



ANNUAL REPORT
2010-2011

SHOALHAVEN VISION 2020

We will work together in the Shoalhaven to foster a safe and attractive community for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.

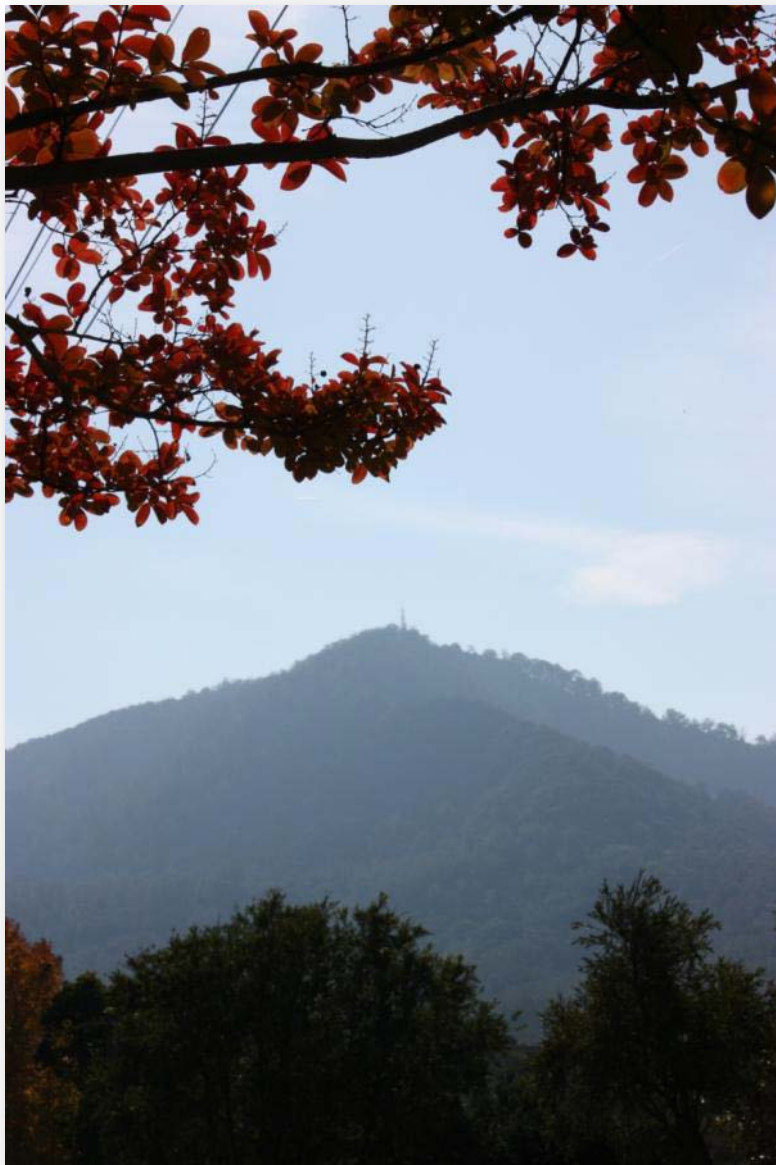


TABLE OF CONTENTS

MAYOR & GENERAL MANAGERS FOREWORD	4
COUNCIL WARDS	7
COUNCILLORS	8
SENIOR STAFF	9
ORGANISATIONAL STRUCTURE	Error! Bookmark not defined.
SHOALHAVEN COMMUNITIES.....	11
SHOALHAVEN ENVIRONMENTS	63
SHOALHAVEN ECONOMY	95
SHOALHAVEN LEADERSHIP	118
STRATEGIC PROGRESS INDICATORS	148
REGULATORY REPORTING.....	152
DETAILS OF OVERSEAS VISITS	153
FEES, EXPENSES & FACILITIES PROVIDED TO ELECTED MEMBERS.....	153
MAJOR CONTRACTS.....	165
LEGAL PROCEEDINGS	166
PRIVATE WORKS	171
CONTRIBUTIONS/DONATIONS.....	172
EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL	175
COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST	175
PARTNERSHIPS, CO-OPERATIVES & JOINT VENTURES	176
EQUAL EMPLOYMENT OPPORTUNITY PLAN.....	181
HUMAN RESOURCES ACTIVITIES	183
OCCUPATIONAL HEALTH AND SAFETY	183
SENIOR STAFF REMUNERATION PACKAGE	186
STORMWATER MANAGEMENT SERVICES	187
COMPANION ANIMALS ACT	188

RATES & CHARGES WRITTEN OFF.....	190
GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009	191
PRIVACY AND PERSONAL INFORMATION PROTECTION ACT, 1998	196
ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979.....	197
STATE OF ENVIRONMENT REPORT - Appendix A.....	198
COST SAVINGS & PRODUCTIVITY GAINS – 2010/2011.....	199
ANNUAL STATEMENT OF ACCOUNT & AUDITORS REPORT - Appendix B.....	231

MAYOR & GENERAL MANAGERS FOREWORD

Welcome to Shoalhaven City Council's Annual Report, the document covering Council's achievements across the 2010/11 financial year.

The Annual Report provides Council the opportunity to remind Councillors, staff and the community of the important projects and key events that have taken place across all operations over the past 12 months.

The past financial year has seen Shoalhaven City Council undertake a number of significant infrastructure projects, each of which will provide positive long term effects for local residents.

One of the major highlights of the past year has been the progress made on the Shoalhaven Cancer Care Centre.

The lodgement of a Development Application for the facility is now close to fruition after the NSW State Government recently published an amendment to the Shoalhaven LEP 1985 to rezone the site of the proposed Centre.

In what has been a busy year right across the board Council has also made significant progress on a number of large scale and long term projects.

Examples of this include the finalisation of the Draft Shoalhaven LEP for public exhibition, Council's decision to submit a planning proposal to the Department of Planning and Infrastructure for the potential rezoning of the Jerberra Estate and the creation of the draft concept plans for the redevelopment of the Ulladulla Civic Centre and Library.

Further to this Council has continued to work with and support the area's many volunteer groups in the delivery of shared use pathways, Bushcare programs and much more.

The below information will provide a snapshot of the varied projects, programs and events Council has worked to provide over the past 12 months.

Major Projects

- Shoalhaven Regional Hockey Centre
- First construction contract let for Kangaroo Valley Sewerage Scheme
- Huskisson Sports Amenities
- Extensions to Shoalhaven Entertainment Centre
- Draft concept plans prepared for the redevelopment of the Ulladulla Civic Centre and Library
- Feasibility study completed for Porters Creek Mini-Hydro Scheme
- Stage two of the Vincentia Shared User Path around Jervis Bay foreshore
- Replacement of the sewer rising main across Chris Creek Bridge, Sussex Inlet
- Currarong Boat Ramp
- Currarong Skate Park
- Sewer relining in Sussex Inlet and Culburra
- Crookhaven Sports Field irrigation
- Fisherman's Paradise Community Meeting Room
- Final stage of sealing works on Main Road 92 from Nowra to Nerriga

Development

- 34 Lot Residential Subdivision, 16 Integrated Housing Dwellings and two Dual Occupancy Dwellings – Worrigee Road, Worrigee
- 21 Villa Units – Yalwal Road, West Nowra
- Motor Showroom, Servicing and Parts Centre – South Nowra
- Equine Centre and Tourist Complex – Graham Park, Berry
- Expansion of Artificial Reef – St Georges Basin
- Retail Shopping Complex – Prince Edward Avenue, Culburra Beach
- Country Target and Woolworths supermarkets developments -Ulladulla
- Office Development - Berry Street, Nowra
- 48 lot residential subdivision – Meroo Road, Bomaderry
- Concept approval for high density residential development- Maisie Williams Drive, Mollymook Beach
- Concept approval for Claydon Park Seniors Housing Development - Croobyar Rd, Milton

Excellence

- The National Water Commission’s National Performance Report places Shoalhaven Water at the higher end scale in comparison to other similar sized utilities
- Kangaroo Valley receives a ‘Highly Commended’ in the Best Destination category at the Responsible Tourism Awards announced in London
- Shoalhaven Tourism had eight finalists at the South Coast Tourism Awards

Environment

- Over 5,300 mattresses recycled in the Shoalhaven between January-June 1011
- Multimillion kerbside waste collection and recycling contract awarded to Sita Environmental Solutions
- A 14kw photovoltaic power generation system is in operation at the Bay and Basin Leisure Centre. The power is utilised to supplement daily usage
- Lake Entrance Survey Monitoring Program, Sensitivity Study and Coastal Erosion Baseline study completed
- Adoption of the Residential Development in Foreshore Areas Policy
- Electricity Consumption for Council’s Business Units below the KPI target
- Parks unit in cooperation with several Bushcare groups obtained over \$130,000 in grants to undertake restoration and community education projects in Council reserves
- Jervis Bay/Vincentia Foreshore restoration project

Community

- Draft Shoalhaven LEP 2009 finalised for public exhibition
- Submission of a planning proposal to the Department of Planning and Infrastructure for the potential rezoning of the Jerberra Estate
- Community Engagement Policy review progressed with community workshops and workgroup

- NSW State Government published an amendment to the Shoalhaven LEP 1985 to rezone the site of the proposed Shoalhaven Cancer Care Centre
- Redevelopment of Council's website
- The Department of Defence announced the selection of the Sikorsky Romeo as the successful helicopter to fulfil AIR9000 Phase 8
- The Shoalhaven received 1.3 million day visitors, 1.1 million overnight visitors and 37,000 international visitors
- Visitors spent \$617 million in the City. This expenditure generates 6,000 full time or full time equivalent jobs
- The South Coast Correctional Centre was constructed and opened
- The Shoalhaven Arts Centre hosted the NSW Parliament Aboriginal Art Prize
- Launch of Breastfeeding Friendly Shoalhaven Project
- Successful funding for fitness circuit at Shoalhaven Heads and Mollymook Beach
- The NSW Waratahs played a Super 15 Rugby trial game against the Western Force at Shoalhaven Rugby Park
- Council undertakes refurbishment of the Bomaderry Lions Park, Thompson Street Sporting Complex, Sussex Inlet, Voyager Park and Huskisson playground equipment

It is very pleasing to see that Council has continued to deliver quality services and facilities to the Shoalhaven area throughout 2010/11 ensuring that we uphold our vision of making the Shoalhaven a great place to live, work, stay and play.

COUNCIL WARDS

COUNCILLORS



Mayor - Clr Paul Green

Home: (02) 4429 3251
Fax: (02) 4429 5250
Mobile: 0423 881 873
paul.green@shoalhaven.nsw.gov.au

ward one



Clr Andrew Guile - Deputy Mayor

Home: (02) 4464 3169
Fax: (02) 4429 5580
Mobile: 0412 287 706
andrew.guile@shoalhaven.nsw.gov.au



Clr Gary Kearney

Home: (02) 4446 1129
Fax: (02) 4429 5577
Mobile: 0423 881 875
kearney@shoalhaven.nsw.gov.au



Clr Nigel Soames

Home: (02) 4422 3063
Fax: (02) 4429 5574
Mobile: 0434 140 115
soamesn@shoalhaven.nsw.gov.au



Clr Gareth Ward

Home: (02) 4421 0393
Fax: (02) 4421 0581
Mobile: 0401 499 933
gareth.ward@shoalhaven.nsw.gov.au

ward two



Clr David Bennett

Fax: 4429 5578
Mobile: 0412 680 356
bennett@shoalhaven.nsw.gov.au



Clr Bohdan Brumerskyj

Home: (02) 4422 4755
Fax: (02) 4429 5581
Mobile: 0434 154 344
brumerskyj@shoalhaven.nsw.gov.au



Clr John Fergusson

Home: (02) 4441 8642
Fax: (02) 4429 5575
Mobile: 0434 151 881
fergussonj@shoalhaven.nsw.gov.au



Clr Greg Watson - Assistant Deputy Mayor

Home: (02) 4447 8131
Fax: (02) 4429 5572
Mobile: 0412 210 979
watsong@shoalhaven.nsw.gov.au

ward three



Clr Amanda Findley

Home: (02) 4454 3257
Fax: (02) 4429 5579
Mobile: 0434 151 730
findleya@shoalhaven.nsw.gov.au



Clr Robert Miller

Home: (02) 4456 5931
Fax: (02) 4429 5573
Mobile: 0434 151 501
millerr@shoalhaven.nsw.gov.au



Clr Bob Proudfoot

Home: (02) 4443 8978
Fax: (02) 4429 5582
Mobile: 0434 223 196
proudfootb@shoalhaven.nsw.gov.au



Clr Josi Young

Home: (02) 4454 1981
Fax: (02) 4454 4511
Mobile: 0416 275 711
youngj@shoalhaven.nsw.gov.au

SENIOR STAFF



General Manager
Russ Pigg

The General Manager is responsible for the day-to-day management and the efficient and effective operation of the organisation, including implementing Council strategies, policies, decisions and assisting the Council with the development and implementation of the Community Strategic Plan.



Assistant General Manager
Rob Donaldson

The Assistant General Manager's Group provides services to the organisation encompassing IT, electrical engineering and services, telecommunications, human resources, occupational health and safety, corporate training, workers compensation and internal audit. The Assistant General Manager is also responsible for whole-of-organisation projects and improvements, including the Integrated Planning and Reporting framework.



City Services & Operations Group
Bill Paterson - Director

City Services & Operations role is to manage Council's roads, buildings, aquatic and leisure facilities, libraries, community services, waste services, arts and lawn and garden cemeteries by planning, arranging construction and determining their maintenance requirements. In addition, the functions of Emergency Management is with the City Services & Operations Group.



Finance & Corporate Services Group
Peter Dun - Director

Finance & Corporate Services Group provides corporate, financial and administrative services for the Council as a whole and is responsible for the following services: Corporate Business Units, Financial Services, Revenue, Tourism, Economic Development, Legal Services and Executive Support.



Strategic Planning & Infrastructure Group
Peter Adams - Director

Strategic Planning and Infrastructure Groups focus is to strategically plan for the sustainable provision of services and infrastructure, as well as managing the interaction with the environment and the Shoalhaven Community.



Development & Environmental Services Group
Tim Fletcher - Director

The Development and Environmental Services Group focuses on the processing of various forms of subdivision, development, building and public health applications; as well as ensuring that development activity is undertaken in accordance with approvals. Regulation of unauthorised development and other compliance matters and environmental monitoring are also important functions.

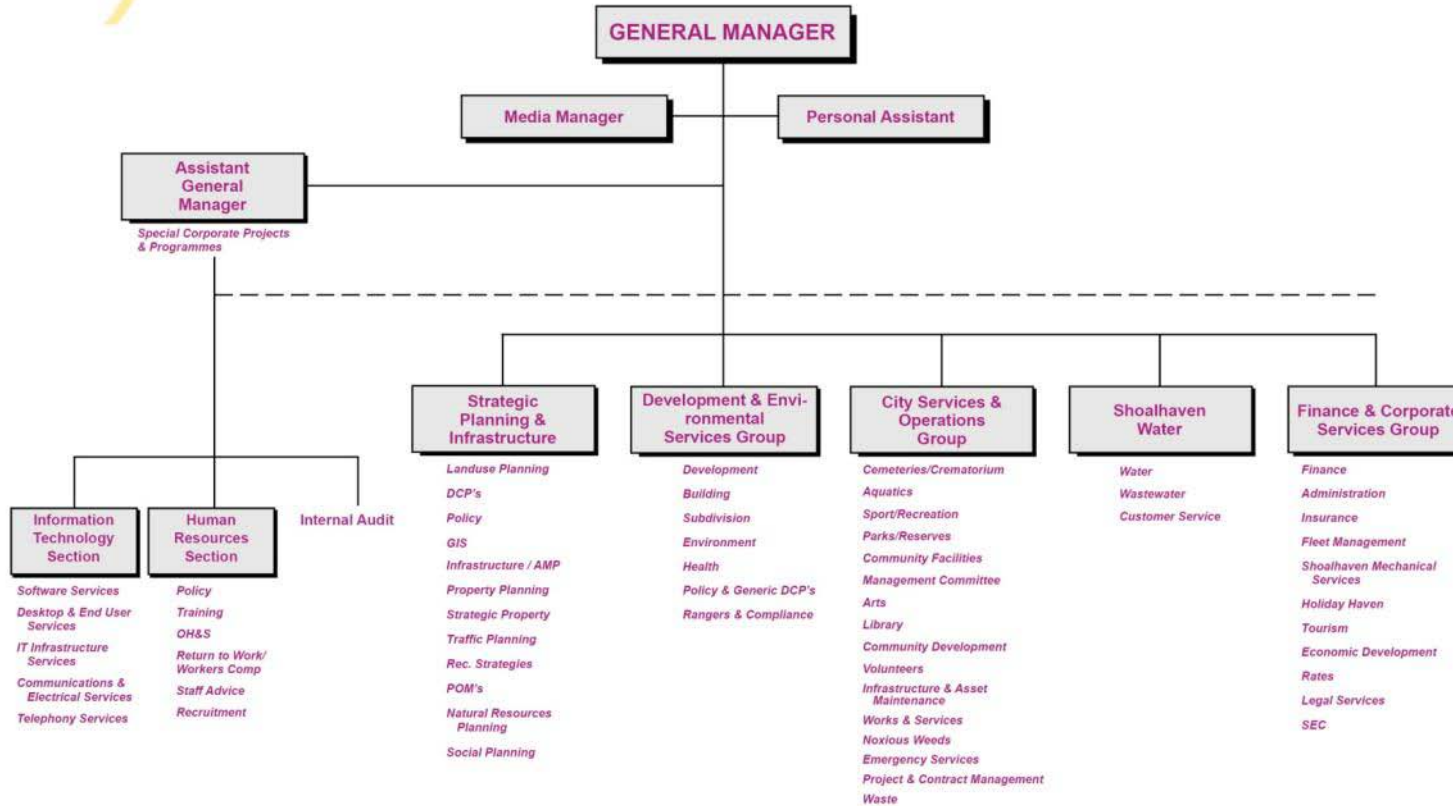


Shoalhaven Water Group
Carmel Krogh - Director

The Shoalhaven Water Group is responsible for all aspects of water and sewerage services in the City area including planning, design, construction and operations.



‘ORGANISATIONAL STRUCTURE’



SHOALHAVEN COMMUNITIES

As Shoalhaven evolves, grows and changes it will be vital for Council to provide for and foster sustainable, strong and cohesive communities across the diverse settlements of the City.

This Key Result Area focuses on providing for future community needs, ensuring equity and social inclusion, community engagement, cultural activities, excellence in the provision of facilities and services, the development and support of communities and enhanced lifestyle opportunities.



HIGHLIGHTS

The National Performance Report 2009-10 was issued in May 2011 and it has revealed that Shoalhaven is considered to have again performed at the higher end of the scale in comparison to other comparatively sized water utilities. The report is a key commitment under the National Water Initiative to publicly and independently report on the performance of water utilities. The National Water Commission report for Urban Water Utilities is one of the most comprehensive and detailed documents on the performance of urban water utilities with benchmarking undertaken against 155 key performance indicators.

Shoalhaven Water is classified as a Non-Major Utility Large (NMU) with water connections between 20,000-50,000 and is the third largest in size within this grouping behind Power and Water – Darwin and Western Water – Victoria.

Some of the highlights against the national median average included;

- Low number of water and sewer main breaks,
- Fewer customer complaints,
- Highest % of customer calls answered within 30 seconds
- Lower annual residential bill based on 200kl water
- Lower total net greenhouse gas emissions
- Lower operating cost for water and sewerage per property
- Kangaroo Valley Sewerage Scheme

The following Scheme milestones have been achieved in the past 12 months

- A Review of Environmental Factors (for scheme alterations) endorsed in February 2011.
- The signing of a Heads of Agreement between Council and land owners, Gavin and Catherine Chittick, in February 2011.
- The appointment of consultant GHD as Project/Construction Managers to assist Council through to completion of the project.
- Confirmation from the Minister for Water that the Scheme would be part funded through the Country Towns Water Supply and Sewerage Program.
- The award of the first contract to Select Civil for construction of the access road to the treatment facility on 1 June 2011.
- Tenders closed for the main design and construct contract on 9 June 2011.
- Settlement of land purchase for treatment facility on 28 June 2011.

Porters Creek Mini Hydro Scheme

A feasibility study has been completed by Hydro Tasmania on the Porters Creek Mini Hydro project at Porters Creek, Milton.

The preferred option is to establish a 40 kilowatt generator within the water trunk main at the Milton water treatment plant.

The turbine would generate electricity for the Milton Water Treatment Plant and any excess electricity would be sold back into the grid through an electricity provider.

Design and Construction documentation is being prepared.

High flows and full storages and sewers contained.

Catchment rainfall and runoff was consistent from the start of the new year and storages stayed steady at over 95% full as all catchments received good rainfall. The river flows were consistently high which was above the long-term norm for the period. With the catchments wet from previous rain, much of the rainfall was converted into runoff into the major dams.

Thanks to an excellent staff performance the wet weather event of the 20th March with widespread flooding, was contained to minimal sewer overflows.

Rising Main Replacement

The sewer rising main across Chris Creek Bridge, Sussex Inlet was replaced in February. The main was heavily corroded and was replaced with Sintakote steel pipe. Flows were tankered for 24 hours while contractors performed the replacement work.

Major Sewer Pumping Station Works

A contract was awarded to McNamee Constructions for a new pumping station in Concorde Way, Bomaderry to provide improved environmental outcomes and a new pumping station in Quinns Lane, South Nowra to service Green Orchid Estate and surrounds.

The construction works are approximately 50% complete.

Water Meter Replacement Strategy

The recent acquisition of large and 20mm water meters through competitive tendering processes has commenced a significant meter replacement strategy to be conducted over the next 4 years. A total of nearly 28,000 residential water meters will be replaced.

All old 25mm services were replaced in 2010-11 and a selection of meters ranging in sizes from 100mm to 32mm with high volume recordings were also changed. The competitive pricing obtained for the acquisition of the meters, the sale of the old scrap meters and greater accuracy of future readings will combine to maximise revenue from the sale of water.

Sewer relining

Sewer relining jobs were completed in Sussex Inlet and Culburra to reduce infiltration into the sewer system. This involved a structural liner being put in place to seal existing holes between the main and risers in over 30 locations.

Coating of degraded manholes

Manholes in Sussex Inlet, Nowra, Bomaderry and Culburra have been effectively sealed and their structural integrity regained by lining with a cement material. Leaks were also sealed with grout to take pressure off the manhole and receiving pump stations.



Access Road – Kangaroo Valley Preparation for Twin Cell Culvert Installation

Concorde Way Bomaderry – formwork for Storage Overflow Tank 1

Nowra Park – laying 375mm DICL – Cancer Centre Main Diversion



Quinns Lane – Hammering Rock for installation of 225mm diameter sewer gravity main SMH A2 to SMH A1

Bay & Basin Leisure Centre

- Adult “Swim Fit” classes introduced - Attendances doubling within two weeks of start up.
- Royal Life Saving Society of Australia Swim & Survive program relaunched for implementation in Term 3. Staff training completed and resources nearing finalisation. Initial response from patrons has been positive
- 14 kw photovoltaic power generation system now in operation at BBLC. Power is utilised to supplement daily usage. Information on output and system details is available on www.sunnyportal.com
- \$40,000 worth of Cardio and Pin weight equipment installed at BBLC Gym to improve equipment availability

Bomaderry Aquatic Centre

- Attendances increased by 2,766 patrons on same period last year
- Large number of school programs and swimming schemes run to show a very busy period – 5818 school attendances in December alone
- Royal Life Saving Society of Australia Swim and Survive program relaunch, to commence in term 3. Staff have been inducted into the program and trained in customer service and administration.
- Bomaderry gained 5 star safety rating by Royal Life Saving Society of Australia

Nowra Pool

- Kids Time running over the school holidays with good numbers of attendances
- Increase in demand from external coaches, with 2 coaches now hiring lanes

Sussex Inlet Aquatic Centre

- Obtained a 5 star rating for the centre from Royal Life Saving Society of Australia
- Learn to swim numbers exceeded last year's term 4 figures

Ulladulla Leisure Centre

- Learn to swim numbers exceed target
- Water consumption has dropped dramatically over the past few months with rain harvesting proving successful
- Body Training Solutions (BTS) fitness classes introduced and well received by patrons
- New gym equipment has arrived and been installed.
- Exhibition Grant – Parliament of NSW Aboriginal Art Prize - The Shoalhaven City Arts Centre was successful in gaining a grant from Museums and Galleries NSW through their Incoming Touring Exhibition Grant program. This grant covered the associated costs for exhibiting the nationally acclaimed Parliament of NSW Aboriginal Art Prize exhibition which toured to the Shoalhaven in June 2011.
- Archibald Prize 2010 - The Shoalhaven City Arts Centre has enjoyed the highest visitation numbers since opening in 2004 with showcasing the Archibald Prize 2010 exhibition. The Art Gallery of NSW Archibald Prize is one of Australia's oldest and most prestigious art awards. The exhibition has been an outstanding success for the Arts Centre.
- Completion of, smART spaces: the City's new strategic plan for the arts - The Arts Unit of Council together with the Shoalhaven Arts Board have completed a new strategic visioning document for the Arts in the City. Working to amalgamate feedback gathered through community consultation and direction from Council's new integrated planning phase, the steering committee of staff and Board members have completed 'smART spaces'.
- Art Competition - The Arts Unit of Council together with the Aquatics Unit of Council offered a Children's Colouring Competition to coincide with the Travelling Archibald Prize. Youngsters were encouraged to submit a portrait of their family and friends participating in an aquatic activity.
- The Arts Centre was proud to host the Art Express and received outstanding response from students with over 160 through for booked tour.
- St Michaels Parish held their Annual Remembrance Service at the Chapel at Worrigea, this was well attended and well received. Expressions of thanks were received from Father Patrick and several other attendees.

- In December the Annual Children’s Remembrance Service was held at the Chapel, the Mayor, Cllr Paul Green welcomed attendees and Federal MP, Joanna Gash was also in attendance. The event was well supported with thanks and appreciation being expressed by a number of those attending.
- A new memorial garden for the final disposition of ashes has been completed – the Earth Garden which encourages a sustainable and environmentally friendly approach to the final disposition of ashes and utilises a biodegradable container and offers a permanent remembrance in the form of a commemorative plaque.
- Council considered and adopted a report supporting the commencement of a trial offering Natural Burials at the Shoalhaven Memorial Gardens and lawn Cemetery. A portion of the Cemetery has now been set aside for this purpose.
- Hosted Annual Mothers Day Remembrance Service in May 2011. This was well attended and appreciated by those attending
- Two community organisations utilising Management Committee managed venues were successful in gaining \$1,000 from the Veolia Mulwarree Trust for projects at Shoalhaven Heads Community Centre and Lady Denman Heritage Complex.
- Kitchen renovation at Huskisson Community Centre completed in June 2011
- Replacement kitchen, flooring, storage cupboards, tables and whitegoods at Vincentia Public Hall.
- Introduction of the Aboriginal Cultural Awareness Training for Council Staff in 2010 - The Aboriginal Cultural Awareness Training was first offered to Council staff in September 2010 as a two hour session. The Aboriginal Cultural Awareness Training is designed to introduce participants to a deeper and meaningful understanding of Aboriginal community protocols and practices through interactive activities. It provides a unique learning approach that allows participants to walk briefly in Aboriginal footsteps. Information presented gives an Aboriginal perspective on the historical experiences, policies and challenges that continue to impact on Aboriginal people today. Eighty-four Council personnel, from different divisions of Council have participated in the Cultural Awareness since its introduction.
- “Breastfeeding Friendly Shoalhaven” is a joint initiative between the Shoalhaven City Council’s Community Development Team and the Australian Breastfeeding Association (ABA).

The project has seen community development staff consult with over 300 parents/carers across the Shoalhaven through community group meetings such as playgroups and face to face interviews, to identify needs and concerns around breastfeeding and baby care facilities.

The Community Development Team have also been providing information to businesses on how to be a registered ABA ‘Breastfeeding Welcome Here’ venue with over 90 venues registering through this project.

Businesses that have registered with the ABA, along with the location of baby care facilities, will be promoted in the Breastfeeding Friendly Shoalhaven wallet size resource card. This valuable list will also be available on both the Shoalhaven City Council and the ABA websites.

- Pallingjang – Saltwater 2009 Exhibition 27 May – 3 June 2011 - The Pallingjang Exhibition was organised to celebrate Reconciliation Week and to promote Shoalhaven’s local Aboriginal artists.
- Council is installing Radio Frequency Identification (RFID) to all branches of Shoalhaven Libraries to improve customer service.
- Council is working on the redevelopment of the Ulladulla Library & Civic Centre precinct. Community consultation sessions were held and Council endorsed the design brief and appointed a Project Steering Committee. A number of workshops have been held between Library & Council staff and the architects, Brewster Hjorth to discuss community requirements.
- Discussions are being held with the State Library of NSW to install wireless hotspots for the Libraries.
- Shoalhaven Libraries were chosen, along with 60 public libraries nationally, to pilot a library initiative to improve access for people with a visual disability. Ten (10)devices, called navigators have been provided through the Department of Families and Housing, Community Services and Indigenous Affairs for loan to library members who have a print disability. The devices can store up to 45 hours of audio, ideal for Home Library Service members
- Fishermans Paradise Community Hall - A new community meeting room was added to the existing Rural Fire Service Building and included internal modifications to the existing amenities. The work was extended to include re-roofing the RFS building, extensively damaged during the strong wind storms in late 2010.
- Culburra Beach & Orient Point RSL Sub-branch Memorial – Council worked with the Local RSL Sub-branch to provide a memorial area in time for the 2011 Anzac Day services. The memorial is attached to recent extensions to the Culburra Community Centre, also delivered by Project Delivery Staff.
- Bernie Regan Synthetic Hockey Field – Construction was completed on a new wet surface synthetic hockey field, complete with player dugouts, high level lighting and watering systems at Bernie Regan Sports Complex at North Nowra. Upon completion the new facility has been tested and approved by the Federation of International Hockey (FIH) for international standard matches. The facility was officially opened by the Mayor on 27 May 2011.
- Shoalhaven Entertainment Centre Extension – Extensions to the Shoalhaven Entertainment centre (SEC) were completed in April, in time for the major Country Women’s Association Conference held at the SEC later in April. The new extensions have provided additional amenities, foyer and function areas with the ability to create a separable function area, recently

named the Gallery Function Room.



- Ulladulla Harbour, Southern Boat ramp Pontoon -. A new floating pontoon has been provided on the existing southern boat ramp in Ulladulla Harbour. The new pontoon, 40 meters long and 3 meters wide is the latest of a growing number of facilities of this type within the City.
- Currarong boat launching Ramp upgrade – The new ramp was opened in time for the 2010/2011 Christmas holiday season and completion of the upgraded Currarong boat launching ramp was marked by an official Mayoral opening on 20 May 2011. The upgraded facility provides improved accessibility for recreational boat users at Currarong at all tidal levels.
- Huskisson Sportsfield amenities upgrade - this project provided for the existing “1970’s” amenities to be substantially upgraded and improved, to provide more space and comfort for users of the facility and to provide essential renewal of some aspects of the building and also allowed current sustainability design aspects to be introduced.
- Vincentia foreshore boardwalk bridge - A new footbridge across the creek between Church & Holden Streets has been completed and provides an integral link in the continuity of Vincentia foreshore shared use pathway. The new facility has been designed to withstand the harsh natural elements in this coastal foreshore location and encompasses use of sustainable products in its recycled mesh decking.
- Ulladulla entrance upgrades - The entrances to the township of Ulladulla have been given major significance with the provision of striking and eye-catching signage. The project forms part of Councils continuing commitment to improve the standard of appearance to all towns and Villages. Located at each end of Ulladulla, the new signs capture the spirit of Ulladulla Harbour, and have been constructed to a high standard by Council work crews.

- Footpath upgrading works have been completed in Queen Street Berry (Princes Highway), west of Prince Alfred Street, to replace dilapidated AC paving with high quality clay pavers, with street furniture and street trees where possible. Works were undertaken in consultation with community stakeholders and undertaken using funds provided under the Federal Regional Local Community Infrastructure Program of \$200,000.
- The eastern footpath in Kinghorne Street Nowra received substantial upgrading works between Smiths Lane and North Street, using funds provided under the Federal Jobs Fund Program. The work involved removal of existing concrete, adjustment of services and placement of new paving to match existing paving in Junction Street. Other minor improvements involving street furniture and street trees were provided. The works were undertaken mostly after business hours to minimise disruption to pedestrians and adjoining businesses.
- Construction was completed on a 100 metre extension of St Vincent Street Ulladulla, south of Parson Street. The works were completed to coincide with the opening of a major community project in Ulladulla and provide a 2 lane, sealed roadway in a formerly unformed road reserve.
- A new Rural Fire Station was completed on The Wool Road (St Georges Basin Bypass), near the intersection with The Wool Lane. The new station services the St Georges Basin area and provides garaging for five fire vehicles, together with office administration, catering and training areas. This station is the latest in a number of new stations completed in recent years under the Rural Fire Service Strategic Plan.
- The low level causeway over Tapitallee Creek on Hockeys Lane was upgraded to improve pedestrian access, and was undertaken in consultation with NSW Fisheries to enable improved fish migration across the causeway.
- Main Road 92 upgrade between Nowra and Nerriga was completed after construction over a number of years. The completed works provide a new two lane, sealed surface with 1 metre shoulders over 60 kilometres of road. The works were completed at a cost of \$95 million funded by Federal, State and Council. Council's component was \$12 million, with the final instalment of \$157,000 being provided this year.

Other achievements include:

- Village Identification Signage at Orient Point and Sanctuary Point
- Crookhaven Heads Tourist Park, pool solar heating
- Crookhaven Heads Sport Oval, field irrigation system
- Internal refurbishment of Nowra Arts Centre storage room
- Commencement of Shoalhaven Heads Tourist Park Pool
- Commencement of Bomaderry Railway Station facade extensions
- Commencement of Crossroads rural fire station
- Commencement of Isa Road drainage improvements
- Commencement of St Georges Basin Community Centre carpark
- Commencement of Ulladulla Sports Centre – stage 3
- Commencement of Albatross Road timber bridge replacement
- Commencement of Browns Creek bridge replacement , Cambewarra

- Princes Highway, Ulladulla Cycleway - Kings Point Drive to Canberra Crescent - Council has designed and constructed 1700 metres of 2.5m wide cycleway south of Ulladulla on the western side of the Princes Highway. The works included two 9m long bridges.
- St Georges Basin Country Club – Drainage - Council has been working together with the St Georges Basin Country Club over a number of years on a program of drainage works to overcome local flooding issues in adjacent residential properties. Construction of the final stage, which transfers water discharging from Paradise Beach Road into the established drainage on the opposite side of the Golf Course is now complete. The new swale drain cuts across 4 fairways and curves around the course to direct water away from on-site ponds.
- South Coast Correctional Centre - The road in Oxford Street South Nowra was upgraded as part of the requirements for the development of the South Coast Correctional Centre. A wider and stronger road pavement and a new roundabout at the centre entrance has been constructed. Council was a contractor to the State Government on this project.
- Milton Carpark - The carpark behind the Star Hotel and the Milton IGA was designed and constructed by Council staff. The walkway to the highway between these two buildings was also constructed to improve access.

These works have dramatically transformed the existing gravel carpark and rough concrete walkway into this aesthetically pleasing formalised carpark and walkway. All paving and landscaping has been done to match the existing style found in the main street of Milton.

- BTU Road - Due to a crash history on a curved section of BTU Road approximately 1.8km west of the Princes Highway, Council received a Federal 'Blackspot' grant from the RTA for upgrading works. The work involved widening the travelling lanes and shoulders, correcting the super elevation, repairing and improving drainage structures and installation of guardrail.
- Vincentia Shared Pathway - Stage 2 of the Vincentia Shared User Path included a section of path around the foreshore of Jervis Bay, providing spectacular views for residents and tourists alike. In addition, a section of path was constructed along Elizabeth Drive providing improved access for residents to the Vincentia shops. Work crews were complimented daily by passing residents and visitors.
- Playgrounds - Three parks Bomaderry Lions Park, Thompson Street Sporting Complex, Sussex Inlet and Voyager Park, Huskisson received new play equipment to replace old deteriorated equipment.
- Green & Golden Bell Frog Studies - 2010 and 2011 saw Shoalhaven experience an unprecedented boom in numbers of the state and nationally endangered Green and Golden Bell Frog. The scale of the event represented the most significant natural recovery of any threatened species in the state, if not Australia-wide.
- With the increase and spread of the population, Shoalhaven City Council commissioned two consultants to undertake the Green & Golden Bell Frog studies in the Crookhaven flood plain and Culburra Beach areas to develop mitigation measures to enable Council to manage this population boom, protect and enhance habitat, and develop operating procedures to still undertake essential routine roadside, flood mitigation, stormwater and weed management

activities without having a significant impact on the species.

- As part of a campaign to raise awareness and ensure high standards of food hygiene in local businesses Environmental Services has distributed 2011 calendars featuring food handling tips to over 700 takeaways, cafes and restaurants. Other strategies include onsite inspections (including temporary and mobile food stalls) seminars in food hygiene and access to online resources via Council's website.
- More than 40 volunteers have been trained in safe food handling by Council.
- Electricity consumption for Council's Business units (ie Shoalhaven Mechanical Services, Nowra Administrative Building and Shoalhaven Entertainment Centre) is below our KPI target for 2010/2011
- Council has successfully negotiated with the NSW Crown Lands Division for adoption of the Holiday Haven Tourist Parks Business Development Plans for five (5) of our Tourist Parks.

Performance Measure Collection/ Data Entry Sheet	
Measure	Actual 2010/11
SHOALHAVEN COMMUNITIES	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 146 KPIs in place, for 197 Activities. • 79% reported "on track" • 12% "off track".
The level of volunteering in consultative bodies or committees, recreation, sporting and environmental activities	<ul style="list-style-type: none"> • 23 Community Consultative Bodies • 41 Council Management Committees (Facilities & Sportsgrounds). • 69 Bushcare Groups operating on Council-owned and managed land. • 30 Landcare groups working on other land • 23 Parkcare groups
Use of public transport to work and school	<ul style="list-style-type: none"> • 222 people caught public transport to work (2006 census) • 0.7% of Shoalhaven's working population (an overall decline since 2001).
Accessibility to transport other than cars	<ul style="list-style-type: none"> • 20 kerb ramps constructed, current total 1255. • 12 bike ramps installed; 4 pedestrian crossings and refuges constructed, current total 212 pedestrian safety facilities • 1 bus stop improvement, current total 147 bus shelters and 541 bus stop posts
The length of cycleways and footpaths	<ul style="list-style-type: none"> • 6.6km constructed, current total 133kms
Education and skill levels in the community	<ul style="list-style-type: none"> • 27% of residents aged over 15 have completed Year 12, • 22% have a vocational qualification, • 7 % have a Diploma, • 9% have a Bachelor degree or higher (2006 Census)
The use of Council libraries and other community facilities	<ul style="list-style-type: none"> • 389,878 attendances at Council's libraries • 592,195 attendances at Council's aquatic and leisure centres • 17,936 attendances at Arts Centre and Nowra School of Arts • 32,872 attendances at the Shoalhaven Entertainment Centre

	<ul style="list-style-type: none">• 800 funeral services• 5000 plus bereavement services clients• 528 hours per week, booked for community use of facilities
The health of the community	Data unavailable
Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit.	<ul style="list-style-type: none">• 100% compliance

Objective: 1.1 A CITY OF DIVERSE, UNITED AND CONNECTED COMMUNITIES

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.1 Create and implement community development programs which address the needs of the community.			
Facilitate and participate in a range of community development activities and programs that encourage community capacity building opportunities and are inclusive of identified target groups including children, youth, families, women, Aboriginal people, people with disabilities, seniors, women and men	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>The Community Development Team were involved in a number of Community Development projects throughout the Shoalhaven. These included: intensive work with the community at Sanctuary Point to address a range of concerns; a number of youth projects (e.g. youth Week, SKYE2011, Beautiful Souls Mental Health Workshops, HSC Stress Less courses, partnered in a range of activities with youth centres); information brochures were distributed to the community; a range of activities with the Aboriginal communities of the Shoalhaven were supported.</i>			
Facilitate and participate in effective networking and consultation to assess and identify the need of the whole community and develop stronger networks.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Staff were involved in a number of networking and consultation opportunities throughout the year including: Shoalhaven Student Support Group; Shoalhaven Suicide Prevention & Awareness Network; Youth Shoalhaven Interagency; Consulted with affected business and community in relation to youth Art Project at Sanctuary Point; Shoalhaven HACC, Disability and Mental Health Forums; presentations to various groups and organisations on cultural awareness and services available in the Shoalhaven; Shoalhaven Safer Community Aboriginal Partnership and facilitated the development of the Sanctuary Point Community Pride Committee.</i>			
Identify and promote community assets to support community development programs.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>The Community Development Team has worked on a number of activities to identify and promote community assets. These have included: facilitating the development of the Bomaderry Community Pride Committee and the Sanctuary Point Community Pride Committee; events such as Youth Week, Graffiti Action Day; training in a range of areas; promoting Aboriginal protocols to the wider community and work with the Anti-Poverty Committee.</i>			
Support the provision of childcare in the City and provide information and resources to support families.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>The provision of childcare has been supported by: staff involvement with the Shoalhaven Aboriginal Child & Family Centre Local Reference Group; the Breastfeeding Friendly Shoalhaven Project; facilitating training for prospective educators for Family Day Care; promotion of Family Day Care through events and newsletter distribution.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.2 Lead and advocate on key social issues, in order to make a difference to the quality of life of all citizens.			
Lead and advocate on key social issues for the Shoalhaven Community	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Development staff have advocated on Mental Health Issues; Community Safety Issues; Homelessness and the possible development of a local peak organisation to represent the needs of the Shoalhaven.</i>			
Develop a Child Friendly Cities Action Plan for the City.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS <i>Project has not started yet.</i>			
Undertake strategic social planning and consultation, as required, to support the broader community.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Staff participated in relevant social planning and consultations during the 2010/2011 period</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.3 Develop active partnership programs and projects which build community strengths.			
Advocate for the provision of resources to continue to build community capacity.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Development Team members have advocated on behalf of the Sanctuary Point Community regarding the provision of resources to create a safer place as well as advocating on behalf of those with Mental Illness for the provision of equitable services.; those with Mental Illness</i>			
Increase access to services in isolated areas through the development of partnerships and the support of outreach services.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Development staff have worked to increase access to services in isolated areas by forming partnerships with Health, the Police, service providers as well as other members of the community. This has included the distribution of information.</i>			
Promote positive images, positive role models and positive contributions of individuals and groups throughout the general community.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Positive images, role models and the positive contributions of individuals has been promoted through involvement with the Youth Advisory Committee; events such as the Bay & Basin Awards for Youth Week. Seniors Week, International Day of People with a Disability, Anti-Poverty Day, International Women's Day , NAIDOC Week; the provision of Aboriginal Cultural Awareness Training and support of Mental Health activities.</i>			
Provide, encourage and facilitate opportunities that build community strengths through participation in community projects.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Strengths have been developed through a range of projects including: progressing the Francis Ryan Safety Audit recommendations; development of Community pride Committees at Sanctuary Point and Bomaderry; support for Youth Art Projects; partnering in events such as Graffiti Action Day; health promotion; activation of Junction Court to increase community safety and other events such as Purple Ribbon Month.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.4 Maintain and improve road, cycling and pedestrian networks and associated infrastructure.			
Ensure subdivision approvals require pathways as per PAMP and City Wide DCP.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>All subdivisions assessed against PAMP and DCP100 requirements. eg. conditions imposed for new link roads in Carrington Park subdivision connecting Old Southern Road with Holloway Road.</i>			
Undertake strategic analysis of future demand for local pedestrian and bicycle networks.	Strategic Plan & Infstr	In Progress	80%
ANNUAL PROGRESS <i>PAMP review replaced by Bike Plan review. This will be completed in 11/12.</i>			
Ensure that major shopping, community and recreational projects make provisions for bike racks and other appropriate facilities	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>No major community or recreational projects approved in reporting period.</i>			
<i>The Culburra Supermarket (Woolworths) is now operating and both bicycle facilities and improved pedestrian footpaths have been constructed in and around the development site. Major road improvements are completed including improved traffic management, angled street parking and kerb and gutter/drainage.</i>			
<i>The St Georges Basin (IGA) Supermarket is under construction and will provide similar bicycle/pedestrian facilities and local road construction.</i>			
Develop & implement traffic facilities improvement and maintenance programs	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Programmed traffic facilities works, such as the line marking program, were completed. New traffic facilities were installed as a result of Traffic Committee recommendations. The backlog of Traffic Committee works was significantly reduced during the year.</i>			
Develop and implement road safety programs	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Projects undertaken during 2010/11 in road safety areas include:</i>			
<i>* Bicycle safety - Bike Week;</i>			
<i>* Young driver programs including SKYDS Onwards;</i>			
<i>* Log Book Runs and Graduated Licensing Scheme workshops;</i>			
<i>* Drink drive prevention - collaboration with the liquor accord and Shoalhaven LAC for with the Summer Bus in Nowra, Bay & Basin and Ulladulla;</i>			
<i>* Secondary supply of alcohol to young drivers;</i>			
<i>* Fatigue management - collaboration with other Councils with the Stay Awake campaign;</i>			
<i>* Child restraints - working alongside the George Institute and SCC Workshop and local businesses;</i>			
<i>* Speed - the purchase of Speed Check Display unit and use around schools during school times; and</i>			
<i>* Older drivers - introduction to alternative transport and launch of Shoalhaven transport guide website.</i>			
<i>* Planning commenced for 2011/12 programs.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.4 Maintain and improve road, cycling and pedestrian networks and associated infrastructure.			
Develop and maintain a roads assets register and pavement management system	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The hierarchical structure in the road assets register is being changed to improve ease of use and reporting. Deterioration models and assumptions were reviewed in the pavement management system and the system refined.</i> <i>Moloney financial modelling has been applied to roads assets. The refinement of this modelling will continue in 2011/12.</i> <i>Bridge management system purchased and installed.</i>			
Develop strategies and programs for roads, stormwater drainage, car parking, kerb and gutter and bridges	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The stormwater drainage and kerb and gutter strategies were reviewed during the year.</i> <i>Project briefs for the 2011/12 Drainage Capital Works Program were issued to City Services. The timetable and priority of project briefs for 2011/12 were agreed with City Services.</i>			
Identify programmed maintenance works for the paths network	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The total program of works for 2010/11 was issued to City Services for implementation and a priority list for 2011/12 was also developed. As a result, the project brief for 2011/12 footpath replacement was issued to City Services.</i>			
Implement and regularly review Pedestrian Access Mobility Plan (PAMP) based on prioritised projects to meet community needs	Strategic Plan & Infstr	In Progress	80%
ANNUAL PROGRESS <i>The PAMP review has been completed but was not reported to Council as the revised project ranking methodology tended to favour pedestrian movements in and around commercial areas rather than recognising cycle routes and/or community initiated projects. The Bike Plan will be reviewed in 2011/12 as a complement to the PAMP.</i>			
Manage street lighting program	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The annual program was completed.</i>			
Support and operate Shoalhaven Traffic Committee	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>A total of 11 monthly meetings of the STC were held , including one "e-meeting", for the whole year.</i>			
Carry out Cyclic Inspections of Roads and Town Centres in accordance with the schedule of roads and the Risk Management Procedure.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Cyclic inspections carried out in accordance with the schedule of roads and the Risk Management Procedure</i>			
Carry out scheduled and ad hoc repair of footpaths and cycleways in accordance with the Risk Management Procedure.	City Serv & Operations	In Progress	95%
ANNUAL PROGRESS <i>The number of footpath defects outstanding at the start of 2010/11 from the last comprehensive inspection was 1467. The target number of outstanding defects by 30/06/11 was set at 1150. The Actual number of defects outstanding at 30/6/11 was 1165. Therefore 95.3% of the defects were repaired compared to the target number.</i> <i>Wet weather and other works impacted our ability to achieve 100% of the target. It is anticipated that the deficit will be made up during the 1st and 2nd quarters of 2011/12</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.4 Maintain and improve road, cycling and pedestrian networks and associated infrastructure.			
Carry out scheduled road reseals, resheets, sacrificial and low cost seals in accordance with the annual program.	City Serv & Operations	In Progress	88%
ANNUAL PROGRESS <i>Bitumen Resealing</i> Completed 20.252km (79%) Funded 25.59Km			
<i>Sealing contractors were unavailable to undertake a number of projects and programs during 2010/11 due to weather conditions & other commitments. In addition, wet weather and Father's Day windstorm had an impact on ability to complete preparation work for 2010/11 reseals. 1 reseal job, Victoria St, was removed from the list as it requires rehabilitation.</i>			
<i>Gravel Resheeting</i> Completed = 21.5km (100%) Funded = 21.5km			
<i>Low Cost & Sacrificial Sealing</i> Completed = 8.83kms (100%) Funded = 8.83kms			
Complete the annual Capital Works Program to be undertaken by in-house field based resources to extend the pedestrian and cycleway network.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Program complete within budget.</i>			
Complete the annual Capital Works Program to be undertaken by inhouse field based resources to improve the road network and associated infrastructure.	City Serv & Operations	In Progress	75%
ANNUAL PROGRESS <i>Most projects completed although the finalisation of some projects has been impacted due to the sealing contractor not being available, scope of works being extended or delays in obtaining design approvals from the RTA.</i>			
Complete the annual Capital Works Program to be undertaken by in-house field based resources to repair the pedestrian and cycleway network.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Overall the footpath replacement program was completed under budget.</i>			
Complete the annual Capital Works Program to be undertaken by in-house field based resources to repair/rehabilitate the road network and associated infrastructure.	City Serv & Operations	In Progress	93%
ANNUAL PROGRESS <i>Commencement of work on Huskisson Rd was delayed due to delays in finishing the previous project on BTU Rd due to wet weather.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.4 Maintain and improve road, cycling and pedestrian networks and associated infrastructure.			
Implement roadside vegetation maintenance programs and projects.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Roadside vegetation programme was only 83% compliant in December due to problems associated with contracting out services and excellent growing season. Once contractors were finally available, the scheduled maintenance programme was implemented and by February was 95% on schedule.</i>			
<i>The Roadside vegetation programme was 99% compliant for fourth quarter with 465 services scheduled and 460 completed</i>			
Implement the annual maintenance works program to repair identified priority defects on Council's bridges and causeways.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Bridges Completed = 8 Total Defects = 16</i>			
<i>Funding was fully expended. Repair costs were higher than initial budget allowance. Some bridge defects have been deferred to 2011/12 program due to lack of funds with some needing capital funds to complete. Defects list to be reissued 2011/12.</i>			
Maintain road assets in accordance with the Risk Management Procedures	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Road assets are generally being maintained in accordance with the Risk Management Procedures - some repairs outside target timeframes due to weather & resourcing issues.</i>			
Operate and maintain the Comerong Island car ferry in accordance with the relevant licenses and legislation.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Ferry is operated in accordance with relevant licenses and legislation</i>			
Deliver capital projects under the annual Pedestrian and Cycleway Facilities Programs	City Serv & Operations	In Progress	100%
ANNUAL PROGRESS <i>All projects funded through external Grant funds and able to be completed in tight time frames and allocated budgets. Works have included urban footpath/streetscape projects and shared recreational pathways along coastal foreshores with total value of \$950,000.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.5 Develop partnerships which enhance public and community transport services centred on the major towns.			
Work with the community to identify transport needs and advocate on their behalf to meet these needs	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Team members have continued to be involved with the Transport Working Party and supported the Nowra Youth Centre bus.</i>			
Review the role of the Shoalhaven Transport Strategy in meeting strategic objectives.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS			
<i>Project has not started yet.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.6 Encourage and support activities, events and festivals at which communities in Shoalhaven can gather and celebrate.			
Promote and support community events; celebrations and social/recreational activities that address key social issues and assist in building community cohesion	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Social issues have been addressed by the promotion and support of a number of community events and activities such as: public workshops; coordination of regular activities at youth centres across the Shoalhaven; Seniors Week, Youth Week, International Day of People with a Disability, NAIDOC Week; Relay for Life; Reconciliation Week.</i>			
Provide and facilitate a program of civic events that recognise and celebrate achievements and important occasions in the community.	General Manager Group	In Progress	100%
ANNUAL PROGRESS <i>Official Openings and Civic Functions have been conducted including RFS & SES Long Service Award dinner; NAIDOC week celebrations and flag raising ceremony; Australia Day celebrations, Shoalhaven Medals presentations; Building Design Awards presentation; civic receptions for Lions Annual District convention and Rotary international District convention. Official Openings were conducted for the Currarong Boat Ramp, Shoalhaven Regional Hockey Centre and Shoalhaven River Pathway.</i>			
Establish an Events Liaison Officer role to assist organisations in securing all necessary approvals and to issue permits for events being held in the Shoalhaven.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Officer appointed and work being undertaken</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.1.7 Advocate for broadband internet access throughout the city and support the digital awareness of the community.			
Consider the inclusion of broadband access infrastructure for subdivisions when reviewing DCP 100.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Following a recent announcement from the Federal Government regarding the National Broadband Network rollout advice has been sort from telecommunication's providers on the extent of fibre optic cable in the Shoalhaven after which appropriate conditions will be considered.</i>			
<i>Advice received was of little assistance and merely repeated Federal announcement. Further advice being sought.</i>			
Liaise with telecommunications carriers and internet service providers to facilitate communication infrastructure deployment and upgrades using Council-owned communication tower facilities throughout the City	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS			
<i>Negotiations with carriers to co-locate or develop new tower facilities are ongoing, with at least eight under consideration in 2010/11, including Vodaphone using a number of Council owned sites as part of a national network upgrade.</i>			
Provide infrastructure and support to deliver reliable and secure information technology services to the public through Council facilities such as Libraries, Visitor Information Centres and Tourist Parks	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS			
<i>A number of Tourist Park service upgrades were advanced and work undertaken to "virtualise" the public library network with improved security and refreshed profiles.</i>			
Identify, assess impact and improve services especially for businesses.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS			
<i>Monitoring pilot rollout in Minnamurra.</i>			
<i>NBN seem to be adopting lowest cost solution as appropriate.</i>			
<i>LG does not seem to have control over rollout type.</i>			
<i>Staff attended workshop in Nowra - no real outcomes or demonstrated demand for greater use.</i>			
<i>Staff also attended NBN conference in Sydney</i>			
<i>Resolution by Council: Prepare infrastructure as undertaken; new subdivision policy; investigate microwave rollout options; community training</i>			

Objective: 1.2 A CREATIVE VIBRANT, GENEROUS, AND LEARNING COMMUNITY

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.2.1 Provide modern library services that are linked with other community facilities and services.

Implement priority actions set out in the Libraries Strategy.

City Serv & Operations

Completed

100%

ANNUAL PROGRESS

A Radio Frequency Identification (RFID) is being fitted to all branches of Shoalhaven Libraries to improve customer service.

Council resolved to proceed with the redevelopment of the Ulladulla Library & Civic Centre precinct. Community consultation sessions were held and Council endorsed the design brief and appointed a Project Steering Committee. A number of workshops have been held between Library & Council staff and the architects, Brewster Hjorth to discuss Community requirements.

Discussions are being held with the State Library of NSW to install wireless hotspots for the Libraries

Provide a quality library service offering a range of educational and recreational resources and programs to facilitate lifelong learning and build community capacity

City Serv & Operations

Completed

100%

ANNUAL PROGRESS

Shoalhaven Libraries were chosen, along with 60 public libraries nationally, to pilot a library initiative to improve access for people with a visual disability. 10 devices, called navigators have been provided through the Department of Families and Housing, Community Services and Indigenous Affairs for loan to library members who have a print disability. The devices can store up to 45 hours of audio, ideal for Home Library Service members.

Paul Brunton, the senior curator at the State Library of NSW, brought the Lachlan Macquarie exhibition to Nowra and gave a talk on the significance of Governor Macquarie's time in New South Wales. Young adult author Shane Thamm visited Shoalhaven Libraries Nowra during Youth Week to share his thoughts on gender and body image issues amongst young men

Shoalhaven Libraries, in partnership with Triple U Community Radio Station have begun regular broadcasts on the station's Community Access program, showcasing our programs, events and services.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.2.2 Plan and provide community, cultural and recreational facilities to ensure they reflect community needs and aspirations.			
Ensure new or renewed occupation agreements provide elements of inclusivity and are negotiated to ensure the optimum community and economic benefit to Council	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>All new leases have been negotiated in accordance with the Occupation of Council Owned or Managed Land Policy.</i>			
Pursue the strategic acquisition of land identified through the development contributions, planning land audit and operational plans for community purposes.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Property Registers have been established with various staff responsible for their maintenance. Updated from Management Plan and 10 Year Capital Expenditure Forecast. Total of 23 Classifications made during the reporting period.</i>			
Ensure land identified for public purpose in the Development Contributions Plan is included in subdivisions and relevant contributions are levied.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>All subdivisions assessed considered land identified for open space in the Section 94 Plan.</i>			
Plan for and prioritise a program of improvements to community and recreation facilities.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>In regard to sportsgrounds, upgrade at Bernie Regan Reserve completed, approaching practical completion at St Georges Basin Sports Field, under construction at Ulladulla Sports Park and ready to commence at Ison Park, representing a significant phase of expansion of sportsgrounds across the City. Planning projects commenced for Kangaroo Valley Showground, Francis Ryan Reserve and Nowra Showground community building. Detailed planning design for Ulladulla Civic Centre and Library upgrade commenced. Successful funding for fitness circuit at Shoalhaven Heads & Sussex Inlet Skate Park.</i>			
Undertake concept planning and design of additional sporting facilities.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Consultant appointed for design amendments to Northern Shoalhaven Indoor Sports Stadium. As part of an on-going program, concept planning initiated for additional sports fields in Planning Area 3 centred on Sanctuary Point.</i>			
Undertake strategic planning for new community and recreation facilities.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Alternate sites for proposed Worrigeer Community Centre under investigation. Needs analysis for Planning Area 3 considered as part of a draft discussion paper. Proposed Vincentia Library under negotiation with development proponents.</i>			
Ensure development contributions are levied on development applications in accordance with the Contributions Manual and where applicable.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Each and every DA is assessed against the s94 Contribution Manual for applicability of contribution projects for that particular development that automatically appear on each property enquiry when processing and calculating s94 contributions via the computerised contribution calculator in DARTS. Once the s94 contributions are calculated they are downloaded into each consent issued.</i>			
<i>Upon payment of s94 contributions by development, the funds are allocated to projects aimed at improving community, cultural and recreational facilities within the City area.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.2.2 Plan and provide community, cultural and recreational facilities to ensure they reflect community needs and aspirations.			
Ensure broad community access to Council's public community centres and public halls	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Facilities - Created web pages for all community centres and public halls including photos and facilities available at each venue.</i>			
Implement the Community Facilities new Capital Work Program	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Facilities - No funding was provided.</i>			
Support and assist volunteer management committees of Council in the provision and delivery of community centres and public halls by providing guidance and advice	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Facilities - Provided guidance to Management Committee with regard to conflict amongst their members. Provided position descriptions and mediation.</i>			
<i>Formal activity statements for executive positions have been created.</i>			
<i>Assisted and reviewed funding applications for three committees and provided letters of support from Council.</i>			
Identify capital and maintenance programs for community facilities and public amenities	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Maintenance programs for 2010/11 were issued to City Services by the end of the 2nd quarter.</i> <i>Programs for 2011/12 were being finalised.</i>			
Undertake needs analysis for community facilities	Strategic Plan & Infstr	In Progress	5%
ANNUAL PROGRESS <i>Some deliberations on the scope of community engagement have occurred. However, the content and format of discussions about 'Levels of Service' to have with the community, have not been finalised, so this activity will continue into 2011/12.</i>			
Carry out regular cleaning of public amenities in accordance with the schedule.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Cleaning of the amenities is carried out in accordance with the schedule.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.2.2 Plan and provide community, cultural and recreational facilities to ensure they reflect community needs and aspirations.

Maintain Council's public buildings and implement the annual works program to repair identified, priority defects on community buildings and facilities.	City Serv & Operations	In Progress	91%
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ANNUAL PROGRESS

Program to extend into 2011/12 with 2 defect jobs funded under R&LCIP (which is based on a calendar year). Other unfinished jobs are part of an ongoing program.

Progress under this program continues to be influenced by the timing for issuing of briefs by Strategic Planning & Infrastructure Group, actual costs compared the repair cost allowance, wet weather, scheduled capital works & resources. It is anticipated that all defects will be repaired by the end of Qtr1, 2011/12.

Bus Shelters

Completed = 17

Total jobs = 17

Program issued - 20/09/10

Commercial

Completed = 9

Total jobs = 9

Program issued - 28/10/10

Emergency Services

Completed = 5

Total jobs = 5

Program issued - 29/09/10, 4/11/10

Other Works

Completed = 6

Total Works = 6

Program issued - 7/1/11

Parks Structures

Completed = 28

Total jobs = 35

Program issued - 21/09/10, 13/1/11

RFS

Completed = 2

Total jobs = 2

Program issued - 1/07/10

Surf Clubs

Completed = 3

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.2.2 Plan and provide community, cultural and recreational facilities to ensure they reflect community needs and aspirations.

Total jobs = 7

Program issued - 19/09/10

Access

Completed = 5

Total Jobs = 7

Program issued - 16/11/10

Admin

Completed = 2

Total Jobs = 2

Program issued - 2/11/10

Minor Improvement

Completed = 6

Total Jobs = 6

Program issued - 16/11/10, 22/12/10

Public Amenities

Completed = 46

Total Jobs = 48

Program issued - 16/11/10

Regional & Local Communities Infrastructure Programme

Completed = 1

Total Jobs = 3

Program issued - 13/1/11 (Calendar year programme)

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.2.3 Provide and manage spaces and programs that support the Shoalhaven arts and heritage sectors.			
Develop the Shoalhaven as a leader in Arts Business Partnerships	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Presented the Art Collection Management Plan to the Arts Board in February 2011 and made funding submissions to Council as part of 2011/12 budget bid process to enable implementation of the plan (subject to funding bids being successful) in 2011/12.</i>			
<i>Completed the Expression of Interest process for three (3) new community members to the Shoalhaven Arts Board.</i>			
Develop the Shoalhaven as a region of diverse accessible spaces to express, explore and celebrate.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Bookings and awareness of the facilities for hire at the Arts Centre and Nowra School of Arts have increased since establishment of Arts Administrative role based at Arts Centre.</i>			
<i>Visitation figures for the Shoalhaven City Arts Centre for 2010/11 were 16,532.</i>			
<i>Conducted the annual Expression of Interest for Community Exhibitions in the Gallery for 2012.</i>			
Develop the Shoalhaven as an Arts & Cultural heritage destination	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Published and distributed What's on Publication for winter / spring / summer 2011.</i>			
<i>Continued to provide a comprehensive program of curated exhibitions of local, regional and national significance - including Travelling Archibald Prize, Robert Dickerson retrospective, Art Express, Escape ArtFest Showcase and Mental Health Fellowship Art Prize.</i>			
Implement the Arts and Events New Capital Work Program	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Project Delivery Team completed Stage 1 of Arts Centre Collection Storage Facility and funding for Stage 2 pending to complete the facility.</i>			
Implement the Arts and Events Replacement Capital Work Program	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>No funding in FY 2010/11 budget</i>			
Support Shoalhaven's arts practitioners and organisations to actively engage across the Arts and cultural heritage sector	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Continued support and coordination for Shoalhaven Museums and Gallery's network and professional development workshops - held at Fleet Air Arm Museum (Marketing & Tourism opportunities), Bundanon Trust (Conservation Framing), Lady Denman Heritage Complex (Briefing with CEO of Museums and Galleries NSW - Michael Rolfe), Shoalhaven City Arts Centre (artist talks - Parliament of NSW Aboriginal Art Prize & preview of NAIDOC Week and Black Cockatoo Art Award)</i>			
<i>Advertised the Shoalhaven Arts Board Grants for 2011/12.</i>			

Principal Activity	GROUP	STATUS % COMPLETE
Strategy: 1.2.4 Manage the Shoalhaven Entertainment Centre as a focal point and facility for performing arts, business functions and educational, community and civic events.		
Implement and market the Shoalhaven Entertainment Centre expanded foyer and continue to diversify options for functions that the SEC can accommodate.	Finance And Corporate	Ongoing
ANNUAL PROGRESS		
<i>Financial position for SEC as at financial year ended 30/06/2011 has unfortunately exceeded our budgeted subsidy expectation. Number of shows and events is up on the target @ 85 . Ticket sales are slightly above target @ 32241 and continued development of our marketing plan will assist with ticket sales even further.</i>		
<i>The extension of foyer and catering area (The Gallery Function Room) is completed which will provide more flexibility in attracting more corporate events, weddings and 21st birthdays as an example. A revised Business Development Plan has been prepared for the SEC for the 2011/2012 financial year and beyond.</i>		
Review Corporate Event packaging through appropriate marketing strategies.	Finance And Corporate	Ongoing
ANNUAL PROGRESS		
<i>The number of Corporate events secured by the Shoalhaven Entertainment Centre is on the increase thanks to the efforts of the SEC staff and Events Co-ordinator within the Tourism Unit.</i>		
<i>Events secured in 2010 and 2011 included CWA Conference, Waratahs Gala Dinner, Rotary Convention and the LGSA Conference to name but a few. The diversity of the SEC as a truly multi functional venue is assisting to attract more Corporate style events. The Gallery Function Room will provide even greater flexibility in attracting more discreet events to the SEC.</i>		
Work with Shoalhaven Entertainment Centre stakeholders to provide continuous improvement through:	Finance And Corporate	Ongoing
<ul style="list-style-type: none"> * Value for money * Show and Performance Content * Frequency and Quality of Shows 		
ANNUAL PROGRESS		
<i>The management team and staff at the Shoalhaven Entertainment Centre has excelled at liaising with all stakeholders who utilise the Centre. Stakeholders who are regularly consulted on events, shows, performances and financial matters include the SEC Board, Council, the community, artists, performers, booking agents, schools, musicians, local theatre groups, produce marketeers, entrepreneurs as well as the Corporate world.</i>		
<i>The pricing for the various user's of the venue is continually being monitored to ensure repeat visitation by clients. An internal review has also better refined the internal charges to Council based clients to ensure a more cost effective hire rate.</i>		

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.2.5 Develop a coordinated volunteer management strategy to maximise the benefit of volunteering to the community.

Develop a Volunteer Management Strategy

City Serv & Operations

In Progress

20%

ANNUAL PROGRESS

Only initial discussions have been entered into between staff regarding this matter. No further progress due to lack of resources both financial and time.

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.2.6 Advocate for educational facilities, programs and opportunities that can enhance community skills and abilities.

Facilitate and promote opportunities for intergenerational learning through a range of activities and programs	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

Opportunities for intergenerational learning have been encouraged through planning days; facilitation of training and public workshops.

Objective: 1.3 A COMMUNITY THAT FEELS SAFE

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.3.1 Improve community safety and reduce crime in the City.

In collaboration with NSW Police and other stakeholders, increase community awareness and promote educational initiatives that provide a safe environment and culture	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

Staff have worked closely with NSW Police Force and other stakeholders to work towards a safe environment and culture. This has involved actions such as: progressing the Francis Ryan Reserve Safety Audit recommendations; involvement with the Safer Communities Action Team; public meetings and the facilitation the development of Community Pride Committees.

Cooperate with NSW Police in relation to public health and amenity regulatory activities.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Environmental Services have continued to work with NSW Police on issues such as noise from trail bikes and after hours offensive noise from amplified music etc.

Ensure Safer by Design principles and NSW Police input are considered in the S79c Assessment of Development Applications.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

These principles are key to DA assessment and dependant upon the nature and type of development proposed, will play a greater or lesser role. Direct liaison with NSW Police is limited to critical applications where a more sophisticated analysis is required.

A safer by design assessment was critical in the assessment of the Development Application for a Dan Murphy's Liquor Outlet at East Nowra.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.3.2 Collaboratively plan and deliver emergency response and recovery services for emergency events.			
Ensure input on public health and environmental considerations to local emergency management response planning.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Senior Environmental Health Officer continues to attend Local Emergency Management Committee meetings.</i>			
Provide communications and information technology support to the DISPLAN Communication Supporting Plan.	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>The Communication Supporting Plan was revised and operational and emergency responses requirements for Council's two-way radio system were reviewed for budgeted upgrade in 2011/12.</i>			
Capture rainfall and river flow information across the City for flood forecasting.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>On-going maintenance of gauges progressed as scheduled as part of on-going program. Water Ride software installed to further improve Council's modelling and forecasting capability and flood certificate integrity.</i>			
Collaborate with agencies and the community on bushfire management.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Staff attended Bushfire Risk Management Committee meetings as scheduled, and 100% response to bushfire related enquiries. Vincentia - Huskisson interface management project completed, which included a significant public consultation phase.</i>			
Develop emergency response plans as identified in the draft Coastal Zone Management Plan	Strategic Plan & Infstr	In Progress	90%
ANNUAL PROGRESS <i>Draft emergency response sub-plan for 5 locations completed under the Coastal Zone Management Plan process.</i>			
Maintain coastal vegetation and safe access to beaches.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Coastal maintenance program progressed as scheduled; financial year annual program completed.</i>			
Review Entrance Management Plans to incorporate new information collected through the flood, estuary and coastal management programs	Strategic Plan & Infstr	In Progress	75%
ANNUAL PROGRESS <i>Lake entrance sensitivity study adopted. Proposals to review Lake Conjola entrance management plan under assessment (delay due to staff shortage following a resignation). Lake entrance survey monitoring program completed.</i>			
Undertake Flood Studies and Flood Risk Management Studies and plans to support effective implementation of flood emergency services and development of flood education materials.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Annual program completed. Lake Tabourie flood study completed and adopted by Council. Lower Shoalhaven River Climate Change review completed and adopted by Council.</i>			
Ensure the Local Emergency Management Committee remains a vibrant group with strong support from all key stakeholders.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>LEMC meetings continue to have strong and comprehensive representation. The Emergency Risk Management Project was completed and the final report submitted.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.3.2 Collaboratively plan and deliver emergency response and recovery services for emergency events.

Maintain Council's emergency support staff numbers, skill levels and Council's equipment levels, and adequately resource the Emergency Operations Centre in times of activation	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

There were no activations at the EOC in the period.

Respond to requests for support during emergency events.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

During the reporting period there was an extreme wind storm event. However there were no extra ordinary or specific requests made for ranger services to support emergency services.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.3.3 Design, locate, construct and manage Council facilities, public spaces, buildings and landscapes to enhance neighbourhood amenity and reflect community values and pride.			
Implement the Graffiti Management Plan.	City Serv & Operations	In Progress	40%
ANNUAL PROGRESS <i>This has included working with Corrective Services staff and those on Community Service Orders to remove graffiti as well as working with Bay and Basin Community Resources Centre and the Police to conduct Graffiti Action Day activities.</i>			
Implement the annual capital works renewal and other funding programs	City Serv & Operations	In Progress	82%
ANNUAL PROGRESS <i>All projects Completed or substantially commenced with works to the value of \$1.5M completed, and 92% of all funding spent or committed with some anticipated savings on uncompleted projects</i>			
Implement the annual new capital works and other funding programs	City Serv & Operations	In Progress	79%
ANNUAL PROGRESS <i>Program substantially completed with all funds spent or committed. 79% of projects completed with uncompleted projects due for completion in early part of new financial year.</i>			

Objective: 1.4 A HEALTHY AND ACTIVE COMMUNITY

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.1 Provide and maintain a diverse range of high quality passive and active open space			
Ensure approval conditions and construction reflect Council's DCP open space requirements.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>All subdivisions assessed where open space has been identified have had appropriate conditions imposed.</i>			
Ensure generic Plans of Management are updated periodically and reflect community needs and aspirations.	Strategic Plan & Infstr	In Progress	75%
ANNUAL PROGRESS <i>Generic Plan of Management - Parks adopted by Council. Natural Areas Generic Plan of Management expected to recommence during 2011/12 (refer to 2.4.2.5).</i>			
Implement a priority program of tasks identified in Plans of Management and other open space plans.	Strategic Plan & Infstr	In Progress	90%
ANNUAL PROGRESS <i>Draft audit has been completed and is subject to internal review.</i>			
Prepare site specific Plans of Management and landscape masterplans in response to agreed priorities.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>New process under consideration - to prepare landscape masterplans and have land listed within Generic POM if suitable. Robert Lonesborough Reserve plan not yet adopted by Council. Community request for review of Parkland Drive Reserve Plan of Management has been received. Various landscape master plans under preparation.</i>			
Review policies relevant to passive and active open space.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Next review scheduled for 2012. Amendment to Foreshore Reserves Policy resolved by Council scheduled for 2011/12.</i>			
Implement the Parks Minor Improvement Works Program to maintain and enhance parks assets.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Program of 31 projects completed.</i>			
Regularly service parks, reserves and associated buildings to be fit for use and in accordance with servicing and quality presentation requirements.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>In the summer quarter, 2030 services scheduled with 1763 undertaken which include customer requests. This is 86% compliant which is a reasonable result considering the extraordinary growing season for the 2010/11 summer. Staff have worked extra hours to try and keep to schedule, however, most parks service times were longer than would normally occur during an average season.</i>			
<i>In the autumn quarter 1384 services scheduled with 1381 completed which is 99.8% compliant.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.2 Manage and maintain sporting and recreation facilities for maximum community use and value.			
Complete the Aquatics Facilities management and building maintenance program.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Aquatic and Leisure Facilities reactive and planned maintenance works scheduled for 2010/11 have been completed.</i>			
Implement the Aquatics Facilities New Capital Works Program	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Total Aquatic "NEW" program at 100% spent.</i>			
Implement the Aquatics Facilities Renewal Capital Works Program	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Aquatics "renewal" capital program 100% spent.</i>			
Provide a professional beach patrol service at designated beaches over the NSW school summer holiday period and support the aerial beach patrol.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Completed - New 5 year contract commenced with Australian Life Guarding Services December 2010. Program ran throughout NSW school summer holidays and extended supervision at South Mollymook Beach until end of February. Season Report received from Australian Life Guard Services. Memo circulated to Councillors providing a summary of the season.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.4.2 Manage and maintain sporting and recreation facilities for maximum community use and value.

Provide quality aquatic programs and fitness and recreation activities.

City Serv & Operations

Completed

100%

ANNUAL PROGRESS

Ulladulla Leisure Centre:

Learn to Swim Program - Numbers down slightly over the past year (60) due to cold weather and illness. Good results from program and new RLSSA swim and survive format has been well received

Class Occupancy rates maintained in excess of 80%

Squad numbers down slightly from last year. New Coach well received by Swim Club and parents

Group exercise classes well supported, 4 classes have been remove from the time table over the past year due to non performance

Membership sales have decreased (150) due to new competition and clean out of data base and changes to monthly direct debit payment system

Sussex Inlet Aquatic Centre:

Learn to swim and squad number consistent with other years

Decrease in casual visitation numbers

Pool inflatable well receive by patrons during school holidays

Membership sales steady and in line with expectation, Multi visit passes are more popular with an aging population

Bomaderry Aquatic Centre

Learn to Swim Program - Have seen a large drop in number on previous year (1700) due to cold weather and poor financial climate. Good results from the new RLSSA swim and survive Program has been well received by all.

Squads - Have seen a considerable decrease in numbers from previous years normally there is a small loss due to the winter months this is due to new squad programs having started through private lane hire.

Membership - sales have increased (46) from previous year.

Aqua aerobics - class attendance has increased by (500) on the last year classes popular.

Bay & Basin Leisure Centre -

Learn to swim program - Record enrolments Term 1.Occupancy over 90%.Just shy of record enrolments for Term 2.Occupancy above 85%.

Adult Squad program - expanded to 3 sessions per week.

Gym group exercise programs - Review of Gym operations has lead to consolidation of classes and programs this will present further operational saving during the next FY

Special populations programs - maintaining good occupancy levels.

Current Bulk invoicing agreements with HMAS Albatross, HMAS Creswell, Coastal Waters retirement village - maintaining excellent participation levels.

Memberships - Direct Debit membership growth has been stalled with credit card debiting management issues. Holiday "Kids Time" programme still very popular.

Installation of photovoltaic solar panels (end of financial year) will deliver 5% electricity savings in upcoming months.

Support volunteer surf life saving clubs through the annual donations program.

City Serv & Operations

Completed

100%

ANNUAL PROGRESS

Completed - Annual donation of \$5000 provided to the following Surf Clubs:

Shoalhaven Heads

Culburra Beach

Sussex Inlet

Mollymook

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.2 Manage and maintain sporting and recreation facilities for maximum community use and value.			
Develop maintenance and improvement programs for waterways infrastructure	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The maintenance and improvement programs for 2010/11 were issued to City Services for implementation.</i>			
Develop maintenance programs for recreational facilities	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The maintenance programs for 2010/11 were been issued to City Services for implementation.</i>			
Implement the annual Playground Replacement Program.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Playground replacement program completed.</i>			
Inspect and repair all sports grounds in accordance with the Parks & Reserves Risk Management Procedure.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>100% of scheduled inspections undertaken.</i>			
Maintain Council's waterway facilities and implement the annual works program to repair identified, priority defects on those facilities.	City Serv & Operations	In Progress	61%
ANNUAL PROGRESS <i>A number of defects were deferred, requiring further investigation into the type of repair required and some required additional funds to address the issue. Wet weather over the last qtr has also impacted our ability to complete some defects before 30 June.</i>			
<i>Completed = 21 Total jobs = 31</i>			
Regularly service skateparks, BMX tracks and walking tracks to be fit for use and in accordance with servicing and quality presentation requirements.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>100% of scheduled inspections undertaken.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.4.3 Advocate for health care facilities that will evolve and grow to meet the changing needs of the Shoalhaven community.

Continue to advocate for and participate in the provision of a Linear Accelerator cancer treatment facility in the Shoalhaven.	General Manager Group	In Progress	100%
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ANNUAL PROGRESS

Commonwealth & State Govt commitment including funding announcements has been gained to deliver the Shoalhaven Cancer Care Centre at Nowra Park, scenic Drive Nowra. Steps are underway to gain the required zoning and development approvals

Monitor and advocate on key social and health issues that arise including attendance at relevant industry forums and working groups.	Strategic Plan & Infstr	Ongoing	
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ANNUAL PROGRESS

Staff made submissions on relevant matters as required and attended relevant working groups that occurred during the 2011/2012 period. Submission made on the planning proposal to facilitate the proposed Shoalhaven Cancer Care Centre.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.4 Provide a range of dignified, affordable and sustainable bereavement and funeral services to meet the social and cultural needs of the community.			
Complete scheduled and special maintenance of grounds, landscaped areas and structures to ensure a high quality level of presentation throughout the lawn cemeteries, memorial gardens and crematorium complex and an acceptable level of maintenance in the general cemeteries.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Targets and standards have generally been met, although heavy rain periods have adversely impacted on some schedules from time to time.</i>			
Implement the Bereavement Services New Capital Works Program.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>All scheduled, and some non scheduled, works projects completed within budget.</i>			
Implement the Bereavement Services Renewal Capital Works Program including new lawn graves, memorial and landscaped areas to maintain a high standard of attractive disposition and internment options.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Development of new memorial and burial areas and extension of existing ones completed. Notably the new garden landscapes have been constructed in the Segment 7 at the Monument Lawn Portion (both at Worrigea) has been extended.</i>			
Provide a diverse range of services to meet the needs of the community to reflect and remember deceased persons.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>While no new services have been introduced, stakeholder meetings and customer feedback indicate that expectations are being met.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.4.5 Support collaborative initiatives that deal with the impacts of population increase in sea change areas.

Monitor and respond as required to the Federal Government Standing Committee Coastal Enquiry Report recommendations.

Strategic Plan & Infstr

Ongoing

ANNUAL PROGRESS

Federal Government response to the Inquiry recommendation's was released on 23 November 2010 - relevant information circulated to Councillors and staff. Feedback provided to the Sea Change Taskforce, of which Council is a member.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.6 Integrate health initiatives and programs into Council's strategies, policies and practices.			
Assess and determine applications under the Local Government Act for: - Caravan Parks - Moveable Dwellings - Solid fuel heaters - itinerant food vendors, food stalls and mobile food vans	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>The number of applications was higher in the first quarter as this is the time of year when the caravan park operational applications are due for renewal.</i>			
Control the removal or pruning of trees on private land in accordance with Council's Tree Preservation Order and Tree Management Policy	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Assessment time for tree removal applications continues to increase as the type of applications received are more complex and often include heritage, visual and amenity assessment as well as ecological considerations.</i>			
Develop effective public health awareness programs in partnership with government agencies and the community	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Council participated in Beachwatch program in partnership with NSW Department of Environment, Climate Change & Water during summer. Council collected water samples at popular beach swimming locations across the City and tested the water quality against recreational guidelines. Results were reported through the media and on Council's website. Our beaches regularly received the highest rating of 4 stars.</i>			
Monitor and regulate onsite sewage management facilities for compliance with public health and environmental standards	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>1,819 inspections were undertaken of sewerage management facilities (SMFs) during 2010/11. Council has over 7,500 registered SMFs which have renewal periods of 1, 3 or 5 years dependent upon the sensitive nature of the receiving environment.</i>			
Monitor and regulate retail food businesses for compliance with critical food handling and safe food practices in accordance with the Food Regulation Partnership with NSW Food Authority	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Council continued to implement the Food Regulation Partnership with NSW Food Authority and inspect and regulate retail food businesses within the City. At least 92% of our retail food businesses were found to comply with food safety standards at each primary inspection.</i>			
Monitor and regulate skin penetration premises for compliance with public health standards	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Skin penetration premises continued to be inspected with all rated as satisfactory.</i>			
Monitor public and semi-public swimming pools and spas for compliance with public health standards	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Public and semi-public swimming pools and spas continued to be inspected. Those that were found not to be operating in accordance with Public Health Guidelines were required to comply.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.4.6 Integrate health initiatives and programs into Council's strategies, policies and practices.			
Participate in the regional Healthy Cities Program	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Environmental Services continued to attend regional Healthy Cities program meetings and participate in projects.</i>			
Provide free monthly childhood immunisation clinics and other community immunisation services where required in partnership with the State & Federal government	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Council continued to provide free childhood immunisation clinics in partnership with NSW Health at several locations across the City. The clinics are funded by NSW Health and operated by Council with registered nurses.</i>			
Develop and define the scope of Council's role in health initiatives for implementation in an integrated program across the organisation.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS			
<i>Not yet started.</i>			

Objective: 1.5 MAJOR TOWN CENTRES THAT ARE ATTRACTIVE, VIBRANT AND POPULAR DESTINATIONS

	Principal Activity	GROUP	STATUS	% COMPLETE
Strategy:	1.5.1 Sustainably develop the City's major town centres of Nowra, Vincentia and Ulladulla, to include attractive public spaces, entertainment and recreation options for the community.			
	Prepare and apply appropriate land use zones and associated planning controls for nominated centres consistent with endorsed master plans and strategies.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS	<i>Work continued on the draft Citywide LEP2009 that will implement planning controls for nominated centres. The draft LEP2009 was released for public comment in July 2011. The final LEP will be adjusted as required to ensure consistency with the Nowra CBD Strategy, major project approvals for the Vincentia District Centre and the Ulladulla DCP.</i>			
	Ensure that Development Applications for shopping and commercial projects comply with Council's adopted geographical DCP applicable for the location.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS	<i>Generally enforce Council's adopted Development Control Plans and inform the public as to their requirements. However, in considering a development application where a departure from the geographical DCP is sought by the applicant, the nature and extent of the departure is reported to Council's Development Committee for determination - otherwise DAs are processed strictly in accordance with the adopted DCP.</i>			
	Develop an asset management plan for streetscape assets	Strategic Plan & Infstr	In Progress	95%
ANNUAL PROGRESS	<i>A draft asset management plan for streetscape assets has been developed. However, this required some more peer review before being reported to Council. Some additional sections will need to be included about the Nowra CBD Master Plan so the asset management plan will be finalised in 2011/12.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.5.2 Develop and progressively implement beautification plans for town entrances and major town thoroughfares.			
Complete the annual Capital Works Program to be undertaken by in-house field based resources to install new streetscaping.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>No Streetscaping Projects undertaken by Works & Services in 2010/11.</i>			
Implement maintenance service schedules for streetscapes and CBD's in accordance with servicing and quality presentation requirements.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>95% of scheduled services met during the summer quarter which is a very good result considering the heavy rain and warm days which have resulted in excessive plant and weed growth.</i>			
<i>In the autumn quarter, 97% of scheduled services were completed, with 372 completed from 384 scheduled</i>			
Provide new Village entry signs to towns and villages throughout Shoalhaven in consultation with local communities	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>The 2010/11 program of works is fully completed and within Budget. Village entry signs were installed in Orient Point, Sanctuary Point and Burrill Lake.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
<p>Strategy: 1.5.3 Deliver and ensure high quality city planning and urban and landscape design outcomes for the City</p>			
<p>Implement appropriate land use zones and planning controls that reflect endorsed strategic plans/policies and are responsive to the community's needs.</p>	Strategic Plan & Infstr	Ongoing	
<p>ANNUAL PROGRESS</p>			
<p><i>Work continuing on the draft Shoalhaven LEP 2009 that will reflect and implement the following endorsed plans: South Coast Regional Strategy; Nowra-Bomaderry Structure Plan; Jervis Bay Settlement Strategy; Sussex Inlet Settlement Strategy; and Milton-Ulladulla Structure Plan. The draft LEP2009 was released for public comment in July 2011.</i></p>			
<p>Provide planning and development frameworks which will improve the quality of built environments</p>	Strategic Plan & Infstr	Completed	100%
<p>ANNUAL PROGRESS</p>			
<p><i>Draft Nowra CBD Master Plan reported to July Development Committee following exhibition. Ulladulla DCP 56 Amendment 5 adopted by Council. Ulladulla Civic Centre and Library upgrade, Ulladulla boardwalk and "triangle" development scenarios tested against DCP.</i></p>			

Objective: 1.6 SUSTAINABLE WATER SUPPLY AND SEWERAGE SERVICES PROVIDING RESPONSIBLE COMMUNITY RETURNS

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.6.1 Review and implement the Shoalhaven Water Strategic Business Plan in accordance with the Best Practice Management of Water Supply and Sewerage Guidelines.			
Deliver efficient, high quality and environmentally responsible wastewater services to meet environmental and health standards.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Challenges of windstorm and extreme climatic events, primarily wet weather which was managed during period. The annual result was improved from the previous year despite extreme climatic conditions.</i>			
Deliver high quality and reliable water to meet water quality, health and environmental standards.	Shoalhaven Water Group	In Progress	50%
ANNUAL PROGRESS <i>Water quality management plan under construction as required by ADWG</i>			
Operate and maintain wastewater systems to ensure assets meet current and expected services for the community.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Target areas for sewer system performance improvements (eg relining) are being developed. Sewer supply asset management plan adopted</i>			
Operate and maintain water networks to ensure assets meet current and expected services for the community.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Water supply asset management plan adopted</i>			
Provide effective and cost efficient management for water supply and sewerage delivery	Shoalhaven Water Group	Completed	100%
ANNUAL PROGRESS <i>Water and Sewer Operating Costs maintained within budget over the financial year.</i>			
Enhance water and sewerage infrastructure to achieve sustainable services and environmental outcomes.	Shoalhaven Water Group	In Progress	15%
ANNUAL PROGRESS <i>Kangaroo Valley Sewerage Scheme - New landowner has signed Heads of Agreement. Concept Design completed. Pressure sewer design completed. Contract awarded for access road construction to Select Civil. Tenders closed for main D&C Contract.</i>			
Plan and implement water supply and sewerage asset replacement programs to maintain quality and reliability of service.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Renewal/Replacement Program complete and program prepared for 2011/12</i>			
Protect assets and public health by implementing regulatory controls in relation to tradewaste discharges and backflow prevention.	Shoalhaven Water Group	In Progress	90%
ANNUAL PROGRESS <i>Trade Waste Inspections - Program developed. Constantly reviewed, 90% inspections completed on target.</i>			
Provide water and sewerage infrastructure to planned development areas at an equitable cost.	Shoalhaven Water Group	Not Started	0%
ANNUAL PROGRESS <i>Green Orchid Estate - Contract awarded to Mcnamee Const. 70% completed. Shoalhaven Heads STP. Construction by CCB Envico on program for completion Nov 2011. Approx 75% complete at Jun 2011.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 1.6.2 Deliver to Council an appropriate annual community dividend from the Shoalhaven Water operations.			
Assess and determine the annual Shoalhaven Water operations dividends to Council incorporating an independent verification process.	Shoalhaven Water Group	Completed	100%
ANNUAL PROGRESS <i>Independent BPM audit completed successfully in October 2010 and Council resolution obtained to seek payment of a Dividend from the Water and Sewer Funds.</i>			
<i>Approval sought and received from the NSW Office of Water to pay dividend in water and sewer funds.</i>			
Maintain billing processes to meet customer needs.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Billing processes are being maintained year to date.</i>			
<i>Whilst the last quarter result for Water Accounts issued within 14 days of the water meter reading was slightly less than the previous period, the overall year to date result indicates that on average 99.5% of customer Water Accounts were issued within 14 days.</i>			
<i>There were also zero billing and account complaints (National Water Commission - National Performance Reporting indicator) recorded in the last 2 quarters of the year.</i>			
<i>As an annual result, 99% of accounts were rendered within 14 days.</i>			
Maximise available cashflow from water, sewerage and tradewaste charges.	Shoalhaven Water Group	In Progress	100%
ANNUAL PROGRESS <i>Inclusion of limited outsourced Debt Recovery Specialists commenced to augment current processes. This action assists with reducing the level of long term unrecoverable debts.</i>			
<i>Investigations have commenced into alternative, flexible and easier customer payment options including easypay and weekly direct debit to commence January 2012.</i>			
Reduce the number of properties reliant on Human Waste Services where sewerage services are available to minimise cross subsidy and costs within the sewer fund.	Shoalhaven Water Group	Ongoing	
ANNUAL PROGRESS <i>A list of properties in towns/villages where sewerage has been available for a number of years and which are still receiving human waste removal services, has been provided to Councils Environmental Services. A number of these properties have since connected to sewerage.</i>			
<i>Connection to sewer in recently sewerred areas continues.</i>			
<i>No properties remain on effluent services in the Lake Tabourie village. The number within the Conjola Scheme is reducing and is currently less than 40. The number of properties yet to connect to sewerage within Currarong will be reviewed in 2012 to provide property owners adequate time to arrange connection.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 1.6.3 Implement a range of new services and/or strategic infrastructure through the use of Shoalhaven Water community dividends for targeted priority purposes.

Confirm the strategic priorities for the application of Shoalhaven Water community dividends to Council services and/or infrastructure and incorporate the outcomes into the Resourcing Strategy.	General Manager Group	Completed	100%
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ANNUAL PROGRESS

In December an independent audit confirmed that Council (Shoalhaven Water) had substantially complied with the Best Practice Management of water supply & Sewerage guidelines. Council subsequently resolved to pay a dividend to General Fund of approx \$1.4M (water) & \$1.3M (waste water) for the 2009/10 year. The dividend payments are available through the Strategic Projects Reserve to deliver infrastructure and Capital Works for the benefit of the wider community.

SHOALHAVEN ENVIRONMENTS

Shoalhaven contains a unique and diverse environment that is a significant lifestyle, community and economic asset for the City.

With extensive natural qualities, Shoalhaven is also susceptible to threats from environmental change and natural disasters and events, and these must be planned for and managed effectively.

Shoalhaven Environments focuses on enhancing, managing and maintaining Shoalhaven's distinct and exceptional natural environment by supporting biodiversity, planning for future impacts of climate change and population expansion, and pursuing innovative and ecologically sustainable policies and approaches to development and community living.

HIGHLIGHTS

- Mattress Collection and Recycling – over the past year 8,257 mattresses have been recycled in the Shoalhaven. This represents about 5,500 cubic metres of landfill space that are reserved for future use. In May a new mattress recycling contractor, Soft Landing, was awarded a contract to continue recycling mattresses for the next three years.
- Let's talk garbage - Waste staff have been guest speakers at numerous community group meetings, invited to talk garbage! We addressed 1,237 people in 34 different community meetings, represented by a variety of interest groups throughout the city – Probus, View, CCB's, Garden Clubs, Perm Culture, Rotary, Craft, residents association, social groups. Further to these meetings Waste staff have been represented at 19 different events making contact with about 2,000 other people.
- Educational bus tours - Waste Services provided the opportunity for groups and schools to join a Magical Mystery Tour – an educational bus tour that takes interested people to the landfill at West Nowra and to various local recycling facilities. Over the year we conducted 24 bus tours with a total of 874 people. The response to these tours has been overwhelming and it has proven to be a very successful community engagement initiative similar to the Home Compost program.
- New Landfill Cell - A new cell has been constructed at West Nowra. The picture shows the HDPE plastic lining, the leachate collection pipes and the drainage gravel. Within one year this cell will be full of waste 12m deep.
- New Kerbside Collection Contract – A multi million dollar contract for the collection of kerbside waste and recycling has been awarded to start on 1 July 2011. In the lead up to contract commencement Council provided the new contractor with directions to colour code their collection vehicles with the bin lid colour, and provided large educational messages on the sides and backs of the vehicles. This is a first in Australia and has raised interest throughout NSW, Queensland and Victoria.
- Electronic Waste – Tenders were called for the collection and recycling of electronic waste from Council's Recycling and Waste Depots. The new contract which commences in mid July 2011 will require the recovery and recycling of computers, television and their peripherals, other household electronic waste, cell batteries and fluorescent tubes and globes.
- In October 2010 Council organised and hosted the Shoalhaven Building Design Awards. Over 70 people attended the event. The biennial awards, now in their 13th year help Council foster high standards of development throughout the city and recognise outstanding examples of creative design and quality construction.
- Following exhibition, the interim policy for Areas of Coastal Management was presented to Council for adoption in January 2011. Council has resolved to hold a briefing to discuss possible options to move forward with this important document.

- Council prepared 79C reports for the Joint Regional Planning Panel for a variety of developments including a seniors living park, tourist cabins, telecommunication towers and landfill facility.
- The State of Environment report for 2009/10 was completed in November 2010. This included preparation of the Planet Footprint Report Card allowing Council to benchmark its performance over time against set targets and other local government areas.
- Council's involvement in the Beachwatch Partnership Program is progressing well. Council's use of best practice sampling techniques and a proactive approach to further developing the program ensures that we are well placed to advise the community on water quality at local swimming sites.
- On 31 October 2010 Council held a microchipping day at the Nowra Showground. In partnership with local vets Council was able to microchip 16 dogs and 5 cats.
- Processes and procedures for the administration of Council's responsibilities under the Swimming Pool Act have been reviewed including:
 - Additional information on the new website;
 - Re-drafting of notice and orders standard templates;
 - Review of brochures available at counters and distributed with DA consents for new swimming pools; and
 - Commencement of drafting new Standard Operating Procedure for investigation of non-compliant swimming pools.
- During 2010/11 Council met requirements and deadlines for seven Class 1 appeals and a complex Class 4 appeal in the Land and Environment Court.
- Successful liaison with two competing major retailers (Woolworths and Coles) both completing major projects at the same time in the Ulladulla CBD. This has included many joint meetings with the developers and public authorities.



Greenwell Point Foreshore

Performance Measure Collection/ Data Entry Sheet	
Measure	Actual 2010/11
SHOALHAVEN ENVIRONMENTS	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 104 KPIs in place for 162 Activities • 83% reported "on track" • 13% "off track".
Housing and population growth rate	<ul style="list-style-type: none"> • 96,967, population estimated at 2010, 1.3% increase • 748 new dwellings approved, 105 more than previous year
Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	<ul style="list-style-type: none"> • 6 SOE indicators improved • 5 indicators stable • 3 indicators worsened • 5 out of 14 SOE targets were met
Number of threatened plant and animal species	<ul style="list-style-type: none"> • 137
Percentage of waste diverted from landfill	<ul style="list-style-type: none"> • 33.30%
Residential water use	<ul style="list-style-type: none"> • Score of 1, highest achievable rating on National Water Commission Performance Indicator
Community's use of renewable energy	<ul style="list-style-type: none"> • 2933 solar systems • 6347 solar hot water systems
Number of estuaries receiving a good or higher health rating.	<ul style="list-style-type: none"> • 12 out of 16

Objective: 2.1 A CITY THAT PROTECTS VALUES AND CARES FOR THE SHOALHAVEN ENVIRONMENT

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management.			
As part of Council's State of the Environment reporting continue to review, develop and analyse environmental indicators, particularly those that monitor cumulative impacts	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Improvements continue to be made to Council's State of the Environment Report Scorecard which is available on Council's website. Indicators were reviewed, the report finalised and provided to the NSW Department of Local Government in November 2010.</i>			
Develop and participate in threatened species community education initiatives	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Participated in Adopt a School Program by delivery of a threatened species talk to Nowra Anglican Colleges (Nowra and Milton campuses) and educational stall at World Environment Day.</i>			
Ensure that threatened species issues are considered with specialist advice if required in relevant development assessments.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Threatened species specialist advice continued to be provided within required reporting times for development assessments.</i>			
Implement a water quality monitoring program that targets: - estuary or catchment health - recreational waters - points and diffuse sources of pollution	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Programs in place.</i>			
Implement an Estuary Health Monitoring Program that informs collaborative initiatives responding to population increase in seachange areas	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Program in place.</i>			
Continue to update Council's environmental knowledge base and reflect this in strategic planning	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Relevant threatened species data (flora and fauna) updated on Council's geographic information system as required. Relevant threatened species listings (Commonwealth & State) reported to Council for information during the period. Continued program of verification of 'Endangered Ecological Communities'.</i>			
Develop policy basis and practical arrangements for the implementation of a revolving environmental fund.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS <i>Not yet commenced</i>			
Facilitate resolution of land tenure of the Heritage Estates Small Lot Rural Subdivision to ensure protection of its biodiversity values	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Representations continuing to be made to State and Federal Governments in this regard seeking resolution of the land tenure. Detailed submission made to the Federal Governments "Caring for Country" program in June 2011 for funding to undertake managed acquisition of the land. Outcome unlikely to be know before September 2011.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management.			
Maintain Council's GIS system with information about threatened species, endangered ecological communities, habitat corridors and other related information to ensure that environmental values and constraints are recognised in planning and development decisions	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Additional information added to GIS as it become available. Continued program of verification of 'Endangered Ecological Communities'.</i>			
Recognise environmental constraints identified in small lot rural subdivision rezoning investigations and facilitate outcomes that balance environmental, social and economic outcomes.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Work continued to identify potential development scenarios for Jerberra Estate, Verons Estate, Nebraska Estate and Goodland Road (Woollamia) that recognise identified environmental constraints.</i>			
Assess the condition of EECs in order to inform planning and management of natural areas.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Grant funded EEC mapping and condition assessment completed for Council owned or managed land.</i>			
Review develop and implement Estuary Management Plans	Strategic Plan & Infstr	In Progress	35%
ANNUAL PROGRESS <i>Review for St Georges Basin completed. Reviews for Tabourie Lake and Conjola Lake delayed due to officer resignation. Assessment of proposals from consultants in progress. Interim policy for Conjola Lake reported to Council.</i>			
Ensure that a seven point test of significance is undertaken in all development applications where threatened species exist or potentially have habitats.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>A key component of DA assessment is the test of significance in terms of direct or potential harm that the development poses to threatened species (TS) and their habitats. Each application has a TS checklist to be completed by the assessing officer which is then reviewed by the Threatened Species Officer (TSO). In this way, proposed developments that have potential for harm are required to undertaken a higher level of investigation in order to meet the 7 part test.</i>			
<i>Threatened Species Assessments lodged with DAs are reviewed by Council's TSO. Dependant upon the application, location and species affected, the comments from the TSO may lead to a modification to the development proposed.</i>			
Ensure that riparian zones are preserved and protected along creek and drainage lines when considering development applications.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>This is a key consideration of DAs when occurring in close proximity to creek and drainage lines. Generally, development is required to be 20 metres clear of such areas and dependant on such proximity and the nature of on-site activities interacting with the riparian zone, measures are introduced to control access points and enhance vegetation growth as an ESD consideration.</i>			
<i>The DA for the Equine Centre of Excellence at Graham Park - Berry involved conditions of consent that required the protection and enhancement of the riparian zone along a creek line.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.1 Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management.			
Include ESD principles and threatened species assessments as a core component of Council's S79c Assessment of development applications.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Consideration of ESD principles and threatened species impact are mandatory matters for assessment under the EPA Act and are taken into account in assessing every DA.</i>			
<i>The DA for the construction of 32 residential units at Murdoch Street, Huskisson near Moona Moona Creek was an excellent example of assessment addressing both ESD and TS principles.</i>			
Implement the Natural Areas Maintenance Program including continued partnership programs and projects.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Natural Areas maintenance programme fully completed.</i>			
Ensure DCP's, policies, procedures and processes address critical environmental sustainability limits	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS			
<i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs/ Policies/ Procedures and Processes addressed critical environmental sustainability limits:</i>			
<ul style="list-style-type: none"> - DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010 - DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010 - DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011 - Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains. - Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains. - Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011. - DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011. - Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP. - Policy - Companion Animals (POL10/137) - Adopted 22 Feb 2011. - Policy - Demolition & Renovation of Building Containing Asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 113 - Yatte Yattah Piggery (POL08/307) - Request for review of DCP not supported. - Procedure - Displaying Referral Comments on DA Tracking (PRD 07/27) - Procedure - Regional Development Applications (PRD10/258) - Shoalhaven Building Design Awards (10221E) 			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.2 Facilitate community involvement in caring for the natural environment through Bushcare and other environmental enhancement programs.			
Prepare and publish the State of the Environment Report and Annual Planet Footprint Report Card.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>2009/10 report adopted in November 2010. Report for 2010/11 currently being finalised.</i>			
Respond to requests from school and community groups for environmental education	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Staff participated in environmental education requests as required.</i>			
Continue to support the Shoalhaven Community Volunteer Nursery.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Regular support provided.</i>			
Control noxious and significant environmental weeds on roadsides and Council managed lands.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Roadside spraying continued to control woody weeds such as Blackberry, Lantana and Privet on all roadsides throughout the City. A contractor was engaged to spray these weeds on the entire length of the Princes Highway and an additional labour hire spray operator in a hired vehicle systematically sprayed secondary roads working from the northern boundary to Wandandian. Roadsides south of Wandandian were sprayed by Council's spray operator based at Ulladulla.</i>			
<i>Spraying for Giant Parramatta Grass on roadsides was completed in all known areas. Spot spraying of new infestations is carried out on an as needs basis.</i>			
<i>Control of Privet in the Berry Street reserve area was carried out as an alternative works program during windy weather; staff used splatter gun, scrape and paint and thrilling in the areas as well as high volume spraying to control Privet, Lantana, Wild Tobacco and other weeds.</i>			
<i>Control of a new infestation of Alligator Weed on Berry Mountain was carried out. This is the first infestation of this weed found in Shoalhaven and NSW State Government Emergency Weed Control funding has been used to mechanically harvest the Alligator Weed from a farm dam and to store it under plastic awaiting burial.</i>			
<i>Another aquatic weed, Cabomba was identified as growing in the ornamental lake at Harry Sawkins Park. Noxious Weeds staff & Council's Parks Manager arranged an appropriate control procedure for this weed.</i>			
<i>Spraying of roadsides to control Fireweed has commenced and will continue in July and August depending on seasonal growing conditions.</i>			
Provide assistance to Council's Bushcare Groups to rehabilitate and protect natural areas under Council's control in accordance with adopted Action Plans.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Bushcare budget implemented with Bushcare Groups receiving adequate support for the year.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.3 Enhance links between the natural environment and educational programs and recreational activities.			
Develop an Aboriginal Cultural Protocol for Council	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS			
<i>Not started</i>			
Ensure that appropriate land use zones and controls are applied that enable the appropriate use of natural areas	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>Work continued on the draft Shoalhaven LEP 2009. The draft LEP2009 was released for public comment in July 2011. As part of this, appropriate land use zones and controls are proposed to be applied to natural areas.</i>			
Support the protection of cultural and Aboriginal heritage in the Shoalhaven	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>Draft Shoalhaven LEP2009 includes a compulsory clause on "Heritage Conservation" that aims, amongst others, to conserve places of Aboriginal heritage significance. The draft LEP2009 was released for public comment in July 2011.</i>			
Undertake focussed and opportunity-based educational and promotional activities (eg Threatened species Day Competition).	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>The Annual Threatened Species Day Art Competition for primary schools was run during July/August 2010. A wide range of entries were received from across Shoalhaven and over \$3,000 worth of prizes were distributed. Classes K/1G and KD from North Nowra Public School took out the major prize for their research project on the green and golden bell frog.</i>			
Educate the community on how to recognise, control and prevent weed infestation.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS			
<i>Staff have attended Berry and Milton shows and recorded good interest from the public. Staff also demonstrated Council's rope wick applicator at Field Days held by the Small Farms Network in Albion Park and Nowra.</i>			
<i>Additional Fireweed signage was installed in the Milton area. Negotiations are continuing with the Southern Councils Weed Control Group for the use of the existing sign structure to erect a sign promoting the awareness and control of summer growing weeds using the existing Fireweed signage structures.</i>			
<i>Signage relating to the need to control aquatic weeds has been erected in strategic locations such as Tallowa Dam, Shoalhaven River and some coastal lakes. These signs were supplied by NSW State Government and aim to raise the awareness of waterway users on how their activities can easily spread aquatic weeds to other locations.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.4 Implement an active program of environmental regulation, compliance and enforcement.			
Develop a fire safety audit program for existing Class 2 - 9 buildings and a procedure for the administration of annual fire safety statements.	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS <i>A fire safety audit program for existing Class 2 - 9 buildings has been implemented and the procedure for the administration of the annual fire safety statements has been developed.</i>			
Ensure that appropriate sedimentation and erosion facilities are provided on building sites	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Development and Environmental Services staff carry out mandatory critical stage inspections on building sites to ensure that appropriate sedimentation and erosion control devices are provided and maintained on site where necessary. Officers also respond to complaints about sites where appropriate devices are not in place or are not being maintained in an appropriate manner.</i>			
Monitor and enforce development with relevant development consents and conditions.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Development and Environmental Services staff carrying out mandatory critical stage inspections on building sites to ensure that developments comply with consent conditions. Officers also respond to complaints about development that has been carried out not in accordance with requirements of the development consent.</i>			
Implement Environmental Services regulatory compliance and enforcement functions in accordance with Council's Compliance Policy.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Regulatory compliance occurring.</i>			
Ensure that identified threatened species and ESD principles are considered in all subdivision applications.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>All subdivisions assessed identified any threatened species and ESD principles with appropriate conditions then imposed.</i>			
Monitor and enforce compliance of subdivisions development with relevant development consents and conditions.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Monitoring and enforcing of conditions occurs up until subdivision certificate (SC) stage. For certain subdivisions, compliance has extended beyond SC.</i>			
Develop an advertised signage audit program based on a digitised GPS register of all advertising signage.	Dev And Envir Serv Group	In Progress	15%
ANNUAL PROGRESS <i>Digital photos have been taken over most of the city area. This is a benchmark for future new signage. Development of the register is in its early stages and is subject to resourcing availability and IT back-up.</i>			
Investigate possible unauthorised land uses and works and ensure compliance with legislation and consents.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Unauthorised land uses and works are usually complaint driven and are prioritised according to Council's Compliance Policy. The setting up of a Compliance Unit will assist in a more efficient processing of complaints and follow up with offending persons. DA Assessment Planners deal with unauthorised activities but their core duties are more prioritised towards new DA assessment and approvals.</i>			
<i>The setting up of the dedicated compliance unit has been delayed however, it is likely to be operational within the next reporting period.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.4 Implement an active program of environmental regulation, compliance and enforcement.			
Monitor and enforce compliance of land use development with relevant development consents and conditions.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Level of resourcing limits this to Council's Building Surveyors being satisfied that the development has physically complied with the development consent at the time of final inspection for an occupation certificate. Ongoing compliance is usually complaint driven whereby the issue is investigated by the DA planner.</i>			
<i>Detection of non-compliances with privately certified projects is problematic and is usually complaint driven under current staff resourcing. An excellent example of difficulties with compliance related to private certification is the IGA Supermarket development under construction at St George Basin where the development has been allowed to proceed despite serious breaches of conditions of development consent which led to serious pollution events in the Basin.</i>			
Conduct Schools Parking Safety Program.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>During the reporting period Parking Patrol Officers patrolled 89 school zones across Shoalhaven local government area providing a high profile presence and issuing numerous penalty notices for parking offences detected.</i>			
Ensure compliance with registration requirements of the Companion Animals Act.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>During the reporting period Ranger Service Animal Management Officers responded to numerous complaints regarding unregistered companion animals. A micro chipping day was held to assist the community and train staff in the task of implanting microchips.</i>			
<i>The annual registration drive was conducted in March 2011 with 2,860 notices sent to pet owners requiring them to register their animals in compliance with the Companion Animals Act.</i>			
Monitor and enforce breaches of the Companion Animals Act.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Enforcement of the Companion Animals Act continued during the reporting period with a focus on: dog attacks uncontrolled dogs dangerous / restricted breeds</i>			
<i>The prescribed penalty notices for various breaches of the Act were issued in most instances.</i>			
Monitor and enforce compliance with public area parking controls.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Enforcement of the Road Rules continued during the reporting period with a focus on: public timed car parks on street parking disabled parking offences</i>			
<i>Penalty Notices for detected offences were issued for most illegally parked vehicles.</i>			
<i>Ranger Services will continue to enforce all parking restrictions across the Shoalhaven local government area.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.1.4 Implement an active program of environmental regulation, compliance and enforcement.			
Monitor development undertaken without consent.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>During the reporting period Ranger Services continued to respond to complaints received in relation to un-authorized development.</i> <i>There were numerous penalty notices and prosecutions issued for a range of matters.</i>			
Participate in the Regional Illegal Dumping Squad (RID Squad) partnership project including appropriate monitoring and review processes.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Council continued to participate in the RID Squad initiative up until 30 June 2011 when it disbanded. During the reporting period Council, as the administrator for the RID Squad dealt with a number of administrative issues arising from its administrator role, including:</i> <i>defaulting participants</i> <i>recruitment of new staff</i> <i>contract reviews</i> <i>development of an operations program.</i>			
Ensure direct environmental advice is available to support compliance of works with environmental legislation.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Environmental Operations Officer position filled March 2011 & is providing valuable advice & assistance to Project Managers & Engineers.</i>			
Ensure legislative changes are reflected in all DCPs, policies, forms and guidelines/procedures	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS <i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs/ Policies/ Forms and Guidelines/ Procedures reflect legislative changes:</i>			
<ul style="list-style-type: none"> - DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010 - DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010 - DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011 - Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains. - Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains. - Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011. - DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011. - Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP. - Policy - Companion Animals (POL10/137) - Adopted 22 Feb 2011. - Policy - Demolition & Renovation of Building Containing asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 113 - Yatte Yattah Piggery (POL08/307) - Request for review of DCP not supported. - DAU form and flyer updated. - Procedure - Displaying Referral Comments on DA Tracking (PRD 07/27) - Procedure - Regional Development Applications (PRD10/258) - Shoalhaven Building Design Awards (10221E). 			

Objective: 2.2 POPULATION AND URBAN SETTLEMENT GROWTH THAT IS ECOLOGICALLY SUSTAINABLE, CAREFULLY PLANNED AND MANAGED TO MEET THE NEEDS OF THE COMMUNITY

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.2.1 Develop and implement land use and related strategies for future growth of the City based on the principles of connectivity, ecological sustainability, flexibility and accessibility.			
Ensure that the review and development of Development Control Plans considers public health and ecologically sustainability.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Public health and ecological sustainability considered when DCPs are reviewed.</i>			
Finalise the Citywide Growth Management Strategy in consultation with the Department of Planning and other State Government Agencies	Strategic Plan & Infstr	In Progress	70%
ANNUAL PROGRESS <i>Draft of the Growth Management Strategy was refined for finalisation and reporting to Council in late 2011 so it can proceed to exhibition.</i>			
Finalise the establishment of a Land Monitor for Shoalhaven as required by the South Coast Regional Strategy	Strategic Plan & Infstr	In Progress	45%
ANNUAL PROGRESS <i>Work continued in consultation with the Department of Planning & Infrastructure to refine and update the Shoalhaven Land Monitor.</i>			
Implement the Planning Works Program to complete priority planning policy and strategy initiatives.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Planning Works Program status reports for the 2010-11 period considered by Council in February and September 2011. The following projects were completed in the report period and others close to completion:</i>			
<i>Shoalhaven Contributions Plan 2010</i>			
<i>Draft LEP No.LP402 Tapitallee</i>			
<i>DCP No.106 Flood Prone Lane (Amendment No.1)</i>			
<i>Sustainability Action Plan</i>			
<i>DCP No.56 Ulladulla CBD (Amendment No.5)</i>			
<i>Nowra CBD Master Plan</i>			
<i>Priority planning projects remain a focus, including the Shoalhaven LEP, Shoalhaven DCP & Growth Management Strategy.</i>			
Monitor and review NSW Planning Reform Legislation and advocate Council's interests and responses consistent with strategic directions and policy settings.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Relevant matters reported to Council and submissions made on proposed reforms including: Affordable Housing SEPP review, Drinking Water Catchment REP review/SEPP, Standard LEP Instrument Changes, Draft Competition SEPP, draft Environmental Planning & Assessment Regulation 2010, South Coast Regional Strategy review and Part 3A legislation changes.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
<p>Strategy: 2.2.1 Develop and implement land use and related strategies for future growth of the City based on the principles of connectivity, ecological sustainability, flexibility and accessibility.</p>			
<p>Resolve the future of Small Lot Rural Subdivisions located in Jervis Bay and St Georges Basin are consistent with the Jervis Bay Settlement Strategy</p>	Strategic Plan & Infstr	Ongoing	
<p>ANNUAL PROGRESS <i>Jerberra Estate - Two potential development scenarios presented to landowners in August 2010 and information day held in Tomerong during September 2010. Outcome of landowner consultation's considered by Council in December 2010. Council subsequently resolved in June 2011 to prepare a formal planning proposal based on a preferred development concept. Planning proposal submitted to the NSW Department of Planning & Infrastructure.</i></p> <p><i>Verons Estate - Landowner briefing held in November 2010 to discuss State Government position on the Swan Lake side of the estate. Council resolved in April 2011 to accept that land within the Swan Lake catchment is unable to be rezoned for rural residential development. Rezoning investigations recommenced on this basis. Threatened orchid surveys subsequently completed for the remaining part of the Estate.</i></p> <p><i>Nebraska Estate - work continued on a possible development concept taking into account identified constraints. Threatened orchid listing that impacts on the Estate reported to Council in December 2010.</i></p> <p><i>Woollamia Farmlets - Council were briefed on the Goodland Road development options - in September 2010 and they were formally considered by Council in June 2011. Council resolved to approach the NSW Minister for Planning for assistance in determining an acceptable solution for the subject land. Council also resolved on the 16 November 2010 to commence the rezoning process to resolve the remainder of the Woollamia Farmlets area and the planning proposal was submitted to the Department of Planning & infrastructure to commence this process.</i></p>			
<p>Review and update existing Settlement strategies and Structure Plans as required following the completion of the Growth Management Strategy</p>	Strategic Plan & Infstr	Not Started	0%
<p>ANNUAL PROGRESS <i>Not commenced - will be done following completion of the Growth Management Strategy and the South Coast Regional Strategy review.</i></p>			
<p>Ensure adequate buffers are provided to water courses and to critical habitats and control runoff quality from proposed developments</p>	Dev And Envir Serv Group	Ongoing	
<p>ANNUAL PROGRESS <i>Buffers are conditioned in accordance with DECCW requirements. Runoff quality is also addressed through appropriate conditions based on Council's policy and best practice guidelines.</i></p>			
<p>Prepare and implement a Coastal Zone Management Plan that incorporates protection of amenity, access and biodiversity with management of coastal hazards.</p>	Strategic Plan & Infstr	In Progress	80%
<p>ANNUAL PROGRESS <i>Commenced but progress delayed due to process and timing of NSW coastal reform package.</i></p>			
<p>Assess and determine development applications in accordance with SLEP 1985 and relevant DCPs.</p>	Dev And Envir Serv Group	Ongoing	
<p>ANNUAL PROGRESS <i>This is a key component of the development application assessment process and is mandatory to comply in all respects with SLEP 1985 and is an obligation upon assessing officers to meet with the requirements of Council's DCPs, many of which are performance based documents.</i></p> <p><i>There is a protocol within the "Guidelines for Use of Delegated Authority for DES Staff" to adhere to in determining DAs where a performance based solution deviates from the stated "acceptable solution". This provides an appropriate level of peer review and accountability.</i></p> <p><i>DAs involving variation requests to non-performance based DCPs are reported to Council for consideration and direction.</i></p>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.2.1 Develop and implement land use and related strategies for future growth of the City based on the principles of connectivity, ecological sustainability, flexibility and accessibility.			
Provide assessable information on the requirements of Council's Local Environmental Plan and Development Control Plans to the community and all stakeholders.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Council's LEP and most DCPs are available on Council's website and copies are available over the counter. DCP's not on Council's website are available for viewing at Council's offices. Explanation of LEP and DCP provisions is available through discussions with Council's Development staff and/or attending a DAU.</i>			
<i>With the eventual gazettal of draft SLEP 2009, it will assist developers to recognise and accept Council's general planning requirements as they will be consistent with planning instruments of other Council across the State. Therefore, such standardisation will help remove a lot of confusion amongst the community as to why Council's requirements are different to those of other councils.</i>			
Provide traffic modelling analysis for future growth of the city	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS			
<i>Traffic modelling has been undertaken for Mundamia and 'Moss Vale Rd - south' growth areas. The field work and traffic modelling for the Huskisson Traffic Study has been completed. The Study report will be completed in early 2011/12.</i>			
Ensure that DCPs and policies address the managed growth of the city's towns and villages.	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS			
<i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs and Policies addressed the managed growth of the city's towns and villages:</i>			
<ul style="list-style-type: none"> - DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010. - DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010. - DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011. - Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains. - Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains. - Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011. - DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011. - Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP. - Policy - Demolition & Renovation of Building Containing asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - Procedure - Regional Development Applications (PRD10/258). 			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.2.2 Facilitate the provision of housing that meets the changing needs and expectations of the community.

Assess and determine Construction Certificate, Complying Development and Building Certificate applications in accordance with legislation, the Building Code of Australia (BCA), relevant Australian Standards and relevant policies.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Development application file audits are carried to monitor the assessment and determination of Construction Certificate, Complying Development and Building Certificate applications in accordance with legislation, the Building Code of Australia (BCA), relevant Australian Standards and relevant policies. For the period from 1 Jul 2011 to 30 Jun 2011 a total of seventeen audits were carried out with 1 application identified as having some form of non-compliance. Therefore for the period a total of 94% of applications audited complied in all audited aspects with relevant legislation, the Building Code of Australia (BCA), relevant Australian Standards and relevant policies.

Consider and implement recommendations of the Shoalhaven Housing Strategy as appropriate through detailed planning and zoning initiatives.	Strategic Plan & Infstr	Ongoing	
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ANNUAL PROGRESS

Considered as required in the preparation of Strategic Plans, LEPs etc.

Ensure all lots in subdivisions comply with single DCP.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Compliance with current DCP100 is being pursued until single DCP is adopted. Minimum lot sizes in residential and rural areas to be set by new LEP.

Monitor industry trends and relevant guidelines for new housing innovations and initiatives.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

This function is co-ordinated by DES's Support Services Section who review generic DCPs for housing (DCP91), dual occupancy housing (DCP57) and medium density housing (DCP71) and the like. These are reviewed periodically taking into account industry forums and initiatives and directives from state government agencies.

Apart from the need for Council's policy requirements (DCPs) responding to changing industry and community expectations such that DCPs don't suppress innovative and beneficial housing trends, then the development section is generally reacting to those proposals that are presented to Council for assessment and determination.

Objective: 2.3 A COMMUNITY THAT SEEKS TO REDUCE GLOBAL WARMING IMPACTS AND INCREASE OUR ABILITY TO ADAPT TO THE EFFECTS AND IMPACTS OF CLIMATE CHANGE.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.3.1 Responsibly manage community exposure to natural hazards and resulting risks.			
Ensure the LEP and related planning documents contain known hazard information and related controls	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Work continued on the draft Shoalhaven LEP 2009 - appropriate information and controls included in the draft plan that was finalised for public exhibition. The public exhibition period for the draft LEP2009 commenced in July 2011.</i>			
Ensure all subdivisions are assessed against natural hazards.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>All subdivisions assessed against natural hazards. Flooding policy currently under review which will be incorporated in future subdivisions consents. Sea level rise now incorporated in flooding requirements of relevant subdivisions.</i>			
Ensure that expert flood and coastal advice is considered in land zoning, development applications and policy development processes.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>All flood certificates issued as required and all DA referrals completed as required. Advice provided to LEP process. DCP106 amendments adopted by Council.</i>			
Implement bushfire hazard reduction program	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Works progressed as scheduled.</i>			
Implement floodplain program	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Progressed as scheduled.</i>			
Plan for the sustainable management of public assets in the coastal zone	Strategic Plan & Infstr	In Progress	90%
ANNUAL PROGRESS <i>Draft risk assessment completed for public assets.</i>			
Assess development applications with particular regard to the likelihood of impacts from natural hazards such as bushfire, wind storm flooding, coastal erosion and storm surges using relevant standards, policies and DCPs.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Each DA is assessed for applicability of natural hazards upon the site using information available within Council's GIS system, DCPs and various state agency development assessing tools. Where identified as being affected or potentially affected by the hazards, the DA is assessed for suitability with or without remedial measures being imposed following appropriate investigative analysis by the proponent and importantly compliance and consistency with Council's policies.</i>			
<i>Natural hazards are generally more or less applicable to DAs based on their location and the extent and degree of affectation. DAs and natural hazards are assessed on a case by case basis.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: [2.3.1 Responsibly manage community exposure to natural hazards and resulting risks.](#)

Develop appropriate DCPs/Policies that address community exposure to natural hazards and resulting risks	Dev And Envir Serv Group	Completed	100%
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ANNUAL PROGRESS

In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCP and Policy addressed community exposure to natural hazards and resulting risks:

- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.
- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.3.2 Develop and implement a corporate carbon emissions audit , reduction and reporting scheme to reduce the City's carbon footprint			
Work with 'Business Treading Lightly' to identify and implement energy and water saving measures for:	Finance And Corporate	Ongoing	
<ul style="list-style-type: none"> * Shoalhaven Entertainment Centre * Nowra Administrative Building * Shoalhaven Mechanical Services - Bomaderry 			
ANNUAL PROGRESS			
<i>Council will continue to work with the goals established through the Business Treading Lightly Program to identify energy and water saving measures. The analysis and recommendation's which were agreed upon through the Program in respect of the Shoalhaven Entertainment Centre, Nowra Admin Building and Shoalhaven Mechanical Services are still in place and each Business Unit is working towards achieving the identified goals.</i>			
Ensure integrated policy direction and action planning of corporate initiatives to monitor and reduce emissions and save energy and water.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>Sustainability Action Plan developed and adopted by Council - identifies actions to reduce Councils carbon footprint.</i>			
<i>Sustainable Events Policy developed and adopted by Council - helps guide community events to be more sustainable.</i>			
<i>Resource Efficiency Taskforce - internal staff taskforce established and met regularly to identify ways to lower the operational running costs of Council assets.</i>			
<i>Full energy audit of the City Administrative Building completed.</i>			
<i>Developed projects for WASIP funding which aim to reduce energy usage across Council.</i>			
Provide policy direction and support other Council Groups in identifying opportunities to save energy and water	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>Internal Resource Efficiency Taskforce met on regular basis and prioritised a range of projects for WaSIP funding.</i>			
<i>Audit of community buildings commenced to identify opportunities to save energy and water.</i>			
<i>Sustainability Action Plan developed and adopted by Council - identifies actions to reduce Councils carbon footprint.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.3.2 Develop and implement a corporate carbon emissions audit , reduction and reporting scheme to reduce the City's carbon footprint			
Implement energy and water saving initiatives at Aquatic and Leisure facilities.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Ulladulla Leisure Centre - Rainwater harvesting tank now set-up to top up outdoor pool during both winter and seasonal periods. Also being used as wash down hose for outdoor concourse areas and to fill filter beds.</i>			
<i>Sussex Inlet Aquatic Centre - Pool blankets now being utilised during the day on Tuesdays & Thursdays when closed during the day. Impact on heating costs being monitored Thermostatic mixing valves replaced in showers increasing reliability & promptness therefore reducing water usage.</i>			
<i>Bomaderry Aquatic Centre - Solar being utilised for showers in 50m change rooms, heat pool water in 25m pool. All toilets in 50m mens and ladies amenities were changed to dual flush toilet cisterns therefore reducing water consumption.</i>			
<i>Bay & Basin Leisure Centre - Photovoltaic power system installed and operating at BBLC. Rainwater harvesting contribution to backwash make up significant. Solar heating of pool water for 25m & Leisure Pools. Solar boosting of shower water system. New air handling system has integrated low energy mode in prescribed weather conditions.</i>			
Ensure that all of Council's plant, fleet and equipment meets Australian Standards with regard to emissions.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Council has developed a Fleet Fuel and Carbon Reduction Program for passenger vehicles. All vehicles and plant purchased meet Australian Standards with regard to emissions</i>			
Select plant and vehicles which are environmentally friendly and sustainable and optimise the use of alternatives such as bio fuels, diesel and LPG.	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Utilizing the Greenvehicle guide when purchasing vehicles with a star rating of >2.5 stars will assist in achieving these objectives.</i>			
Determine suitability of existing buildings to incorporate energy and water savings measures and incorporate specific measures into asset management plans.	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Grant funding for the project has been received and field work commenced in January 2011. All high priority buildings have been inspected. This was the task for 2010/11. Incorporating this information into asset management plans is a task for 2011/12.</i>			
Integrate energy efficiency costing in the investigation, design and delivery of infrastructure projects	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Where applicable, opportunity for energy minimisation is investigated in consultation with Client and user representatives. Building design, to comply with Section J of the BCA is followed and further opportunity for the use of used or recycled materials are taken.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.3.3 Establish a risk based strategic adaption response to climate change			
Identify policy and practical responses to mitigate any adverse impacts of Climate Change on Council's property assets.	Strategic Plan & Infstr	In Progress	0%
ANNUAL PROGRESS <i>This Activity has not been started yet during the reporting period.</i>			
Complete the Climate Change Risk Management and Adaptation Project (Statewide) based on input from all relevant planning and operational functions and develop a corporate implementation plan.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Climate Change Risk Assessment completed and received by resolution of Council on 19 October 2010.</i>			
<i>Lower Shoalhaven Flood Study climate change review completed.</i>			
<i>Coastal Hazard Studies reviewed based on State Government's Sea Level Rise Benchmarks.</i>			
<i>Draft Coastal Public Asset Risk Management Plan completed.</i>			
Continue to coordinate initiatives through Council's Climate Change Working Group.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>The Sustainable Shoalhaven Committee (formerly Climate Change Working Group) held two meetings during the second half of 2010 and two during the first half of 2011. Numerous reports relating to climate change issues and renewable energy opportunities were discussed and considered.</i>			
Monitor legislative change and local government best practice and confirm Council's approach to emissions monitoring, control and reporting.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Given that the firm details of the Federal Government's Carbon Policy were released late in the report period work has commenced on assessing its implication's to Council.</i>			
Ensure consideration of specialist risk input to the Climate Change Risk Assessment Project and implementation plan.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Matter has been adopted by Council. Outcomes to be considered as part of the Budget process. As the specialist input has been provided, this matter is complete.</i>			
Identify and implement development control policies to support strategic climate change adaption.	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS <i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCP and Policy identified and implemented development control policies to support strategic climate change adaption:</i>			
<i>- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.</i>			
<i>- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.3.4 Sustainably manage coastal processes.			
Assess and determine DAs in accordance with DCP 118 policies.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>DCP 118 has not been adopted by Council. Development applications in affected coastal areas are currently being assessed and determined in accordance with Council's interim coastal policy.</i>			
Ensure that Council's S149 Certificates reflect the best available information on sea level predictions.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>All amendments have been input immediately upon notification during the reporting period.</i>			
Maintain Council's GIS database with regard to predicted sea level change.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Upon notification from Natural Resources all updates were input immediately.</i>			
Ensure the LEP and related planning documents contain known information and controls related to sea level rise	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Work continued on the draft Shoalhaven LEP 2009 - appropriate information and controls included in the draft plan that was released for public comment in July 2011.</i>			
Prepare appropriate strategic policy responses to related State and Federal Government policies and direction	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Land use planning responses prepared and finalised in this regard as required. Responses occurred for all relevant significant proposals.</i>			
Ensure subdivisions are assessed against DCP118 policies.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>There has only been a very small number of subdivision applications in the areas affected by this policy. These applications were assessed against the policy as it stood at that time.</i>			
Develop DCPs/policies that address responses to the impact of predicted sea level rise on coastal areas and public and private structures and assets	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS <i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCP and Policy addressed responses to the impact of predicted sea level rise on coastal areas and private structures and assets:</i>			
<i>- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.</i>			
<i>- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.</i>			

Objective: 2.4 A CITY THAT SHOWS LEADERSHIP IN ECOLOGICALLY SUSTAINABLE DEVELOPMENT AND LIVING

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.4.1 Promote and advocate for sustainable living through a range of projects, initiatives and incentives.

Provide compost bins and training during spring each year as a continuation of Council's acclaimed home composting program.	City Serv & Operations	In Progress	75%
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ANNUAL PROGRESS

Over the year 717 households were provided with practical training in home composting and provided with the resources to successfully compost at home. Further to this home sustainability workshops were introduced with 334 households trained in chemical free cleaning and worm farming.

Respond to requests from community for education and advice on sustainable living	Strategic Plan & Infstr	Ongoing	
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ANNUAL PROGRESS

Ongoing informal assistance provided on request. Various pages related to sustainability are available and maintained on Council's website.

Undertake an opportunity-based program to promote sustainable living eg., forums, displays, education, grant funds and competitions.	Strategic Plan & Infstr	Ongoing	
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ANNUAL PROGRESS

Discussions commenced to develop sustainability training for Council staff.

Business Treading Lightly program now operating from Council.

Presentation delivered to the NSW Sustainable Development Conference in Sydney on managing threatened species.

Ensure DCPs and policies address sustainable living	Dev And Envir Serv Group	Completed	100%
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ANNUAL PROGRESS

In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs and Policies addressed sustainable living:

- DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010
- DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010
- DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011
- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.
- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.
- Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011.
- DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011.
- Policy - Demolition & Renovation of Building Containing Asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.4.2 Create urban environments that meet community needs while ensuring the qualities and ecological integrity of the natural environment are protected.			
Develop an Integrated Environmental Management Strategy to protect the environment and define the parameters for sustainable growth.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS <i>Not yet commenced.</i>			
Integrate native vegetation protection and management into long term land use planning, policy planning and operations.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Protection and management of native vegetation is considered and implemented on an ongoing basis as part of relevant land use planning projects, as required by legislation.</i>			
<i>Responded to various issues and Council resolutions re native vegetation and foreshores.</i>			
Participate in and develop community programs to reduce the impact of human activities on natural resources.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Funding application completed to work toward moving Heritage Estates into National Park ownership - done in partnership with NSW National Parks & Wildlife Service Foundation for National Parks and the Catchment Management Authority.</i>			
Develop an Integrated Natural Area Management Strategy in line with National and Regional frameworks.	Strategic Plan & Infstr	In Progress	25%
ANNUAL PROGRESS <i>Review of Natural Areas Generic Plan of Management commenced but deferred pending outcomes of Councillor policy debates into natural area management. Rescheduled for 2011/12.</i>			
Protect and maintain cultural and natural heritage items	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Heritage local assistance grant program completed. Heritage strategy reviewed and adopted by Council.</i>			
Consider the 'South Coast Design Guidelines' and the 'Coastal Design Guidelines for NSW' in the assessment of new Development Applications.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>These guidelines are more appropriate to larger scale developments of a multiple residential and/or commercial nature located along the coastal environment including its villages and towns. It has particular relevance to prominent locations. The SC design guidelines are a more general overview relating to the prevailing and intrinsic character and values of the south coast natural and built landscapes and how those values should be respected in new development proposals.</i>			
<i>Where the scale of development combined with locational factors deem these guidelines to be necessary and relevant, the DA is evaluated carefully against the principles and design criteria within those guidelines. The DA for 32 residential apartments at Murdoch Street, Huskisson is a good example of assessment in accordance with these guidelines.</i>			
In assessing Development Applications consider the scale of proposed developments relative to the height of the prevailing vegetation especially along headlands and foreshore areas.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>This is a key aspect of DA assessment taking into account the Coastal Design Guidelines and development in foreshore and headland areas are maintained to the prevailing height of existing development and below the height of the general vegetation of the immediate locality. Landscape assessment techniques using photo montages are used to undertake these visual impact assessments.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.4.2 Create urban environments that meet community needs while ensuring the qualities and ecological integrity of the natural environment are protected.

In the assessment of Development Applications ensure that landscaping proposals incorporate plantings that are both suitable for the site and locally endemic.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Council has a schedule of plants that are suitable and are endemic to various localities and development consents contain conditions requiring the preparation and implementation of landscape proposals using species selected from these lists.

Ensure that DCPs and policies address the careful management of urban development	Dev And Envir Serv Group	Completed	100%
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ANNUAL PROGRESS

In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs and Policies addressed the careful management of urban development:

- DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010
- DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010
- DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011
- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.
- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.
- Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011.
- DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011.
- Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP.
- Policy - Companion Animals (POL10/137) - Adopted 22 Feb 2011.
- Policy - Demolition & Renovation of Building Containing Asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- Procedure - Regional Development Applications (PRD10/258).

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.4.3 Investigate and establish sustainable and responsible stormwater management measures.			
Ensure that dwellings comply with BASIX commitments	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Development application file audits are carried to monitor the level of compliance with BASIX commitments. For the period from 1 Jul 2011 to 30 Jun 2011 a total of seventeen audits were carried out with 1 application identified as having some form of non-compliance. Therefore for the period a total of 94% of applications audited complied in all audited aspects with BASIX commitments.</i>			
Ensure compliance of greenfield subdivisions with Council policies on Water Sensitive Urban Design.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Specific policies on Water Sensitive Urban Design are yet to be finalised. However, compliance with relevant clauses in other DCPs are considered and appropriate conditions imposed.</i>			
Undertake strategic stormwater catchment analysis to inform the Stormwater Management Plan review.	Strategic Plan & Infstr	In Progress	90%
ANNUAL PROGRESS			
<i>Draft stormwater DCP completed and subject to internal review.</i>			
Ensure DCPs and policies address water sensitive urban design and stormwater management.	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS			
<i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs/ Policies addressed water sensitive urban design and stormwater management</i>			
<ul style="list-style-type: none"> - DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010 - DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010 - DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011 - DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011. - Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP. 			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.4.4 Promote solar, wind and other renewable energy sources as options for energy provision.

Investigate the use of solar and wind power as alternate sources of energy for use at: Finance And Corporate Ongoing

- * Holiday Haven Tourist Parks
- * Shoalhaven Entertainment Centre
- * Nowra Administrative Centre

ANNUAL PROGRESS

This activity is ongoing and investigations into the use of alternate power and energy sources has already been implemented in some HHTP's. Examples of successful implementation include:

- * Solar boosted hot water services in HHTP's
- * Solar energy source for various lighting in en-suite, amenity blocks and streets within HHTP's

Further investigations are under way to explore the use of solar on the roof areas of both the Nowra Admin Building and the Shoalhaven Entertainment Centre.

Implement and integrate programs to maximise renewable energy project identification and resourcing opportunities. Strategic Plan & Infstr Ongoing

ANNUAL PROGRESS

Solar array mounted on the Bay & Basin Leisure Centre - funding sought for stage 2 of this project.

Council briefed by State Govt representatives on wind mapping.

Objective: 2.5 COMMUNITY INFRASTRUCTURE AND SERVICES THAT ARE ENVIRONMENTALLY RESPONSIBLE AND ECOLOGICALLY SUSTAINABLE

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.5.1 Ensure that the provision of community infrastructure and services meets best practice environmental standards and controls.

Review reporting and monitoring for Council's Department of Environment, Climate Change & Water licensed facilities and activities	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Reviews occurred as needed.

Ensure that Holiday Haven Tourist Parks are compliant in regard to:	Finance And Corporate	In Progress	80%
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1. Development approvals for infrastructure and development in each Tourist Park.
2. Appropriate licensing consents through the Land and Property Management Authority.

ANNUAL PROGRESS

1. All Holiday Haven properties are compliant in regard to Development Approvals except for Currarong Beachside Tourist Park (DA09/1724 lodged 5/6/2009) and Bendalong Point Tourist Park (RA10/1001 lodged 4/5/2010).

2. All Holiday Haven properties are compliant in regard to appropriate licensing consents through the Land & Property Management Authority.

Ensure that community infrastructure projects requiring development consent including Section 79C assessment comply with all statutory and policy provisions.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Many community infrastructure projects have become exempt from requiring development consent due to new provisions within the SEPP Infrastructure and SEPP (Exempt and Complying) Codes legislation. However, those projects still requiring a development application are assessed strictly in accordance with Council's legal obligations under the various forms of environmental planning legalisation and policies.

Ensure that S79c Assessments of Community Infrastructure Projects take into account and fully meet Council's obligations under the various Environmental Planning legislation.	Dev And Envir Serv Group	Ongoing	
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ANNUAL PROGRESS

Council staff undertake s79C assessments of DAs in a consistent and unbiased manner following well practiced assessment techniques and procedures in order to meet fully with legislative requirements.

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 2.5.1 Ensure that the provision of community infrastructure and services meets best practice environmental standards and controls.

Ensure DCPs and policies address the provision of community infrastructure services that is compliant with all environmental parameters and controls	Dev And Envir Serv Group	Completed	100%
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ANNUAL PROGRESS

In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs and Policies addressed the provision of community infrastructure services that is compliant with all environmental parameters and controls:

- DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010
- DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010
- DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011
- Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains.
- Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains.
- Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011.
- DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011.
- Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP.
- Policy - Demolition & Renovation of Building Containing Asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011.
- DCP 113 - Yatte Yattah Piggery (POL08/307) - Request for review of DCP not supported.

Provide and implement an environmental planning and control framework for the delivery of community infrastructure projects.	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

All projects included an Environmental assessment and approval process in compliance with the EP&A Act 1979. An improved procedure is available to provide guidance and assist in consistent application of the process, and particularly in terms of site implementation, monitoring and record keeping.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.5.2 Provide best practice waste management programs and facilities.			
Continue to integrate best practice waste management considerations throughout the Council organisation.	City Serv & Operations	In Progress	75%
ANNUAL PROGRESS <i>Together with the Business Treading Lightly Program, assistance has been provided for recycling, composting and other sustainable actions at Holiday Havens, Leisure Centres and Works Depots. In addition to working with the Workshops, Holiday Haven and Aquatics to improve recycling on site, Waste Services are in the process of preparing a model contract and specifications for a contractor to provide waste and recycling services to Council business units. This will include implementing the necessary source separation systems within these units.</i>			
Implement an ongoing program of waste minimisation education and promotion.	City Serv & Operations	Ongoing	
ANNUAL PROGRESS <i>Waste Services staff were represented at 19 different events providing displays, information and opportunities for discussion. Community talks and bus tours of facilities have been very popular with Waste Services receiving many unsolicited requests to provide tours and talks to various community groups. In total we addressed 1,237 people at 34 different community group meetings and took 874 people on 24 different tours of the landfill and recycling facilities. Waste compositional audits were undertaken on the landfill and recycling bins producing vital information for planning targeted education campaigns on the highlighted problem areas.</i>			
Provide a reliable and efficient kerbside waste and recycling collection service to service entitled properties in the Shoalhaven.	City Serv & Operations	Ongoing	
ANNUAL PROGRESS <i>A new kerbside collection contract was awarded during the year to start on 1 July 2011. The roll up to the contract start included an additional 320 rural services, collection vehicles painted in bright, colour coded, livery with eye catching and thought provoking education messages on the sides and backs of the vehicles. The effectiveness of the service has been reflected in the low number of service complaints received.</i>			
Provide appropriate specific waste or recycling services or waste management programs to the Shoalhaven community.	City Serv & Operations	Ongoing	
ANNUAL PROGRESS <i>In November 2010 two free drop-off days were provided for electronic waste (computers and televisions) and for household waste chemicals, oils and paints. Tenders were invited and contracts awarded for collection and recycling of mattresses, for collection and recycling of electronic waste, fluorescent tubes and household batteries, and for the shredding of garden organic waste</i>			
Provide environmentally secure and efficient Recycling and Waste Transfer Depots and Landfills.	City Serv & Operations	Not Started	0%
ANNUAL PROGRESS <i>Landfill cell stage 3D-1 at West Nowra was constructed and operational in March 2011. Final capping and rehabilitation of the former North Nowra landfill is well underway and proposals for the final capping of the former Sussex Inlet landfill have been submitted to the Regulator.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 2.5.3 Develop a strategic position and approach to monitoring and managing contaminated lands.			
Review and finalise Council's draft Potentially Contaminated Lands Policy, and maintain Potentially Contaminated Land (PCL) records.	Dev And Envir Serv Group	In Progress	25%
ANNUAL PROGRESS <i>Development of policy is continuing.</i>			
Develop and implement a Due Diligence Policy relating to land disposal and acquisition	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Due Diligence Policy was adopted by Council on 22 February 2011 (MIN11.173 refers).</i>			
Identify contaminated lands and map on the GIS.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Upon notification all updates were input immediately.</i>			
Coordinate and prepare appropriate strategic planning responses to State Government policy direction on contaminated land issues.	Strategic Plan & Infstr	Not Started	
Assess Development Applications in accordance with SEPP No 55 - Remediation of Land and EPA Guidelines, including early identification of affected sites.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Development Assessment staff use available historical information as well as identified sites recorded in Council's GIS system to establish the existence or likelihood of contaminated sites. Once identified, the proponent is requested to undertake a preliminary hazard analysis to determine the extent and complexity of investigation and quantification of the contaminants required.</i>			
<i>Once a site is confirmed to be contaminated then, the processes and procedures are followed strictly in accordance with SEPP 55 and the guidelines related thereto.</i>			
<i>There has been no DAs within the reporting period which relate to significant contamination issues.</i>			
Monitor and rehabilitate contaminated land on roads	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The annual program of test hole monitoring around the old gasworks site has been completed.</i>			

SHOALHAVEN ECONOMY

To support a changing and growing community the City must build a sustainable, diverse and competitive economy. This Key Result Area focuses on creating an economy that is linked to be unique characteristics and advantages of the Shoalhaven, ensuring that a variety of employment and training opportunities are available, the workforce is supportive of innovation and business excellence and in which skill-based and sustainable operations, transactions and development will occur.



HIGHLIGHTS

- Competing against tourism organisations from around the world, Booderee National Park won the “best conservation of cultural heritage” award and Kangaroo Valley received a “highly commended” award in the “best destination” category in the Responsible Tourism Awards 2010 announced in London on 11 November 2010.
- Shoalhaven tourism businesses won gold in 10 of the 26 categories. These winners will go on to the NSW State Tourism Awards to be announced on the evening of the 19 November 2011.
- During October 2010 through to May 2011 the Shoalhaven Tourism Board implemented a \$400,000 multi media marketing campaign.

Highlights of the campaign.

- TV advertising for 4 weeks across all of Southern NSW including Canberra
 - Radio advertising in Wollongong and Canberra
 - Press advertising in The Good Weekend, The Canberra Times and The Sun Herald TV Guide
 - On line digital marketing in NineMSN, Fairfax, Take a Break, News Ltd Digital, Adconion and Travel Zoo. Total of 15 million impressions
 - Shoalhaven offers page on www.visistnsw.com.au
 - Highway Billboards (12.6 m x 3.3m) on the M4 Motorway (Cumberland Highway Bridge), King Georges Road, Beverley Hills, M4 Motorway Homebush, M7 Motorway Prestons.
 - eBay blast 1 email blast to 820,000 subscribers
 - eBay blast 2 to 625,000 subscribers
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- Appointment of Council’s Events Manager on the 18th of October 2010.
 - The NSW Waratahs played a Super Rugby Trial Game against the Western Force on Thursday 10 February 2011, 4,500 spectators were at the match. This game demonstrated to all national sporting bodies that the Shoalhaven could put on sporting events at the elite level.
 - Shoalhaven Tourism Businesses had 8 finalists in the 26 categories of the South Coast Tourism Awards. The winners will be announced in August 2011.

Performance Measure Collection/ Data Entry Sheet	
Measure	Actual 2010/11
SHOALHAVEN ECONOMY	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 49 KPIs in place for 86 Activities • 76% reported "on track" • 16% "off track"
Number of domestic and international visitors	<ul style="list-style-type: none"> • 2.42 million
Value of new commercial construction and business investment	<ul style="list-style-type: none"> • Non-Residential DA approvals, \$126.9 million • On Section3A DA Approval, \$16 million.
Number of Development Applications received	<ul style="list-style-type: none"> • 1698 DAs
Length of sealed and unsealed roads	<ul style="list-style-type: none"> • 1349kms sealed • 334kms unsealed
Labour force status	<ul style="list-style-type: none"> • 34,146 people employed • Unemployment rate, 9.5%
Local economic activity	<ul style="list-style-type: none"> • Major Capital Infrastructure Investment: zero
Access to broadband services.	<ul style="list-style-type: none"> • 22% households connected to Broadband • 19% households connected by Dial-ups • 6% of households connected by other forms

Objective: 3.1 AN ECONOMY THAT IS BASED ON SHOALHAVEN'S DISTINCT CHARACTERISTICS, ADVANTAGES AND NATURAL QUALITIES

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.1 Implement the Economic Development Strategy to create a diverse economy.			
Align strategic and land use planning priorities and directions to relevant initiatives arising from the Economic Development Strategy.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Relevant initiatives arising from the Economic Development Strategy are considered as required in the development of strategic and land use planning policy.</i>			
Consider in the development of strategic planning policy the South Coast Regional Strategy	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>The requirements of the South Coast Regional Strategy are considered as required in the development of strategic planning policy. In addition, active involvement in the State Government's Review of the Regional Strategy has continued through this year.</i>			
Ensure there is an adequate supply of land zoned for industrial and business uses to meet projected demand	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Additional employment land supply is identified in the draft Shoalhaven LEP 2009 consistent with the Nowra-Bomaderry Structure Plan and other relevant strategic plans.</i>			
Construct flag poles and fly banners along the Princes Highway at Nowra and Ulladulla.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>This task has been assigned to City Services and Operations and is partially complete. Banners flown in Nowra and along the Princes Highway Nowra.</i>			
Continue to operate and enhance the online Real Time Accommodation, Attraction and Tours Booking Service.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Booking Service continues to be operated. Gross taking for the 12 months is \$294,560.95. Total number of web page views for the year is 213,388</i>			
Encourage Tourism Operators to strive for and invest in tourism excellence by entering the Shoalhaven/South Coast, State and National Tourism Awards.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>In 2010, 20 Shoalhaven businesses entered the South Coast Tourism Awards. 16 made the grade of finalists. Shoalhaven took out 10 Gold medals, 3 Silver and 2 Bronze out of a total of 26 categories. In the 2010 State Awards Shoalhaven had 9 finalists and won 2 Silver Awards. None have gone on to the National Awards as the business needs to win its category at State level in order to progress. The 2011 Tourism Awards are open. Entries closed on 15th June 2011. 8 Shoalhaven Businesses advanced to finalist.</i>			
Operate Visitor Information Centres on a Level 1 fully accredited basis, including the Nowra & Ulladulla Visitors Information Centres.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Nowra and Ulladulla maintain their level 1 Accreditation.</i>			
Review and implement the Shoalhaven Tourism Masterplan in accordance with policies, direction and changes as set by the Shoalhaven Tourism Board.	Finance And Corporate	Completed	100%

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.1 Implement the Economic Development Strategy to create a diverse economy.			
Ensure the efficient and effective processing of DAs for major economic job creating projects.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Whilst every effort is made to process these applications as expeditiously as possible, the ability to do so inevitably relies on those applications being professionally and comprehensively prepared taking into account all legislative requirements. An application that adequately addresses the relevant issues can be prioritised over applications that are not.</i>			
<i>DA assessment will involve a delicate balancing of economic, social and environmental issues. Therefore, a careful judgement is required on many of these matters which generally will be more able to be sustained if based on sound and reliable facts and information.</i>			
Identify and advocate specific development outcomes to further diversify the Shoalhaven economy	Finance And Corporate	Ongoing	
ANNUAL PROGRESS - Improved boat storage & maintenance facilities: Numbaa marine industrial precinct planning being advanced; Initial studies at Greenwell Point & Ulladulla commenced by Lands; - Albatross Aviation Technology Park: Extension to taxiway completed; 2 major developments assisted & utilities extended - Motor Sports Complex: initial discussions with various stakeholders - Agribusiness strategy adopted by Council - actions indentified			
Identify and advocate specific economic capability outcomes to further diversify the Shoalhaven economy	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS Course 1 in the Shoalhaven Business Development Program - "Making a Good Business, Great" completed with 12 businesses completing a series of 5 workshops over 8 weeks.			
<i>Defence seminars held in conjunction with DMO in Nowra -Export; ITARS: Innovation; AIR 9000 Ph 8; Supporting Small Business Clubs at Nowra & Ulladulla</i>			
<i>Jointly badged with NSW Industry & Investment business retail workshops</i>			
Identify and advocate specific liveability outcomes to further diversify the Shoalhaven economy	Finance And Corporate	Not Started	0%
ANNUAL PROGRESS <i>Community/Recreational projects</i> - Artificial Hockey Field constructed - Ulladulla Future Park concept being driven by local community group with project manager in place - Local producers market held in September, December, February & April at Shoalhaven Entertainment Centre - Administration & promotion of Junction Court to create CBD activity in Nowra - Motor Sports Complex: initial discussion with stakeholders - Boating facilities: meetings/discussions with agencies & proponents working to develop improved boating facilities			

Principal Activity	GROUP	STATUS % COMPLETE
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Strategy: 3.1.1 Implement the Economic Development Strategy to create a diverse economy.

Stimulate investment in each of the key focus areas (infrastructure, development, liveability, economic capability)	Finance And Corporate	Ongoing
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ANNUAL PROGRESS

Projects under construction during 2010/11:

- Main Road 92: completed- Sth Coast Correctional Facility
- MRH Hangar at HMAS Albatross
- Upgrade HMAS Creswell

Projects under planning:

- Princes Highway (Sth Nowra): Detailed design being undertaken for 4 lanes
- Princes Highway (Bomaderry to Gerringong): REF exhibition completed for Gerringong - Toolijooa Rd & report on submissions being drafted. Planning continues on other sections.
- \$500m committed by O'Farrell Govt to Gerringong - Bomaderry and \$75m to Sth Nowra upgrades.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.2 Collaborate with stakeholders to facilitate the sustainable development of key Shoalhaven economy sectors including tourism, defence, manufacturing, healthcare and government.			
Encourage local community organisations to enhance facilities on public land to benefit both visitors and locals.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>The program has been promoted and discussed at 4 public meetings at Kangaroo Valley, Culburra Beach, Mollymook and Huskisson. Several applications have been received and assessed by the Shoalhaven Tourism Board. Assessments completed and projects supported. Project completed for 2010-2011. \$13,458 not taken up by community groups and requested to be revoted to 2011-2012</i>			
Encourage participation by Tourism Operators in the various segments of the marketing program.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>33 Tourism operators have been actively engaged and have invested in the Board's marketing programs.</i>			
Encourage town Tourist Associations and Chambers of Commerce to actively promote their precinct under the banner of Shoalhaven, South Coast NSW.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>The program has been promoted and discussed at 4 public meetings at Kangaroo Valley, Culburra Beach, Mollymook and Huskisson. Several applications have been received and assessed by the Shoalhaven Tourism Board. Assessments completed and projects supported. Project completed for 2010-2011. \$13,458 not taken up by community groups and requested to be revoted to 2011-2012</i>			
Establish an Events Manager role to obtain key conferences, sporting and cultural events for the Shoalhaven.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Events Manager appointed. Three conferences secured and three major sporting events secured. Another sporting event secured but lost due to situations beyond Council's control. Other submissions in negotiations and pending.</i>			
Establish and resource an Events Acquisition Task Force charged with securing events for the Shoalhaven.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Events Shoalhaven Board created and members appointed. Budget allocated is \$162,000. 13 events funded or agreed to be funded. \$81,000 committed to support events. Funding for 2011-2012 is \$71,600.</i>			
Implement a year long marketing program designed to lift tourism visitation to the Shoalhaven in shoulder and off peak seasons.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>A major Spring marketing campaign has been implemented jointly funded by the Shoalhaven Tourism Board and Tourism NSW. Total program valued at \$400,000. First part offers valid to 17th December 2010. Second part implement electronic marketing including an initiative through eBay to 625,000 eBay customers. Results analysed and reported to the Shoalhaven Tourism Board.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
<p>Strategy: 3.1.2 Collaborate with stakeholders to facilitate the sustainable development of key Shoalhaven economy sectors including tourism, defence, manufacturing, healthcare and government.</p> <p>Action the industry sector strategies previously devised</p> <p>ANNUAL PROGRESS <i>Agribusiness actions:</i> - Farmers Market (4) - Sth Coast Farm Trail launched - June 2011 - Ulladulla Future Park committee formed & DA lodged - Shoalhaven Marine & Freshwater Centre relocation to Huskisson being planned - Strategy adopted by Council in April 2011 <i>Defence actions:</i> - Sth Coast Defence Forum to be held on 23rd Sept based around AIR9000 Ph 8 - DA approved for Seahawk TLS support at AATP - NSW Helicopter Capability Hub established - AIR 9000 Ph 8 awarded</p>	Finance And Corporate	In Progress	100%
<p>Collaborate on economic development initiatives with a range of stakeholders and partners guided by the Blueprint Shoalhaven.</p> <p>ANNUAL PROGRESS <i>Providing support to:</i> - Agribusiness sector - farmers markets; South Coast Farm Trail; Beef Producers Group; JB Aquaculture Plan of Management; - Defence: AATP works & extensions; South Coast Defence Network briefing; AIR9000 liaison and briefings; - Education: Vocational Education liaison & support; Agribusiness research into aquaculture; - Sustainability: introducing business to BTL and promoting ongoing support</p>	Finance And Corporate	Not Started	0%
<p>Develop two industry sector strategies each year which outline key objectives, deliverable actions and expected/desired outcomes.</p> <p>ANNUAL PROGRESS <i>Consultant commissioned to develop template for industry sector strategies.</i> <i>Also commissioned to undertake development of Agri-business sector strategy (100% complete at April 11)</i> <i>Commenced on Defence Industry Strategy in Jan 11 (95% complete in June 2011)</i></p>	Finance And Corporate	In Progress	95%

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.3 Retain and enhance the agricultural production capacity of the City			
Ensure that prime agricultural land is appropriately zoned through the LEP and considered in general policy development consistent with the South Coast Regional Strategy	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Prime agricultural land will be zoned appropriately through the draft Shoalhaven LEP 2009 consistent with the South Coast Regional Strategy and the Standard LEP Instrument.</i>			
Refer relevant rural subdivision applications under SEPP1 to Department of Agriculture and consider specialist input to development assessment.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>This is undertaken as necessary.</i>			
Ensure that land identified in the SLEP 1985 as being Class I to III agricultural land is protected and preserved for future agricultural needs.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Within the limits of Council's LEP and existing land use and land tenure patterns, the protection of prime agricultural lands is an important objective when assessing DAs.</i>			
<i>This objective is fundamentally impacted upon by Council's Structure Plan, new city wide LEP and infrastructure projects.</i>			
Develop an agribusiness sector strategy.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS <i>Consultant commissioned to develop Agri-business sector strategy - adopted by Council</i>			
<i>Implementing:</i> - South Coast Farm Trail - Twilight Producers markets - Shoalhaven Beef Producers Assn - Ulladulla Future Park - Shoalhaven Marine & Freshwater Centre - (relocation & expansion)			
Develop flood mitigation infrastructure improvement and maintenance programs	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The maintenance program for 2010/11 was issued to City Services for implementation by the end of September 2010.</i>			
Maintain Council's flood mitigation assets and implement the annual works program to repair identified, priority defects on flood mitigation structures.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Flood mitigation repair program completed.</i>			
<i>Jobs Completed = 25 Total jobs = 25</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.1.3 Retain and enhance the agricultural production capacity of the City

With external funding support, inspect private property to identify Infestation by noxious weeds and enforce provisions of the Noxious Weeds Act 1993.	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

Inspections in the northern area have met budget milestones and property inspection targets. As the new funding and inspection model has not run for a full financial year some difficulty has been experienced in meeting and adjusting targets; however, planning is now in progress to start the new financial year in accordance with the South Coast Weeds Group weed control program. Reporting for the current financial year will be submitted to the South Coast Weeds Group project officer by August 2011. This reporting process is much easier and more streamlined than the old reporting process used by Department of Industry and Investment to account for grant funding expenditure.

Ensure DCPs and policies address the retention and enhancement of agricultural production capacity where appropriate	Dev And Envir Serv Group	Completed	100%
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ANNUAL PROGRESS

In the last 12 months (1 July 2010 - 30 June 2011), the following DCP addressed the retention and enhancement of agricultural production:

- DCP 113 - Yatte Yattah Piggery (POL08/307) - Request for review of DCP not supported.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.4 Maintain, renew and enhance existing infrastructure to support economic activity and investment.			
Actively participate in the Illawarra Employment Lands Taskforce.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Council staff attended the Taskforce meetings held in October 2010 and June 2011 and provided feedback on the taskforce terms of reference.</i>			
Provide timely, concise, accurate information on development control requirements to prospective investors and government agencies.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>This is achieved through face to face discussions, attendance at DAU meetings, publication of Council's LEP, development control policies and DCPs on its website. Importantly, such information must be conveyed by knowledgeable, professionally qualified planning staff.</i>			
Devise an industrial land strategy for the Shoalhaven	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Strategy finalised in July 2010</i>			
Lobby and liaise with government at all levels to improve the following road networks: Princes Highway north Princes Highway South Main Road 92 (beyond Nerriga) Moss Vale Road (through Kangaroo Valley)	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Princes Highway improvements:</i> - Oak Flats-Dunmore (completed Apr 2010) - Gerringong-Bomaderry (planning advanced for commencement in 2011/12) - Sth Nowra Duplication (planning advanced for commencement in 2011/12) - Falls Creek (completed 1009) - Tomerong-Bewong upgrade (initial concept stage only) - Mt Conjola realignment (completed 2010) <i>Main Road 92 improvements:</i> - Section between Nowra & Nerriga upgraded (completed December 2010) - Coalition of 4 Councils (Goulburn-Mulwaree, Palerang, Upper Lachlan & Shoalhaven) have resolved to signpost Nowra-Nerriga-Tarago-Bungendore. - Coalition of 4 Councils (Goulburn-Mulwaree, Palerang, Upper Lachlan & Shoalhaven) have resolved to seek funding for study to identify route beyond Nerriga & prepare funding case. - Submission being made under RDAF for upgrading Oallen Ford bridge in Goulburn-Mulwaree Shire			
Maintain passenger and freight rail services to Bomaderry	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>New CityRail timetable for South Coast released in September 2010</i> <i>-18 return services offered each week day between Bomaderry/Nowra and Wollongong/Sydney</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.4 Maintain, renew and enhance existing infrastructure to support economic activity and investment.			
Monitor and actively facilitate the availability of appropriate stocks of employment land.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS <i>DA for 41 lots at Ulladulla on Crown Land off Kings Point Rd being developed.(stalled because of ALC)</i> <i>Contracts prepared for 3 lots</i>			
Support HMAS Albatross remaining an operational military base providing airfield facilities for authorised commercial aircraft	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>MRH Hangar being constructed (completed in Dec 2010)</i> <i>Seahawk TLS contract let to BAE Systems - Facility being relocated to AATP</i> <i>AIR 9000 Phase 8 tenders have closed -Awarded to Us Navy, Lockheed-Martin, Sikorsky. Liaison continues to maximise local content</i> <i>AIR 9000 Phase 7 RFP/RFT scheduled for late 2011 based in Nowra</i> <i>JP66 tenders being evaluated</i>			
Provide traffic modelling analysis to identify transport infrastructure needs central to economic growth.	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Traffic modelling verification was undertaken for various access options linking the proposed Princes Hwy realignment (Berry bypass) to the township of Berry. Further verification of RTA's traffic modelling outcomes will be required in 2011/12.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.1.5 Provide best practice management of the Holiday Haven Tourist Parks network as a key element of the responsible care and management of Crown Lands assets.

Manage and market Holiday Haven Tourist Park business strategies to comply with Council's trustee status in partnership with the LPMA.	Finance And Corporate	In Progress	90%
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ANNUAL PROGRESS

Council has engaged a consultant to assist Council's HHTP staff and management team to prepare "Draft Business Development Plans" to provide a sound platform and business model to take all the Holiday Haven Tourist Parks into the next 3 - 5 years.

Ten "Draft Business Development Plans" have been lodged with the LPMA in December 2010 for their review and approval. Once the "Draft Business Development Plans" have been signed off by the LPMA then Council as Trustees of the HHTP's can implement a plan of management for the tourist parks with some confidence in the financial viability of the Parks looking into the future. As at 30/06/2011 the Council has been advised in writing that the LPMA has endorsed five (5) of the ten (10) "Draft Business Development Plans". Negotiations are continuing with the LPMA in respect of the remaining five (5) plans.

Prepare and implement Strategic Business Development Plans for each Holiday Haven Tourist Park situated on Crown Reserves.	Finance And Corporate	In Progress	80%
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ANNUAL PROGRESS

Ten "Draft Business Development Plans" have been lodged with the LPMA in December 2010 for the following HHTP's:

- * Shoalhaven Heads TP
- * Crookhaven Heads TP
- * Currarong Beachside TP
- * Huskisson Beach TP
- * Huskisson White Sands TP
- * Lake Conjola TP
- * Bendalong Point TP
- * Ulladulla Headland TP
- * Burrill Lake TP
- * Lake Tabourie TP

The "Draft Business Development Plans" for both Swan Lake and Kangaroo Valley TP's are currently nearing completion and where appropriate will be lodged with the LPMA. As at 30/06/2011 Council has been advised in writing that the LPMA has endorsed five (5) of the ten (10) "Draft Business Development Plans". Ongoing negotiations are continuing with the LMPA in respect of the remaining five (5) plans.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.1.6 Create active and connected foreshores and other waterfronts that support recreational and community use and respecting local environmental constraints.			
Finalise the Scenic Drive Master Plan (Nowra) in consultation with landowners and the community.	Strategic Plan & Infstr	In Progress	0%
ANNUAL PROGRESS <i>The Scenic Drive Master Plan principles have been presented to affected landholders and incorporated into the Nowra CBD Masterplan Process. More recently, Council has resolved to prepare a Riverfront/Gateway Precinct Plan as part of the second phase of the Nowra CBD Master Plan.</i>			
Finalise the urban design framework and masterplans for the wider Shoalhaven River precinct at Nowra.	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS <i>Will commence following the completion of the Scenic Drive Masterplan.</i>			
Pursue and plan for the further development for the Shoalhaven riverfront in Nowra, to create an active and attractive leisure and mixed use precinct.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>The Scenic Drive Master Plan principles have been presented to affected landholders. More recently, Council has resolved to prepare a Riverfront/Gateway Precinct Plan as part of the second phase of the Nowra CBD Master Plan.</i>			
Revise the LEP to facilitate the implementation of the Scenic Drive Master Plan (Nowra).	Strategic Plan & Infstr	Not Started	0%
ANNUAL PROGRESS <i>The LEP for this area will be revised following completion of the Masterplan - see 3.1.6.5.</i>			
Undertake strategic planning to enhance natural landscapes and systems.	Strategic Plan & Infstr	In Progress	75%
ANNUAL PROGRESS <i>Review on-going for land that has been incorrectly classified. Proposed amendments to Foreshore Reserves Policy and Wharves and Jetties Policy commenced.</i>			
Develop a waterfronts strategy that encompasses long term development activities and management of specific waterfront precincts and is consistent with community, environmental and economic growth objectives.	Finance And Corporate	In Progress	75%
ANNUAL PROGRESS <i>Land & Property Management Authority currently looking at proposals at Greenwell Point & Ulladulla Investigations at other alternatives also being progressed.</i>			
<i>Private developer advancing with proposal for Marine industry support facility at Numbaa.</i>			
<i>Council have agreed to join with LPMA to undertake jointly funded investigations at Greenwell Point & Ulladulla</i>			
Progressively advance each component of the Waterfront Precinct Strategy actions	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Overall Waterfront Strategy not yet commenced</i> <i>Have agreed to advance projects at Greenwell Point & Ulladulla (with LPMA)</i> <i>Have agreed to investigate planning requirements in Jervis Bay for a boat harbour</i> <i>Monitoring and assisting private proposal for Industrial Marine Precinct at Numbaa on Berry's Canal</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.1.6 Create active and connected foreshores and other waterfronts that support recreational and community use and respecting local environmental constraints.

Implement waterways infrastructure projects in a manner that promotes natural attributes and meets community recreational desires	City Serv & Operations	Completed	100%
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ANNUAL PROGRESS

The 2010/11 program is fully completed and has been completed within budget.

Objective: 3.2 AN ECONOMY THAT SUPPORTS AND IS SUPPORTED BY A GROWING, DIVERSE AND CHANGING COMMUNITY

Principal Activity	GROUP	STATUS	% COMPLETE
<p>Strategy: 3.2.1 Encourage local spending and local production.</p> <p>Facilitate the participation of local businesses in Council's program for contractors safe working practices.</p> <p>ANNUAL PROGRESS <i>BNG Contractor register is up and running with over 200 registered businesses</i></p>	Finance And Corporate	Completed	100%
<p>Monitor outcomes from Council's "Local Preference" policy.</p> <p>ANNUAL PROGRESS <i>Report to B&JG C'tee in May 2011</i></p>	Finance And Corporate	Ongoing	
<p>Promote and expand the "Shoalhaven Rewards" program</p> <p>ANNUAL PROGRESS <i>Website operational & businesses registered and participating Businesses are regularly joining - 60+ at December 2010 67 at June 2011</i></p>	Finance And Corporate	Ongoing	

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.2.2 Support and seek educational and employment opportunities that retain young people and attract new workers and provide opportunities for the unemployed.			
Provide and facilitate access to learning and employment opportunities.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Access to learning and employment opportunities has been facilitated by involvement with the Shoalhaven Student Support group, support of the Youth Shoalhavens Post Education & Training sub group; distribution of job vacancies information through email networks; the promotion of Parent and Community Education (PACE) programs to support community opportunities for further education (TAFE, University) training and employment and support of mentoring programs.</i>			
Promote apprenticeships/traineeships with the Shoalhaven business community	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS <i>Liaising with Keep Australia Working Committee for a Shoalhaven Jobs Drive in October 2010. Drive conducted with 271 jobs identified & filled. SCC hosted apprenticeship introductory evening - over 100 potential apprentices attended (with parents) Shoalhaven Indigenous Careers day & business liaison breakfast held. Professional Snapshot held March 2011 - SCC professions involved - Engineering, Planning, Surveying</i>			
Work with the University of Wollongong to increase course offerings at Shoalhaven Campus	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>First Graduates of Medicine & Nursing from UoW Shoalhaven Campus occurred in 2010 Involved in Shoalhaven Marine & Freshwater Centre relocation to Huskisson</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.2.3 Enhance the economic strengths of the Shoalhaven including education and research and the natural environment.			
Participate in partnership opportunities with the University of Wollongong and local schools in the areas of environmental research and education	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS <i>Adopt a school program occurred with Bomaderry High School.</i>			
Co-supervise students undertaking environmental research in Shoalhaven as per agreement with their tertiary institutions.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Work experience student from Wollongong University completed and three week full time placement working with Councils Senior Environmental Planner.</i>			
Pursue the participation of honours students from Wollongong University in research in Shoalhaven	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Bids for honours students submitted to Wollongong University in November 2010 - currently awaiting outcome.</i>			
Encourage University of Wollongong research opportunities locally to address business and environmental enhancement of the area	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>JB Aquaculture baseline study for JB Aquaculture Industry Plan of Management completed.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.2.4 Advocate for the location of government service providers in the Shoalhaven.			
As opportunities arise lobby State Agencies and Ministers to encourage decentralisation of Government agencies and service providers to the Shoalhaven.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS			
<i>Retaining contact with relevant agencies to ensure any opportunities are captured.</i>			
Work with local Government agencies to retain presence in the Shoalhaven	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS			
<i>Status Quo has been maintained. Retaining contact with relevant agencies to ensure any opportunities are captured.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.2.5 Facilitate support for sustainable companies to move to the City.

As opportunities arise broker support and assistance to business to establish, expand and relocate.

Finance And Corporate

Ongoing

ANNUAL PROGRESS

Regular flow of business development enquiries coming into Economic Development Office (2-3/week) Each enquiry dealt with at required pace as determined by client.

Objective: 3.3 EFFECTIVE PROMOTION OF SHOALHAVENS INVESTMENT, BUSINESS AND JOB OPPORTUNITIES, LIFESTYLE ATTRACTIONS AND VISION.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 3.3.1 Actively encourage sustainable employment opportunities.			
Provide policy support for local business opportunities centred on environmental initiatives and values.	Strategic Plan & Infstr	Not Started	100%
ANNUAL PROGRESS <i>Not yet commenced</i>			
Support local business in embracing and complying with Australian Government carbon credit initiatives.	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Sustainability assistance being promoted to and utilised by local business with demonstrable savings.</i>			
<i>No definitive govt policy exists</i>			
Work with Shoalhaven employers to retain/expand employment opportunities with the City across all sectors	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Employment has steadily been increasing since 2008/09 despite influence of GFC on local economy. In late 2009 with the slowing down through completion of many of the major Govt projects on roads, gaol... the Shoalhaven employment slowed and even contracted in the 4 quarters to Sept 2010.</i> <i>Other than major project construction teams shrinking, no large business closures occurred suggesting that employment reduction was in service industries as consumer spending contracted because of the local economic influences and the uncertainty flowing out of the federal election.</i>			
Work with the Business Treading Lightly program to increase local business participation and implementation of sustainability principles	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>BTL Ceased in December 2010.</i>			
<i>BTL - Shoalhaven commenced in Feb 2011 with a contracted employee from Southern Councils Group.</i> <i>Membership of industry offered & taken up.</i> <i>Training packages for industry being developed for delivery in 2011/12</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.3.2 Create and promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides.

Actively promote, maintain and enhance "Shoalhaven - The Enterprising Alternative" website

Finance And Corporate

Ongoing

ANNUAL PROGRESS

Website being maintained and continually improved.

Website hits increasing. Enquiry contact increasing as economy improves.

Monthly visits number around 600+ new visitors per month

Promote through media and local networks a theme of "good" news stories about the Shoalhaven infrastructure development, liveability and economic capability

Finance And Corporate

Ongoing

ANNUAL PROGRESS

Stories covered or promoted:

- Ulladulla Future Park

- October 2010 Jobs Drive

- Twilight Farmers Market

- AIR 900 Phase 8 tender proposals & impact on Shoalhaven

- Numbaa Marine Industrial Precinct

- Sth Coast Correctional Centre industries program

- Motor Sports Complex

- Minister Crean's visit

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 3.3.3 Develop and implement a pro-active marketing program for investment in the Shoalhaven region.

Devise and implement a targetted and appropriately resourced marketing program to present Shoalhaven as the enterprising alternative location for business.

Finance And Corporate

Ongoing

ANNUAL PROGRESS

Website being continually improved and maintained.

Defence marketing program jointly with NSW I&I rolled out for Avalon Airshow

Combined meeting of Tourism Marketing & ED Strategy Committees being held in April 2011

SHOALHAVEN LEADERSHIP

Leadership in practice must involve engagement and can involve making hard decisions, often balancing a number of different interests, including the role of the City in the wider regional, national and international communities.

This Key Result Area focuses on excellence in leadership, governance, community engagement and asset and resource management. In offering optimistic, united Leadership, Council acknowledges the financial and legislative limitations within which it works.



HIGHLIGHTS

- Progress with the planning process and design of the Shoalhaven Cancer Care Centre.
- Australia Day Celebrations held.
- Reconciliation Week Function held.
- Community Engagement Policy review progressed with community workshops and community workgroup.
- Shoalhaven Regional Hockey Centre opening.
- Currarong Boat Ramp opening.
- Commenced a major review of Disaster Recovery/Business Continuity Plan.
- Reviewed insurance portfolio to ensure that it addresses Council requirements
- Managed increased workload arising from additional Committees within existing resources.



Currarong Boat Ramp

Performance Measure Collection/ Data Entry Sheet	
Measure	Actual 2010/11
SHOALHAVEN LEADERSHIP	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 67 of KPIs in place, for 128 Activities • 79% reported "on track" for the year • 13% "off track"
Statewide Mutual Public Liability Audit Performance - % compliance	<ul style="list-style-type: none"> • 94.5% compliance region average • State average 73% compliance • Region average 84%
Actual operating surplus or deficit, excluding capital grants and contributions	<ul style="list-style-type: none"> • \$7.496 million operating deficit
Council's water and energy consumption	<ul style="list-style-type: none"> • Energy - 115,684GJ • Water - 296,060ML
Council's greenhouse gas emissions	<ul style="list-style-type: none"> • 4845kg, Council greenhouse gas emissions per resident
Generation of renewable energy by Council.	<ul style="list-style-type: none"> • 6782MwHrs
Timely responses to complaints and requests received from the community	<ul style="list-style-type: none"> • 58,602 correspondence items received, 91% answered within 28 days • 2465 Shoalhaven Water Service Requests, Average Response Time, 32 minutes • 28 GIPA Act Applications received, 89% processed within 28 days • 252 Informal GIPA Act applications received, 91% processed within 28 days
Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings.	<ul style="list-style-type: none"> • Councillors, 59.3% • Community Members, 88.4%

Objective: 4.1 A COUNCIL THAT IS ACTIVELY ENGAGED WITH THE COMMUNITY AND OTHERS IN ITS DECISION MAKING

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.1.1 Provide opportunities for genuine and representative community engagement in Council's decisions.			
Provide and facilitate community engagement initiatives and ensure access to information is provided in a range of formats.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Community Development staff have worked to promote community engagement initiatives and ensure access to information is provided in a range of formats. This has included: the production of a Youth resource Card and various pamphlets and booklets to promote services and activities.</i>			
Actively communicate and engage with Community Consultative Bodies and Business Chambers in relation to Council Policy, Plans, Budgets and Works Programs to determine community needs	General Manager Group	In Progress	100%
ANNUAL PROGRESS <i>Council has continuously liaised with CCB's and Business Chambers in addition to the general public on a wide range of policies, projects and general works and services. Meetings with the executive of all CCB's has occurred.</i>			
Define key stakeholders, target audiences and optimum engagement and communications methods in relation to each corporate Group's functions	General Manager Group	In Progress	100%
ANNUAL PROGRESS <i>Extensive community engagement has been facilitated across the organisation including in relation to the proposed redevelopment of the Ulladulla Civic Centre & Library, Development Applications, Nowra CBD Masterplan draft Community Engagement Strategy and numerous policies. Council is expanding its methods of community engagement to include social media such as Facebook.</i>			
Develop and implement corporate standards and tools to support Council's Engagement Strategy, including increased use of e-communications for the internet and consistent reinforcement of Community Strategic Plan objectives.	General Manager Group	In Progress	75%
ANNUAL PROGRESS <i>Community Engagement Policy revised and being reviewed with a community group.</i>			
Implement Council's Community Engagement Strategy through coordinated communications, internet, social media and media strategies.	General Manager Group	In Progress	90%
ANNUAL PROGRESS <i>Elements of draft Community Engagement Strategy being implemented.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.1.2 Ensure that Council's communications make optimum use of the national broadband network.			
Enhance Council's use of appropriate technologies for digital communication, development of communities of interest and increasing citizens' access to Council	General Manager Group	In Progress	50%
ANNUAL PROGRESS			
<i>New website was launched on 4th July 2011.</i>			
Develop and manage Council's telecommunications facilities and infrastructure	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS			
<i>Microwave communication links improvements underway for Tourist Parks and Treatment Plants, scheduled for completion before November 2011.</i>			
<i>Council's Cambewarra communications facility is fully functional however the removal of the old tower is waiting on the switch to digital TV in 2012.</i>			
<i>Work is underway with Carriers to identify areas of the City that are capable of connection to the fibre optic network including the provision of fibre in new developments in readiness for the NBN.</i>			
Ensure Council's corporate Internet presence is secure, accessible, maintainable and relevant	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS			
<i>Website redevelopment completed for go-live on 4 July 2011, with significant change to content management system and responsibilities. Social Media Policy developed in preparation for rollout in projects and/or corporately in 2011.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.1.3 Promote the achievements of Council and the local community.			
Integrate corporate communication planning and/or media strategy on works, services or projects across the organisation.	General Manager Group	Ongoing	
ANNUAL PROGRESS			
<i>Council's works and projects and planning promoted through media releases and media comment. Also council's achievements promoted through speech notes and materials provided to Council spokespeople such as the Mayor.</i>			
Produce timely, targeted media releases on major project and community achievements and collaborations and actively provide content for national, state and local media outlets.	General Manager Group	Ongoing	
ANNUAL PROGRESS			
<i>All releases delivered in timely manner to keep the community informed of Council activities. All releases provided to International, local and state media, including electronic media. Media content also provided to local community organisations and communications such as local newsletters.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.1.4 Report regularly on Council's progress against the measures linked to the Community Strategic Plan, Delivery Program and Resourcing Strategy.			
Complete and implement Council's indicators framework in accordance with the Department of Local Government Integrated Planning & Reporting Guidelines	Asst Genl Mgr Group	In Progress	80%
ANNUAL PROGRESS			
<i>Framework adopted by Council and Quarterly & Six Monthly Progress Reporting established.</i>			
Ensure that reports are regularly submitted to Council on progress toward Community Strategic Plan objectives.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS			
<i>Reports are regularly submitted to Council on progress towards meeting the Community Plan objectives.</i>			

Objective: 4.2 A COLLABORATIVE COUNCIL WITH REWARDING PARTNERSHIPS AND EFFECTIVE ADVOCACY

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.2.1 Develop and foster effective networks and relationships with the community, Government and other organisations.

Identify and continue to participate in key industry and regional interest groups, forums and partnerships that align with Council's Community Strategic Plan objectives	General Manager Group	In Progress	100%
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ANNUAL PROGRESS

Councillors & staff have continued to network through participation and membership of organisation such as Southern Council's Group and various sub-committees: South Coast Regional Development Australia: LGSA, National Seachange taskforce etc.

Support and liaise directly with community bodies, organisations and other groups representing communities or towns and villages as a key means of providing information for associations and local communities.	General Manager Group	Ongoing	
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ANNUAL PROGRESS

Weekly updates, media releases and news content provided to community consultative bodies and community newsletters.

Continue to support the operation of Community Consultative Bodies within the City.	Finance And Corporate	Completed	100%
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ANNUAL PROGRESS

This matter is ongoing and advice and assistance is provided as required by groups. A considerable amount of work was undertaken on overcoming indifferences within one particular Community over the year which resulted in a session involving the Community Justice Centre. A new CCB has been established at Lake Conjola.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.2.2 Ensure there is a broad representation of the community within Council 's appointed Committees, Groups and Community Consultative Bodies.			
Encourage community bodies and groups to continue to offer an active voice on key community and Council issues.	General Manager Group	In Progress	100%
ANNUAL PROGRESS <i>Staff communicate with Community Consultative Bodies on a range of policies, strategies, infrastructure needs and Development Applications.</i>			
Support the Charter and business of Sports Board.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Sports Board business items prepared and meetings of Board supported as required. Draft Charter for Sports Board prepared but yet to be reported to the Board.</i>			
Support the charter and operations of the Natural Resource and Floodplain Management Committees and the Coastal Management Committee.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Committee business items prepared and meetings supported as required.</i>			
Progressively review the structure, Charter and appointment procedures for Council-related committees and advisory groups to ensure optimum community representation.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>A review of Committees and their appointment is presently being undertaken and will be reported to Council during the next quarter.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.2.3 Provide timely and effective advocacy and leadership on key community issues.			
Support and inform Council's spokesperson (Mayor or Deputy Mayor) on leadership issues, advocacy and media strategy.	General Manager Group	Ongoing	
ANNUAL PROGRESS <i>Advice provided to Mayor and Council spokespeople on weekly basis and as needed.</i>			
Develop advocacy and leadership capacity amongst Councillors and Senior Staff	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Councillors' training and development program implemented. Staff Corporate Responsibilities training included "Leadership" component. Staff attended "Livewire Leadership" Conference at Wollongong. Shoalhaven City Toastmasters Club was formed.</i>			
Identify and pursue issues and opportunities for the advancement of the Community Strategic Plan objectives through leadership and advocacy actions	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>On-going advocacy and leadership continued on key issues including Shoalhaven Cancer Care Centre, Princes Highway upgrades and Main Road 92 beyond Nerriga. Council representatives participated in Seachange Task Force and Local Government Shires Association (LGSA) and Australian Local Government Association (ALGA) forums. In May 2011, Council hosted the Local OpenGov Innovation Summit.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.2.4 Make the best use of future funding to local government from other spheres of government.			
Maximise organisational capacity to identify, align, prepare for, secure and deliver partnership projects	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Partnership opportunities remain an important source of funds and resources. Significant funding achieved for road renewal, path, coastal and environmental management and waste-related projects. Two proposals supported by Regional Development Australia South Coast for Round 1 RDAF funding but ultimately unsuccessful.</i>			
Apply for and manage grant funding to support Council's activities in natural resource and floodplain management	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Grant applications made as available. Grant funding managed in accordance with internal systems and requirements of funding bodies.</i>			
Apply for and manage grant funding to support Council's activities in recreation projects.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Various grants applications made, grants received and report adopted by Council for the acceptance of grant funds.</i>			
Continue to apply for grant funding for eligible infrastructure projects	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Various applications made. Grant funding was received from a number of sources including the Federal Government's RLCIP (Round 3) and RTA's Black Spot Program, Road Toll program and Safety around Schools program etc.</i>			
Develop prioritised and targeted infrastructure projects which are ready for implementation	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The survey and design of the Browns Rd to Flinders Rd link in South Nowra was completed. Progress was made on developing plans for the Northern Shoalhaven Indoor Sports stadium.</i>			

Objective: 4.3 A COUNCIL THAT IS RESPECTED, PROFESSIONAL, TRUSTWORTHY AND TRANSPARENT.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.3.1 Ensure transparent and accountable fulfillment of Council's charter and functions under the Local Government Act.			
Introduce a corporate framework for the development of tenders and contracts across the organisation through the Purchasing Policy.	Finance And Corporate	In Progress	50%
ANNUAL PROGRESS <i>The framework for the development of standardised tender and contracts is currently being investigated</i>			
Levy annual rates and charges in accordance with legislative requirements under the Local Government Act 1993	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>The levying of annual rates and charges has been completed in accordance with the 1993 Local Government Act</i>			
Ensure that Council members are appropriately informed and supported to fulfil their obligations under the Local Government Act.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>This is ongoing and assistance provided as required by Councillors as is access to information. Councillors did not seek the amount of Professional Development that had been sought in previous years, possibly due to the developing knowledge base of Councillors.</i>			
Ensure that information relating to Council Meetings, Minutes and Business Papers is current and accessible on the Internet.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>As part of the establishment of the new Council website, staff were involved in reviewing all information in relation to Council meetings and other information relating to Councillors is current and accessible.</i>			
Maintain a framework of delegated powers and authorisations to staff.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Framework developed for reviews of staff appointments to positions and restructures undertaken in accordance with direction of Promoting Better Practice report. This process is now monitored on a six monthly basis.</i>			
Implement Council's responsibilities under the Government Information (Public Access) Act 2009.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Council has dedicated a specific web page to the Government Information (Public Access) Act, 2009 (GIPA Act). This page contains a wide range of open access documents in addition to information and answers to commonly asked questions. In accordance with advice received from the Office of the Information Commissioner Council, along with all other agencies and local authorities has reviewed and adopted its Publication Guide. The guide will now be reviewed and adopted before July of each year. Advice and guidance in regard to the requirements and operation of the GIPA Act continues to be provided to staff and members of the public.</i>			
Provide and facilitate legal advice and services to Council to ensure optimum management of legal issues and risks.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS <i>The legal services unit has continued to provide and facilitate legal advice on a wide range of legal issue facing Council. During this quarter the legal services unit has continued to provide services with the assistance of an external panel solicitor 1 day per week. The acting manager commenced during the quarter and will be working full time during the balance of the managers leave. At the end of the quarter Council was a party to 8 proceedings. This includes the continuation of proceedings in the Supreme Court and the commencement of appeals in the Land & Environment Court and Coroners Court.</i>			
<i>In this quarter there have been 26 new formal requests for advice/ legal matters and numerous informal requests.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.3.1 Ensure transparent and accountable fulfillment of Council's charter and functions under the Local Government Act.

Provide public access to Council's information and records in accordance with relevant legislation and standards and best practice.	Finance And Corporate	In Progress	100%
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ANNUAL PROGRESS

Council has continued to add open access information to the Government Information (Public Access) Act (GIPA Act) web page and this part of the GIPA Acts implementation is nearing completion. The number of informal and formal applications has remained steady and where possible Council continues to deal with requests under the informal application process. The Publication Guide has been reviewed, adopted and placed on the GIPA Act web page.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.3.2 Implement ongoing professional development in best practice governance for elected Councillors and Council staff.			
Develop skills in communication through media and social media for Councillors and relevant Council staff.	General Manager Group	Ongoing	
ANNUAL PROGRESS			
<i>Media Training delivered to Senior staff and some Section Managers.</i>			
Conduct the continuing Councillor Professional Development program in accordance with the Council Members - Payment of Expenses and Provisions of Facilities Policy.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS			
<i>Matter is ongoing and Councillors and Senior staff determine the seminars and conferences they attend as part of their professional development.</i>			
Implement a program of regular updates on legislative changes affecting Council.	Finance And Corporate	In Progress	100%
ANNUAL PROGRESS			
<i>Regular updates are provided to the Group Directors on the legislative changes affecting Council. As part of the corporate responsibilities workshop series a presentation was given legal services in relation to GIPA</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.3.3 Investigate the value, practical application and feasibility of creating a brand for the promotion of the City.

Investigate issues, opportunities, best practice examples and feasibility associated with possible city brand initiatives applicable to Shoalhaven's circumstances.	General Manager Group	Deferred	0%
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ANNUAL PROGRESS

This matter has been "on hold" since Council decided in 2009 that no change to the Shoalhaven brand be initiated.

Objective: 4.4 A COUNCIL THAT IS EQUITABLE, STRATEGIC AND CONSIDERS THE NEEDS OF ALL GENERATIONS NOW AND IN THE FUTURE.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.4.1 Undertake Council activities within a clear framework of strategic and business planning, policies, procedures and service standards.			
Ensure the Community Strategic Plan, Delivery Program, Resourcing Strategy and Operational Plan are reviewed, monitored and revised to reflect community needs and staff activities/tasks reflect those plans	General Manager Group	In Progress	100%
ANNUAL PROGRESS <i>Quarterly progress reports on the Delivery Program & Operational Plan ensure adequate monitoring of performance. A review of these plans together with the Resources Strategy was undertaken during the first half of 2011.</i>			
Implement a framework and program for the regular review of business plans and associated policies consistent with Council's strategic direction and best practice principles.	General Manager Group	Completed	100%
ANNUAL PROGRESS <i>Each Group of Council maintains a program to review all Strategies and Policies on a rolling program during the term of each council.</i>			
Develop and implement a program of service evaluation and review for Council's core services	Asst Genl Mgr Group	In Progress	50%
ANNUAL PROGRESS <i>The 2011/12 budget includes an operational budget savings target based on a Council-wide service evaluation and review program.</i>			
Proactively identify, review and act on opportunities for best value and more efficient and effective delivery of Council's core services	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Operational Groups continue to identify and implement efficiency and effectiveness improvements to service delivery. Reported in detail separately in the 2010/2011 Annual Report.</i>			
Prepare Strategic Business Development Plans for three (3) year period for the following Corporate Business Units:	Finance And Corporate	Ongoing	
* Shoalhaven Entertainment Centre * Shoalhaven Mechanical Services			
ANNUAL PROGRESS <i>The three (3) year "Business Development Plans" for both the Shoalhaven Entertainment Centre and the Shoalhaven Mechanical Services Unit were completed in the first six months of the 2010/2011 financial year. These "Business Development Plans" are currently under revision to ensure their validity and relevance in the 2011/2012 financial year and beyond.</i>			
Implement works and projects defined within the ShoalTech Business Plan to support both core operations and Shoalhaven Water activities.	Asst Genl Mgr Group	In Progress	70%
ANNUAL PROGRESS <i>Program of works and projects delivered and budgeted corporate overhead achieved. Development of a Communication Site Strategy and Policy is underway.</i>			
<i>The refit and relocation to new McIntyre Way site completed.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.4.1 Undertake Council activities within a clear framework of strategic and business planning, policies, procedures and service standards.			
Continue to review and develop business planning to encourage business and visitation growth within: - Bereavement Services - Community facilities - Arts and Events - Aquatic and Leisure facilities.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>Aquatics business plan currently in draft on track for complete by end of 2011. Bereavement Services Business Plan to be complete by end of 2011.</i>			
Enhance the scope of Council's billing functions to maximise coverage of Council's business transactions.	Finance And Corporate	In Progress	70%
ANNUAL PROGRESS <i>Progress is being made in identifying all the billing functions throughout Council and the role the revenue section can play in streamlining the current decentralised billing functions</i>			
Instigate recovery action for all overdue rates and charges as per the Council's Debt Recovery Policy.	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>Recovery action is being progressed in accordance with Council's Debt Recovery Policy on an ongoing basis</i>			
Maintain and implement a Purchasing Policy that is available to the public and displays transparency, accountability and economic rationale in the management of Council's procurement processes and arrangements.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>The Purchasing Policy has been reviewed and is now on Council's internet site as a public policy</i>			
Review all Council's Revenue Policies in the areas of hardship, debt recovery and pensioner arrears taking into account ESD principles.	Finance And Corporate	In Progress	60%
ANNUAL PROGRESS <i>A review is currently being undertaken.</i>			
Administer community donations and sponsorships in accordance with Council's Donations Policy.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Community Donations administered in accordance with Council resolutions and allocated budget. Second round of funding for Unallocated Donations was proposed to be called in February 2011, but was not invited due to funds being expended. The Policy change which required Expressions of Interest to be invited for funding has been removed which will enable Council to consider applications as they are received.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.4.1 Undertake Council activities within a clear framework of strategic and business planning, policies, procedures and service standards.

Implement and maintain best practice recordkeeping systems within Council to ensure compliance with applicable legislation and standards	Finance And Corporate	In Progress	0%
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ANNUAL PROGRESS

Quarterly audits of scanned incoming mail have continued throughout the 10/11 financial year. The audits verify authenticity, completeness as accessibility of records registered by the Records Unit. The error rates have remained consistently below 0.5%.

A system has been developed to allow letterhead correspondence to be prepared signed and issued electronically. This reduces paper and printer consumable costs as well as postage, stationery and physical handling. Instant delivery is a further benefit.

A system has also been developed to create and issue internal memos electronically with further savings similar to those above.

A project is underway to reformat all public forms and ensure they are retained in the recordkeeping system which provides for version control and Internet publication interface. The inclusion of file number TRIM document title and identification of responsibility for action on the form allows for more efficient registration and distribution of completed forms. This is achieved through scanning technology which reduces manual data input during registration.

Investigations into Council's compliance with the State Records Standard on Digital Recordkeeping have continued. This included embarking on a process of identifying high risk record categories and associated supporting software systems. A review of these systems to determine their compliance was underway at the end of the period.

Review Council's corporate policies to ensure legislative compliance, currency, accuracy, accessibility and relevance to the local community.	Finance And Corporate	In Progress	75%
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ANNUAL PROGRESS

In September 2008, 350 policies were identified for review by the newly elected Council. By the end of the 08/09 reporting period 97 (28%) had been reaffirmed, amended or rescinded.

By the end of the 09/10 reporting period a further 163(46%) policies had been reaffirmed amended or rescinded.

By the end of the 10/11 reporting period a further 2 (0.6%) policies had been reaffirmed amended or rescinded.

There remains 88 policies outstanding for review 25% at the conclusion of the 10/11 reporting period.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.4.2 Maintain and continually improve corporate systems for risk management and compliance assurance.			
Facilitate and administer the work program of the Audit Committee in accordance with the Committees charter	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>A total of six formal Audit Committee meetings were held during the 2010-2011 year together with a "semi-formal" meeting between Audit Committee members and the External Auditor to discuss the planned audit of financial statements. A revised Audit Committee Charter was adopted, new chairman appointed and two Councillor members re-appointed.</i>			
Implement the annual Audit Plan and undertake management investigations and audits	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Total of 53 audits completed include various workforce systems audits (eg TRS, higher duties), fraud control health check, various Holiday Haven Tourist Park audits, leisure centre/pools audits, Waste Management probity officer report, benchmark of fleet vehicles with other councils, Electrical and Rangers/RTA audits, development applications processing, with various recommendations to improve existing practices or rectify concerns.</i>			
Develop and implement the Enterprise Risk Management approach and systems across the organisation.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>The Risk Assessment process was commenced as first stage of Enterprise Risk Management. However, other priorities in the Risk Management Unit such as Business Continuity Planning have limited the progress of the Risk Assessment process as part of Enterprise Risk Management. Due to the need of the organisation to commit to Enterprise Risk Management, arrangements have been made in the 2011/12 Financial Year to engage a consultant to continue with the Risk Assessment process and possibly other aspects of the program.</i>			
Manage insurance claims in an efficient manner to minimise the risk to Council.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Claims managed as appropriate in accordance with Civil Liabilities Act and to minimise exposure to Council. Following the September 2010 windstorms, Council was under significant pressure to finalise claims within established timeframes. Since the resolution of those matters, the Unit has successfully dealt with claims or those that have been litigated have been dealt with to minimise the potential exposure to Council.</i>			
Review Council's insurances to ensure Council is adequately protected.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Potential cost savings have been identified in one Insurance class with an increased excess. This reviewed excess and premium rebate will take effect on 1 January 2011. A full review of Council's insurance policies was undertaken as part of the 2011/2012 insurance renewal process in June 2011. It has resulted in changes to Council's Environmental Impairment and General & Products Liability cover and extension of the Councillor & Officer policy resulting no need to continue with separate Business Practices Protection cover.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.4.3 Integrate the principles of ecologically sustainable development and ensure legislative compliance in all Council planning, decision making and actions.			
Integrate environmental sustainability considerations across all of Council's policy and practice.	Dev And Envir Serv Group	Ongoing	
ANNUAL PROGRESS			
<i>Integrated environmental sustainability taken into consideration as necessary.</i>			
Review policies and provide advice on ESD and environmental issues to ensure compliance of Council's policy and practice.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS			
<i>Draft Shoalhaven LEP2009 demonstrates consideration of environmental issues through both appropriate zoning and the biodiversity overlay. The new draft plan has more detailed environmental information than before and data was verified prior to inclusion.</i>			
Lead and facilitate implementation of Council's Energy Savings Action Plan	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS			
<i>Planet Footprint reporting developed further to support site managers in effective monitoring of electricity consumption, greenhouse gas emissions and anomalies in usage.</i>			
<i>Council's Energy Savings Action Plan report was completed in April 2011, marking the end of the ESAP in its current format. Council will continue to report on energy initiatives through the WASIP program.</i>			
Ensure DCPs and policies address the principles of ESD and legislative compliance	Dev And Envir Serv Group	Completed	100%
ANNUAL PROGRESS			
<i>In the last 12 month reporting period (1 July 2010 - 30 June 2011) the following DCPs and Policies addressed the principles of ESD and legislative compliance</i>			
<ul style="list-style-type: none"> - DCP 57 - Dual Occupancy (Amendment No 5) (POL07/107) - Adopted 19 Oct 2010 - DCP 100 - Subdivision Code (Amendment No 2) (POL08/81) - Adopted 19 Oct 2010 - DCP 99 (Draft Amendment No 1) Huskisson Business 3(g) Zone Precincts (POL09/61) - Public re-exhibition 29 June - 9 Sept 2011 - Draft DCP No 118 - Areas of Coastal Management (POL08/455) - Awaiting full results of peer review - status quo remains. - Draft Interim Policy - Areas of Coastal Management (POL10/112) - Awaiting full results of peer review - status quo remains. - Design Guidelines - Local Shops in Coastal Villages - First draft discussed with Director 1 May 2011. - DCP 62 - Residential Development in Foreshore Areas (Draft Amendment No 2) (POL09/141) - Adopted 26 July 2011. - Draft DCP for Industrial Areas (33571E) - Draft formulated for inclusion into Citywide DCP. - Policy - Companion Animals (POL10/137) - Adopted 22 Feb 2011. - Policy - Demolition & Renovation of Building Containing Asbestos (POL10/117) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 91 - Single Dwelling & Ancillary Structures (POL09/140) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 89 - Exempt & Complying Development (POL10/100) - Reworded for consistency purposes to reflect ombudsman's asbestos advice - Jan 2011. - DCP 113 - Yatte Yattah Piggery (POL08/307) - Request for review of DCP not supported. - Procedure - Displaying Referral Comments on DA Tracking (PRD 07/27) - Procedure - Regional Development Applications (PRD10/258) - Shoalhaven Building Design Awards (10221E) 			

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.4.4 Ensure Council is flexible in its approach to unforeseen impacts and influences.

Proactively identify, monitor and where necessary respond to emerging economic, social, environmental and public policy issues, opportunities and trends that may impact on the advancement of the CSP objectives and priorities.

Asst Genl Mgr Group

Ongoing

ANNUAL PROGRESS

Prompt response in principle resolved to possible Nowra Super Clinic development. Opportunities and issues with NBN rollout reviewed for further action in 2011/12. Council's Group Directors review key strategic issues monthly.

Objective: 4.5 A COUNCIL THAT IS ACCOUNTABLE AND SUSTAINABLE

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.5.1 Manage Council's finances and resources in accordance with the Resourcing Strategy.			
Ensure Council's surplus funds are managed in an effective manner	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Council's surplus funds have been invested effectively during the year achieving higher than the average 30 day BBSW.</i>			
Ensure that Council's financial reporting systems meet the needs of users throughout the organisation.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>All financial reporting systems are up to date and meet the needs of users.</i>			
Ensure that Council meets its statutory financial and taxation obligations within appropriate timeframes	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>All statutory financial and taxation obligations have been met within the required timeframes.</i>			
Maintain financial records related to development contributions	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Records related to development contributions are up to date.</i>			
Manage Council's financial resources in accordance with statutory requirements and guidelines and policies set by Council.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>This activity is on going and was achieved this financial year.</i>			
Review and keep up to date Council's financial resources policies.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Council's Investment Policy reviewed and amended during the year.</i>			
Support the continuing development and management of contributions planning and enquiry systems	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Contributions Plan 2010 adopted by Council received ministerial approval and became effective on 23 March 2011. Supporting IT, Finance and user framework implemented.</i>			
Undertake an annual review of the Development Contributions Plan including estimates for current contribution projects that require land acquisition.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Alignment between Contributions Plan projects and Long Term Financial Plan completed, but with further review foreshadowed. Initial review of land valuations completed but also requiring further review.</i>			
Develop, implement and regularly review Council's Human Resources strategies.	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Council's Workforce Plan was reviewed for 2011/12 and fully integrated with the Resourcing Strategy. Major review and update of Performance Evaluation system was undertaken. All key HR Strategies and Policies were reviewed, including EEO Management and Safety Management Plan.</i>			
Review and implement Council's Revenue Policy in accordance with statutory requirements.	Finance And Corporate	Ongoing	
ANNUAL PROGRESS <i>A review of Council's Revenue policy has found it is in compliance with its statutory obligations</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.5.1 Manage Council's finances and resources in accordance with the Resourcing Strategy.			
Develop stormwater infrastructure asset management plan.	Strategic Plan & Infstr	In Progress	95%
ANNUAL PROGRESS <i>A stormwater infrastructure asset management plan has been developed and the draft AMP was exhibited. After exhibition, it was reported to Council in September 2011.</i>			
Identify capital and maintenance programs for depots and administration buildings	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The development of a 'master plan' for the Ulladulla depot was completed.</i>			
Identify maintenance programs for emergency services buildings	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>The maintenance program for 2010/11 was issued directly to the RFS for implementation.</i>			
Implement Council's Asset Management Policy to manage existing infrastructure assets, having regard to risk, resource capacity, equity, lifecycle management and levels of service.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Existing infrastructure asset management plans were reviewed. New processes for lifecycle costing and levels of service calculations were formulated.</i>			
Prioritise new asset expenditure to meet the needs of the City's growing population and to minimise risks.	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>Some projects in the new Contributions Plan were reviewed to ensure they are still relevant; have accurate cost estimates ; and are appropriately prioritised. For example, revisions to the road design of Bishop Drive have significantly reduced Council's financial liability under the Contributions Plan.</i>			
Implement the minor improvement works program at Council's works Depots.	City Serv & Operations	Completed	100%
ANNUAL PROGRESS <i>No funds allocated for minor improvements at Works Depots in Council's budget in 2010/11.</i>			

Principal Activity	GROUP	STATUS % COMPLETE
Strategy: 4.5.2 Enhance an organisational culture of using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement.		
Develop a business excellence culture built around responsive service, continuous improvement and innovation.	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>General Manager encourages innovation and continuous improvement in corporate inductions and Corporate Responsibilities Training. Outstanding Performance Awards include "innovation" as a criterion.</i>		
Maintain an organisational focus on the Five Fundamental corporate development areas: Drive Customer Service and Making Things Happen Quicker; Sustainability in Every Sense; Demonstrate and Achieve Best Value; Make Safety Matter; Flexibility to Take on Changing Priorities.	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Revised staff team brief meeting templates and Employee Performance Review documents will reference Five Fundamentals. Managers' 360 degree feedback template also references Five Fundamentals.</i>		
Provision of Council services for the southern Shoalhaven in an accessible location to provide an appropriate level of customer service for residents and ratepayers from the Ulladulla District Office	Dev And Envir Serv Group	Ongoing
ANNUAL PROGRESS		
<i>Services being provided at Ulladulla are being utilised at an appropriate level as suggested by indicators.</i>		
Deliver first line telephone customer service, 24 hours per day, 7 days per week.	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>High volume and diverse switchboard customer service delivered within KPIs.</i>		
Continue development of a safety based workplace culture that enhances employee health and wellbeing	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Major audit of OHSMS by Work Cover resulted in Council's Self Insured Employer Licence being extended for the next three years. Regular Health and Well-being Program continued, including Boot Camp, Pilates and blood pressure check ups. Continued delivery of significant OHS training including Confined Spaces and First Aid. Regular Systems Reviews evaluated performance and identified improvements.</i>		
Enhance employee knowledge of Council's vision, values, objectives, policies and strategies to enable the delivery of exceptional service to the community	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Corporate Induction for all new starters includes Council's Community Strategic Plan, Code of Conduct, safety systems and operational IT systems.</i>		
Foster a caring, flexible and motivated organisation which engages our diverse workforce	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Continued organisational support programs for effective workplace engagement across the organisation. Active consultation continued through the Consultative Committee framework.</i>		
Foster a workforce that values and recognises outstanding achievements and contributions by employees	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Revised approach to Outstanding Performance Awards, with nominations exceeding target. Team-based recognition and reward being received positively.</i>		
Recruit and retain a highly competent workforce to deliver quality outcomes for the community	Asst Genl Mgr Group	Ongoing
ANNUAL PROGRESS		
<i>Website redevelopment included major enhancement of recruitment information and corporate profile. Recent recruitments for professional roles indicate a high calibre of candidates are being attracted into the organisation.</i>		

Principal Activity	GROUP	STATUS	% COMPLETE
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Strategy: 4.5.2 Enhance an organisational culture of using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement.

Provide and implement an integrated project management methodology based on continuous improvement for the delivery of community infrastructure projects, in a sustainable and safe manner

City Serv & Operations

Ongoing

ANNUAL PROGRESS

The Project Delivery intranet site contains a large number of standard documents and forms to assist in a consistent project delivery methodology. The site is not exhaustive, and through regular review meetings is updated and improved to recognise new procedures, changes to legislation and to account for corporate systems and policy/procedure changes. Internal monitoring of system application provides opportunity for further refinement and improvement.

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.5.3 Complete the implementation of the Integrated Planning and Reporting framework through all aspects of Council's activities.			
Confirm and progress priority areas for enhancement and corporate integration of the IPR framework	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Council considered and resolved response to the Division of Local Government audit of Group 1 IPR Councils. Group Directors review IPR framework status regularly. Council and Committee reports template revised to include IPR referencing.</i>			
<i>2011/13 Delivery Program and 2011/12 Operational Plan progressed integration with Community Strategic Plan. New position, IPR Officer, funded from 2011/12.</i>			
<i>Workforce Planning forecasts and costs, and integration with Long Term Financial Planning considered by Council.</i>			
Develop and undertake a community survey as a key data source for Community Strategic Plan progress monitoring and reporting.	Asst Genl Mgr Group	In Progress	50%
ANNUAL PROGRESS <i>Community Strategic Plan defines the Strategic Progress Indicators (measured and reported annually) and Community Indicators (measured at the end of Council term) to be used for reporting. Minimal progress to further develop these in 2010/11.</i>			
Implement training and corporate systems to support the effective integration of the IPR framework throughout Council's governance and administration	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Training conducted on KPI development and reporting. Refinement of KPI progress reporting continued.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.5.4 Implement and regularly review Council's Resourcing Strategy.			
Develop corporate systems and tools identified in the Resourcing Strategy to support prioritised resource allocation to CSP objectives and strategies	Asst Genl Mgr Group	In Progress	100%
ANNUAL PROGRESS <i>Resourcing Strategy reviewed and revised version adopted June 2011. Asset management planning progressed. Workforce forecasts developed and considered by Council.</i>			
Improve the integration of the Delivery Program and Operational Plan and budget development process with CSP Objectives and Resourcing Strategy capacity	Asst Genl Mgr Group	In Progress	100%
ANNUAL PROGRESS <i>Resourcing Strategy actions aligned to Delivery Program to support implementation. Budget bids for 2011/12 were prioritised using criteria aligned to the Resourcing Strategy.</i>			
Implement, monitor and review the Information Technology Strategy and information technology and telecommunications planning to ensure optimal support of Council operations.	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Council's Internet website was redeveloped, supporting improved management tools and enhanced design, including tools such as RSS and Atom news feeds.</i>			
<i>A major review of Council's approach to corporate software solutions was undertaken, and critical directions confirmed for the future software replacement project.</i>			
<i>Enhancements were made to the IT infrastructure through server and network virtualisation, providing a more secure environment for Council's operations. Server software upgrades were also undertaken and core routing switches were replaced providing greater functionality and reliability. IT infrastructure at smaller sites improved to support migration to the VoIP network. Council's wireless infrastructure was centralised, providing better control and monitoring using Seimens equipment.</i>			
<i>Significant work was undertaken in the development of an internet mapping solution for the Shoalhaven LEP 2009 when ready for exhibition.</i>			
Ensure the provision of appropriate community facilities and infrastructure through regular review and integrated implementation of Council's Contributions Plan.	Strategic Plan & Infstr	In Progress	100%
ANNUAL PROGRESS <i>Review of population/dwelling projections completed and subject to internal review. Alignment of contributions plan projects and LTFP completed.</i>			
Adopt strategies and policies to shape the workforce and provide employees with the skills and competencies to deliver Council's Community Strategic Plan	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Council continues to offer a range of higher duties opportunities for staff, together with management, project management and leadership development.</i>			
Create a clever and productive workforce with opportunities for employee development and innovation	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Major apprentice and trainee program continued. Council also offered Existing Worker Traineeships as a key strategy for employee development, retention, and productivity improvement.</i>			
Enhance the effectiveness of our workforce overall and attract, recruit, develop retain and re-engage valued and skilled employees.	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Continued implementation of Policy review process. Active "HR Liaison" program integrates best practice across the organisation.</i>			

Principal Activity	GROUP	STATUS	% COMPLETE
Strategy: 4.5.4 Implement and regularly review Council's Resourcing Strategy.			
Ensure that Council's Workforce Plan addresses the forecast key workforce challenges over the next four to ten years.	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Workforce forecasts implemented and reported, and to continue as an annual cycle. Council continues to offer and increase workplace flexibility including part time work, transition to retirement and a variety of "leave" options.</i>			
Promote continuous learning through flexible training including coaching, mentoring and recognition of prior learning/current competencies	Asst Genl Mgr Group	Ongoing	
ANNUAL PROGRESS <i>Annual corporate training program in place. Individual needs are reviewed via annual performance review discussions.</i>			
Regularly review Council's Long Term Financial Plan.	Finance And Corporate	Completed	100%
ANNUAL PROGRESS <i>Council's Long Term Financial Plan was reviewed and amended during the year in conjunction with the 2011/12 budget process for the operational plan and delivery program.</i>			
Implement the Asset Management, Strategy and Improvement Plan	Strategic Plan & Infstr	Ongoing	
ANNUAL PROGRESS <i>A draft Asset Management Strategy was exhibited. However, progress was slow in implementing the AM Improvement Plan as some actions need to be deferred to allow consideration of the 'integrated AM system' within the overall Council IT solution process. The AM Strategy will be reported in the 2nd quarter of 2011/12 following exhibition.</i>			
Regularly review Asset Management Plans, capital renewal programs and Council's Ten Year Capital Works program.	Strategic Plan & Infstr	Completed	100%
ANNUAL PROGRESS <i>Existing Asset Management Plans are being reviewed as per review timetable. The 10 Year Capital works program was adjusted to meet the 2011/12 Operational Plan's objectives.</i>			

Principal Activity	GROUP	STATUS % COMPLETE
Strategy: 4.5.5 Assess and rationalise Council's property portfolio to ensure that the properties held in Council's ownership are suitable and necessary for the communities needs		
Develop and review policies and processes to support effective and efficient processing of Council's property dealings and minimise Council's exposure to risk and potential litigation.	Strategic Plan & Infstr	Ongoing
ANNUAL PROGRESS <i>Process mapping has commenced with the following outcomes to date:</i> * No. of Leases/Licences Completed - 31 * No. of Statutory Property Matters Completed - * Classifications – 2 * Acquisitions - 10 * No. of Policies Created - 1 * No. of Templates Created - 1 * No. of Processes Mapped - 80 * No. of Rent Reviews - 42 * No. of Investigations of Telecommunication Sites - 18 * No. of Public Liability Checked - 74 * No. of Enquiries - 78 * No. of Building Maintenance Requests - 35 * No. of Property Unit Workflows - 89 * No. of Process Workflows Already Documented - 80 * No. of Templates Reviewed and Updated - 230 * No. of Procedures Reviewed & Updated - 57		
Develop strategies to optimise returns and contribute to the sustainability of Council's services within its property portfolio	Strategic Plan & Infstr	Ongoing
ANNUAL PROGRESS * The Property Unit has taken over the negotiating role on behalf of Shoalcom for Telecommunication's proposals. * Rental Assessment Policy is in draft form and has been informally applied in some lease negotiations. * Community Lease Template adopted by Council 21 December 2010 (MIN10.1495)		
Develop strategies to rationalise Council's property portfolio for best value community outcomes.	Strategic Plan & Infstr	Ongoing
ANNUAL PROGRESS * Some opportunity sites have been identified but not yet fully investigated. * Informal protocols are in place when considering future use of properties. * A strategic review is undertaken of each property prior to entering agreement.		
Forecast and develop an implementation plan for Council's strategic land acquisition requirements.	Strategic Plan & Infstr	Ongoing
ANNUAL PROGRESS <i>Implementation Plan reviewed regularly at Property Review Committee and at Council's Property Steering Committee.</i>		

Principal Activity	GROUP	STATUS % COMPLETE
<p>Strategy: 4.5.5 Assess and rationalise Council's property portfolio to ensure that the properties held in Council's ownership are suitable and necessary for the communities needs</p>		
<p>Undertake a comprehensive audit of Council's land register to validate and verify the information it contains and identify opportunity sites</p>	Strategic Plan & Infstr	Ongoing
<p>ANNUAL PROGRESS <i>Audit commenced:</i> * 1571 of Council's 2726 land parcels validated. * 100% of Crown Land validated. * 1030 Certificate of Title's of Council land have been scanned.</p>		
<p>Undertake a comprehensive audit of Council's tenancy register to validate and verify the information it contains</p>	Strategic Plan & Infstr	Ongoing
<p>ANNUAL PROGRESS <i>The Tenancy register is under continuous review to ensure all data is valid and accurate.</i></p>		

STRATEGIC PROGRESS INDICATORS

Council's Integrated Planning and Reporting framework includes annual reporting on Strategic Progress Indicators – set out in Appendix 2 of the Community Strategic Plan – through which Council will measure and report results and progress in implementing the strategies of the Community Strategic Plan. These annual indicators are reported for the first time for the 2010/11 year and in future years the reporting for these indicators will include any change compared to previous years.

Performance Measure Collection/ Data Entry Sheet	
Measure	Actual 2010/11
SHOALHAVEN COMMUNITIES	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 146 KPIs in place, for 197 Activities. • 79% reported "on track" • 12% "off track".
The level of volunteering in consultative bodies or committees, recreation, sporting and environmental activities	<ul style="list-style-type: none"> • 23 Community Consultative Bodies • 41 Council Management Committees (Facilities & Sportsgrounds). • 69 Bushcare Groups operating on Council-owned and managed land. • 30 Landcare groups working on other land • 23 Parkcare groups
Use of public transport to work and school	<ul style="list-style-type: none"> • 222 people caught public transport to work (2006 census) • 0.7% of Shoalhaven's working population (an overall decline since 2001).
Accessibility to transport other than cars	<ul style="list-style-type: none"> • 20 kerb ramps constructed, current total 1255. • 12 bike ramps installed; 4 pedestrian crossings and refuges constructed, current total 212 pedestrian safety facilities • 1 bus stop improvement, current total 147 bus shelters and 541 bus stop posts
The length of cycleways and footpaths	<ul style="list-style-type: none"> • 6.6km constructed, current total 133kms
Education and skill levels in the community	<ul style="list-style-type: none"> • 27% of residents aged over 15 have completed Year 12, • 22% have a vocational qualification, • 7 % have a Diploma, • 9% have a Bachelor degree or higher (2006 Census)

The use of Council libraries and other community facilities	<ul style="list-style-type: none"> • 389,878 attendances at Council's libraries
	<ul style="list-style-type: none"> • 592,195 attendances at Council's aquatic and leisure centres
	<ul style="list-style-type: none"> • 17,936 attendances at Arts Centre and Nowra School of Arts • 32,872 attendances at the Shoalhaven Entertainment Centre
	<ul style="list-style-type: none"> • 800 funeral services • 5000 plus bereavement services clients
	<ul style="list-style-type: none"> • 528 hours per week, booked for community use of facilities
The health of the community	Data unavailable
Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit.	<ul style="list-style-type: none"> • 100% compliance
SHOALHAVEN ENVIRONMENTS	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 104 KPIs in place for 162 Activities • 83% reported "on track" • 13% "off track".
Housing and population growth rate	<ul style="list-style-type: none"> • 96,967, population estimated at 2010, 1.3% increase • 748 new dwellings approved, 105 more than previous year
Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	<ul style="list-style-type: none"> • 6 SOE indicators improved • 5 indicators stable • 3 indicators worsened • 5 out of 14 SOE targets were met
Number of threatened plant and animal species	<ul style="list-style-type: none"> • 137
Percentage of waste diverted from landfill	<ul style="list-style-type: none"> • 33.30%

Residential water use	<ul style="list-style-type: none"> • Score of 1, highest achievable rating on National Water Commission Performance Indicator
Community's use of renewable energy	<ul style="list-style-type: none"> • 2933 solar systems • 6347 solar hot water systems
Number of estuaries receiving a good or higher health rating.	<ul style="list-style-type: none"> • 12 out of 16
SHOALHAVEN ECONOMY	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 49 KPIs in place for 86 Activities • 76% reported "on track" • 16% "off track"
Number of domestic and international visitors	<ul style="list-style-type: none"> • 2.42 million
Value of new commercial construction and business investment	<ul style="list-style-type: none"> • Non-Residential DA approvals, \$126.9 million • On Section3A DA Approval, \$16 million.
Number of Development Applications received	<ul style="list-style-type: none"> • 1698 DAs
Length of sealed and unsealed roads	<ul style="list-style-type: none"> • 1349kms sealed • 334kms unsealed
Labour force status	<ul style="list-style-type: none"> • 34,146 people employed • Unemployment rate, 9.5%
Local economic activity	<ul style="list-style-type: none"> • Major Capital Infrastructure Investment: zero
Access to broadband services.	<ul style="list-style-type: none"> • 22% households connected to Broadband • 19% households connected by Dial-ups • 6% of households connected by other forms

SHOALHAVEN LEADERSHIP	
Performance against Delivery Program targets	<ul style="list-style-type: none"> • 67 of KPIs in place, for 128 Activities • 79% reported "on track" for the year • 13% "off track"
Statewide Mutual Public Liability Audit Performance - % compliance	<ul style="list-style-type: none"> • 94.5% compliance region average • State average 73% compliance • Region average 84%
Actual operating surplus or deficit, excluding capital grants and contributions	<ul style="list-style-type: none"> • \$7.496 million operating deficit
Council's water and energy consumption	<ul style="list-style-type: none"> • Energy - 115,684GJ • Water - 296,060ML
Council's greenhouse gas emissions	<ul style="list-style-type: none"> • 4845kg, Council greenhouse gas emissions per resident
Generation of renewable energy by Council.	<ul style="list-style-type: none"> • 6782MwHrs
Timely responses to complaints and requests received from the community	<ul style="list-style-type: none"> • 58,602 correspondence items received, 91% answered within 28 days • 2465 Shoalhaven Water Service Requests, Average Response Time, 32 minutes • 28 GIPA Act Applications received, 89% processed within 28 days • 252 Informal GIPA Act applications received, 91% processed within 28 days
Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings.	<ul style="list-style-type: none"> • Councillors, 59.3% • Community Members, 88.4%

REGULATORY REPORTING

DETAILS OF OVERSEAS VISITS
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a)

In accordance with Clause 217 of the Local Government General Regulation there were no overseas trips undertaken by Councillors and staff during 2010/11.

FEES, EXPENSES & FACILITIES PROVIDED TO ELECTED MEMBERS
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a1)

The following Councillor fees were expended during the year 2010/2011 :

Mayoral Fees	\$34,860
Councillor Fees	\$207,610

The total costs associated with Council expenses and facilities such as travel, allowances, expenses, computer, communication and other costs associated with Council and committee meetings for 2010/2011 was \$381,584 which is made up as follows:

Provision of Facilities including dedicated office equipment allocated to Councillors:

	\$39,996
Cost of phone calls by Councillors	\$7,436
Councillor attendances at Conferences and Seminars	\$53,226
Training and skill Development	\$5,370
Interstate Travelling Expenses	\$13,127
Overseas Expenses	\$Nil
Spouse/partner accompanying person expenses	\$1,302
Carer Expenses	\$1,323

Council at its meeting on 28 June 2011 (Min 11.674) resolved to disclose the following additional information to that prescribed in the Local Government (General) Regulation in the Annual report:

Legal Costs	\$15,000
Subsistence and out of pocket expenses	\$19,114
Travelling Expenses	\$75,834
Mayoral Vehicle	\$19,133
Printing and Stationary/Office Expenses	\$1,134

Other Expenses

Council & Committee Meetings, Briefings, Meals & Sustenance	\$66,342
Secretarial Support	\$63,247
Total	\$381,584

Council has adopted a Policy on the Payment of Expenses and Provision of Facilities for Councillors which allows Councillors to claim expenses incurred in the discharge of their civic function. Set out below are the sections of the Policy that relate to the entitlements of the Mayor and Councillors.

Business within the Shoalhaven and Adjoining areas

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

Private Vehicle

If travelling is by private vehicle the rate applicable from 1 July 2009 shall be as follows:

Engine Capacity	Cents per kilometre
2601 cc and over	86.2
1601 cc - 2600cc	80.3
1600 cc or less	63.0

These rates are subject to annual review and are to be adjusted in accordance with any variations to the Private Motoring Component of the Consumer Price Index for the preceding twelve month period to March of that year of review.

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

Public Transport

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

Sustenance

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

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

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

- it is likely that the Councillor will arrive home after 7.30pm,

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

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

Definitions

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

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

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

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

Business Outside the Shoalhaven City Council Area

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

Claims for such expenses may include:

Private Vehicle

If travelling is by private vehicle, the rate applicable, as from the 1st July 2009, shall be in accordance with the rates set out in Clause 3.1 (a) of this policy.

Public Transport

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

Airfares

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

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

Accommodation & Sustenance

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

Accommodation

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

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

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

Sustenance

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

Incidental Expenses

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

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

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

Seminars and Conferences

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

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

Training and Development

This policy shall apply to Training and Development Requirements of Councillors in respect to registration, mileage and other allowances set out in clause 3.3. Requests for course fees for Training and Development of Councillors shall be approved by the GM upon submission of information that demonstrates a benefit to the Council that is consistent with the estimated cost of that Training. The limit payable under this clause for course fees shall be \$4,000 each financial year per Councillor. This limit may be carried forward, with the total amount accumulated for each Councillor not exceeding \$16,000 over a four year term.

Overseas travel

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

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

Additional Facilities for the Mayor

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

Mayoral Vehicle

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

Additional Equipment, Facilities & Services

- Ceremonial clothing, including Mayoral Robes and Chain of Office.
- Dedicated secretarial support.
- Furnished Mayoral office.

- Communication facilities and call costs associated with the operational role of the Mayoral office.
- Childcare to a limit of \$5,000 per annum from 1 July 2009

Insurance

Councillors shall receive the benefit of insurance cover for –

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

Communication Expenses

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

In addition, Council will provide –

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

Council will meet the following costs -

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

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

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

The amount to be reimbursed shall be determined on the average monthly call cost for each councillor based on the actual private call costs as disclosed in the declarations for a six month period during the term of council with such amount to be deducted from monthly fees.

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

Secretarial Assistance & Office Supplies

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

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

In addition, Council will meet the purchase and mailing costs of up to 200 Corporate Christmas cards for each Councillor.

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

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

Office Equipment

Council will provide the following office equipment:

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

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

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

Councillors Room

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

- Office equipment such as desks - studio style, meeting room, a telephone, facsimile, photocopy machine, Desktop Computers, VGA access, and Internet access.
- Library of relevant documents including adopted Council policies and plans, Council documents on public exhibition, Local Government Act, Planning and Environment Legislation, or Internet access to the Local Government Legislation website.

- Kitchen facilities including refreshments which shall comprise tea/coffee, and non-alcoholic drinks.

Acquisition and Return of Equipment and Facilities

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

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

Spouses, Partners and Accompanying Persons

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

Official Council Functions are also taken to include events where there is an expectation within the community that the Mayoress would be expected to accompany the Mayor.

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

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

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

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

Definition

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

Carer and Other Related Expenses

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

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

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

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

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

Legal Advice

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

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

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

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

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

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

- a) the amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Councillor on any basis; and

- b) the inquiry, investigation, hearing or proceeding results in a finding substantially favourable to the Councillor, despite an identification of a minor technical breach.

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

Expenses arising from a Motor Vehicle Accident Whilst on Council Business

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

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

Attendance at Political Functions

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

Contribution to a Complying Superannuation Fund

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

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

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

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

Election Material

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

Conditions of use of Mayoral Vehicle

1. The vehicle is and shall remain the property of Council, and is to be used primarily for Mayoral duties and shall be surrendered to the Council by the Mayor at the time he/she ceases to hold office.
2. Use of the vehicle is subject to the Shoalhaven City Council's Code of Conduct and Code of Conduct Guidelines. Particular reference should be made to the "Use of Council Resources and Equipment" section. Unless approved by Council, a Council-owned vehicle is not to be used for any private purpose. It is noted that Council has deemed that all usage of the Mayoral vehicle by the Mayor within the City boundaries is Council related business.
3. The vehicle is classified as a smoke free zone at all times.
4. The Council may display such insignia or other identification as may be required by the Council from time to time.
5. During times when the Mayor has sought leave of absence or the Mayor designates the Deputy Mayor to undertake the Mayoral role, wherever practical, the Mayoral vehicle will be made available to the Deputy Mayor on those occasions.
6. The vehicle shall not be exchanged without prior advice being given to the Fleet Management Unit.
7. The Director of Finance and Corporate Services may require the keeping of a log book, running return or other form of travel record for any period of time as deemed necessary for the vehicle.
8. The person responsible for the vehicle or the driver will be liable for any fines and/or charges relating to alleged illegal use of the vehicle incurred whilst the vehicle is in the Mayor's care.
9. All drivers of the Mayoral vehicle shall be properly licensed. The Mayor may allow another person to drive the vehicle whilst he/she is a passenger.
10. The Mayor shall take all reasonable steps to ensure that the vehicle is located in a safe location when left unattended and will undertake cleaning and regular maintenance checks such as fluid levels i.e. water and oil.

MAJOR CONTRACTS
Section 428 (4) (b) of the Local Government Act 1993
Local Government (General) Regulation 2005 – Section 217
Clause 1 (a2)

Contract Description	Amount (Inc GST)	Supplier
Human Waste Removal - Provision of Sewerage Support Services	1,570,000	Staples Brothers Nowra Pty Ltd
Kangaroo Valley Sewerage Scheme - Project & Construction Management Services	445,535	GHD Pty Ltd
Northern Shoalhaven Water Mains Extensions - Stage 1	859,640	Ledonne Constructions Pty Ltd
Shoalhaven Heads Sewerage Scheme - Wastewater Treatment Plant Upgrade	12,427,703	CCB Envico Pty Ltd
Construction Pool Shoalhaven Heads Tourist Park	398,286	Crystal Pools Pty Ltd
St Georges Basin Community Centre Carpark Upgrade	233,422	Wellco Developments Pty Ltd
Ulladulla Sports Park Upgrade - Stage 3a	2,728,558	Zauner Construction Pty Ltd
Supply & Delivery of Water Meters	950,000	Elster Metering Pty Ltd
Supply & Delivery of Pavement Materials	735,548	South Coast Concrete Crushing & Recycling Pty Ltd
Water Meter Reading Services	950,000	Fieldforce Services Pty Ltd
Bridge Replacement Albatross Road Nowra	219,826	R J & P S Smith Pty Ltd
Burrill Lake Tourist Park Management	348,486	Katenian Pty Ltd
Bendalong Tourist Park Management	872,775	Huckel Development Pty Ltd
Currarong Tourist Park Management	714,312	Bidois Pty Ltd

LEGAL PROCEEDINGS
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a3)

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Shoalhaven City Council v Glenn Michael Bonner	Class 4 Appeal	Land & Environment Court	\$85,580.94	\$ -	Appeal upheld. Decided in Council's favour.
Watkinson Apperley Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$30,095.63	\$ -	Appeal upheld through agreed orders. Decided in Council's favour.
Southern Cross Community Housing Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$89,597.05	\$ -	Appeal Upheld. Not decided in Council's favour.
J & J McDonald Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$12,336.07	\$ -	Appeal upheld through agreed orders. Decided in Council's favour.
Peter Smith v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$10,399.40	\$500.00	Appeal upheld through agreed orders. Decided in Council's favour.
Thomas v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$15,081.01	\$ -	Appeal upheld. Not decided in Council's favour.
Shoalhaven City Council v Bridgewater Investments Pty Ltd and Josa Pty Ltd	Class 4 Appeal	Land & Environment Court	\$111,930.64	\$88,407.46	Appeal upheld. Decided in Council's favour.
Cromane Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$8,173.37	\$ -	Appeal upheld. Not decided in Council's favour.
Mike George Planning Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$57,535.08	\$ -	Appeal upheld. Not decided in Council's favour.
Greg Thompson & Partners Pty Ltd v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$43,444.81	\$ -	Ongoing into next financial year
Rygate & West (Ulladulla) v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$23,503.70	\$ -	Ongoing into next financial year
Shoalhaven City Council v Robert	Class 4 Appeal	Land & Environment	\$10,660.11	\$ -	Ongoing into next financial year

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Reid		Court			
Shoalhaven City Council v Priscilla Mary Dick and Thomas Alexander Dick	Class 4 Appeal	Land & Environment Court	\$10,983.92	\$ -	Ongoing into next financial year
Planscapes v Shoalhaven City Council	Class 1 Appeal	Land & Environment Court	\$6,021.40	\$ -	Ongoing into next financial year
SF v Shoalhaven City Council	Privacy and Personal Information Protection Act Appeal	Administrative Decisions Tribunal	\$30,834.44	\$ -	Appeal dismissed. Decided in Council's favour.
Shoalhaven City Council v Gajic	Prosecution	Local Court	\$4,369.00	\$1,500.00	Defendant guilty and fined \$11,000.00. Decided in Council's favour.
Shoalhaven City Council v Carr	Prosecution	Local Court	\$ -	\$ -	Defendant guilty and fined \$4,000.00. Decided in Council's favour.
Shoalhaven City Council v Wilkinson	Prosecution	Local Court	\$ -	\$ -	Defendant guilty and fined \$4,000.00. Decided in Council's favour.
Shoalhaven City Council v Catlin	Prosecution	Local Court	\$ -	\$ -	Defendant guilty and fined \$6,000. Decided in Council's favour.
Shoalhaven City Council v Hoare	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$84.00. Decided in Council's favour.
Shoalhaven City Council v Mitchell	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$84.00. Decided in Council's favour.
Shoalhaven City Council v Willard	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Maund	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Turnbull	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Coghlan	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$1500.00. Decided in Council's favour.
Shoalhaven City	Penalty	Local Court	\$ -	\$ -	Defendant guilty.

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
Council v Driscoll	Infringement Notice				No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Grocott	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$200.00. Decided in Council's favour.
Shoalhaven City Council v Riechers	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$84.00. Decided in Council's favour.
Shoalhaven City Council v Barnett	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$100.00. Decided in Council's favour.
Shoalhaven City Council v Jakobsen	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$400.00. Decided in Council's favour.
Shoalhaven City Council v Newlands	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant not guilty. Matter dismissed. Not decided in Council's favour.
Shoalhaven City Council v My	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Archibald	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant not guilty. Matter dismissed. Not decided in Council's favour.
Shoalhaven City Council v Anderson	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Clohessy	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$253.00. Decided in Council's favour.
Shoalhaven City Council v Donaldson	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Lincoln	Penalty Infringement Notice	Local Court	\$ -	\$ -	Defendant guilty and fined \$197.00. Decided in Council's favour.
Shoalhaven City Council v Bronwyn Elizabeth Tofts	Penalty infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$174. Decided in Council's favour.
Shoalhaven City Council v George Galea	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Dawn	Penalty Infringement	Local Court	\$-	\$ -	Defendant guilty. No fine imposed.

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
May Huria	Notice				Decided in Council's favour.
Shoalhaven City Council v Helena Elizabeth Berg	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Kim Elizabeth Lewis	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$200. Decided in Council's favour.
Shoalhaven City Council v David Michael McDonald	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Raymond John Lambert	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$201. Decided in Council's favour
Shoalhaven City Council v Nora Jopson Van Buren Schele	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant not guilty. Matter dismissed. Not decided in Council's favour.
Shoalhaven City Council v Sally Anne Elizabeth Pettit	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v Kevin Ross Hemsworth	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$201. Decided in Council's favour.
Shoalhaven City Council v Ashley dean Lawrence James Kennedy	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council vs Christopher VELLA	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$165. Decided in Council's favour.
Shoalhaven City Council v Stephen Morning	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v Peter Wixon Hoy	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Peter Thomas Dawson	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v Kim Lorrelle Mcdonald	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Kevin Ross Hemsworth	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$122. Decided in

Name of Matter	Type of Matter	Court	Costs Paid	Costs Received	Outcome
					Council's favour.
Shoalhaven City Council v James Charles Fenley	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v John Ferris Lennox	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Peter Henry Jebbett	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Peter Henry Jebbett	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v David Michael McDonald	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v David Michael McDonald	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty and fined \$86. Decided in Council's favour.
Shoalhaven City Council v Owen Laurence Hammond	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Brian Leslie Middleton	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Shoalhaven City Council v Maxwell Lamond	Penalty Infringement Notice	Local Court	\$-	\$ -	Defendant guilty. No fine imposed. Decided in Council's favour.
Workers Compensation Matters			\$40,910.40		Total legal costs incurred for Worker's Compensation matters.

PRIVATE WORKS
Section 67 Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a4)

Council at its meeting of 22 February 2011 resolved to undertake Private Works, entailing the removal of Bunya Cones from a Bunya Pine tree for the Anglican Church of the Good Shepherd, Kangaroo Valley. Section 67 of the Local Government Act 1993 provides that a report on private works must be given to the next meeting of Council.

Key Issues:

Section 67(4) of the Act, in relation to Private Works requires that a report to Council must specify:

- The person for whom the works was carried out – the work was carried out for the Anglican Church of Good Shepherd, 143 Moss Vale Road, Kangaroo Valley.
- The nature of the work – the work was to remove large seed pods (Bunya Cones) from the upper branches of a 30m tall Bunya Pine.
- The type and quantity of materials used – the work predominately was undertaken by manual labour from a large boom lift or “cherry picker”.
- The charge made for those materials – no charge was made to the Anglican Church of the Good Shepherd for these materials.
- The total number of hours taken by each person who carried out the work – the work was undertaken by two (2) contractor staff over three (3) hours each.
- The total amount charged for carrying out the work (including the charge for materials) – no charge was made to the Anglican Church of the Good Shepherd for the works.
- The reason for carrying out the work – the work was undertaken in accordance with Council’s resolution MIN11.198.

Resourcing Implications – Financial, Assets, Workforce:

The work was undertaken on Monday 28 February 2011 by a Contract Tree Lopping Firm. The cost of the removal of the Bunya Cones was \$680 plus GST of \$68 or \$748 in total, and has been funded from an existing vote for donations to Community Groups.

CONTRIBUTIONS/DONATIONS
Section 356 Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1(a5)

During 2010/2011 Council made grants totalling \$374,707.01 to local organisations and community groups.

BENEFICIARY	AMOUNT \$
Albatross Music Company	2,382.00
Albatross Music Company	1,500.00
Basin Villages Forum	400.00
Bawley Point-Kioloa Progress Association	400.00
Bernie Regan Memorial Sporting Trust	1,000.00
Berry & District Garden Club Inc	100.00
Berry Celtic Festival	2,000.00
Berry Computers for Seniors	1,078.00
Berry RSL Sub Branch - hire fees Berry School of Arts	300.00
Bomaderry High School	100.00
Bomaderry Uniting Church DA Fees	1613.74
Bravehearts Inc. Education	5,000.00
Budgong Community Group	400.00
Burial Fees MIN11.432.C	1,025.00
Callala Bay Progress Association	400.00
Callala Beach Progress Association	400.00
Cambewarra Hall	4545.45
Cambewarra Residents & Ratepayers Association	400.00
Cancer Council relay for Life – Showground Hire	5,752.97
Central Shoalhaven Mobile Preschool	3,884.00
Culburra Beach Progress Association	400.00
Currarong Progress Association	400.00
Footprint	1,848.00
Greenwell Point Get to the Point Programme	400.00
Huskisson Woollamia Community Voice	400.00
Hyams Beach Villagers Association	400.00
Illawarra Academy of Sport	15,000.00
Kids Korner	3,800.00
Lake Conjola Lakecare Association	400.00
Lions Club (Sussex Inlet)	2,100.00
Lions Club (Ulladulla Milton)	8,000.00
Milton Shoalhaven Anglican School	100.00
Milton Ulladulla Entertainers – Hall Hire	2,500.00
Milton Ulladulla Rotary - Hire Fees Civic Centre	800.00
Murramarang Progress Association	400.00
Music Shoalhaven	600.00
Native Animal Network Assoc.	2,235.00

North Nowra Playgroup	630.00
Nowra Anglican College	100.00
Nowra Christian Community School	100.00
Nowra Croquet Club	10,000.00
Nowra Culburra Surf Lifesaving Club	500.00
Nowra Mens Shed	1,575.00
Nowra Show Society - Easter Showgirl Comp	5,000.00
Nowra Technical High School	100.00
Opera South	1,098.00
Orient Point Progress Association	400.00
Queensland Floods	5,000.00
Ray Carrall - White Ribbon Day 900 Men	1,200.00
Red Head Villages Association	400.00
Ross Martin Funeral	767.98
Shoalhaven City Concert Band	1,386.00
Shoalhaven City Council – Property & Public Halls CSO	20,194.61
Shoalhaven Clay Target Club	4,000.00
Shoalhaven Community Transport	8,478.00
Shoalhaven Heads Community Forum	400.00
Shoalhaven High School	100.00
St Johns Ambulance	15,000.00
St Johns High School	100.00
Sussex Inlet & Districts Community Forum	400.00
Sussex Inlet CTC	6,240.00
Tabourie Lake Residents & Ratepayers Association	400.00
Tomerong Community Forum	400.00
Troy Pocock Meningococcal Foundation – Hall Hire	550.00
Ulladulla & District Community Forum	400.00
Ulladulla High School	100.00
Ulladulla High School – Hall Hire	1,090.00
Ulladulla New Years Eve Fireworks	10,000.00
Ulladulla RSPCA	1,000.00
Vincentia High School	100.00
Vincentia Residents & Ratepayers Association	400.00
Wandandian Progress Association	400.00
Wandandian Progress Association – DA Fees	1,650.60
White Sands Easter Carnival	2,000.00
Youth Concert, Nowra Legacy	366.00
Other Programs	
Beach Patrols	20,000.00
SES	54,941.00
Shoalhaven Arts Board	10,120.00
Museums	1,306.52
Waste	14,064.14
Heritage Programs	16,285.00
Events Shoalhaven Board	81,000.00
Holiday Haven	2,500.00

Total	374,707.01
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Upper River – Kangaroo Valley

EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL

Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a6)

During 2010/2011 there were no external organisations to which Council has given any delegation.

COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST

Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1(a7)

During 2010/2011 Shoalhaven City Council held a controlling interest in “Southern Water Services Pty Ltd”. This Company was established by Council to develop its commercial interests in recognition of the National Competition Policy and to operate on a commercially viable basis.

PARTNERSHIPS, CO-OPERATIVES & JOINT VENTURES

Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a8)

South Coast Co-Operative Library Services

The South Coast Co-operative libraries 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 when 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 Point, Narooma (Eurobodalla Library Service); and Kiama and Gerringong (Kiama Municipal Library).

Southern Regional Illegal Dumping Squad (RID)

The Waste Services Section of Council had an agreement with the Department of Environment and Climate Change, the Sydney Catchment Authority, NSW National Parks & Wildlife and the Shire Councils of Eurobodalla and Wingecarribee for the operation of the Greater Southern Regional Illegal Dumping (RID) Squad. Shoalhaven is the Administrator for the project which expired in June 2011.

Southern Councils Regional Weeds Action Program

The four Local Control Authorities of Bega Valley Shire Council, Eurobodalla Shire Council, Illawarra District Noxious Weeds Authority (representing Kiama Municipal, Shellharbour City and Wollongong City Councils), and Shoalhaven City Council have formed an alliance within SCG to undertake a regional project funded by the NSW Government under the NSW Weeds Action program. The name of the project is the “Southern Councils Regional Weeds Action Program”.

A Project Steering Committee consists of the General Managers of the Southern Council Group. This Committee reports on the progress of the project by submitting reports to the Business Meetings of the Southern Councils Group, as required.

A Project Coordination Team has been formed and nominated a suitable staff member to act as a key representative on the Project Coordination Team. Each member has the authority to make day to day decisions on the implementation of activities associated with the project as detailed in the agreed Southern Councils Regional Weeds Action Program and Plan.

The composition of this team is as follows:

Party	Position
a) Bega Valley Shire Council	Weeds Manager
b) Eurobodalla Shire Council	Weeds Manager
c) Illawarra District Noxious Weeds Authority	Chief Weeds Officer
d) Shoalhaven City Council	Weeds Manager
e) Southern Councils Group	Projects Coordinator

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

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

The Smith Family – Shoalhaven Mechanical Services mechanics are currently assisting the Smith Family with local students from Nowra High School in a program funded by the Government. The program is to modify a vehicle for a Demolition Derby to be held at the next Albion Park Show. This program will enable students to develop mechanical skills if they wish to pursue future careers in this trade.

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

Organisation Inc covers that part of the South Coast of New South Wales comprising the Local Government areas of Wollongong, Shellharbour, Kiama, Shoalhaven, Eurobodalla and Bega Valley.

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

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

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

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

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

Citywide Growth Management Strategy - Being undertaken by Council with funding assistance provided from the NSW Department of Planning's Planning Reform Fund.

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

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

Catchment Management Authority Mapping Project– Staff continue to work with the Catchment Management Authority on a number of issues linked to funding opportunities and Native Vegetation Act implementation. One of the projects is a mapping project verifying Endangered Ecological Communities jointly funded by the CMA and the [Office of Environment, and Heritage](#)

Southern Councils Group -The Southern Councils Group is a voluntary association of seven Local Government Authorities (Bega Valley, Eurobodalla, Kiama , Shellharbour , Shoalhaven, Wingecarribee, and Wollongong). The seven member councils nominate their Mayor and another Councillor to the Board of SCG. Staff are employed by Kiama Council, the managing Council, and a Secretariat office is maintained in Kiama.

The Group draws heavily on the skills and resources of its member Council's staff to undertake joint initiatives and also works to prevent duplication of effort where possible. The Strategic Plan acts as a framework for activity with annual priorities established to guide current work.

The following staff groups from each of the member Council's meet regularly to discuss common issues and policy and achieve regional consistency wherever possible:

- General Managers
- Economic Development Managers
- Planners
- Human Resources
- Development Contributions Group
- Records Managers
- Asset and Finance Managers

Projects coordinated through this Group include:

- **NRM & Planning Directors Sub-Groups** – Council staff are part of the Natural Resource Management and Planning Directors Sub-Groups of the Southern Councils Group and are currently involved in relevant projects.
- **Various Schools** – a number of primary schools benefited from Council staff delivering modules on sustainability, planning and environment management.
- **Estuary Report Cards** – Environmental Services, Natural Resources and the Office of Environment and Heritage are working together to produce estuary report cards. The report card will provide a summary of the environmental attributes of a catchment and give an indicative score that catchment covering such indicators as sea grasses , riparian vegetation and water quality.
- **NSW Dept of Planning Employment Lands Taskforce** - The Illawarra Employment Lands Taskforce (IELT) is a specific initiative for the Illawarra under the NSW State Plan: A New Direction for NSW. The IELT is the primary collaborative body, involving relevant State agencies and local government within the Illawarra, to implement the actions related to employment lands contained within the Illawarra, South Coast and Sydney-Canberra Corridor Regional Strategies. LGAs included in the IELT program include; Wollongong, Shellharbour, Kiama, Wingecarribee and Shoalhaven. The IELT is chaired by the Minister for the Illawarra. The monitor is one of the tools used by the IELT to manage the supply and availability of employment lands for the Illawarra region.
- **South East Australia Transport Strategy Inc(SEATS)** - The South East Australian Transport Strategy Inc. (SEATS) provides highly coordinated and influential advocacy for the development of transport infrastructure in the South East Australian region that supports sustainable economic development and the prosperity of its constituents.
- **Coastal Council Property Group (CCPG)** Council’s Property Unit is continuing its role as a member of the Coastal Council Property Group (CCPG) which meets quarterly at different venues throughout Sydney and the NSW South Coast. The CCPG consists of approximately 34 members from 12 NSW Councils. The meetings are held with the view to discussing relevant property issues arising from within their respective Councils that may be applicable to other Councils. Issues also relating to Local Government property dealings including legislative

changes are discussed whilst undertaking invaluable networking.

- **Natural resources and Floodplain Management Committees** - Coastal Management committee- These 7 committees are providing advice to council in relation to the management of estuaries, natural areas, floodplain and coast. These committees comprise community representatives, Council's representatives and representatives from the following State Agencies: NSW DPI, DECCW, NPWS, SES, Department of Lands, Local Aboriginal Land Councils, Southern Rivers CMA, NSW Maritime.
- **South East Weight of Loads** - The South East Weight of Loads Group (SEWOL) was formed in 1991 with the objective of protecting road assets against premature failure caused by overloaded vehicles. The group, which currently comprises fourteen Councils including Shoalhaven City Council, employs inspectors who weigh vehicles to check compliance with legislated load limits. Enforcement is spread across the area of the member Councils.
- **Road Safety** - Council's Road Safety Officer position is part-funded by the RTA. Council and RTA work together to promote road safety to the people of the Shoalhaven. The position co-ordinates many programs including Bike Week, SKYDS, Seniors Safety and Learner Driver Supervisor Workshops.
- **Australian Government** – Council staff provide assistance to the graduate mentoring program for the Environment portfolio. Graduates visit Council and are briefed on local government practices and processes relating to environmental management.
- **Various schools** – a number of primary schools benefited from Council staff delivering modules on sustainability, planning and environmental management.
- **Wollongong University** – Council hosts honors year students to carry out studies within the Shoalhaven Local Government area. This involves co-supervising students. This year we hosted a PHD student studying a Spatio-Temporal Analysis of Green Resources in a Coastal Peri-Urban Landscape.

EQUAL EMPLOYMENT OPPORTUNITY PLAN
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (a9)

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

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

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

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

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

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

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

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

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

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

During 2010/2011, Council has achieved a number of targets through the implementation of its EEO Management Plan including:

- Delivery of Aboriginal Cultural Awareness training to a number of staff
- Participation in the Shoalhaven Indigenous Employment Expo for 2011
- Participation in a range of careers expos aimed at promoting local government careers to the youth of the Shoalhaven
- Revision of the Young Persons Employment Strategy
- Revision of the Indigenous Employment Strategy
- Development of a Generation Y Focus Group aimed at exploring opportunities for young people in Council

- The implementation of the Planned Departure Program which offers a range of part time and flexible work opportunities for staff members nearing retirement
- Acknowledgement of International Women’s Day through an afternoon tea celebration and trivia contest
- Continued high placement of trainees, cadets and apprentices in all areas of Council including engineering, planning, environmental services, trades occupations, administration, accounting and health and fitness
- Promotion of flexible working arrangements including the issuing of a flyer and a link on Council’s intranet outlining the type of flexible working arrangements that are available and how to go about applying for them
- Development of an EEO Survey to be distributed to all Council staff in January 2012
- The continued application of EEO principles in all Human Resource policies and procedures.

HUMAN RESOURCES ACTIVITIES

Functions of the Section

Council's Human Resources activities encompass 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, Workers Compensation, 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.

Council's Human Resources section supports each Group of Council in the attainment of our core business goals and objectives.

Our Human Resources policies and practices aim to maximize the potential of Council's people through shared goals, consultation and participation and working in an environment free from all forms of discrimination guided by the framework of Human Resources Strategy, Human Resource policies, and procedures.

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

OCCUPATIONAL HEALTH AND SAFETY

The Occupational Health and Safety Management System has continued to be reviewed and improvements implemented by management. Consultation has been extensive prior to implementation of proposed changes. Council received an award for Trainee/ Apprentice Safety from the Illawarra Group Training Co and continues to recognise staff within the organisation for excellent safety performance and implementation of workplace initiatives. The requirements for the 3 year Self Insurance licence are continuing to be met.

Injury Management

Continued promotion of incident reporting and the use of the 24 hour hotline has assisted in the early intervention of injury management. Shorter periods of time away from work has kept the days lost at 205, the second lowest in ten years for Council.

OHS Consultation

OHS Committees continue to meet regularly to discuss safety and resolve issues for their respective work places. The intranet OHS website displays minutes of meetings.

OHS Training

Packages providing legislative compliance training to a wide range of staff continue to be delivered. (OHS Corporate Induction, OHS Risk Assessment, Incident Reporting and Corporate Workshops for managers/supervisor).

Health and Wellbeing

A focus on Health and Wellness has been maintained with the legislative health surveillance being undertaken and new initiatives implemented to reinforce healthy habits including maintaining fitness mentally and physically.

Key Performance Indicators for OHS were monitored and the following results achieved:

Lost Time Days = 205; although above target Council has achieved the second lowest result in 10 years. (28 of the 145 incidents reported contributed to this 205 days)

Hazards reported = 121: although below the target of 197, staff are still finding safety issues that could cause risk of injury and are implementing controls prior to incidents.

Lost Time Workers Compensation=267: although higher than the target the actual cost of claims were well below the estimate and the actual for 2009/2010.

Safety Achievements

- Maintained access to safety information through weekly News Alert
- Reinforced best health habits and requirements to maintain health surveillance
- Concentrated on achieving the early return of injured workers back into the workplace
- Maintained NSW Workcover Self Insurance Licence requirements



Greys Beach Boat Ramp

SENIOR STAFF REMUNERATION PACKAGE
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (b) & (c)

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 \$2 billion which would place the City, in asset value terms, among the top 10% of organisations within Australia.

Council's expenditure (including depreciation) is around \$261 million dollars per annum which includes a number of commercial activities together with the range of activities indicated earlier. Council employs over 760 staff on a permanent basis as well as casual/temporary staff as required, consultants and contractors.

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

Director	Total Value of Salary Component of Package	Total amount of any bonus payments, performance or other payments that do not form part of salary	Total employers contribution to superannuation (salary sacrifice or employers contribution)	Total value non-cash benefits	Total Fringe Benefits tax for non-cash benefits	Total
General Manager	\$254,234	0	\$15,199	\$7,500	\$5,013	\$281,946
Assistant General Manager	\$173,501	0	\$15,199	\$7,000	\$4,399	\$200,099
City Services & Operations	\$167,801	0	\$15,199	\$7,000	\$1,293	\$191,293
Finance & Corporate Services	\$147,454	0	\$21,253	\$7,000	\$5,042	\$180,749
Development & Environmental Services	\$165,001	0	\$15,199	\$7,000	\$4,450	\$191,650
Strategic Planning	\$165,001	0	\$15,199	\$7,000	\$3,324	\$190,524
Shoalhaven Water	\$154,199	0	\$14,508	\$7,000	\$5,528	\$181,235

STORMWATER MANAGEMENT SERVICES
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (e)

Council’s projected 2010/11 Stormwater Management Program was funded the following way:

- \$390,436 – Council revenue
- \$1,030,000 - Additional rates Stormwater Levy

The actual result was:

\$433,866 – Spent from council revenue

\$1,012,516 – Spent from additional rates Stormwater levy

\$22,924 - Spent from special variation revenue

\$19,807– Spent from Capital Contributions

Council also carried forward into 2011/12 unspent funds on 13 projects that were not complete.

Project	Council Funds	Contributions Revenue	Special Rate Levy	Stormwater Levy	Total
Stormwater Manage Plan	\$50,181	\$0	\$0	\$0	\$50,181
Prince Edward Ave	\$4,836	\$0	\$0	\$0	\$4,836
River Rd Shoalhaven Heads	\$0	\$0	\$0	\$5,193	\$5,193
Isa Rd Worrigea	\$0	\$0	\$0	\$241,635	\$241,635
The Wool Rd St Georges Basin	\$21,397	\$0	\$0	\$0	\$21,397
Alexandra and Princess St Berry	\$0	\$0	\$0	\$3,402	\$3,402
Brighton Pde Culburra Beach	\$0	\$0	\$0	\$72,117	\$72,117
Christine St Sussex Inlet	\$10,749	\$0	\$0	\$0	\$10,749
Fern Way Culburra Beach	\$45,928	\$0	\$0	\$0	\$45,928
Orient Pt Rd Culburra Beach	\$0	\$0	\$0	\$84,040	\$84,040
Penguins Head Road Culburra Beach	\$0	\$0	\$0	\$117,582	\$117,582
Silvermere St Culburra Beach	\$1,074	\$0	\$0	\$0	\$1,074
The Park Dr Sanctuary Point	\$0	\$0	\$0	\$114,097	\$114,097
Ulm Rd Sanctuary Point	\$0	\$0	\$0	\$44,320	\$44,320
Paradise Beach Road Sanctuary Point	\$0	\$0	\$22,924	\$64,365	\$87,289
Waratah Cres Stage 3&6	\$511	\$0	\$0	\$110,000	\$110,511
Bridge Rd and Scenic Dr	\$0	\$0	\$0	\$27,056	\$27,056
Haiser Rd Greenwell Point	\$0	\$0	\$0	\$22,159	\$22,159
Strategic Stormwater Catchment Analysis	\$10,861	\$0	\$0	\$0	\$10,861
Drainage Investigation	\$23,000	\$0	\$0	\$10,456	\$33,456
Auster Cres Sanctuary Point	\$21,078	\$7,908	\$0	\$0	\$28,986
Berry St Vincentia	\$7,195	\$0	\$0	\$26,567	\$33,762
Elizabeth Dr (288) Vincentia	\$32,337	\$0	\$0	\$0	\$32,337
Elizabeth Dr (198) Vincentia	\$636	\$0	\$0	\$0	\$636
Greville Ave Sanctuary Point	\$0	\$0	\$0	\$59,721	\$59,721
Isa and Worrigea Rd detention basin	\$748	\$0	\$0	\$0	\$748
Owen St (22) Huskisson	\$272	\$0	\$0	\$0	\$272
St Georges Basin	\$273	\$0	\$0	\$0	\$273
The Strand Culburra	\$23,999	\$11,899	\$0	\$0	\$35,898
St Georges Basin DCP	\$39,971	\$0	\$0	\$0	\$39,971
Princes Hwy Ulladulla Easement	\$0	\$0	\$0	\$9,804	\$9,804
Deane St St Georges Basin	\$62,007	\$0	\$0	\$0	\$62,007
23 Deane St St Georges Basin	\$76,813	\$0	\$0	\$0	\$76,813
	\$433,866	\$19,807	\$22,924	\$1,012,516	\$1,489,112

COMPANION ANIMALS ACT
Section 428 (4) (b) of the Local Government Act 1993

Local Government (General) Regulation 2005 – Section 217

Clause 1 (f)

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

Lodgement of Pound data collection returns with the Division of Local Government

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

Lodgement of Data relating to dog attacks with the Division of Local Government

Dog Attacks reported to DLG via DLG reporting system as incidents occurred. During the reporting period there were 151 dog attacks reported to the DLG as occurring within SCC.

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

Amount of funding spent relating to companion animal management activities.

Shoalhaven City Council has spent a total of \$589,140 in respect of Companion Animal Management, and related activities during the course of the reporting period.

Companion animal community education programs carried out.

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

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

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

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

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

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

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

Off-Leash Areas provided in the Council area.

Shoalhaven City Council understands that it is necessary for our communities’ dog owners to have access to suitable exercise and play facilities. The Access Area for Dogs Policy is developed by the Policy Planning Unit in consultation with the community and Government Agencies. Council undertook an extensive review of the Policy in 2010. The Policy became effective 1 January 2011. The Policy review undertook to develop a more consistent approach to off leash areas in the Shoalhaven, extending numerous limited hour access areas to 24 hours along with the inclusion of prohibited dog areas to ensure Council meets their obligations to endangered shore birds.

Council has updated its Access Areas for Dogs booklet to ensure all maps are to a consistent standard and easy to read for the public. This information is also available on Council’s website.

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

Statement of Income and Expenditure for Companion Animals for the Year Ended 30 June 2011

INCOME

Registrations	\$162,713	
Fines and Costs	\$110,746	
Other	\$42,263	\$315,722

EXPENDITURE

Salaries	\$192,517	
On Costs	\$59,943	
Training and conferences	\$4,479	
Motor Vehicle Costs	\$68,595	
Pound Costs	\$207,922	
State Debt Recovery infringement processing fees	\$31,559	
Other Costs	\$24,125	\$589,140
Surplus / (Deficit)		(\$273,418)

RATES & CHARGES WRITTEN OFF
Local Government (General) Regulation 2005 – Reg 132

The following is a summary of rates and charges written off during the period July 2010 to June 2011:

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

Abandoned	\$177,386.52
Postponed Abandoned	\$10,291.86
Pensioner Rebates	\$2,835,241.93
<hr/>	
TOTAL AMOUNT	\$3,020,525.58

- 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.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

The 2010 – 2011 reporting year has coincided with the introduction of the Government Information (Public Access) Act of 2009 which commenced on 1 July 2010. (GIPA Act)

The GIPA Act is a sweeping legislative change to the way information is managed and released to the public by government authorities and councils in New South Wales. The Act repeals the Freedom of information Act and also Section 12 of the Local Government Act. Previous reports have been presented in Council's annual report in alignment with the requirements of the repealed legislation.

The GIPA Act creates a presumption in favour of the release of information to the public unless a limited range of specified exemptions apply. The Act also authorizes/encourages the pro-active public release of information held by councils and further mandates information that councils must make available. In accordance with this obligation Council has placed a category of information on its website which can be found at www.shoalhavne.nsw.gov.au/publicinformation.

The general thrust of the new legislation is that formal access applications by the public should only need to be lodged as a last resort. Council is in the process of identifying the information that it can readily make available to the public in the future via its webpage. With the imminent appointment of a full-time dedicated staff member to oversee the requirements of the GIPA Act it is planned to collect and produce as much information as possible in a format suitable to facilitate its proactive release. In undertaking this exercise Council must be mindful of its need to balance the rights to privacy of individual members of the public pursuant to the Privacy and Personal Information Protection Act of 1998

Where formal applications are required, the Act sets out the process that the applicant and Council need to follow as well as the options for review of access decisions.

Informal access requests can be made at any time without cost. There is no right of review of the determination in response to an informal information request.

The Office of Information Commissioner has been established to oversee the operation of the Act. Complaints and applications for review can be made to the Commissioner. Council must provide an annual report to the Commissioner which it has filed detailing the first year's operation of the new legislation. The report must be filed in accordance with a format stipulated by the legislation and the annual report filed with the Commissioner is set out below. For continuity of reading from last year's annual report please note that an application pursuant to the Freedom of Information Legislation is now a formal application pursuant to the GIPA Act. An application pursuant to section 12 of the local Government Act equates to an informal application under the GIPA Act.

In future years comparative graphs will be included in this report to highlight the trends in formal applications pursuant to the GIPA Act. With the steps being undertaken by Council to pro-actively make available information and operate consistently with the objects of the GIPA Act it is anticipated that there will be a reducing trend in formal applications.

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media								
Members of Parliament								
Private sector business								
Not for profit organisations or community groups								
Members of the public (application by legal representative)	6	1						1
Members of the public (other)	10	8		4	1			3

* As more than one decision can be made in respect of a particular access application accordingly a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1							
Access applications (other than personal information applications)	15	9		4	1			4
Access applications that are partly personal information applications and partly other								

* A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications	
Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	3
Application is for excluded information of the agency (section 43 of the Act)	
Application contravenes restraint order (section 110 of the Act)	
Total number of invalid applications received	3
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act	
	Number of times consideration used*
Overriding secrecy laws	
Cabinet information	
Executive Council information	
Contempt	
Legal professional privilege	
Excluded information	
Documents affecting law enforcement and public safety	
Transport safety	
Adoption	
Care and protection of children	
Ministerial code of conduct	
Aboriginal and environmental heritage	

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act	
	Number of occasions when application not successful
Responsible and effective government	1
Law enforcement and security	
Individual rights, judicial processes and natural justice	6
Business interests of agencies and other persons	
Environment, culture, economy and general matters	1
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	16
Decided after 35 days (by agreement with applicant)	8
Not decided within time (deemed refusal)	0
Total	24

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review		1	1
Review by Information Commissioner*		2	2
Internal review following recommendation under section 93 of Act			
Review by ADT			
Total		3	3

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	

Table I: Informal Applications	
Total Applications Received	252

PRIVACY AND PERSONAL INFORMATION PROTECTION ACT, 1998

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

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

The Office of the Information Commission has, following the first years operation of the GIPA Act, issued guidelines relating to the release of personal information by councils that are currently being considered by Council to ensure that Council is making information available in accordance with those new guidelines.

Privacy notifications are developed as required and distributed to relevant staff for use in the collection of personal information and engagement of contractors & consultants.

In previous years Council has reported pursuant to its obligation contained in section 33(3) of PIPPA which has been repealed with the introduction of the Government Information (Public Access) Act 2009 GIPA Act. Council incorporates this report notwithstanding the apparent lack of a requirement to do so in the spirit of the openness and access to information contemplated by the GIPA legislative regime.

The 2009-2010 annual report noted that an application for review of a Council decision relating to the collection of personal information from the operations of closed circuit TV (CCTV) monitoring in Nowra's central business district. That application was dismissed by the tribunal.

In this reporting period an application was received relating again to the operation of the CCTV monitoring seeking, among other things the removal of CCTV monitoring from the Central Business district of Nowra. In consultation with the Office of the Privacy Commissioner a review was undertaken and it was held that the information was being collected and held for a lawful purpose. The applicant has subsequently lodged an appeal in the Administrative Decisions Tribunal which has yet to be heard.

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

ENVIRONMENTAL PLANNING & ASSESSMENT ACT 1979

Ross Avenue Narrawallee Voluntary Planning Agreement

The Ross Avenue Narrawallee Planning Agreement was executed on 28 June 2011 by the co-signatories Shoalhaven City Council and Hanson South Coast Pty Ltd.

The objective of the Planning Agreement is to ensure the following outcomes:

- a. surrender of the Development Consent and therefore achieve protection of Garrads Lagoon
- b. dedicate the land to Council to retain in Public ownership, and
- c. Rezone the Seascape land to allow for some residential development while still protecting landscape values and the habitat of threatened species.

STATE OF ENVIRONMENT REPORT - Appendix A

COST SAVINGS & PRODUCTIVITY GAINS – 2010/2011

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

Each year Council has included a report on actions to achieve this target in the Annual Report – the 5th report follows:

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
1. Changes in Service Delivery				
TRS Hours deducted for the Group from 1 July 2010 to 30 June 2011			1,342.44 hours	CS&O
Reduce gym supervision hours to only include appointment & personal training sessions (Ulladulla Leisure Centre and Bay and Basin Leisure Centre)	Wages only paid for times when customers have prearranged appointment times	More structured work hours for staff but some reduction in flexibility for customers.	Improvement in Return on Expenditure being tracked and will be detailed in Centres monthly reports in 2011/12	CS&O
Products and Services	Increasing use of electronic medium for communicating with management committees and issuing of newsletters and general information.	Reduces paper use / postage and speeds up communication	Not able to quantify	CS&O

Products and Services	Increasing use of electronic medium for communicating with customers / advertising information	Reduces paper use / postage and speeds up communication Eg EOI's for Arts Grants, Exhibitors for Gallery for 2011, nominations for Community Arts Board members	Not able to quantify	CS&O
Products and Services	Establishment of electronic booking system for chapel bookings by funeral directors	Potential to reduce number of phone calls and follow up calls at Bereavement Services, and relevant information has to be provided at time of booking reducing errors / omitted information	Not able to quantify	CS&O
Replacement of old refrigerators with new more efficient models	Old refrigerators replaced in three halls.	New refrigerators are more efficient requiring less energy to run.	Not able to quantify	CS&O
Review of waste pick ups	ULC has reviewed its Contract waste pick ups and reduced them by half.	Currently looking at nappy bin collection from Crèche. Thought is to remove on a daily basis through normal rubbish disposal compared with a weekly empty by contractor	\$3,200 PA waste pick up \$600 PA Nappy disposal	CS&O
Products and Services	Increasing use of electronic medium for communicating with interest groups and issuing of newsletters	Reduces paper use / postage and speeds up communication	Not able to quantify	CS&O
Products and Services	Increased use of email to alert customers of reservation availability and Interlibrary loans	Reduces paper use / postage and speeds up communication Improves customer service by reducing lag time between letter receipt and reservation pickup	Not able to quantify	CS&O
Products and Services	Increased use of electronic media by customers to request items for purchase	Faster response time to clients on availability of items	Not able to quantify	CS&O

Products and Services	Increased use of electronic databases to source book and non book resources	Faster response time to clients on availability of items	Not able to quantify	CS&O
Continuous assessment of why and how we do things	Improvements to process driven activities, eg end processing	Continue to increase shelf ready stock	Unable to quantify As processes are improved/ automated, staff are able to focus more on customer service	CS&O
Improve Maintenance Crew Productivity.	Utilising Construction Crews to assist Maintenance Crews in times of storms, etc, when Construction crews are unable to work on their project.	Improved response times to customers and good utilisation of resources.	Unable to quantify.	CS&O
Improve grader crew productivity & effectiveness on unsealed roads.	Spend more time & effort cleaning gutters and table drains better, dragging gravels back into the pavement and rolling table drains to reduce washouts in suspect locations.	Clear gutters and better shape in table drains helps control water flows and reduces damage to gravel roads Over time, fewer complaints, less reactive inspections and localised repairs.	Productivity not measured in dollar terms but the quality of the road surface between each grading should be better because of the reduction in damage.	CS&O
Improve maintenance practices on sealed road shoulders	Shoulders are being treated to remove a build up of grass and sediment to allow water to flow off the road to reduce aquaplane risks and to improve drying of the shoulder to reduce outer wheel path failure.	Techniques used include physical removal of grass and soil and/or weeds spraying.	Productivity not measured in dollar terms but the quality of the road surface should be better over time with less water ponding and longer pavement life on the outer wheel path.	CS&O

Improve patching crew productivity	Use of bitumen and aggregate spreader box as an attachment to the Northern Flowcon to undertake sealing works on small areas.	Small areas can be sealed in a timely manner in lieu of either paying higher establishment charges to the sealing contractor or delaying the seal until the next sealing program (which can require rework due to damage during that period), In addition, this capability has resulted in small areas being sealed to reduce maintenance costs that would have previously been left as gravel e.g small shoulder areas and table drains subject to erosion, small areas near bus stops etc.	Difficult to measure accurately in dollar terms because of many variables relating to potential contractor costs and ongoing maintenance costs in each case.	CS&O
Self schedule of daily tasks by weed inspectors.	Self scheduling of daily and weekly tasks allows weed inspectors to focus their time on increasing the number of property inspections carried out.	A model scheduling template provided to Northern and Southern Weed Inspectors and implemented in June 2009. Schedules are being monitored on a fortnightly basis to ensure productivity savings are occurring.	Difficult to measure due to variable influences.	CS&O
Legal Services conducted internal training sessions for staff. Topics included Pecuniary Interests, Threatened Species and Case Law/Legislation update. The in-house service is provided free of charge by Legal Services.	Direct saving in seminar fees for attendees	These in-house sessions were tailor made in consultation with user sections and designed to assist staff in day to day operations of Council . Whilst there was direct savings in seminar attendance fees it is believed that there have been savings in time (save other sections in trawling for information) and risk management	\$10,000	FCS
Assisting Rangers with Local Court matters, thereby avoiding the need to brief external legal firms bringing direct savings to rangers	Direct saving in solicitors fees.	On-going savings in costs related to employment of external solicitors to represent Council.	\$15,000	FCS

Negotiated attractive interest rates for borrowings at 7.13% (General Fund) and 7.39% (Sewer Fund) which is lower than the budgeted rate of 8.5%	Cost saving in interest to be paid in next 10 years (General Fund) and 15 years (Sewer Fund)		673,079.62	FCS
Actions by staff obtaining quotes and contacts with financial institutions or brokers has maximised returns on investments resulting in greater than budgeted returns.	Increased returns on investments – Revenue increase		599,792.00	FCS
Processed more termination payments to employees with the same number of staff in the pay office. (86 terminations compared with 72 for the previous year)	Productivity Gain			FCS
Number of employees being paid weekly has increased from 1014 to 1055 at 30/06/11 without an increase in pay office staff.	Productivity Gain			FCS
Service of Committees	14% Increase in number of Committees Serviced	No additional resources	Estimated \$14,000 – based on wages paid	FCS
Non replacement of Trainee	Work Divided among others	No additional resources	Estimated \$3,500 –10% of wages	FCS
Bomaderry Stores are now delivering to Council worksites	Productivity Gain	This is to offer a more customer focus service to meet the needs of its customers		FCS
Replaced dearer contractor with cheaper casual employee.	Reduced expenses for the same productivity.		\$20,000	SPI
Invoicing of occupant for non-compliance.	Increased rent income.	Previous income was \$1,500pa. New rental is \$50,000pa.	\$48,500	SPI

Negotiation of Telco leases.	Increase in revenue.		\$163,484	SPI
	Consultant fees not needed. Property negotiating on 18 sites.	Previously Bovis Lendlease were engaged @ \$1,500 per agreement.	\$27,000	IT
Increased reporting of items to Audit Committee	Productivity gain	Reports have increased Audit Committee oversight and review, leading to systems improvements.	N/A	AGM (Internal Audit)
Mobile devices – networking through Wireless IP Virtual Private Network	Cost savings	More cost effective and secure networking connection from Council’s mobile devices. Services increasing mobile device “fleet”.	Future saving commencing 2011/12	AGM (IT)
<i>Electrical Work Process</i> project	Productivity gain	Improved delivery of electrical projects in relation to the Design Control Policy and engagement with high level customers.	N/A	AGM (IT)
Using In-House Presenters for Inductions	Cost savings	In-House presenters conduct modified Refresher / Update training for subjects within their area of responsibility including: <ul style="list-style-type: none"> • Recruitment and Selection • OHS Induction • Media Manager conducting Report Writing Sessions 	Saving approx \$5,000, 2010/2011.	AGM (HR)
HR attendance at Bomaderry Depot each Thursday	Productivity gain	Staff located at Bomaderry Depot do not have to attend Nowra Admin Building. HR more accessible to wider range of staff	N/A	AGM (HR)
Reduced duration of Confined Spaces Full Course	Cost savings and productivity improvement	Reduced from three (3) days to two (2) days due to the engagement of a new Provider	Less time off the job, greater productivity and less disruption to Work Teams.	AGM (HR)

Casual positions that are difficult to attract and retain are advertised continuously (no close date) on Council's website.	Productivity gain	E.g. gym instructor, learn to swim instructor. Applications are considered on an "as needs" basis. Faster recruitment and savings from not advertising in print media.	N/A	AGM (HR)
Reduced duration of First Aid Full Course	Cost savings and productivity gain	Reduction from two (2) days to one (1) day training, with prior completion of a Work Book.	Less time off the job, greater productivity and less disruption to the Work Teams. Cost savings approximately \$1,000 per year	AGM (HR)
Preferred provider for hearing tests	Cost savings	-	\$30,000 per year	AGM (HR)
Review of TAFE Leadership and Management Course with access to Government Funding to offset cost	Cost savings and extra recognised Certificate	With a redesign of the content Council's Participants now achieve a Certificate IV in Front line Management. Also available through the heavily subsidised Existing Worker Apprenticeship (Traineeship) Program.	Estimated savings to Council: \$36,000.	AGM (HR)
Introduction of BPay as a payment option for Sewerage Management Facility fees	Productivity Gain / Increase in Revenue	Provision of better customer service and less payment defaulting.	Difficult to quantify	DES
Introduction of invoicing for food shop inspection fees	Increase in Revenue	Less payment defaulting.	Results will be more evident in 2011/12	DES
Promotional campaign for Development Advisory Unit (DAU) to public and industry	Productivity Gain	Projected improvement to content and standard of submitted development applications. Number of appointments for DAU has dropped off in recent years for medium to major developments necessitating promotion.	Difficult to quantify but improvement in efficiency should be a positive spin off for industry.	DES

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
2. Changes in work practices arising from innovation or benchmarking work				
Recycling bays at Ulladulla and Huskisson Waste Transfer Depots	72 tonnes removed from mixed loads for sale at buy back centres	Reduced landfill (equivalent to \$12,000), reduced levy payments (\$4,740) and reduced transfer (equivalent to \$1,200)	\$17,940	CS&O
Purchase of a replacement bulldozer delayed	Initial quotations for the dozer received at \$925,000. After the surge in the Australian \$ new tenders were advertised for a dozer with identical specification. New price \$725,000 – saving of \$200,000	Taking advantage of the strong \$	\$200,000	CS&O
Direct Debit membership processing (ULC)	Direct debit membership processing by coordinator is easier and more efficient as electronic file is sent direct to finance	Short term more “after processing” work involved in chasing up errors in member information. This will reduce as processes change to pre evaluate information.	Longer term - Improved customer service as payment now made via direct debit not credit card.	CS&O
Swim School student progression & reenrolment (ULC & SIAC)	Swim School students are now being progressed between classes. This means the end of term administration by coordinator is reduced as most classes can now be copied form term before	End of term coordinator processes reduced but within term processes increased but spread across both coordinator and counter services staff.	Nil – improved distribution of workload	CS&O

Introduction of Centaman Stock Control Module	Kiosk and merchandise sales are fully accountable through stock take module.	This system minimise stock loss and over supplying which often results in having to discount products to clear excess stock. All items are now scanned	Not able to quantify	CS&O
Centaman swim school management system	A number of functions have been upgraded reduction admin and CSA time.	Reporting systems have been refined. Quicker access to swim school student when entering and scanning cards	Not able to quantify – improved customer service.	CS&O
Products and Services	Encourage Volunteering – Management Committees	Continued use of volunteers engaged through Management committees to provide services and manage local facilities that could otherwise not be offered within existing resources	Not able to quantify. 17 established Management Committees with membership of approximately 160 people offering their time voluntarily.	CS&O
Products and Services	Volunteer services used for end processing	Continued use of volunteers to assist with end processing to facilitate faster throughput of items not purchased as shelf ready Continued use of volunteers for non book processing	Not able to quantify 400 volunteer hours utilised for 2010/2011 at Library	CS&O
Products and Services	Work experience programs hosted	Work experience students hosted to assist with a range of Library & Community Development programs	Not able to quantify 448 work experience hours for 2010/2011 at Library 996 work experience hours for 2010/2011 in Community Development	CS&O
Outsourcing of end processing for fiction and non book items	Productivity gain	Improved customer service Shelf ready items can be available to client	Maximise value for money and time efficiency	CS&O

		within 1 day of receipt at the Library		
Cataloguing using Marc records from Libraries Australia	Productivity gain	Enables consistency of records across the database for improved searching Faster and more efficient cataloguing practices	Unable to quantify	CS&O
Improve grader productivity	New grader supplied with 6WD and level control	Assumed productivity gains in both construction and maintenance projects. Practical methods of measuring productivity have not been developed.	Not available	CS&O
Improve heavy patching operations	Hired bobcat with 'rotomilling' attachment used to speed excavation and trimming of heavy patches (in lieu of using a backhoe) \$11,000 per year (at the assumed gain of 15%)	A 15% productivity gain has been assumed in the heavy patching operation. This has yet to be verified by measurements of output.	Not available	CS&O
Vary standard material specifications to suit project and time of construction.	Reduction in lost time due to wet weather – less rework/maintenance.	Costing yet to be determined.	Not available	CS&O

Reusing road pavement materials by stabilising (if suitable).	Reduction in new gravel pavement material purchases & reduced consumption of natural resources	Stabilisation of existing pavement material is a good design option at suitable locations for road reconstruction projects and is now a well used technique which helps both environmentally and financially by undertaking projects within budget allowances.	Unable to quantify because this option is now allowed for in setting budgets.	CS&O
Spraying equipment to be used on RDOs.	When trained casual spray operators are available they are engaged to use two spray vehicles when permanent staff are on rostered days off.	Mainly working on private works. Greater utilisation of spray equipment.	Unable to quantify.	CS&O
Develop wet/windy alternative work procedure	Identify tasks that can be carried out during windy or light rain conditions. Normally spraying operations would be halted during this time, alternative work tasks now include cutting down, removal and/or poisoning of Privet and Lantana. (this includes cut stump or frilling for privet control and splatter gun treatment of lantana) hand pulling of Fireweed, roadside weed surveys, checking on effectiveness of spraying operations and carrying out private property inspections.	Working well particularly in fireweed season. Rain can restrict other operations at other times of the year.	Unable to quantify	CS&O

Reuse of pavement material reclaimed from RTA roads and made available to Council for reuse.	Supply only at Nil cost sufficient material to gravel resheet the Nowra Raceway Complex car park roads and for the sub base layer for the Illaroo Road gravel foot path from West Cambewarra Road to Koloona Drive.	The material allowed all the roads to be resheeted and the gravel footpath to be installed over the full length. The jobs would have been otherwise scaled back to meet budget constraints.	The one-off saving in material costs are estimated to be \$75,000.	CS&O
Town Signs	Calling quotations for the replacement of town signs has resulted in significant savings in supply costs.	The replacement of Town signs was budgeted to occur over five (5) years. All signs should now be replaced including new locations within four (4) years.	\$32,000	CS&O
Arrangement with SES for reimbursement of after hour's storm damage costs.	Entered into an arrangement with SES to fund requests for assistance for recovery of funds due to wind or storm events e.g. fallen trees on roads.	In previous years Council funded the cost of smaller events.	\$6,289	CS&O
Advanced applications of Ezescan technology by Records Unit to assist in TRIM Registration process	Utilising existing resources <ul style="list-style-type: none"> • record scanning increased by 8% • Mail registration up 20% • Total registration (all categories) up 7% 			FCS
Worked with Aquatics to deliver a more effective method of payment of membership fees. Changed from credit card to direct debit to reduce the number of bank rejections	Less credit card rejections to be followed up – Productivity gain			FCS
Continuously making improvements to the reporting processes for the SEC to give more relevant information on performance.	Productivity gain and improvement in reporting			FCS
Mapped chart of accounts to notes in the Annual Financial Statements.	Productivity gain	This should streamline process involved in completing the Annual Financial Statements		FCS
Reviewed receipt codes used by cashiers to reduce	Productivity gain	Reduces time at end of year analysing		FCS

the number of miscellaneous receipts being issued.		miscellaneous receipts for reporting in the Annual Financial Statements		
Review of outstanding purchase orders commenced but has not yet been completed.	Cost saving	This review identifies duplicated or incomplete orders resulting in cost savings.		FCS
Statewide Risk Audit	Compliance of Established Risk Management Practices	Audited by Statewide and received a rebate	\$65,551	FCS
Statewide Property Insurance	Increased Property Excess	Premium Reduction	\$30,000	FCS
Staff have been directed to ask for quotes for new vehicles from a wider range of car dealers to ensure process and prices are kept competitive	Saving	The reasoning is to ensure prices on both new vehicles and trade in's are being kept competitive from local and area car dealers	KPI's will be kept for 2011-2012 to gauge savings	FCS
Inclusion of Draft LEP exhibition letter with annual rates notice, rather than direct mail out.	Cost saving - Separate LEP mail out was going to cost \$40,000. Inclusion in rates notice mail out cost \$4,000.	Coincidental timing of rates notice and commencement of LEP exhibition period - able to avoid the need for separate LEP mail out .	Saving of approx \$36,000	SPI
Broadform insurance on footpath occupancy.	A saving of 1 hour per approval for 32 approvals.	Avoid need for mail out and time to chase up Public Liability Insurance.	\$800	SPI
Acquisition of "Water Ride" software for integrating flood data.	Will result in reduced staff time in flood data analysis.	Not yet operational.		SPI
Taking over food shop invoices and commencing debt recovery for DES	Productivity Gain	To continue to look at Centralising Core functions to the appropriate areas	N/A	FCS

Energy Savings Action Plan	Cost savings	The final ESAP report was submitted in 2011. The plan resulted in many energy saving initiatives.	N/A	AGM (IT)
Energy management initiatives – asset managers training	Cost savings	Asset managers trained in use of Planet Footprint “anomaly reports” and Webgraphs software. Improves interpretation of energy use data and identification of energy savings.	N/A	AGM (IT)
Resource Efficiency Taskforce	Cost savings	Leadership and coordination of staff Resource Efficiency Taskforce (RET) has assured and optimised WASIP program and funding, and enabled collaboration and information sharing.	N/A	AGM (IT)
Implementation of standardised food premises inspection checklist	Productivity Gain	Checklist is in line with Statewide methodology, resulting in a more cost efficient and uniform reporting mechanism	Difficult to quantify	DES
Use of part-time permanent staff for extra days where possible rather than use of casual staff	Productivity Gain	Considerable resources are expended in recruiting and training casual staff apart from the increased efficiency of having all counter services staff trained at a high level	Reduction in lost productivity	DES

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
3. Changes in Organisation Structure				
Continual review of section structure to ensure adequate support is available to allow staff to focus on key tasks of position	Productivity gain	Increasing annual Cost recovery targets able to be met	Not able to be quantified	CS&O
1,320t of mixed builders waste transferred to Huntley		Transfer of building waste to Huntley reduced the EPA landfill levy and preserves valuable landfill capacity	\$86,856 direct (savings on levy) and \$218,000 indirect (landfill capacity)	CS&O
Reduce gym supervision hours to only include appointment & personal training sessions (ULC & BBLC)	Gym staff relocated to counter services when appropriate	Gym staff now available at counter for daily member service needs rather than on gym floor in supervisory capacity.	Not able to quantify - Reduced duplication of staff resources whilst maintaining ability to meet customer service needs	CS&O
Restructure – Bereavement Services	Productivity gain	Consolidation of vacant position and tasks previously undertaken through SLA into 2 permanent part time positions. Allows greater flexibility to undertake maintenance at outlying cemeteries and provide crematory services.	Not able to quantify – Improved task allocation, reduced travelling (time and fuel) and improved efficiency in cremator operations (fuel saving)	CS&O
Proposed restructure of vacant positions at Nowra Library	Productivity gains	As staff retire job descriptions are changed to adapt to changing roles and expectations	Improved program delivery	CS&O
Use of Staff Resources	Engagement of 8 skilled labourers for use in lieu of casuals	Saving over other staffing options due to more stable work force and better training over time.	Unable to quantify.	CS&O
Use of Staff Resources	Engagement of 8 new trainees for use in lieu of casuals	Saving over other staffing options but some reduced productivity until skills are achieved under the Certificate II in Civil Construction	Unable to quantify.	CS&O

		training program.		
Review of Audit Committee membership and Independent Chair.	Productivity improvement	Streamlines communication between Internal Auditor, Chairman and Audit Committee.	N/A	AGM (Internal Audit)
Refit and co-location of all electrical and comms trades at the Shoaltech workshop – McIntyre Way, Bomaderry	Productivity	The culmination of a restructure which brought these teams together under the Shoaltech Manager. Co-location allows more effective management/supervision and efficient use of administrative support.	N/A	AGM (IT)
Did not replace Senior Strategic Planner during maternity leave.	Cost saving.	Salary saving.	\$30-40,000 Note: also saved money on delayed replacement of lease back vehicle whilst planner on leave.	SPI
Did not replace engineering draughtsperson after restructure.	Cost saving.	Salary saving.	\$30,000	SPI
Engaged Fixed Term Admin Assistant to replace resigning Assistant	Slight saving in wages. Fixed term as changes in structure may result in coming year			FCS
Resources re-allocated to priority area ie. Compliance Unit	Productivity Gain / Cost Saving	Vacant Building Surveyor position restructured to newly formed Compliance Unit. Salary savings have occurred during this process also.	Approx \$30,000	DES

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
4. New or Improved "Strategic Alliances" with Southern Councils group or other organisations				
Products and Services	Consolidation of Museum & Gallery Professional Breakfast series and up-skilling of staff & volunteers through workshop offered by Industry Professionals	Involving all key Shoalhaven Cultural Heritage Facilities:- <ul style="list-style-type: none"> • Fleet Air Arm Museum • Lady Denman Heritage Complex • Bundanon Trust • Nowra Museum • Berry Museum • Kangaroo Valley Pioneer Museum • Meroogal National Trust • Shoalhaven City Council • ADFAS 	Not able to quantify	CS&O
Products & Services	Request for Quotations completed for supply of catering food, beverage and consumables – cost saving	Reduced unit price of many items, will lead to improved stock control, increased margins.	Estimate \$20,000 across aquatics assuming sales remain at 2010/11 levels	CS&O
Alliances	Establishment of Bereavement Services Stakeholder Groups	2 meeting per annum, a forum to raise / discuss / resolve matters related to provision of Bereavement Services and improve outcomes for Community	Not able to quantify – improved community outcomes	CS&O
Consultative Committee	Establishment of Crematorium Consultative Committee	Council & Industry consultative committee to advise on future needs of the area of Council operations	Not able to quantify – volunteer hours from those stakeholders participating & improved community outcomes	CS&O
Products and Services	Encourage volunteering at Gallery	Continued use of volunteers to assist with exhibition hanging / changeovers / mail outs / events & functions, gallery guides and provide services that could otherwise	Not able to quantify Gallery guides (3 per session)	CS&O

		not be offered within existing resources	provide a minimum of 18 hours assistance per day at the Gallery.	
Products and Services	Encourage Volunteering – Management Committees	Continued use of volunteers engaged through Management committees to provide services and manage local facilities that could otherwise not be offered within existing resources	Not able to quantify. 17 established Management Committees with membership of approximately 170 people offering their time voluntarily.	CS&O
Products & Services	Secured Incoming Touring Exhibition Grant from Museums and Galleries NSW	Allowed Council to secure the NSW Parliament Aboriginal Art Prize Exhibition for display at Shoalhaven City Arts Centre Gallery	\$5,155	CS&O
Alliances	Southern Aquatics Network	Formation of Aquatics network, covering 10 SC Councils, NSW Communities and RLSSA. Two network meetings held	Collaborative working between Council and industry bodies	CS&O
Continued role as part of the South Coast Cooperative Libraries	Continue to cost services delivered to Eurobodalla and Kiama Library Services using a unit based approach	Truer representation of cost of services delivered to the Cooperative partners	Some cost savings for partner Councils Improved customer service	CS&O
Products and Services	Use of German Students to assist in the delivery and supervision of Beach Patrol Services over NSW School Summer Holiday period	Reduced need to engage additional staff resources to oversee program	\$5,000	CS&O
Play a pivotal role in the South Coast Regional Tourism Organisation Inc.		The Tourism Manager continued his role as Secretary, Treasurer and Public Officer of the South Coast Regional Tourism Organisation Inc.		FCS
Economic Development Practitioners Meeting	Sharing information and idea/resources between the	Meetings held bi-monthly at various		FCS

SCG	various Councils in SCG	locations in region		
Aus Industry	Combining with Aus Industry to host guest speaker on NBN and digital future	Innovation Festival held at SEC Business Chamber and Trade and Investment co-hosts Business invited and questions / answer session held	\$500	FCS
Engaged BTL Sustainability Officer	Fee for Service business model to encourage business development through sustainable practices	Ran for 6 months engaged with 32 businesses	\$1,014	FCS
Contractor Management Systems	Productivity	Southern Group of Council Procurement Group have agreed to implement same software		FCS
Corrective services partnerships.	Allows use of volunteers and community service persons to do work not otherwise programmed.	Includes crews of inmates and CSO offenders, with community volunteer supervisors.	\$10,000 estimate for Crookhaven Headland.	SPI
Comparative Councils leaseback vehicles data collated	Productivity	Objective comparative information for review of leaseback fees with new FBT charges.	N/A	AGM (HR)
Participation in LGSA HR Metrics Benchmarking	Productivity gain	Use of benchmarking metrics with other Councils provides consistent industry standard for measuring internal trends and/or anomalies.	N/A	AGM (HR)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
5. Elimination of unnecessary/redundant tasks (process improvements)				
Continual review of Section procedures and forms to ensure currency, relevance and suitability of f purpose	Increase in productivity	Ensure all standard forms are up to date with recent legislation and best practice	Not able to be quantified.	CS&O
Continuous assessment of why and how we do things	Improvements to process driven activities, eg end processing	Continue to increase shelf ready stock	Unable to quantify As processes are improved/ automated, staff are able to focus more on customer service	CS&O
Continuous assessment of why and how we do things	Productivity gain	Focus on community hotspots to deliver improved outcomes in Community Development	Unable to quantify	CS&O
Preparation of precedent service agreement, the first step in the Corporate Contract Management Framework which will continue to be developed by Legal Services with the attendant productivity gain in the standardisation process rings – as well as risk management benefits.	Productivity gains through streamlining procurement and tendering	Progress towards a standardised form of contract has been made with the aim of bringing risk management benefits including minimising of contract disputes and productivity gains from staff working towards standard contract.	\$10,000	FCS
Reduction in physical unit consumption of both water (kls) and electricity (kw/hr) for all Business Units	ESD productivity gains from reduction in consumption in accordance with BTL and ESAP targets	This is an ongoing target for all Business Units based on reduction strategies identified in BTL and ESAP audits		FCS
Review and reducing old and redundant stock items in stores	Cost saving	Stores is being more dynamic and responsive to real time request for stock items and using JIT principles where appropriate		F&CS

Electricity account processing	Productivity	Changes to electricity accounts processing for Shoalhaven Water - resulting in faster payment of accounts and reduced data entry.	N/A	AGM (IT)
OHS Induction information is online on OHS Website	Cost saving	Reduces paper costs of each induction kit and saving staff time of compiling.	\$2,000	AGM (HR)
Review of Emergency Procedure Manuals by Shoalhaven Water Group	Productivity gain and cost savings	Reduced time input and duplication by OHS Unit, reduced printing. Reviewed documents have local ownership and responsibility.	N/A	AGM (HR)
Streamlined OHS reporting processes	Productivity gain	Reduced administrative time and report data collation.	N/A	AGM (HR)
Workers Comp / Rehab gone paperless	Productivity gain and cost savings	-	N/A	AGM (HR)
HR Liaisons & HR Team brief have been combined.	Productivity gain	HR Liaisons attend beginning of HR Team Brief every second month, for issue updates and information sharing. Replaces stand-alone meetings.	\$2,000	AGM (HR)
Office space improvements to HR workspace.	Productivity gain	Work area upgrade – more efficient use of open plan work area supports productive work in collaborative environment. Sensitive matters managed more quickly and effectively.	N/A	AGM (HR)
Streamlined recruitment process	Productivity gain	Pre-preparation of interview questions and confirmation of candidates by meeting on Day One after advertising closes. Applicants informed earlier, faster process, better recruitment result.	N/A	AGM (HR)

Project management.	Hands on approach to expediting processes & projects via face to face meetings.	24 Osborne St and Ulladulla	\$200,000	SPI
	Efficiency gains through new approach.	Greater service delivery and output for same cost.	\$40,000	SPI
Adoption of new internal systems to support CP2010.	Likely to result in reduced staff error in contribution calculations.	Staff time now available to other unplanned projects (Crookhaven Lighthouse).	\$17,000	SPI
Processing mapping & refinement.	Saving of approximately 20 mins per project across 250 projects at an hourly rate	This is a recurrent saving on all projects	\$3,500	SPI
Encouragement to electronic lodgement of plans	Productivity Gain	Savings in staff time will result	Difficult to quantify but will allow deviation of staff resources to other areas of need	DES

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
6. Reduction in Services or level of service provided				
Products and Services – Sea Pools	Removal of supervision at sea pools		All ready factored into budget	CS&O
Review of Annual Audit Plan and removal of low risk audits and revised some audit activities	Improved productivity	Efficiency in Tourist Parks audits evident – takes about ½ the time previously required, on-site and for write-up.	N/A	AGM (Internal Audit)

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
7. Introduction of new or improved technologies				
Research and implementation of energy efficient technologies into project delivery	Reduced operation/maintenance costs	Benefits realised by end users/clients	Reported by Clients	CS&O
VIOP telephone service installed (ULC)	Minimal cost for internal telephone services	Minimal impact on daily staff activities	Not able to quantify.	CS&O
Centaman Stock module installed (ULC)	Improved accountability in stock with longer term improvement expected in ordering a stock management	Short term high intensity in installation and database upgrade by limited staff. Significant gain in counter services sales and end of period processing of stocktake.	Improved customer service & stock control. Reduction in waste & elimination of underperforming lines	CS&O
On-line booking service for Funeral Directors	Convenience and productivity gain	Greater convenience for Funeral Directors, reduced call outs for Bereavement Services Manager, some productivity gain for office staff with reduced processing of bookings	Not able to quantify	CS&O
Continued Use of Energy Saving Technology – Leisure & Aquatic Centres	Energy Use - Solar Collectors utilized as the primary heating source for pool water at Bay and Basin, Ulladulla Leisure Centre and Sussex Inlet and Bomaderry Aquatic entire indoor pools.		Information not available	CS&O

Continued Use of Energy Saving Technology – Leisure & Aquatic Centres	The energy efficient rotex gas / solar hybrid systems have been effective in reducing the consumption of gas and electricity to heat hot water for showers at 4 year round facilities..	This equates to a reduction in gas and electricity consumption of approximately 30% on original baseline	70% of hot water for showers heated through hybrid system	CS&O
	The evacuated solar cells utilized for heating pool water for hydro pool and spa at Ulladulla Leisure Centre.		Information not available	CS&O
	Air-conditioning - Installation at Ulladulla Leisure Centre gym completed. Utilising a contemporary energy efficient system, added 4 fans to gyms to improve cross ventilation air flow.		Information not available	CS&O
	Use of variable speed drive pumps at Ulladulla and Bay and Basin Leisure Centres reduce electricity consumption.	Ulladulla outdoor pool pump reduced by 19kwh	\$20 per day of operation or \$3,000 per annum	CS&O
	Installation of PV cells at Bay & Basin Leisure Centre for pool water heating		Information not available	CS&O
	Continued use of Water Saving Technology	Rain water harvesting at Ulladulla and Bay and Basin Leisure Centres has resulted in reduced use of mains water.		A cumulative saving of approximately 3.5 megalitres in mains water consumption
Rain water harvesting is also being used for filling ULC 50m outdoor pool and a branch tap has also been installed to use as a wash down point around outdoor pool concourse		During winter the 50m outdoor pool is being used as a holding tank rather than allowing overflow water to run down the drain when tank is full	\$800 per annum	CS&O

Use of energy Saving Technology	Continued use of Solar Heating at Ulladulla Leisure Centre Outdoor pool	Heated water using energy from sun	Heated water that would otherwise not be heated or would incur greater cost to heat by other energy source	CS&O
Use of energy Saving Technology	Continued use of solar heating at Nowra Olympic Pool	Heated water using energy from sun	Heated water that would otherwise not be heated or would incur greater cost to heat by other energy source	CS&O
Land Management	Availability of Revoked Rights of Burial in excess of 60 years at Nowra General Cemetery	Efficient use of land	Revoked Burial Licences (Rights of Burial) available for pre-need or immediate use.	CS&O
Land Management	Continued use of Xeriscape, low water use gardens developed at Shoalhaven Memorial Gardens, Worrigea	Reduce water use and cost of operations.	Unable to quantify. Sales in these gardens are proving popular while giving the benefit very low maintenance requirements	CS&O
Products & Services – Use of energy efficient / water efficient electrical appliances & lighting and	Efficiency Gain	Purchase of energy & water efficient appliances when replacement falls due throughout community facilities network	Not able to quantify	CS&O
Treatment of outdoor pools during winter with an algaecide /winterise	Outdoor pools at ULC and Milton were treated with an algaecide to maintaining water quality and reduced labour in preparing pools for summer.	Not only does this save labour costs but improves safety of outdoor pools that are accessible to the public during winter months ie improved visibility if anyone falls into pool and reduces infestation from insects	\$2,500 labour \$500 water costs	CS&O
Implementation of RFID at Shoalhaven Libraries	Productivity gain	Grant money received to introduce Radio Frequency Identification (RFID) to Shoalhaven Libraries	Improved customer service	CS&O
Continued use of energy saving technology	Use of energy efficient electrical appliances / lighting	As equipment falls due for replacement energy efficient appliances are being selected	Unable to quantify	CS&O
Land Management	Low water use gardens in place	Reduce water use	Unable to quantify	CS&O

	at Nowra Library			
ESD friendly vehicles	Mobile library vehicle has carbon friendly rating Use of 4 cylinder cars and Prius	Environmentally friendly Savings on running costs and more efficient use of fuel	Not known	CS&O
Use of energy efficient electrical appliances and lighting	Replacement of hot water system in the Nowra Meeting room Improved lighting	Updated technology – more efficient and cost saving Florescent tubes replaced with more energy efficient lighting	Not known	CS&O
Introduce new Groundmaster mowers.	Introduction of new mowers targeting a minimum 20% efficiency gain	Purchased new mowers December 2007. Productivity increased by 34% over the full year.	An analysis of the mowing for 2009/10 compared with 2006/07 shows a 34% increase in services. Average cost per service down by \$31 per visit or 33%, which allowed a budget reduction of \$180,000 in 2009/10. This productivity improvement is ongoing.	CS&O
Arranged for the set up of additional credit card payment options via the internet at no additional cost.	Productivity gain			FCS
Improvement to processing of receipts for Holiday Haven Tourist Parks and reconciling with the Bank Statement.	Improvement in internal control processes.			FCS
Use of iPad	Cut down on need for paper and faster ability to take meeting notes	The iPad is being trailed as part of the LGA Conference management and is being used by the Econ Dev Officer as a replacement for a laptop	\$900	FCS
Organised ESD training for all Shoalhaven Mechanical Services staff (Bomaderry & Ulladulla) during latter part of 2010/2011 which ties in with our BTL and ESAP objectives.	Productivity gain designed to reduce waste and improve operations. In particular the reduction of utility costs (e.g. water and electricity)	This is an ongoing target for all Business Units based on reduction strategies identified in BTL and ESAP audits		FCS

Four staff members have switched from 6 cyl to 4 cyl vehicles in last 15 months.	Reduced expenses.	Internal hire charges generally less for 4 cyl vehicles.	\$2,000	SPI
VoIP Stage 2 – telephone and computer networking to smaller sites	Cost savings	Operating costs will reduce and service reliability will improve due to less reliance on carrier services. Networking allows new business processes to be introduced more effectively	N/A	AGM (IT)
Introduction of "HR Advance" reference resource	Productivity gain	Effective and efficient benchmarking on policy and documentation templates. Reduced time on policy and procedure research.	N/A	AGM (HR)
Augmentation of existing MERIT system of report generation to suit needs of DES	Productivity Gain	Improved reporting system will ensure MERITs raised will be more closely monitored and more readily finalised providing better customer service.	Difficult to quantify – definite improvement in customer service	

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
8. Entrepreneurial activities				
Landfill gas to power generation	6,773 MWHrs of electricity has been generated in 2010/11 and supplied to the grid through extracting methane gas from the West Nowra landfill. Council share of abatement credits of \$8,900.	Sufficient power generated to supply 903 average NSW homes. Reduction in greenhouse gas emissions equivalent to 23,236 tonnes of CO ₂ , equivalent to removing 5,667 cars from the road for one year.	\$8,900	CS&O
Construction of landfill cell 3D-1	An estimate (based on Reed Construction data NSW June 2010) of using a contractor to construct the new landfill cell on a short term contract compared to excavation and preparation of the cell by Council staff and plant as part of the day to day landfill operation has saved an estimated \$1.8 million	Soil is required on a daily basis to cover waste and maintain landfill surfaces. Excavating the new cell over the full year as part of this function saves the need to excavate and stockpile the soil in preparation for the news cell construction.	\$1.9million	CS&O
Purchase of excavator – Bereavement Services	Cost Saving & Productivity gain. Cost saving to be realised in 2013/14 after 2 year payback period	Business case prepared to support purchase of excavator and provision of this service in-house. Reduced expenditure on external contractor. Plant can be used for a range of tasks within cemetery network. Cost savings to be realised after initial 2 year payback period.	\$45,000pa from 2013/14.	CS&O
Provide quality products and services	Attendances – Seasonal Pools (excludes sea pools)		Increase in attendances from 48,660 visits in 2009/10 to 53,303 in 2010/11.	CS&O
Provide quality products and services	Cost Recovery – Seasonal Pools (excludes sea pools)		Improvement in cost recovery from 25% in 2009/10 to 28% in 2010/11	CS&O

Family Day Care	Proactive financial management to make \$10,000 saving	Cost saving for Council		CS&O
Seal Gravel Roads	Reduce road network maintenance costs	8.8 kms of gravel road and shoulder sealed in 2010/11. (Average routine maintenance cost for sealed pavements \$1,426/km, unsealed pavements \$2,335/km – thus saving is \$909/km pa) (Average long term maintenance cost for sealed pavements \$2,888/km, unsealed \$4,887/km – thus saving is \$1,999/km pa over the long term)	\$8,000 (based on LCS, SAC seals, 8.8 equivalent kms were sealed in 2010/11 – Saving at \$909/km)	CS&O
Seal shoulders, table drains and pit inlets	Reduce shoulder and table drain maintenance costs.	Current whole-of-life costing methodology yet to be determined.	Not available	CS&O
Payment of outgoings by tenant.	New leases/agreements put onus on tenant to pay 100% outgoings	Previously many leases had Council paying all or a portion of outgoings.	\$30,356	SPI
Implementation of Tourism marketing campaign	Saved approximately \$50,000 by negotiating directly with media companies for placement of advertising	Contract with Fairfax for placement of 15 full page advertisements in the Sun Herald TV Guide during the course of 2010-2011	\$50,000	FCS

Action	Sales or Increase in Revenue/Productivity Gain	Comment	\$	GROUP
9. New “revenue” streams				
Establishment of Natural Burial segment	Natural Burials introduced at Shoalhaven Memorial Gardens and Lawn Cemetery on a two year trial period	Increase range of burial options available and include natural burials for those seeking a more sustainable final resting place	No sales to date.	CS&O
Establishment of new memorial gardens	Military Portion established for retired / former personnel at Nowra General Cemetery	Outcome following review of Naval Cemetery by RAN and response to former service personnel for a Military Portion	No sales to date.	CS&O
Introduced RPM & Spin Classes at Leisure Centres	Extended fitness options to members	Response to market trends	Value adding to existing program	CS&O
Introduced Zumba Classes at Leisure Centres	Extended fitness options to members	Response to market trends	A fitness ‘fad’ and classes being closely monitored	CS&O
Replaced Les Mills program at ULC with Body Training solutions	Reduction in program costs	Reviewed operations when new service provider entered market	Approximate 50% saving in licence fees	CS&O
Renegotiated Les Mills Program fees at BBLC	Reduction in program costs	Reviewed operations when new service provider entered market	Approximate 50% saving in licence fees	CS&O
Family Day Care	Broader range of training programs introduced for Carers	Greater ability to generate income	\$2,950 income for 2010-2011	CS&O
Family Day Care	Marketing of meeting room	Greater ability to generate income	Meeting room income 2010-2011 - \$4,354	CS&O
Access Fee for Contractors on Parks & Reserves	A contractor access fee (Reserve Hire Long Term) is being charged for access by contractors	Greater ability to generate income	Contractor fee income average approx \$3,000	CS&O
Closure of Roads.		Started but no revenue gain to date.		SPI
Introduction of fee for flood certificates.	Returned to Section to increase available resources.		\$5,000-\$6,000 per annum	SPI

Securing Grants for Tourism Promotion	Secured a grant from Tourism NSW for \$199,600 for our Tourism Marketing campaign	Marketing Campaign implemented during 2010 - 2011	\$199,600	FCS
BTL	Commenced fee for service	Developing business through sustainable practices		FCS
Increased revenue from communication facilities	Increased revenue (external)	Revenue from communication facilities increased by 17% over 2010/11. Involves both number of facilities, growth in customer equipment and increase in internal client revenue through growth in network links.	\$98,400	AGM (IT)
Cost recovery on motor vehicle claims	Revenue gain	Claims from previous periods reviewed for legitimate cost recovery	\$40,000 potential, once off.	AGM (AGM/HR)

ANNUAL STATEMENT OF ACCOUNT & AUDITORS REPORT - Appendix B

City Administrative Centre

Bridge Road, Nowra
Phone: (02) 4429 3111
Fax: (02) 4422 1816
PO Box 42 Nowra 2541

Southern District Office

Deering Street, Ulladulla
Phone: (02) 4429 8999
Fax: (02) 4429 8939
PO Box 737 Ulladulla 2539

council@shoalhaven.nsw.gov.au
<http://shoalhaven.nsw.gov.au>

