC survey was distributed to all local High Schools requesting feedback on resources and programs required by HSC students in the Library. Library staff also attended a workshop at the State Library to learn about HSC resources and strategies to assist HSC students.</p> <p>Class visits for junior high schools students and students from the Youth Pathways program were conducted at Nowra Library.</p>
	<p>Continued acceptable level of resources acquired to meet youth needs.</p>	<p>CO</p>	<p>During the year 8.54% of all new items transferred to Shoalhaven Libraries were specifically targeted to the youth.</p> <p>These items included books, CDs, Videos, DVDs, HSC resources, educational and lifestyle materials.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Youth Week activities.	CO	Youth Week was celebrated in April with a Band and Pizza Evening at Nowra. Five bands performed, including an all girl group for the first time. Over 112 teenagers attended this very popular evening.
<b>6. OLDER PEOPLE - LIBRARIES</b>			
<p>To maintain the provision of services to the older members of the community (Talking Books, Large print materials, Adaptive technologies and Home Library Services).</p> <p><i>Access &amp; Equity Action Area: Older Persons - 2. Empowered Communities</i></p>	Continued acceptable levels of those resources required by the older persons.	CO	<p>During the year 16.56% of all new items transferred to Shoalhaven Libraries were suitable for use by older members.</p> <p>These resources included Large Print Books, Talking Books on Tape and Disk, Videos, DVDs and CDs.</p>
	Use of Home Library Services.	CO	<p>During the year there were a total of 18,671 items delivered to 879 Home Library Service members. These included individual members and Retirement Villages.</p> <p>As well as library items, simple cassette players are also loaned to Home Library Service members if required.</p>
<b>7. ENHANCED ACCESS TO LIBRARY SERVICES</b>			
<p>Continue to develop methods to allow easier access to library services and materials.</p> <p><i>Access &amp; Equity Action Areas: Persons with a Disability - 2. Empowered Communities.</i></p>	Have Ezi Walkers and other aids available for use within the library service.	CO	<p>Aids available for use within the library include Ezi Walkers, Baskets and Magnifying glasses.</p> <p>Interior lighting in the Libraries continues to be updated.</p> <p>A Large computer monitor with adaptive technology is available for those with special needs.</p>

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
	Provision of suitable resources (such as Talking Books, Large Print Materials, Adaptive technologies).	CO	Resources provided include - Large Print books, Talking Books on Tape and Disk, DVDs and Videos with text, CDs. Technological resources include a large PC monitor for internet use and adaptive technology for those with special needs.
	Supply any resource within the library service required by Home Library members.	CO	HLS members have access to the full range of library materials and services and requests can be made via telephone, fax, email or online.  If HLS members have access to a PC they can access databases provided through NSW.net, the library catalogue and make reservations online, which can be delivered in the HLS run.
<b>8. BOOKS IN OTHER LANGUAGES</b>			
Respond to requests from the ethnic community for access to materials in other languages held by the State Library of NSW (SLNSW).  <i>Access &amp; Equity Action Area: CALD - 2. Empowered Communities.</i>	Numbers of requests for books in other languages from the SLNSW.	CO	There were 33 requests for materials in other languages during the year. Languages include Greek, Russian, Spanish, French and Croatian.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>			
<b>Strategy: 4.2.6 Investigate options for Crown Reserve amalgamations through the Open Space Plan.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. RECREATION PLANNING</i></b>			
Proposal to Crown for Crown Reserve Trust Amalgamations by end fourth quarter.	Proposal submitted for Crown consideration by end June quarter.	CO	The Crown Lands Department have accepted Council's proposal for the Crown Reserve Trust amalgamations. The process of amalgamation is a long process and has commenced with the Shoalhaven City Cemetery Reserves Trust being formalised, with the commencement of relevant gazettal notices.

<b>Principal Activity:</b>	<b>4</b>	<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>	
<b>Objective:</b>	<b>4.2</b>	<b>LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>	
<b>Strategy:</b>	<b>4.2.7</b>	<b>Undertake Open Space Plan to determine adequacy of current supply of open space.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. RECREATION PLANNING</i></b>			
Open Space Plan brief to be advised in fourth quarter.	Open Space Plan consultant to be selected in June Quarter.	CO	Final draft report of the Open Space Plan has been completed.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>			
<b>Strategy: 4.2.8 Investigate provision of new sporting fields in Planning Area 1.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. RECREATION PLANNING</i></b>			
Undertake Area 1 investigation and survey and proceed with design proposal for playing fields in the Nowra area by end of fourth quarter.	Land acquisition presents quality sporting field development opportunity.	CO	Stage 1 Masterplan for the Wondalga sporting field complex has been completed. The staging of the project was subsequently adopted by the Sports Board and Council, with funds allocated in the Management Plan for implementation.



<b>Principal Activity: 4</b>		<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>	
<b>Objective: 4.2</b>		<b>LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>	
<b>Strategy: 4.2.9</b>		<b>Engage consultants to work with the sporting community to investigate the feasibility of an Indoor Sports Complex in the northern Shoalhaven.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. RECREATION PLANNING</i></b>			
Feasibility Study completed by end fourth quarter.	Proposed locations for new facilities identified and estimates prepared by end June quarter.	CO	The Report on the Northern Shoalhaven Multipurpose Indoor Sports Stadium was completed by Strategic Leisure and the preferred location and scale of building adopted by Council. Implementation of the report recommendations has commenced in accordance with the requirements of the Local Government Act.

<b>Principal Activity:</b>	<b>4</b>	<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>	
<b>Objective:</b>	<b>4.2</b>	<b>LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>	
<b>Strategy:</b>	<b>4.2.10</b>	<b>Prepare Plan of Management to guide future use of Berry Showground.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>7. RECREATION PLANNING</b>			
Plan of Management to commence by end fourth quarter	Proposed locations for new facilities identified by end June quarter.	CO	Berry Showground Plan of Management completed and adopted by Council. Facilities required to comply with the Camping and Caravan regulations have been identified.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.2 LIFESTYLE - to foster a diversity of educational, cultural, social and leisure activities to enrich the lifestyle of residents and visitors.</b>			
<b>Strategy: 4.2.11 Provide the community with services/ opportunities to reflect and remember deceased persons in an appropriate manner</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. CEMETERY &amp; CREMATORIUM SERVICES</i></b>			
Facilitate special Mothers Day, Children's Memorial, All Saints and other services and host a wide range of family and other groups who visit Council's facilities	Maintain and operate attractive grounds, Chapel and Catering Service in which to host services and functions for the community on appropriate occasions.	CO	<p>A number of special memorial events were planned &amp; co-ordinated by the cemeteries &amp; crematorium administration during the year. All events were well attended.</p> <p>There has also been an increase in the number of aged care and nursing student groups who visited the visited the Worrigeer Road lawn cemetery &amp; crematorium for guided tours and inspections.</p>

<b>Principal Activity:</b>	<b>4</b>	<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>		
<b>Objective:</b>	<b>4.3</b>	<b>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.</b>		
<b>Strategy:</b>	<b>4.3.1</b>	<b>Develop and provide programs and services to improve the health and amenity of the community.</b>		
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>	
<b><i>1. IMMUNISATION SERVICE</i></b>				
Provide an effective and efficient immunisation service and promote childhood immunisation in conjunction with State and Federal Health agencies.  <i>Access &amp; Equity Action Area: Children &amp; Families - 1. Supportive Communities</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).	DE	94% of children in the Shoalhaven aged 24 to <27 months are fully immunised which is consistent with the NSW average of 91% according to the Australian Childhood Immunisation Register (ACIR).	

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>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.</b>			
<b>Strategy: 4.3.2 Prepare and implement a strategy for public safety.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>7. SAFE DESIGN IN DEVELOPMENTS &amp; PUBLIC SPACES</b>			
<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 &amp; Equity Action Area: All Target Groups - 1. Supportive Communities.</i></p>	<p>Implement the Crime Prevention Through Environmental Design DCP by end of December quarter.</p>	<p>PL</p>	<p>The Guidelines are finalised for release as advisory guidelines and will be available after publishing.</p>

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.</b>			
<b>Strategy: 4.4.2 Develop service standards for the management of Council assets.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. OPEN SPACE MAINTENANCE SERVICE AGREEMENT</i></b>			
Increase the effectiveness of the Open Space Service Agreement through improved performance monitoring.	Results of performance monitoring reported to Council quarterly.  Service Agreements to be reviewed and finalised with the Internal and External Service Provider by end of July.	CO	Open Space Maintenance Agreement finalised and with Group Directors for sign off.  Review of OSMA in progress. Next FY will be limited to Parks and Sportsgrounds only. Document being updated as resources allow.  Report prepared for Council on review of litter bins.  Report prepared to Council on system for acceptance of new reserves / assets in agreement.
	Results of performance monitoring reported to Council quarterly.  Service Agreements to be reviewed and finalised with the Internal and External Service Provider by end of July.	CO	Open Space Maintenance Agreement finalised and with Group Directors for sign off.  Review of OSMA in progress. Next FY will be limited to Parks and Sportsgrounds only. Document being updated as resources allow.  Report prepared for Council on review of litter bins.  Report prepared to Council on system for acceptance of new reserves / assets in agreement.
<b><i>4. WATERWAYS FACILITIES</i></b>			
Review the Waterways Infrastructure Strategy.	Review reported to Council by June 2006.	CS	A review of project priorities has been completed and a Draft Waterways Asset Management Plan revision completed. Additional investigation is in progress regarding options for the western Shoalhaven River. The revised Plan is expected to be finalized and reported to Council in September.

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
	Review reported to Council by June 2006.	CS	A review of project priorities has been completed and a Draft Waterways Asset Management Plan revision completed. Additional investigation is in progress regarding options for the western Shoalhaven River. The revised Plan is expected to be finalized and reported to Council in September.

<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.</b>			
<b>Strategy: 4.4.3 Maintain and develop the Cemetery sites to a high standard</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>2. CEMETERY &amp; CREMATORIUM</b>			
Execute scheduled and special maintenance of grounds and structures and ensure development of relevant and attractive disposition and interment options for the community.	Develop new lawn graves, memorial and landscaped garden areas and maintain to a high standard.	CO	<p>Notable projects were the construction of burial and memorial gardens in Segments 5 and 6 at the Lawn Cemetery, Worrige. Work also commenced on the expansion of the cemetery into 'Segment 7' which will provide ~1,000 burial plots.</p> <p>The Children's Burial Section at Sandridge Cemetery (Mollymook) was also re-landscaped.</p>



<b>Principal Activity: 4 IMPROVING COMMUNITY FACILITIES AND SERVICES</b>			
<b>Objective: 4.4 COMMUNITY INFRASTRUCTURE (FACILITIES) - to establish and manage assets to meet community needs.</b>			
<b>Strategy: 4.4.4 Implement Annual Capital and Maintenance Works Programs.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>2. COORDINATE MAINTENANCE WORKS PROGRAMS</b>			
<p>Coordinate and monitor the implementation of the following maintenance works programs with internal and external service providers:</p> <p>Roads:</p> <p>Roads; Bridges; Cycleways; Footpaths; Kerb &amp; Guttering; Car parking ; Streetscapes</p> <p>Parks, Gardens &amp; Sporting Facilities</p> <p>Waterways - Coastal, stormwater/drainage, floodplain, waterways, estuaries</p> <p>Public Conveniences</p> <p>Public Buildings.</p>	<p>Maintenance Programs prepared to maximise the levels of service within defined budget targets by August 2005.</p>	<p>CS</p>	<p>Work orders have been released for public buildings; bus shelters; flood mitigation; bridges; waterways; gravel road and reseal programs issued as well as Road Maintenance (General) Programs. A small number of programmed maintenance items will not be completed by 30 June 2006 and will carry over to next year.</p>
<b>3. IMPLEMENTATION OF CAPITAL AND MAINTENANCE WORKS PROGRAMS</b>			
<p>Implement capital and maintenance works programs in accordance with Service Agreements.</p>	<p>Maintenance programs to be delivered in accordance with Service Agreement requirements. Progress statement to show: Funds spent vs Funds Allocated (in dollars and as a %) for each Service Agreement or major program;</p>	<p>CS</p>	<p>High compliance rates were achieved for most service agreement requirements.</p>

<b>Principal Activity: 4</b>		<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>	
<b>Objective: 4.5</b>		<b>IMPROVING COMMUNITY FACILITIES AND SERVICES</b>	
<b>Strategy: 4.5.1</b>		<b>Assess the need and priority for the provision, replacement and maintenance of assets.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. CORPORATE LONG TERM WORKS PROGRAM</i></b>			
To ensure that Council's property portfolio is managed through appropriate acquisitions and disposals to provide for the current and longer term strategic needs of the Shoalhaven City	Complete and prioritise a list of proposed strategic land acquisitions and disposals by December 2005 and maintain thereafter.	CS	A list of proposed strategic land acquisitions and disposals have been completed and submitted to Property Steering Committee. Commercial and residential land surplus to Council's strategic planning needs are being marketed in accordance with 10 year plan and Council resolutions.
	Progressively acquire properties or dispose of Council property as resolved.	CS	Properties were acquired and disposed of throughout the year as resolved by Council.
	Review the strategic property acquisition and disposal on a continuing basis.	CS	Regular meetings throughout the year were held to review property strategy and issues and property dealings through Corporate Committee and Council Property Steering Committee.

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

## Scope of the Activity

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

Shoalhaven Water's Water and Wastewater operations are classified as Category 1 Businesses under the NSW Government Policy on the Application of the National Competition Policy to local government. As a result, Shoalhaven Water has been "annexed" from Council's normal activities to allow compliance with the policy as follows:

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

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

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

The water supply system consisted of four major storage dams, four water treatment plants, 39 service reservoirs, 29 pumping stations and 1,500 km of mains with a current written down value of \$151 million. The system is administered and operated by a team of professional and trained operational staff. There are currently 48,511 assessments and the two major industrial customers are the Shoalhaven Paper Mill and Shoalhaven Starches. The Shoalhaven River is the principal water source whilst the Porters Creek tributary of the Clyde River provides a significant proportion of the water for the area between Lake Conjola and Lake Tabourie. The annual operating revenue is \$17 million.

There are ten separate sewerage systems comprising ten treatment plants, 203 pumping stations and 1024 km of sewer mains having a current written down value of \$169 million serving an existing 41,536 properties. The annual operations revenue is \$33 million.

## Strategic Issues

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

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

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

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

Council is currently negotiating its water supply entitlement with the NSW Government.

As an outcome of community consultation on the Metropolitan Water Plan, the "NSW Government recognizes that a secure supply of water is essential for the growth of the Shoalhaven region. Changes to the transfer of water (to Sydney) will not affect present or future water supply available to these communities."

As at the 30<sup>th</sup> June 2006 Council is negotiating protocols for water releases from Tallowa Dam.

## Highlights for 2005/06

- **Conjola Regional Sewerage Scheme**

The construction of the scheme is well advanced with the northern and southern wastewater treatment plants scheduled for completion early next year. The construction of the transportation system is well under way with the northern villages reticulation systems 50% complete.

The \$53m scheme (the largest in the City's history) is programmed for staged completion commencing early 2007 for properties to connect.

The scheme will have health and significant environmental benefits by elimination of discharges from on-site sewerage management systems into the waters of the lake.



*Conjola WWTP under Construction*

- **Milton Ulladulla Sewerage Scheme Upgrade**

The \$22m upgrade to the Milton Ulladulla Sewerage Scheme was completed, commissioned and made operational during the year. The upgrade included the construction of a new wastewater treatment plant, a new transfer pumping station (both the City's largest), connecting pipelines and extension of the ocean release pipe 350 metres offshore.

The upgraded system will provide improved water quality, capacity for future growth in the area and provide reclaimed water for re-use opportunities. The upgrade will also enable the connection of Tabourie Lake Village to the sewerage system.



**Ulladulla STP Aeration Tank**

### **Berry Sewerage Scheme Upgrade**

The \$8m upgrade to the Berry Sewerage Scheme upgrade was completed, commissioned and made operational during the year. The upgrade comprised a new wastewater treatment plant and transfer pump station.



**Aerial View of Berry Treatment Plant**

- **Development Servicing Plans**

Development Servicing Plans for water supply and sewerage services to cater for growth in the City over the next thirty years were adopted by Council. The plans were prepared in accordance with guidelines issued by the Department of Energy Utilities and Sustainability and involved consultation with the development industry and exhibition of the plan prior to its adoption.

To limit its impact on development the resultant revised charges will be implemented over a period of three years. The plan will be reviewed every five years or when there is development that has a significant impact on the plan.

- **In situ Re-lining of Sewers**

About 5.5 Kms of sewers ranging from 150 to 375mm diameter have been re-lined at Greenwell Point. The re-lining contract work was carried out by Tyco Pty Ltd using the **Permaline** re-lining inversion system.

About 385 metres of sewers ranging from 300 to 375mm diameter have been re-lined at Investigator Street and Cumberland Avenue, South Nowra. The asbestos sewers were damaged due to acidic attack..

The re-lining was successfully completed by Interflow Pty Ltd using the **Rib-Lock** re-lining system.



<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>Objective: 5.1 Responsibly manage the Council's finances, resources and regulatory functions</b>			
<b>Strategy: 5.1.1 Implement sound financial management strategies to meet Cityplan objectives.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. FINANCIAL PLAN</i></b>			
Maintain a 20-year financial plan to ensure rate impacts are stabilised and managed.	Report to Council regarding Projected typical Residential Bills by April 2006.	SW	20 year financial plan reviewed and adopted in Council's Annual Management Plan including typical residential bills
<b><i>2. HEADWORKS CONTRIBUTION PLAN</i></b>			
Implement Section 64 Headworks Contributions Plan in accordance with Department of Energy, Utilities and Sustainability Guidelines	Implement Development Servicing and Contributions Plan.	SW	Section 64 Headworks Contribution Plan has been adopted and implemented in accordance with Department of Energy, Utilities and Sustainability guidelines
<b><i>3. RESOURCE REUSE</i></b>			
Continue to manage and explore the beneficial re-use of reclaimed water and biosolids.	Ensure effective operation of re-use projects such as REMS, the Bomaderry tea tree plantation and biosolids strategy.	SW	Current re-use projects and biosolids program continuing. Exploring re-use opportunities in the Milton/Ulladulla area and for road construction
	Complete strategy report for re-use in the Milton/Ulladulla area	SW	Beneficial re-use study for the Milton Ulladulla area is near completion
<b><i>4. MAXIMISE GRANT FUNDING OPPORTUNITIES</i></b>			
Investigate subsidy/grant funding for water, wastewater and reclaimed water management.	Make timely application and report to Council on grants/subsidies applications and approvals.	SW	Funding approved for Tabourie Lake Sewerage Scheme construction by Minister for Utilities. Priority improved from Category 5 to 4 for construction of Currarong Sewerage Scheme.
<b><i>5. ACCESS TO WATER / WASTE WATER</i></b>			
Equitable access to water and wastewater services at an affordable cost.  <i>Access &amp; Equity Action Area: All Target Groups - 1. Supportive Communities.</i>	Pricing of services on a Citywide basis, where appropriate.	SW	Citywide availability and usage charges adopted in the 2006/07 Management Plan



<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>Objective: 5.1 Responsibly manage the Council's finances, resources and regulatory functions</b>			
<b>Strategy: 5.1.2 Develop a positive organisational culture focussed on using resources wisely, achieving quality customer service and seeking continuous improvement.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. CUSTOMER SERVICE</i></b>			
Meet “Levels of Customer Service”.	Report quarterly on achievement and take appropriate action where gaps are identified.	SW	Levels of Service achieved

<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>Objective: 5.1 Responsibly manage the Council's finances, resources and regulatory functions</b>			
<b>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.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. STRATEGIC BUSINESS PLAN</i></b>			
Develop and action a yearly Strategic Business Plan for the management of the Water and Wastewater Businesses.	Plan completed by end of June quarter.	SW	The Water and Sewerage Strategic Business Plan is completed ready for publication

<b>Principal Activity:</b>	<b>5</b>	<b>PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>	
<b>Objective:</b>	<b>5.2</b>	<b>Stimulate employment, economic competitiveness and promote a positive business environment.</b>	
<b>Strategy:</b>	<b>5.2.1</b>	<b>Actively encourage sustainable employment generation and help strive for a stronger and more diversified economic base for the Shoalhaven.</b>	
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. COMMERCIAL OPPORTUNITIES</i></b>			
Explore and trial commercial opportunities relating to water and wastewater, with particular emphasis on the encouragement of effluent re-use, and areas of non-core activities using Southern Water Services.	Report progress to Shoalhaven Water Operations and Strategic Review Committee.	SW	Tea Tree plantation and communications (mobile) towers managed by Southern Water Services

<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>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.</b>			
<b>Strategy: 5.3.1 Develop and provide programs and services to improve the health and amenity of the community.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. LONG TERM WATER SUPPLIES</b>			
Secure long-term water resource for Shoalhaven Water Supply Scheme.	Complete negotiation agreement with Sydney Catchment Authority Department of Energy Utilities and Sustainability, and Department of Infrastructure Planning and Natural Resources	SW	Agreement has been reached with the Department of Natural Resources and Sydney Catchment Authority for Shoalhaven's access to water supply from the Shoalhaven River. Still waiting for formalised Shoalhaven River Water Sharing Plan
<b>2. DROUGHT ACTION PLAN</b>			
Operate the water supply scheme in accordance with the Drought Management Plan.	Report to Council as required regarding activation of the Drought Management Plan.	SW	Reported to Council on the activation of the Drought Management Plan and the imposition of Level 1 Water Restrictions over the City due to very low river flows
<b>3. DEMAND MANAGEMENT STRATEGY</b>			
Ensure an effective Demand Management Strategy.	Reduce average residential yearly water consumption from 300 Kl/annum to 225 Kl/annum by the year 2004. Report on progress towards target.	SW	Average annual residential consumption 165 kl/annum
	Undertake and report on “Waterwise” activities.	SW	Waterwise activities included tours of facilities, promotion over National Water Week and local Shows and development of the 'Tapstar' water conservation education kit
	Implement actions in the Demand Management Strategy	SW	The Demand Management Strategy continued to be implemented over the year

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>4. WATER TREATMENT</b>			
To treat raw water to meet NHMRC (National Health & Medical Research Council) drinking water standards for all major town areas.	Report on test results Quarterly	SW	Microbiological 99.6% E-Coli NOTE: Total Coliform results no longer required to meet NHMRC standards  Chemical 99.8% Health 98.9% Aesthetic
<b>5. WATER PRESSURE</b>			
95% of all pressure and flow to consumers exceeds: - pressure head of 15 metres - minimum flow rate of 8 litres per minute.	Quarterly report.	SW	Water pressure meets Customer Levels of Service
<b>8. DEVELOPMENT PLAN (Currarong)</b>			
Seek financial subsidy for designs of Currarong Sewerage Scheme, and finalise designs	Complete design by end of June 2006	SW	Design of the Scheme near completion
<b>9. DEVELOPMENT PLAN (Kangaroo Valley)</b>			
Complete options report and Environmental Assessment for Kangaroo Valley Sewerage Scheme.	Complete Environmental Assessment by June 2006..	SW	Options Report for the proposed Kangaroo Valley Sewerage Scheme finalised to permit commencement of Environmental Assessment
<b>10. WASTEWATER</b>			
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 \$170/assessment  Target of less than 34 chokes/100km.	SW	Operating costs \$162/assessment (annualised)  Chokes per 100 km of sewer mains = 34 (annualised)

<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>11. WATER</b>			
To operate/maintain and improve the performance of the water supply system in a cost-effective manner.	Achieve operating costs below State median for similar authorities  Target of less than \$20/assessment for energy costs  Operating costs below \$145/assessment.	SW	Energy costs \$14.25/assessment (annualised)  Operating costs \$100.06/assessment (annualised)
<b>12. REGISTER OF DIALYSIS PATIENTS</b>			
Ensure water is provided for kidney dialysis patients.  <i>Access &amp; Equity Action Areas: Persons with a Disability - 1. Supportive Communities.</i>	Maintain a register of kidney dialysis patients and their addresses.	SW	The register of dialysis patients remains current following contact with patients throughout the year and contact with Renal Units to confirm Shoalhaven water contact details are maintained on hospital procedures for new patients
<b>13. WATER WISE ADVICE</b>			
Provide advice to customers on ways to use water wisely to reduce household bills.  <i>Access &amp; Equity Action Area: All Target Groups - 1. Supportive Communities.</i>	Access to brochures.	SW	Brochures are provided with quarterly water usage accounts to all customers. Brochures are available at offices and promotional events held throughout the year
	Conducting water audits.	SW	Water audit kits are available at offices and on the internet
	Media promotions.	SW	Media promotions undertaken over National Water Week, local shows and selected publications
	Water Week "Tapstar" promotion	SW	The Tapstar "Water Conservation Education" show is being revamped to appeal to a wider audience and increase exposure to water conservation education
<b>14. CONCEPT &amp; DESIGN (Conjola Regional Sewerage Scheme)</b>			
Commence construction of the Conjola Regional Sewerage Scheme.	Report on construction progress.	SW	Two major contracts let and construction well advanced for the treatment plant and transportation system

<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>Objective: 5.4 Establish and manage community assets (eg roads, drains, parks).</b>			
<b>Strategy: 5.4.1 Assess the need and priority for the provision, replacement and maintenance of assets.</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>3. MILTON / ULLADULLA SEWERAGE SCHEME</b>			
Construct new Sewage Treatment Plant and pump station at Ulladulla.	Complete construction and progress on report.	SW	The new Sewage Treatment Plant constructed, commissioned and operational
<b>4. BERRY SEWERAGE SCHEME</b>			
Construction for the augmentation and upgrade of Berry sewerage scheme.	Complete construction for the augmentation and upgrade by December 2005.	SW	The new treatment plant and transfer pumping station completed, commissioned and operational
<b>6. REMS (RECLAIMED WATER MANAGEMENT SYSTEM)</b>			
Maintain monitoring program and consolidate operations.	Provide Annual Report on progress to Shoalhaven Water Operations and Strategic Review Committee.	SW	Annual report on the Reclaimed Water Management Scheme completed, reported to Council and distributed to stakeholders
<b>10. MAINTENANCE PROGRAMS</b>			
Achieve annual maintenance programs for water and wastewater schemes.	Quarterly report on progress.	SW	Water: Programmed maintenance 95% on schedule  Wastewater: Programmed maintenance 87% on schedule

<b>Principal Activity: 5 PROVIDING ESSENTIAL WATER &amp; SEWERAGE SERVICES – SHOALHAVEN WATER</b>			
<b>Objective: 5.5 To Operate Shoalhaven Water in an environmentally responsible/sustainable manner for the betterment of present and future generations. To ensure a high quality of life and health to our community</b>			
<b>Strategy: 5.5.1 Ensure that Council meets and embraces its ESD obligations under the Local Govt Act</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Biodiversity -Undertake a review of environmental factors for all relevant activities	Number of REF's per quarter	SW	8 REFs undertaken for the year
<b>2. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Ecological Integrity - Re-use biosolids and reclaimed water for agricultural purposes	Tonnes of biosolids and reclaimed water reused per quarter	SW	2,304ML reclaimed water re-used 4,099 tonnes biosolids re-used for agricultural purposes
<b>3. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Economic Viability - Use media campaigns to promote the efficient use of water	Use media campaigns to promote the efficient use of water	SW	Media campaigns used for water conservation promotion over National Water Week, local shows and the rainwater tank rebate scheme
<b>5. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Natural Capital - Influence consumer water demands by using customer education programs and cost reflective pricing policies	Typical residential water consumption per household	SW	The 2006/07 tariff continuing to phase-in "Best Practice Pricing" by raising the water usage charge and lowering the fixed availability charge
<b>6. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Promote the water tank rebate scheme	Number of rebates given	SW	278 tank rebates approved for the year
<b>7. ECOLOGICALLY SUSTAINABLE DEVELOPMENT</b>			
Ensure integration of water cycle elements.	Commence an integrated Water cycle management plan.	SW	Draft IWCM Plan prepared for review by the Reference Group and Council prior to exhibition and adoption for implementation



# Principal Activity 6: Operating Holiday Haven Tourist Parks

## Scope of the Activity

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

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

## Strategic issues

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

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

**Proposed Responses** - The effective operation of this commercial enterprise will involve:

Appropriate reinvestment into capital assets on the parks to:

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

## Highlights for 2005/06

- **Communications** - Establishment of localised Network for Tourist Parks based on broadband internet. In the future this Network will provide broad opportunities for bookings, network communications and a range of other functions.
- **Online Booking** - this year has seen Holiday Haven become part of the Shoalhaven Holidays online booking systems operated by Shoalhaven Tourism Visitors Information Centres.
- **New Cabins** - were placed at Lake Tabourie Tourist Park and Huskisson White Sands Tourist Park.
- **Marketing Initiatives** - for the first time in many years Holiday Haven connected into the Victorian market through the Victorian Caravan & Camping Show held in Melbourne. Successful Regional Marketing campaigns were conducted through various electronic imprint media.
- **Recreation Facilities** - this Summer marked the opening of a small resort pool at Crookhaven Heads Tourist Park.
- **Site Works** - in order to maximise site yield Holiday Haven has undertaken a planned program for the powering up of unpowered camp sites in some of the larger parks in the group.
- **Fees & Charges** - Holiday Haven has pioneered a simplified "all inclusive" fee structure for holiday van owners which now includes all family members and extras in the one price.

<b>Principal Activity:</b>	<b>6</b>	<b>OPERATING HOLIDAY HAVEN TOURIST PARKS</b>		
<b>Objective:</b>	<b>6.1</b>	<b>SUCCESSFUL COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations in an open and competitive manner.</b>		
<b>Strategy:</b>	<b>6.1.1</b>	<b>Develop a sound business plan for Holiday Haven Tourist Parks which offers value for money to customers and good returns for Council.</b>		
<b>Task</b>		<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b>1. BUSINESS STRATEGY</b>				
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.	CO	The submission of the Holiday Haven Business Plan provides an initial opportunity to undertake some forward planning for the group. This process will continue to evolve as the business opportunities are defined and refined in the coming year.
<b>2. OPERATING TARGETS</b>				
Meet established targets for growth, profitability and rate of return.		Target growth in trading profit for Holiday Haven Tourist Parks at 6% per year.	CO	Annual growth in trading profit achieved was 5.31% and is under target due to final quarter slowdown in domestic tourism industry.
		Target 65% cash flow profit.	CO	Annual cash-flow profit figure (63%) is down below target due to final quarter results.
		Target 17% return on new accommodation investments for Holiday Haven.	CO	Cabin investment program continues to produce superior returns due to consistent occupancy in the larger more popular destinations.  New Cabin returns for Lake Tabourie represent 21.5% return on investment in just 6 months of occupancy.
<b>3. SAFE ADVENTURE PLAYGROUNDS</b>				
Establish a range of dynamic, challenging, adventurous and recreational activities in all Holiday Haven Tourist Parks.  Access & Equity Action Areas: All Target Groups - 1. Supportive Communities		Proportion of allocated funds to be used for equipment. Balance of funds under consideration from Caravan Levy Scheme Committee – to be decided and implemented by end of June quarter.	CO	The shift to low risk activities will see more of the type of recreational facilities in our parks where families can play together, without great cost and where the accommodation becomes a broad holiday experience.

Task	Performance Target & Assessment	Grp. Dir.	Annual Report
<b>4. SPECIAL ACCESS CABINS</b>			
<p>Provide suitably equipped special access cabins at a number of popular sites within the Holiday Haven Group.</p> <p><i>Access &amp; Equity Action Area: Persons with a Disability - 1. Supportive Communities.</i></p>	<p>Review needs annually in the Cabin Strategy and list special access cabins with the relevant industry classification bodies.</p>	<p>CO</p>	<p>The installation of further special access cabins will be subject to adequate funding being made available.</p>
<b>5. ACHIEVE QUALITY CUSTOMER SERVICE</b>			
<p>Implement contract arrangements &amp; training for management &amp; staff to ensure delivery of high levels of customer service.</p>	<p>Monitor customer feedback &amp; implement timely responses to client suggestions, comments &amp; complaints.</p>	<p>CO</p>	<p>All management teams have currently completed Aussie Host and other customer relations courses. Customer feedback continues to be obtained at consumer shows, through mail outs and from the Tourist Parks.</p>

<b>Principal Activity:</b>	<b>6</b>	<b>OPERATING HOLIDAY HAVEN TOURIST PARKS</b>		
<b>Objective:</b>	<b>6.1</b>	<b>SUCCESSFUL COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations in an open and competitive manner.</b>		
<b>Strategy:</b>	<b>6.1.2</b>	<b>Develop a Marketing Plan incorporating existing and potential markets</b>		
<b>Task</b>		<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. MARKETING PLAN</i></b>				
Review existing client sources and implement adjusted strategy to cater for changing consumer markets including regional, shoulder and package programs		Achieve industry standard exposure on promotion and marketing of Park facilities, services and environments.	CO	Market exposure increased this year with more consumer shows attended, more television crews shooting sequences in our parks, discrete schools marketing program released, new park maps, brochures and now pricelists. Additionally Holiday Haven has significant advertising space in many local and statewide publications.

<b>Principal Activity: 6 OPERATING HOLIDAY HAVEN TOURIST PARKS</b>			
<b>Objective: 6.1 SUCCESSFUL COMMERCIAL OPERATIONS - to successfully manage Council's commercial operations in an open and competitive manner.</b>			
<b>Strategy: 6.1.3 Provide industry standard visitor facilities in all Holiday Haven Tourist Parks</b>			
<b>Task</b>	<b>Performance Target &amp; Assessment</b>	<b>Grp. Dir.</b>	<b>Annual Report</b>
<b><i>1. UPGRADED AMENITIES</i></b>			
Institute a program of upgrading of amenity facilities in Tourist Parks complying with industry standards, client expectations and availability of funds.	Renovation or replacement of existing amenity facilities.	CO	The need for upgrading and building new amenity buildings in Council's 12 Tourist Parks is ongoing. This is one of the most important areas for customer satisfaction and will continue to require significant investment.

Part B

Regulatory Report

Annual Statement of Account and Auditors  
Report

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## Legal Proceedings

### Section 428 (2) (e)

During 2005/2006 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
Harrison-Challenge Unauthorised dwelling	Land & Environment	\$1,939.20		Settled
Corks Lane – Milton	Land & Environment	\$2,525.00		Appeal
Pavlakis – Claim against Council not providing car parking	Supreme	\$605.00	\$6,293.75	Settled in favour of Council
Jason Waters – Transport Waste to location not a lawful facility for that waste.	Nowra	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$1,000 + \$63 Court costs
Paul Westwood – Deposit litter from vehicle	Milton	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$350 + \$63 Court costs
Christopher Dixon – Transport waste to location not a lawful facility for that waste	Nowra	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$700 + \$65 Court costs
Frank Raymond – Deposit litter from vehicle	Nowra	Nil	Nil	Caution issued under S.33 (1) (a) of Children's Act
Dean Kember – Deposit litter from vehicle	Nowra	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$150 + \$65 Court costs
Kyle Moroney – Fail to comply Chapter 7 Requirement	Nowra	Nil	Nil	Dismissed under Section 10 of Criminal Proceedings Act
James Hatcher – Fail to comply Chapter 7 Requirement	Nowra	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$550 + \$65 Court costs
Scott Hume – Fail to pay Clean Up Notice Fee	Nowra	Nil	Nil	Case decided in Council's favour. Defendant convicted & fined \$1,000 + \$65 court costs.
Narelle Richards –	Nowra	Nil	Nil	Continuing



Matter	Court	Costs Paid	Costs Received	Status
Deposit litter in circumstances of aggravation				
Land Acquisition – National Parks & Wildlife – Pacific City	Land & Environment	\$308.00	Nil	Proceedings to date completed.
NSW Workcover – Vincentia Wastewater Treatment Plant – Trench Collapse	NSW District	\$10,280.00		Case decided in Council's favour.
Heintz v SCC	District	Award inclusive of costs - \$22,515		Award to Plaintiff \$55,000 all inclusive – Council's proportion 50%.
Darwon, Griffin, Phillis, Thane & Kerr V SCC – Class Action – Hylands Fire	District	Award to Council – Plaintiff to pay costs - \$4,143	Nil to date	Award to Council – Council is recovering costs
Robyn Jensen V SCC	Nowra Local	Award to Council – Plaintiff to pay costs - \$16,166	Nil to date	Award to Council – Council is recovering costs
Girdlestone v SCC	District	\$3,875.00 to date		Matter Pending
Roach v SCC	District	Nil to date		Matter pending
Heibler v SCC	District	Award to Council – Plaintiff to pay costs - \$2,629	\$9,000 recovered – remainder by instalments	Award to Council – Council is still recovering costs
Brien v SCC	Nowra Local	Nil to date		Matter pending
Mary Paradas – Development not carried out in accordance with consent.	Nowra Local	Costs paid last financial year	\$2,000 awarded to Council	Case decided in Council's favour. Defendant convicted and fined \$20,000 + \$130 in court costs
Anthony Hoy – Development not carried out in accordance with consent and unauthorised development	N/A	Costs paid last financial year	N/A	Matter still pending
Contractor - Phillip Hughes (Hoy – Lot 147) unauthorised development – DP751255 Budgong Rd	Nowra Local	\$6,334.00	\$165 Awarded to Council	Case decided in Council's favour. Defendant convicted and fined \$12,000 + \$65 in Court costs.
Contractor - Phillip Hughes (Hoy – Lot 159 DP741255) unauthorised development 470 Budgong Rd	Nowra Local	As above	\$165 Awarded to Council	Case decided in Council's favour. Defendant convicted and fined \$12,000 + \$65 in Court costs.
Contractor - Phillip Hughes (Hagan)-	Nowra Local	As above	\$165 Awarded to Council	Case decided in Council's favour. Defendant

Matter	Court	Costs Paid	Costs Received	Status
Unauthorised development- Lot 186 DP751255 638 Budgong Rd				convicted and fined \$12,000 + \$65 in Court costs
Contractor - Phillip Hughes for Teamink P/L Unauthorised development – Lot 3 DP1027425 450 Budgong Rd	Nowra Local	As above	\$165 Awarded to Council	Case decided in Council's favour. Defendant convicted and fined \$12,000 + \$65 in Court costs
Teamink Pty Ltd Unauthorised Development	Nowra Local	\$1,656.00	N/A	Matter withdrawn by Council for compassionate reasons
Peter Hagan Unauthorised development	Nowra Local	\$4,970.68	Costs were not pursued by Management	Matter was withdrawn by Council.
Smiths Plant Hire Pty Ltd - Transport waste to a place not a lawful facility for that waste	Nowra Local	N/A	N/A	Case decided in Council's favour. Defendant convicted and fined \$1400.00 + \$65 in Court costs
Gorrell – Unauthorised development	Nowra Local	\$9,240.00	\$5000 – Awarded to Council	Council decided to issue development consent and the Court made orders that the defendant pay Council's costs at an agreed \$5000.
Shoalhaven Excavation & Plant Hire/DSGRB Pty Ltd – Permit land to be used as a waste facility	Nowra Local	\$3,347.25	Matter still pending	Not determined
Prochilo (DA refused)	Land & Environment	\$14,020.00	N/A	Not determined
Monarch Place Callala Bay – refusal to DA for change of use	Land & Environment	\$19,306.31	N/A	Class 1 appeal upheld – consent issued
Flower & Samios SEPP5 Development Cambewarra – Refusal to DA for SEPP 5 Retirement Village	Land & Environment	\$60,490.42	n/a	Not determined
Ashley Developments Pty Ltd	Land & Environment	\$27,920.13	N/A	Not determined
Harrison – Challenge unauthorised	Land & Environment	\$6,449.52	N/A	Consent issued. Notice of discontinuance filed
Longhill Planning – DA refused	Land & Environment	\$9,017.53	N/A	Withdrawn – Notice of discontinuance filed
Tovedale – Unauthorised development	Land & Environment	\$18,558.49	N/A	Case determined in favour of Tovedale. Costs awarded to Tovedale.
Workcover – Sanctuary Point – Trench Collapse	Sydney Magistrates Court	\$90,000 Fine \$83,000 Legal costs for Council and Workcover		Case decided against Council. Council fined and ordered to pay Workcover legal costs.
WorkCover – accident with a Jet-Patcher in Ulladulla	Wollongong Industrial Court			Continuing

# Fees, Expenses & Facilities Provided to Elected Members

## Section 428(2) (f)

The following fees were expended during the year 2005/2006:

<b>Mayoral Fees</b>	<b>\$29,345.00</b>
<b>Councillor Fees</b>	<b>\$174,720.00 (\$13,4340 each Councillor)</b>

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 2005/2006 was **\$186,519.19**.

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, as from the 1st July, 2005, shall be in accordance with the State Government Rate, Crown Employees (Public Service Conditions of Employment) Award 2002, 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.

Council will generally provide meals when Council business extends over meal times. If a meal is not provided, Council will reimburse reasonable costs (actual) incurred. Reimbursements for 'dinner' will apply in circumstances where the member would arrive at his/her place of residence later than 7:30 pm, following attendance at a Council/Committee meeting or briefing and dinner had not been provided.

### **Legitimate Business**

"Legitimate Business" includes, but without being limited to, attendance at the following:

- all Council meetings;
- civic functions, receptions and official openings;
- Council appointed Committees, Boards and Working Parties/Groups or the like;

- other functions by invitation in capacity as Mayor or Councillor;
- inspections, briefings or the like;
- meetings of Principal Consultative Bodies (PCB's);
- responding to rate payer's enquiries or requests.

### **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, as from the 1st July, 2005, shall be in accordance with the State Government Rate, Crown Employees (Public Service Conditions of Employment) Award 2002, 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.

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

#### **d) Accommodation & Sustenance**

Council shall meet reasonable accommodation and sustenance costs.

#### **e) Other Expenses**

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

### **Mayoral Vehicle**

The Mayor may provide a vehicle of appropriate standard for use on Mayoral duties or alternatively Council shall provide and maintain a vehicle of appropriate standard for use by the Mayor to carry out the role, responsibilities and duties of the Mayor.

### **Insurance**

Councillors shall receive the benefit of insurance cover for –

- Personal Accident, including travel
- Public Liability
  
- Professional Indemnity
- Councillor Liability

### **Communication Expenses**

Where it is deemed mutually convenient, Council shall provide or support access to Council's central computing facilities for each Councillor. The technology used for connection will be dependent on the location and availability. However, "high speed" technology solutions will be provided wherever practicable.

Councillors will be provided with a maximum of two lines, or alternatively broadband or ISDN, to their nominated residence for Council usage.

In addition, Council will provide –

- Mobile phone and car kit
- Facsimile machine (if requested)
- Personal Computer (PC) or notebook computer
- Printer
- Personal Digital Assistant (PDA)

Council will meet the following costs:

- Connection and rental charges;
- Call costs up to a maximum of \$ 3000 per annum for each Councillor. Call costs are to include the phone in the Councillors' room. (This limit does not apply to call costs for the Mayor)

Additional equipment requirements to meet special needs of any Councillor through disability shall be provided by Council.

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

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

### **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.

Reasonable secretarial support shall mean no more than forty (40) stamps or the equivalent per month and/or the typing of forty (40) letters per Councillor (with the exception of the Mayor) per month.

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

### **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.

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

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

- Independent Commission Against Corruption
- Office of the Ombudsman
- Department of Local Government and Co-operatives
- Police Service
- Director of Public Prosecutions
- Local Government Pecuniary Interest Tribunal into the conduct of a Councillor;

or where legal proceedings being taken against a Councillor arising out of or in connection with the Councillor's performance of his or her civic duties or exercise of his or her functions as a Councillor,

Council shall reimburse such Councillor, after the conclusion of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis, PROVIDED –

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

**Footnote:**

**Council's Policy is reviewed each year – the current Policy may be viewed on Council's website @ [www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au) under "Public Documents".**

# Senior Staff Remuneration Package

## Section 428(2) (g)

### Local Govt. (General) Regulation 2005 – Sect 217 Clause (1) (b)

Shoalhaven City Council, as outlined in this report is a multi-purpose Council administering traditional local government activities such as road works, recreational facilities, planning, development approvals, health and community services, libraries as well as other major activities such as the provision of water and sewerage services, tourism and industrial development. The total assets of the City under administration is around \$1 billion dollars which would place the City, in asset value terms, among the top 10% of organizations within Australia.

Council's expenditure (including depreciation) is around \$150 million dollars per annum which includes a number of commercial activities together with the range of activities indicated earlier. Council employs over 700 staff on a permanent basis as well as casual/temporary staff as required, consultants and contractors.

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

General Manager	\$235,000.00
City Services Group Director	\$164,900.00
Shoalhaven Water Group Director	\$159,500.00
Development & Environmental Services Group Director	\$145,400.00
Community Operations Group Director	\$145,400.00
Finance & Corporate Services Group Director	\$140,200.00
Planning Group Director	\$140,200.00
<b>TOTAL</b>	<b>\$1,130,600.00</b>

## Major Contracts Awarded

### Section 428(2) (h)

Company	Project	Amount \$
Earth Tech	Remediation Nowra Gas Works	\$732,140.00
Stage Craft	Retractable Seating Systems Multi Purpose Centre	\$711,600.00
Trilogy	Forest Road Upgrade	\$3,150,000.00
Ganderton Civil	Worrigeer Lawn Cemetery Segment 7 Road construction	\$118,720.00
Holmwood Builders	Construction of Amenities block Rotary Park Ulladulla	\$127,920.00
K & J Lynch	Graham Street Car Park	\$198,330.00
Greg Lamont	Hail Damage Ulladulla Civic Centre	\$197,753.64
Batmac Constructions	Hail Damage Ulladulla Depot	\$206,491.68
Tyco Water	Sewer Rehabilitation Works Culburra Beach	\$1,591,240.00
Batmac Constructions	Shoalhaven City Arts Centre Stage 2	\$449,282.91
Fabtech	Supply & Installation of 1.5mm HDPE liner for landfill	\$71,939
Ablock Builders	Additions & alterations to amenities – Finkernagel Reserve, Sussex Inlet	\$201,458.00
Tyco Water	Sewer Rehabilitation Works Greenwell Point & Culburra	\$1,414,670.00
South Coast Crushing	Supply & Delivery of Pavement Material to June 2006	\$605,260.00
South Coast Resources	Supply & Delivery of Pavement Material to June 2006	\$206,310.00
Surf Life Saving Services NSW	Beach Patrol Services	\$125,650.00
Dynamic Tennis Courts	Narang Road Tennis Complex Construction	\$277,900.00
Ledonne Constructions	Lake Tabourie Sewerage Systems	\$1,580,000.00
Sydney Water Catchment	Pivot Control on Shores Lake Yarrunga, Kangaroo Valley	\$248,431.00
Ablock Builders	Replacement of Bridge, Broughton Creek, Berry	\$257,770.00



# Bush Fire Hazard Reduction Programs

## Section 428(2) (i1)

Council completed all of the bush fire mitigation activities it is responsible for under the Shoalhaven District Bush Fire Risk Management Plan. Council similarly participated in all Shoalhaven Bush Fire Management Committee meetings and activities to ensure Council is integrated with the activities of all agencies working towards achieving the Bush Fire Risk Management Plan objectives.

The RFS now have overarching responsibilities for complaint investigation and subsequent direction of land owners and managers to undertake specific works when necessary. The table below refers to complaints against Council managed land investigated by the RFS for the financial year 2005-06. Two sites required works of a minor nature.

Area	Hazard Present	Hazard Absent	Total
Northern	1	5	6
Southern	1	9	10
Central	0	0	0
Bay & Basin	0	9	9
<b>ALL</b>	<b>2</b>	<b>23</b>	<b>25</b>

Council's Bushfire Hazard Reduction Maintenance Schedule includes 90 Asset Protection Zones and/or Firebreaks on a range of Council managed lands including Parks, Sportsgrounds, Operational Lands, Natural Areas and road reserves. Strategic installations and fire trails/roads are inspected annually to assess the status of existing bushfire protective measures and, if required, works are certified and implemented.

Council's operational activities in respect to fire mitigation consist largely of mechanical clearing and maintenance of previously cleared areas. All bushfire mitigation activities are certified using the Bushfire Environmental Assessment Code (BEAC) and recorded on NSW Rural Fire Service Bushfire Risk Information Management System (BRIMS). BRIMS is the state-wide database developed by the NSW Rural Fire Service whereby all bushfire mitigation activities are reported and monitored.

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

# Cultural Diversity

## Section 428(2) (j)

The following programs were undertaken during 2005/2006 to promote services and access to services for people with diverse cultural and linguistic backgrounds:

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

- Ongoing support for Shoalhaven Multicultural Committee
- Information dissemination
  - (Multicultural Directory printed, sponsored and distributed by SCC)
- Co-ordinate and promoted "Harmony Day" events in partnership with multicultural group members and local primary schools to raise awareness of our cultural diversity and 'Say No to Racism'.
- Distribute Local Ethnic Affairs Party Statement.
- Council assisted the Illawarra Multicultural Services in providing cultural awareness training.

## 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 2005/2006, Council made grants (pursuant to Section 356 LGA) totalling **\$421,166** to local organizations, community groups and individuals.

Beneficiary	Amount \$
Albatross Musical Theatre	9,417
All Saints Anglican Church	750
Anglican Church Ulladulla	1,000
Animal Welfare League	1,000
Australasian Occupational Science Centre	25,000
Australian Aerial Patrol	10,000
Australian Red Cross	7,979
Bay & Basin Writers Group Arts Grant	300
Berry & District Garden Club	60
Berry Alliance	2,200
Berry Courthouse Committee	1,213
Berry Landcare Grant	439
Berry RSL Club	872
Berry Sports Complex Management Committee	8,000
Bomaderry High School	100
Bomaderry Oval Management Committee	1,200
Budgong Community Group	400
Burrier Progress Association	400
Callala Bay Progress Association	650
Callala Bay Public Hall	63
Callala Beach Progress Association	400
Callala Sports Complex Committee	4,500
Cambewarra Pony Club	1,187
Cambewarra Residents & Ratepayers Association	400
Cambewarra School Of Arts	680
Camellias Shoalhaven Inc	60
Camilleri G	500
Cancer Council	297
Cancer Outpatients Appeal	2,827
Community Technology Centre Sussex Inlet	6,240
Community Technology Centre Ulladulla	6,320
Community Transport	8,000
Country Womens Association Berry	1,021
Country Womens Association Milton	766
Culburra Beach Progress Association Inc	400
Culburra Health Centre	943
Culburra Junior Rugby League	440
Currarong Progress Association	1,653
Escape Artfest	1,500
Family History Society	275
Friends of 2538	400
Friends Tomerong Union Church	1,700
Get To The Point Programme	400
History Fair	315
Huskisson Public School Anzac Day	60
Huskisson Woollamia Community Voice	400
Illawarra Academy of Sport	10,500
Indigenous Engineering School UNSW	500
Jervis Bay Lions Club	2,250
Jervis Bay Sailing Club	2,440

Beneficiary	Amount \$
Kangaroo Valley Preschool	1,000
Kangaroo Valley School	500
Kangaroo Valley Tennis Club	980
Kiola/Bawley Point Management Committee	3,000
Lady Denman Heritage Complex	1,500
Lake Conjola Progress Association	400
Lake Tabourie Social Club Fishing Trophy	436
Lions Club Of Ulladulla-Milton	8,000
Lyddian Singers	92
Manyana District Citizens Association	400
Milton Frogs Holla Sports Complex	21,000
Milton Showground Committee	20,000
Milton/Ulladulla Apex Club Summer Games	10,000
Milton/Ulladulla Lions Club	801
Mollymook Oval Management Committee	6,500
Mollymook Bridge Club	841
Mollymook Surf Lifesaving	5,000
Murramarang Progress Association	400
Music Shoalhaven	456
Narrawallee Ratepayers & Residents Association	400
Native Animal Network Association	1,700
Nowra Accommodation Association	5,000
Nowra Anglican College	100
Nowra Christian Community School	100
Nowra Culburra Surf Lifesaving Club	8,000
Nowra High School	100
Nowra Legacy Group	968
Nowra Motor Cycle Club	1,320
Nowra Rifle Club	1,215
Nowra Youth Service Inc	152
Opera South	1,970
Orient Point Progress Association	400
Osborne Park Management Committee	7,500
Pyree Literary Institute	514
Queensland Cyclone Larry Appeal	20,000
Relay For Life (Ulladulla)	55
Rosa Women's Refuge	40
Royal Volunteer Coastal Patrol	500
RSPCA- Nowra Branch	1,000
Rugby Park Management Committee	6,000
Sanctuary Point Field Management Committee	2,000
Sanctuary Point Oval Management Committee	2,500
Shoalhaven Advanced Industries	260
Shoalhaven Anglican School	100
Shoalhaven Art Society	4,000
Shoalhaven City Concert Band	2,830
Shoalhaven City SES Unit	28,300
Shoalhaven Clay Target Club	492
Shoalhaven Heads Community Forum	400
Shoalhaven Heads Sports Committee	11,000
Shoalhaven Heads Surf Lifesaving Club	5,000
Shoalhaven High School	100
Shoalhaven Innovation Inc	500
Shoalhaven Pistol Club	678
Shoalhaven Youth Development Group	300
Shoalhaven Youth Orchestra	7,440
South Coast Aboriginal Cultural Centre	3,110
Southern Shoalhaven SES Unit	24,000
St Georges Basin Community Forum	400
St John's High School	100

<b>Beneficiary</b>	<b>Amount \$</b>
St Vincent De Paul Society	2,000
Sussex Inlet Community Forum	400
Sussex Inlet Lions Club	2,100
Sussex Inlet RSL Sub Branch	50
Sussex Inlet Surf Club	7,000
Sussex RSL Club	902
Swanhaven Progress Assoc	1,830
Tabourie Lake Ratepayers & Residents Association	400
Thompson Street Management Committee	22,000
Tomerong Community Forum	400
Tomerong School of Arts	797
Troy Pocock Meningococcal Foundation	550
U3A Learning Inc	413
Ulladulla & Districts Community Resource Centre	3,000
Ulladulla Blessing of the Fleet	5,000
Ulladulla High School	100
Ulladulla Lighthouse Oval	1,500
Ulladulla Pistol Club	422
Upper Kangaroo Valley Community Hall	486
Vincentia High School	100
Vincentia Ratepayers & Residents Association	400
Wandandian Progress Association	549
Wandandian Reserve Management Committee	2,000
Worrigeer Equestrian Common	3,500
Yulunga Reserve Committee	5,000
<b>Total</b>	<b>\$421,166</b>

# Human Resource Activities

## Section 428(2) (m)

### Functions of the Section

- Human Resources encompasses a broad range of responsibilities which impact on Council's ability to operate efficiently and effectively, having regard to employment law, best practice, workplace relations, remuneration management, Occupational Health & Safety, Human Resources initiatives including corporate training and development for employees and the business needs of Council. In accordance with the State & Federal Industrial Relations Legislation, Council supports a consultative process with staff and Unions.
- Human Resources aims to enhance business partnerships with each Group of Council to enable it to continue to provide strategic advice and professional assistance ensuring the attainment of business goals and objectives.
- Human Resources aims to 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 consultative mechanisms.

# Activities to Implement EEO Management Plan

## Section 428(2) (n)

Shoalhaven City Council's values statement emphasises recognition and opportunities as key commitments to our workforce. As part of this commitment, Shoalhaven City Council as an employer is committed to equal employment opportunity.

The purpose of Council's EEO Management plan is to (1) prevent unlawful discrimination and (2) encourage diversity, through the application of employment policies, practices and strategies. Unlawful discrimination is defined by the NSW Anti-Discrimination Act 1977 as direct or indirect discrimination on the basis of sex, marital status, race or age, or because an employee is homosexual, transgender, pregnant or has a disability.

The 2005-2008 EEO Management Plan builds upon a number of objectives in the 2001-2003 Plan with the exception of Objective 4 (The development of training program materials sensitive to NESB persons) and Objective 9 (Adopting a mature workforce procedure). Objectives in the Plan have been prepared as a response to the 2003 EEO Survey. Staff raised a number of key concerns in this Survey, particularly the issue of harassment. The primary focus of the 2005-2008 Plan is on the provision of a stronger EEO structure for the organisation.

The Plan for 2005-2008 centres on the following:

**Objective 1: Data Collection & Reporting** To collect a limited set of EEO data and report this information in an ongoing manner to employees and the executive. To collect and report on this information in a manner that protects the privacy of employees.

**Objective 2: EEO Communication & Awareness** To position Council as an attractive organisation to work for both current and potential employees, and to raise awareness of the critical EEO issues facing the organisation. To effectively distribute the EEO Management Plan

**Objective 3: Training** To provide training on bullying and harassment to all employees. To introduce training in grievance handling and dispute resolution training for human resource officers and ensure equity principles are addressed in the Corporate Training Plan.

**Objective 4: Diversity Strategy** To target female, disabled and indigenous employee groups as key groups that require strategies to support their recruitment, development and retention.

**Objective 5: Legislative Compliance** To develop and monitor policies and practices for fairness and freedom from unlawful discrimination.



# External Bodies Exercising Council Functions

## Section 428(2) (o)

During 2005/2006 there were no external organizations to which Council has given any delegation.

# Companies in Which Council Held Controlling Interest

## Section 428(2) (p)

During 2005/2006 Shoalhaven City Council held a controlling interest in "Southern Water Services Pty Limited". This company has been established by council to develop its commercial interests in recognition of the National Competition Policy and to operate on a commercially viable basis.

# Partnerships, Co-operatives and Joint Ventures

## Section 428(2) (q)

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

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

Shoalhaven City Council is a key and pivotal member of the South Coast Regional Tourism Organisation Inc.

The South Coast Regional Tourism Organisation covers that part of the South Coast of New South Wales comprising the Local Government areas of Shoalhaven City, Eurobodalla Shire and Bega Valley Shire.

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

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

During 2005/2006 the South Coast Regional Tourism Organisation Inc, the three Local Government tourist organisations, private industry and with the assistance of Tourism New South Wales, implemented the following programs, which significantly contributed to the achievement of that vision.

**Budget - South Coast Regional Tourism Organisation Inc. 2005-2006**

PO Box 42 Nowra NSW 2541  
 Phone 02 4429 3248  
 Fax 02 4429 3171

ABN 94 930 403 469

**Expenditure****Main Marketing Programs**

T. NSW Capital City TV	250,000.00	
Eurobodalla and Shoal Tactical TV Capital City	300,000.00	
TNSW TV Tags - 15 sec- Holiday Planner	25,000.00	
Postage and Servicing costs	37,000.00	
TNSW PR and VJP	25,000.00	
Advertorial - Sunrise TV program	42,500.00	
Map Insert Open Road Goodweekend	152,500.00	
Regional TV	120,000.00	
Shoalhaven Segments	228,885.00	
Sapphire Segments	25,000.00	
Holiday Planner	34,000.00	
<b>Total Australian Sales and Operations</b>		<b>\$1,239,885.00</b>

**Administration**

General administration	15,000.00	
Attend TASAC meetings	2,000.00	
Insurances	5,000.00	
Research	3,000.00	
Project Management	15,000.00	
<b>Total Administration Items</b>		<b>\$40,000.00</b>

**Additional Marketing Programs**

International	6,000.00	
Awards - Judging	25,000.00	
South Coast Awards Night	20,000.00	
Sydney Melbourne Coastal Drive	15,000.00	
Coastal Explorer	6,000.00	
Photo Library Filming etc	2,000.00	
Branding and Collateral incl Banners	0.00	
Web Site Development	4,000.00	
Maps - by 3	30,000.00	
Wine and Food Trails of the South Coast	0.00	
VIC Program	5,000.00	
Wildlife of the South Coast	0.00	
Consumer Shows	27,000.00	
<b>Total Additional Marketing Programs</b>		<b>\$140,000.00</b>

**Total Direct Programs Expenditure****\$1,419,885.00****Additional Programs**

Consumer Shows		
Sydney Caravan and Camping Show	30,000.00	
Canberra Leisure Show	20,000.00	
Sydney Getaway Holiday Expo	25,000.00	
Melbourne Getaway Holiday Expo	10,000.00	\$85,000.00
Local Government Area Brochures		
Main Area Brochures x 3	120,000.00	
Package Holiday Brochures x 3	24,000.00	
Additional promotions - multi media x 3	36,000.00	\$180,000.00

**Total Expenditure****\$1,684,885.00**

# Rates and Charges Written Off

## Section 428(2) (r)

### Local Govt. (General) Regulation 2005 - Reg 132

The following is a summary of rates and charges written off during the period July 2005 to June 2006:

Abandoned	\$28,920.64
Postponed Abandoned	\$10,436.38
Pensioner Rebates	\$3,993,150.24
<b>Total Amount</b>	<b>\$4,032,507.26</b>

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

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

# Special Variations

## Section 508 (2)

In pursuance of section 508 (2) of the Local Government Act 1993 The Minister for Local Government, The Hon. Tony Kelly MLC determined that the percentage by which Shoalhaven City Council may increase its general income for 2005/2006 was 5.99% above that for 2004/2005 subject to the following conditions:

- (i) Council will raise \$845,903 of the increase by additional rates for costs associated with infrastructure maintenance and construction;
- (ii) Information on outcomes/expenditure should be reported in Council's Annual Report each year.

This approval was on the understanding that the Council makes and levies its rates according to the provisions of the Local Government Act 1993.

### Special Rate Infrastructure Program (Above Rate Pegging Increase)

At the close of the year \$117,464 remains unspent in the Special Rate Infrastructure Program of which \$61,209 was voted from other programs during the course of the year.

Program	Original Budget Additional Rates Funds	Original Budget General Program	Revote Budget	Subsequent Budget	Adjustments	Total Budget	Expenditure As at 30/6/06 <small>(not including Commitments)</small>	Budget Remaining
<b>Roads Program</b>								
Kerb & Gutter Program (New)	290,000				23,997	<b>313,997</b>	328,085	-14,088
<b>Drainage Program</b>								
Local Drainage Improvement Program	216,667				0	<b>216,667</b>	216,445	222
<b>Icon Park Program</b>								
Mollymook Beach Reserve	100,000		250,000		18,967	<b>368,967</b>	327,933	41,034
Jacobs Elmoos Reserve	100,000				-70,000	<b>30,000</b>	620	29,380
Greenwell Point Reserve			75,000		70,000	<b>145,000</b>	119,356	25,644
	200,000	0	325,000	0	18,967	<b>543,967</b>	447,909	96,058
<b>Public Amenity Program</b>								
Berry CBD	160,000	0	0		-38,943	<b>121,057</b>	120,729	328
Stewart Pl Nowra - Upgrade Existing	80,000	0	0	0		<b>80,000</b>	52,056	27,944
Lackerstein St Reserve	0	0	0		57,188	<b>57,188</b>	50,188	7,000
	240,000	0	0	0	18,245	<b>258,245</b>	222,973	35,272
	<b>946,667</b>	<b>0</b>	<b>325,000</b>	<b>0</b>	<b>61,209</b>	<b>1,332,876</b>	<b>1,215,412</b>	<b>117,464</b>
<b>SOURCE OF FUNDS</b>								
Footpath/K&G Contributions	96,667					<b>96,667</b>	48,377	48,290
	<b>96,667</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96,667</b>	<b>48,377</b>	<b>48,290</b>
<b>NET COST</b>	<b>850,000</b>	<b>0</b>	<b>325,000</b>	<b>0</b>	<b>61,209</b>	<b>1,236,209</b>	<b>1,167,035</b>	<b>69,174</b>

The delivery status of the projects from within the Special Rate Infrastructure Program include;

- Kerb & Gutter - completion of new projects at Excellent Street, River Road, Collier Drive and Pope Avenue
- Public Amenities - completion of new facilities at Lackerstein Street and Berry CBD and upgrade/improvements to Stewart Place amenities completed during Quarter 1, 2007.
- Provision of drainage - completion of piping and swale at Emmett Street, Callala Bay
- Icon Parks – work remains in progress at two of these locations with Greenwell Point now completed. Mollymook Beach Foreshore completion expected Nov'06. Jacob Elmoos now complete; under budget for 05/06 and saving carried forward to 2007.

## Overseas Visits Funded by Council

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

During 2005/2006 Council incurred a total cost of **\$7,849.00** in respect to overseas travel.

Date	Venue	Purpose	Delegates
September – October 2005	City of Fuzhou, China	A delegation of Shoalhaven business leaders to Fuzhou, Xian and Beijing China to promote business and cultural links between the two countries	<ul style="list-style-type: none"> <li>• Clr Watson</li> <li>• Clr Kearney</li> <li>• General Manager</li> <li>• Shoalhaven Water Director</li> <li>• Planning Director</li> </ul>
<p><b>NET COST TO COUNCIL (FEES FOR INTERPRETER) - \$823.00</b></p> <p><i>All delegates were personally responsible for their private expenditure and have reimbursed Council for any personal costs incurred on their behalf</i></p>			
June 2006	China	A Shoalhaven delegation to China to sign the Contract of Sale for the Comberton Grange property and the proposed establishment of the Shaolin Temple and Tourist Complex at South Nowra	<ul style="list-style-type: none"> <li>• Clr Watson</li> <li>• Clr Murphy</li> <li>• Clr Anderson</li> <li>• Clr Willmott</li> <li>• Clr McCrudden</li> <li>• Strategic Property Manager</li> </ul>
<p><b>NET COST TO COUNCIL - \$7,026.00</b></p> <p><i>Council met transport and accommodation costs incurred by the two Councillors required to sign the Contract of Sale. All other delegates were personally responsible for their private expenditure and have reimbursed Council for any personal costs incurred on their behalf.</i></p>			

## Activities for Children

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

- Council prints and distributes Directories of Services for Children and Families.
- Council partly funds a Children's Development Officer to assess the needs of children within the City and develop programs to address these needs.
- Council supports and maintains a bus for the transportation of children using after school care.
- Council sponsors Family Day Care Schemes in Nowra and Ulladulla, caring for a total of 532 children, permanent and casual care.
- Council provides buildings for the running of children's activities and services including long day care, vacation care, occasional care and preschools. Council supports a mobile preschool to service outlying villages with a preschool.
- Council partly funds, with Interchange Shoalhaven, several vacation care centres for children with disabilities.
- Council supports the Purple Ribbon Project community partnership project raising awareness against child abuse.
- Council supports Early Childhood Services and groups, Shoalhaven Early Childhood Association, Early Intervention network for children with Special Needs, Shoalhaven Childhood Obesity Network and the Families First Network Shoalhaven.



# Access and Equity of Services to All

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

### Introduction

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

### Community Plan 2005-2010

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

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

These identified needs have formed the basis for the Access and Equity activities covered in 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 90,000 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 Council's Community Plan 2005 – 2010 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 four main strategies:

Supportive Communities

Empowered Communities

Cohesive Communities

Creative Communities

With the various target group headings together with goals listed under the following target groups:

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

## Children & Families

- Supported Children's Services throughout the city with the dissemination of information and supported training.
- Supported the Purple Ribbon campaign against child abuse with the distribution of 10,000 ribbons, media campaign and support of projects that support victims of child abuse.
- The provision of Directories for Children & Families, with descriptions of the different types of children's services, also available on Council's web site.
- Supported the inaugural "Welcoming Babies Ceremony", where families of new born babies were awarded with a "Welcome Certificate" and a Directory of Services to assist them in accessing services when they needed them.
- Involved in the "Families First" network in the Shoalhaven which is a range of early intervention and prevention services to assist families (particularly vulnerable families) raise healthy, well adjusted children.

## Youth

- Facilitated employment through Mission Employment of a networking specialist to promote and develop access points for young people through the Shoalhaven.
- Further developed Council's web page to allow young people to raise issues relevant to their needs.
- Continue to work on the Integrated Youth Plan. Updating previous Youth strategies through the Integrated Youth Plan.
- Developed, produced and distributed brochure relating to Council's Youth Advisory Committee.
- Promoted and provided fortnightly training for new youth workers at the Nowra Youth centre.
- Information distributed to youth workers concerning grants, youth issues and services.
- Implemented recommendations of the youth need assessments.
- Completion of the Ulladulla Youth Centre.
- Maintained a Youth Bus.
- Organised Youth Week 2006
- Developed and implemented a street work plan that attends to local business needs in addressing youth issues.
- Addressed crime and vandalism issues in consultation with the community.
- Continued working with Shoalhaven Area Consultative Committee in providing opportunities for local youth.
- Consulted with TAFE Futures National Inquiry.
- Supported and assisted the Career Expo 2006 at Shoalhaven Campus.
- Implemented educational opportunities through TAFE Outreach Courses, Living Skills Courses and Music and Artistic Courses.
- Implemented the 'Unlimited Potential' program to develop and improve computer literacy for young people.
- Continue to support Nowra Youth Services and Koori Habitat to provide culturally appropriate programs.

- Worked in partnership with the Department of housing to increase housing opportunities for young people.
- Support of Ulladulla, Bay & Basin and Nowra Youth Workers.
- Council has adopted the "Shoalhaven Housing Strategy 2006. The Strategy has identified the need for provision of a range of housing types to meet the ever changing demographic trends, particularly the needs of youth, the aged and disabled and the lower number of persons per household.

#### **Older Persons**

- Organised and conducted Seniors Week 2006.
- Prepared and published new edition of Activities for Seniors booklet.
- Conducted Scooter Safety Workshop.
- Needs of Older People considered in the assessment and determination of development applications.
- Access to transport supported through involvement with Shoalhaven Transport Working Party.
- Services for Seniors Directories compiled and distributed.
- Council has adopted the "Shoalhaven Housing Strategy 2006. The Strategy has identified the need for provision of a range of housing types to meet the ever changing demographic trends, particularly the needs of youth, the aged and disabled and the lower number of persons per household.

#### **Persons with Disabilities**

- Mobi Mat Recreational Path trialled at Mollymook Beach to provide improved beach access.
- Organised events for International Day of People with a Disability.
- Developed and Co-ordinated Beautiful Souls program to highlight the issues of Mental Health and Suicide.
- Access to transport supported through involvement with Shoalhaven Transport Working Party.
- Commenced review of Disability Discrimination Act Action Plan.
- Needs of People with Disabilities considered in the assessment and determination of development applications.
- Reconstruction of Mollymook Beach Foreshore (Stage 1) is nearing completion and incorporates ramp access to the beach.
- Improvements to access to Huskisson Community Centre completed.
- Tender called for access improvements to Ulladulla Administrative Centre
- Jetty completed at Maria Avenue Burrill Lake incorporating floating pontoon for improved accessibility.
- Council has adopted the "Shoalhaven Housing Strategy 2006. The Strategy has identified the need for provision of a range of housing types to meet the ever changing demographic trends, particularly the needs of youth, the aged and disabled and the lower number of persons per household.

### **Persons From a Culturally & Linguistically Diverse Background**

- Distributed Multicultural Directory.
- Assisted the Illawarra Multicultural Service to provide Cultural awareness training in Ulladulla.
- Organised a "Harmony Day" competition through the local schools around the theme "What Does Living In Harmony Mean To You?" and then awarded competition winners.
- Continued to support the local multicultural committee and social group.
- Continued to assist the Nowra Italian group in accessing services and assistance for their group.

### **Aboriginal and Torres Strait Islanders**

- Continued production of the "SKIN"; - (Shoalhaven Koori Information Network) magazine which provides information to the local Aboriginal and Torres Strait Islander people and highlights the good work done in this community.
- Assisted in the inaugural "Walk Against Sexual Abuse", which encouraged Aboriginal and all people to speak out against abuse.
- Council's Aboriginal Community Development Officer also assisted many Aboriginal residents' access services in the community.
- Council provides mail out services and in kind support to local Aboriginal service providers.
- Aboriginal culture is continuing to be recognised and considered for future planning projects. In and financial contribution to Department of Environment & Conservation Working Party project.
- Ongoing process of identifying sites and liaising with Department of Environment & Conservation.

### **Men and Women**

- Supported the Berry and Bay & Basin Men's sheds.
- Assisted in the organisation of a week of events to celebrate International Women's Day.
- Supported the Nowra and Ulladulla Domestic Violence committees raise awareness around the issues of domestic violence.

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<b>Target Group – All Target Groups</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1</b>	<b>SUPPORTIVE COMMUNITIES</b>			
-	DONATIONS	FC	30	1.3.1.9
-	REBATE ON RATES	SW	31	1.3.1.10
-	EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN	GMHR	37	1.3.2.22
-	CULTURAL AWARENESS	GMHR	38	1.3.2.24
-	OCCUPATIONAL HEALTH & SAFETY	GMHR	49	1.3.3.19
-	HOUSING STRATEGY	PL	67	2.1.1.11
-	EMPLOYMENT PROGRAMS FOR THE UNEMPLOYED	GMHR	87	3.1.1.4
-	ILLAWARRA AREA ASSISTANCE SCHEME (IAAS)	CO	115	4.2.4.51
-	SAFE DESIGN IN DEVELOPMENT & PUBLIC SPACES	PL	141	4.3.2.7
-	ACCESS TO WATER/WASTE WATER	SW	152	5.1.1.5
-	WATER WISE ADVICE	SW	158	5.3.1.13
-	SAFE ADVENTURE PLAYGROUNDS	CO	163	6.1.1.3
<b>2</b>	<b>EMPOWERED COMMUNITIES</b>			
-	CITYWIDE COMMUNITY LIAISON	GM	23	1.2.1.2
-	PRINCIPAL CONSULTATIVE BODIES ADVICE ON CAPITAL WORKS PROGRAMS	CS	23	1.2.1.6
-	ELECTRONIC ACCESS TO COUNCIL INFORMATION	FC	36	1.3.2.15
-	INFORMATION TECHNOLOGY & TELECOMMUNICATIONS INFRASTRUCTURE	GMIT	37	1.3.2.19
-	CORPORATE POLICIES	FC	51	1.3.3.24
-	MARKETING COMMUNICATION (External) STRATEGY	GM	60	1.5.1.1
-	ECONOMIC PROMOTION	CS	86	3.1.1.2

Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
-	ACCESS TO SERVICES & INFORMATION	CO	89	3.1.1.13
-	COMMUNITY INFORMATION	CO	113	4.2.4.4
-	COMMUNITY INFORMATION DIRECTORY	CO	113	4.2.4.5
-	LIBRARY SERVICE	CO	126	4.2.5.1
-	LIBRARY STRATEGY	CO	126	4.2.5.2
-	LIBRARY SERVICES TO OUTLYING AREAS	CO	128	4.2.5.3
<b>4</b>	<b>CREATIVE COMMUNITIES</b>			
-	ARTS BOARD STRATEGIC PLAN	CO	111	4.2.3.1
-	ARTS FACILITIES	CO	112	4.2.3.4

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## Target Group – CALD (Culturally & Linguistically Diverse Persons)

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

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

Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1</b>	<b>SUPPORTIVE COMMUNITIES</b>			
1.17	CALD – ACCESS SERVICES	CO	114	4.2.4.48
<b>2</b>	<b>EMPOWERED COMMUNITIES</b>			
-	CULTURAL SITES	PL	69	2.1.1.18
-	BOOKS IN OTHER LANGUAGES	CO	133	4.2.5.8
<b>3</b>	<b>COHESIVE COMMUNITIES</b>			
3.8	CALD – RECREATION, CELEBRATION & SOCIALISATION	CO	114	4.2.4.49



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<b>Target Group – Children &amp; Families</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1 SUPPORTIVE COMMUNITIES</b>				
1.25	FACILITIES FOR WOMEN, FAMILIES & YOUTH IN MAJOR COMMERCIAL DEVELOPMENTS	DE	68	2.1.1.17
-	IMMUNISATION SERVICE	DE	140	4.3.1.1
<b>2 EMPOWERED COMMUNITIES</b>				
2.13	CHILDREN & FAMILIES - SERVICES & NEEDS	CO	115	4.2.4.50
-	CHILDREN – LIBRARIES	CO	129	4.2.5.4

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## Target Group - Indigenous

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

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

Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1</b>	<b>SUPPORTIVE COMMUNITIES</b>			
-	ABORIGINAL BUSINESS SKILLS	GMHR	89	3.1.1.10
1.12	INDIGENOUS – SAFE COMMUNITY PARTNERSHIP PLAN	CO	118	4.2.4.56
<b>2</b>	<b>EMPOWERED COMMUNITIES</b>			
2.5	INDIGENOUS – COMMUNICATION & INFORMATION SERVICES	CO	116	4.2.4.53
2.7	INDIGENOUS – LEARNING & EMPLOYMENT OPPORTUNITIES	CO	117	4.2.4.54
<b>3</b>	<b>COHESIVE COMMUNITIES</b>			
-	ABORIGINAL CULTURE	PL	113	4.2.4.38
3.7	INDIGENOUS – CELEBRATION & IDENTITY	CO	116	4.2.4.52
<b>4</b>	<b>CREATIVE COMMUNITIES</b>			
4.6	INDIGENOUS – PROMOTE IDENTITY	CO	117	4.2.4.55

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<b>Target Group – Older Persons</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1 SUPPORTIVE COMMUNITIES</b>				
1.2	OLDER PERSONS HEALTH & WELL BEING	CO	118	4.2.4.58
1.4	OLDER PERSONS – NETWORKING	CO	119	4.2.4.59
1.3	OLDER PERSONS – PUBLIC & PERSONAL SAFETY	CO	119	4.2.4.60
1.5	OLDER PERSONS – SERVICES & FACILITIES	CO	120	4.2.4.62
<b>2 EMPOWERED COMMUNITIES</b>				
-	OLDER PERSONS – LIBRARIES	CO	132	4.2.5.6
<b>3 COHESIVE COMMUNITIES</b>				
3.2	OLDER PERSONS – COMMUNITY CELEBRATION & IDENTITY	CO	118	4.2.4.57
3.1	OLDER PERSONS – RECREATION & SOCIALISATION	CO	120	4.2.4.61

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<b>Target Group - Persons with a Disability</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1 SUPPORTIVE COMMUNITIES</b>				
1.18	PERSONS WITH A DISABILITY – HEALTH & WELL BEING	CO	121	4.2.4.64
1.19	PERSONS WITH A DISABILITY – HEALTH & WELL BEING	CO	121	4.2.4.64
-	REGISTER OF DIALYSIS PATIENTS	SW	158	5.3.1.12
-	SPECIAL ACCESS CABINS	CO	164	6.1.1.4
1.8	STRATEGIC COMPANION ANIMALS MANAGEMENT PLAN	FC	48	1.3.3.18
<b>2 EMPOWERED COMMUNITIES</b>				
2.10	PERSONS WITH A DISABILITY – NETWORKING	CO	121	4.2.4.65
-	ENHANCED ACCESS TO LIBRARY SERVICES	CO	132	4.2.5.7
<b>3 COHESIVE COMMUNITIES</b>				
3.10	PERSONS WITH A DISABILITY – CELEBRATIONS	CO	120	4.2.4.63
3.9	PERSONS WITH A DISABILITY –RECREATION & SOCIALISATION	CO	122	4.2.4.66

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<b>Target Group – Women &amp; Men</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For	more detail refer to:
			Page No:	Management Plan Task No:
<b>2</b>	<b>EMPOWERED COMMUNITIES</b>			
2.15	WOMEN & MEN – SERVICES & NEEDS	CO	123	4.2.4.68
<b>4</b>	<b>CREATIVE COMMUNITIES</b>			
4.11	WOMEN & MEN – CULTURAL EXPRESSION OPPORTUNITIES	CO	123	4.2.4.67

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<b>Target Group - Youth</b>				
Comm Plan Strategy No.	Task Heading:	Grp Dir	For more detail refer to:	
			Page No:	Management Plan Task No:
<b>1 SUPPORTIVE COMMUNITIES</b>				
1.9	YOUTH – HEALTH & WELL BEING	CO	124	4.2.4.70
1.11	YOUTH – SERVICES	CO	125	4.2.4.72
<b>2 EMPOWERED COMMUNITIES</b>				
2.3	YOUTH – COMMUNICATION & INFORMATION SERVICES	CO	123	4.2.4.69
22.4	YOUTH – LEARNING & EMPLOYMENT	CO	124	4.2.4.71
-	YOUTH – LIBRARIES	CO	131	4.2.5.5

# National Competition Policy:

## Categorisation of Council's Business Local Government (General) Regulation 2005 – Sect 217

### Clause (1) (d) (ii)

#### **List of Category 1 Businesses**

##### **Shoalhaven Water**

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

##### **Shoalhaven Sewer**

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

##### **Holiday Haven Tourist Parks**

- Operation of cabin, on-site and camping facilities

##### **Shoalhaven Mechanical Services**

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

### Clause (1) (d) (iii)

#### **List of Category 2 Businesses**

##### **Shoalhaven Memorial Gardens**

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

##### **Electrical Technology Services**

- Provision of professional and technical electrical services

**Clause (1) (d) (iv)**

**Revenue and Expenses – Category 1**

	Revenues \$'000	Expenses \$'000	Assets \$'000
Shoalhaven Water	15,094	13,280	189,913
Shoalhaven Sewer	24,796	18,720	261,796
Holiday Haven	13,556	9,066	38,725
Shoalhaven Mechanical Services	3,032	3,340	(327)

**Clause (1) (d) (v)**

**Progress Implementing Competitive Neutrality**

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

**Clause (1) (d) (vi)**

**Competitive Neutrality – Pricing Requirements**

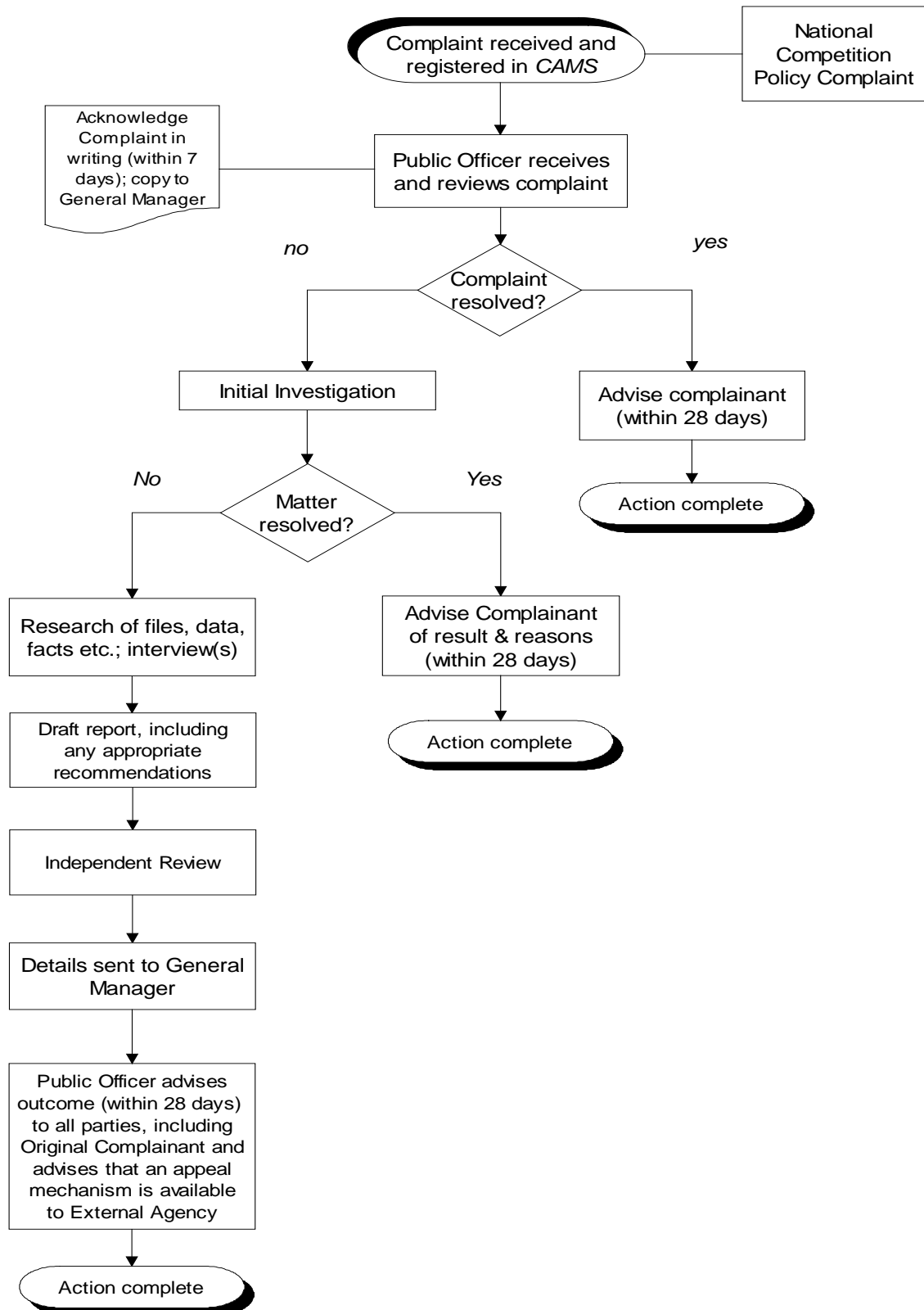
Competitive neutrality pricing requirements have been applied to each Category 1 Business using the "Pricing of Costing for Council Business – A Guide to Competitive Neutrality" issued by the Department of Local Government in July 1997.



# National Competition Policy: Competitive Neutrality Complaints Handling Mechanism Local Government (General) Regulation 2005 – Sect 217

**Clause (1) (d) vii & (ix)**

Council has received no complaints that it has determined to be competitive neutrality complaints during the 2005/06 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 (Fol) Act 1989. Included is a comparison of statistics from the previous reporting period.

Applications	Current Reporting Period July 2005 – June 2006	Previous Reporting Period July 2004 – June 2005
Personal applications received	11	28
Other applications received	39	21
Total Received	50	49

Granted in full	35	33
Granted in part – information exempt under Section 25 (1) (a)	9	9
Refused	-	3
Transferred	-	-
Withdrawn	4	3
Application determined – Documents not held by Council Section 28 (1) (b)	2	1

Applications requiring formal consultation	27	32
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Amendment of Personal Records:	-	-
Agreed	-	-
Refused	-	-

Fol Fees Received	\$4,815.00	\$3,102.50
Assessed Costs	\$6,562.50	\$8,305.00
Discounts Allowed:	-	-
Financial Hardship	1	2
Public Interest	-	1
Non-profit organization	-	1

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

Applications Completed in:		
0-21 days	29	14
22-35 days	8	15
Over 35 days	11	17

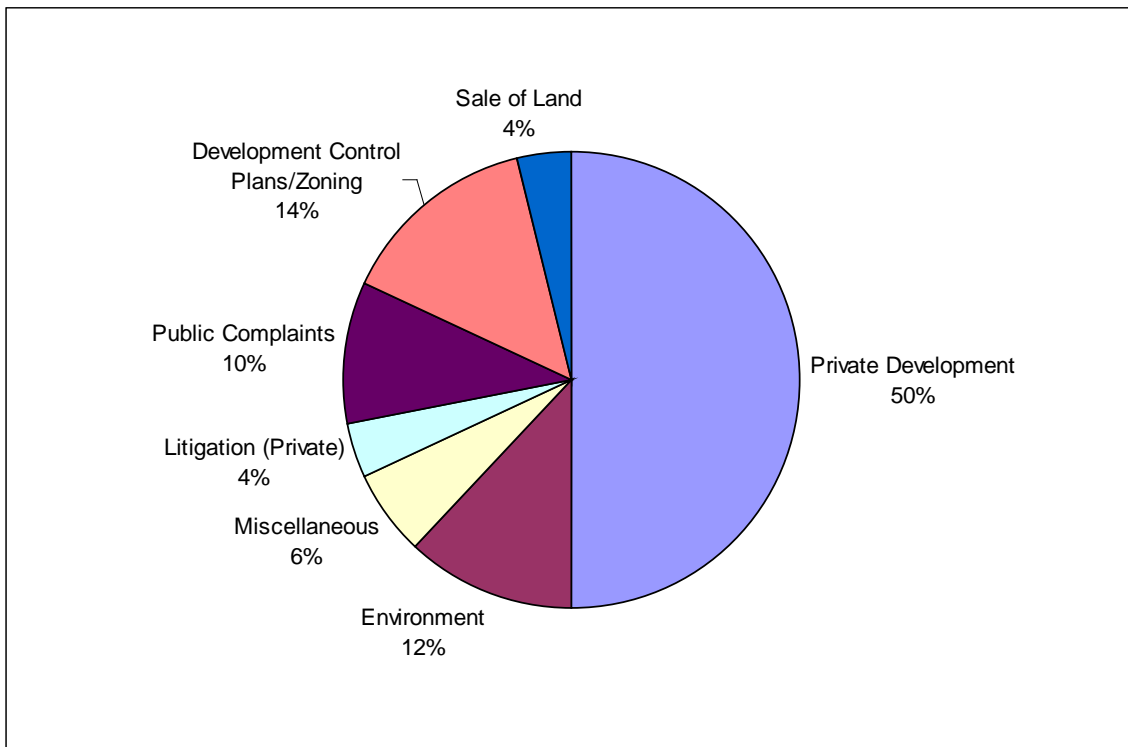
Applications Processed within:		
0-10 hours	43	41
11-20 hours	4	5
21-40 hours	1	-

Council received a total of fifty (50) applications in this reporting year which is similar to the number received in the previous year. There was a decline in the number of applications lodged in relation to matters affecting public amenity such as noise, animal control and unauthorized activities. In contrast, applications relating to planning and environmental issues increased markedly.

There were no applications lodged for internal review in the current reporting period.

In addition to applications received under the Freedom of Information (FoI) Act, Council also processed and determined three hundred and twenty six (326) applications under the provisions of Section 12 of the *Local Government Act, 1993* and this represents a forty five percent increase on the previous year.

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



# Privacy and Personal Information Protection Act (PPIPA) 1998

## (Section 33(3) of the PPIPA)

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

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

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

Council's internal review procedures are detailed in the PMP and the Privacy Officer is responsible for the conduct of reviews. One application for internal review was received in this reporting period and this was dealt with in accordance with the requirements of Part 5 of the PPIPA.

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

# Environmental Planning and Assessment Act 1979

## Section 93 G (5)

Council has had no Section 93 planning agreements in place during the 2005/2006 period.

# Statement of Environment Supplement Report (see separate document)

Section 428(2) (c)

# Annual Statement of Account and Auditors Report

## APPENDIX A