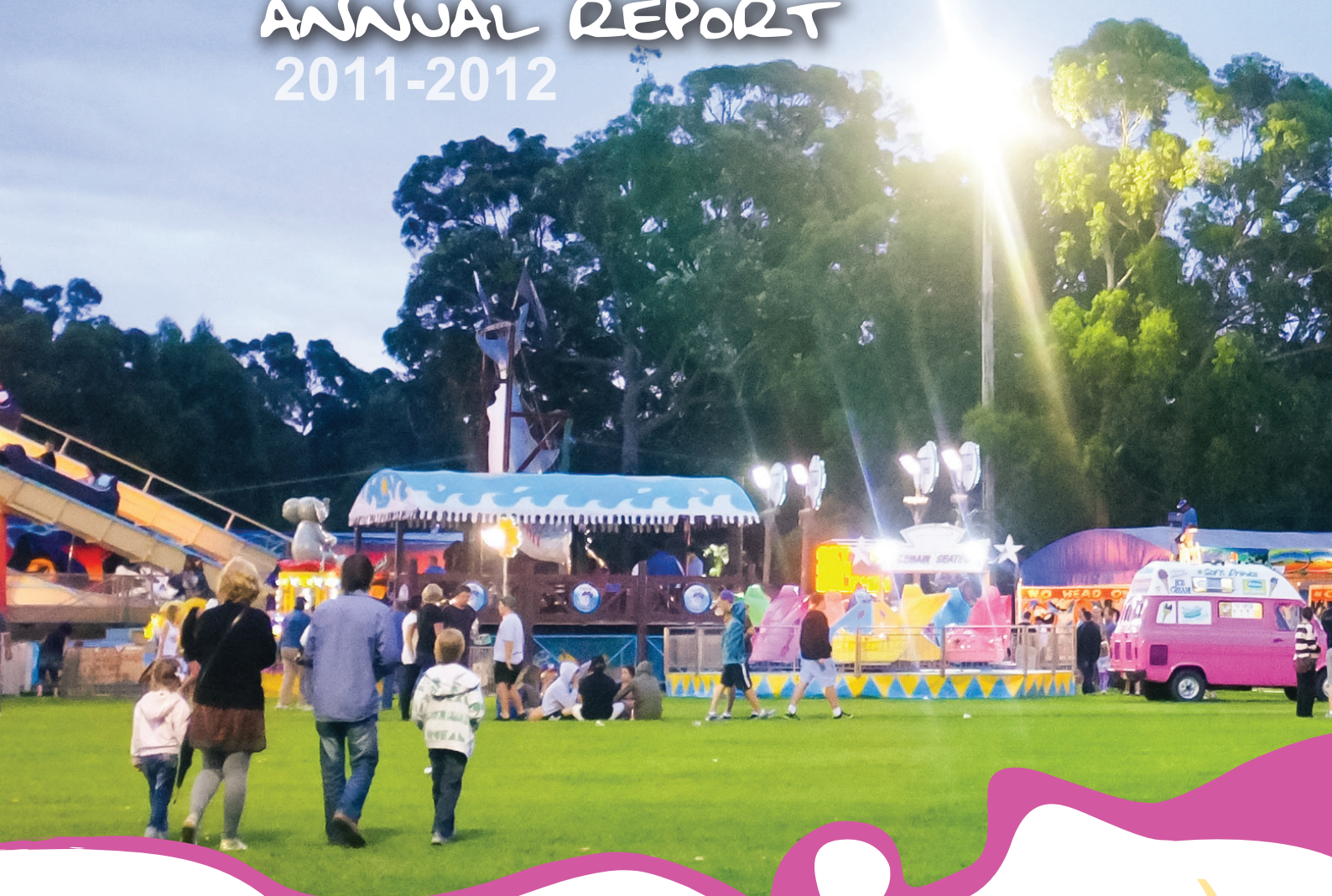


# ANNUAL REPORT

## 2011-2012



## INFORMATION ABOUT THIS ANNUAL REPORT

This annual report is divided into seven main sections including the Financial Statements:

- Introduction including foreword of the General Manager and Mayor
- Shoalhaven At a Glance including Wards, Planning Areas and Organisational Structure
- 2011/2012 Achievements
- Strategic Progress Indicators, including the Summary of the State of the Environment report.
- Highlights & Indicators
- Cost Savings & Productivity Gains
- Regulatory Reporting

Shoalhaven City Council Annual Report is available in seven sections on our website at [www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au). Should you wish a hard copy of this document please contact Council. Hard copies of the full document will be available at all Council libraries throughout the City including Nowra, Sanctuary Point, Milton, Ulladulla and the Bookmobile.

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## SECTION 1 - MAYOR AND GENERAL MANAGER'S FOREWORD

Welcome to Shoalhaven City Council's Annual Report, the document covering Council's achievements across the 2011/12 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 previous 12 months.

With parts of the economy still struggling to deal with the lingering effects of the Global Financial Crisis, Council worked hard to not only contain expenditure in the past financial year but also reduce the amount of revotes (uncompleted capital works) from the previous year.

Testament to this, the June Quarterly Budget Review illustrated a 2011/12 budget surplus of \$1.7 million, achieved through tight cost control and a strong focus on reducing operational expenditure.

The \$1.7 million surplus has been used to fund the following projects -

|                                         |           |
|-----------------------------------------|-----------|
| • Employee Leave Entitlement Payments   | \$900,000 |
| • Vincentia Cycleway (matching funding) | \$150,000 |
| • Community Pathway Projects            | \$200,000 |
| • Sport Field Top Dressing              | \$100,000 |
| • Harry Sawkins Park Pathway            | \$40,000  |
| • Minor Road Improvements               | \$30,000  |
| • Funding for Graffiti Removal          | \$50,000  |
| • Road Rehabilitation – Jindy Andy Lane | \$175,000 |
| • Traffic Calming – Boree Street        | \$35,000  |
| • Safety Around Schools                 | \$20,000  |

In what has been an extremely busy year for the organisation, Council has progressed a number of major large scale and long term projects over the past 12 months.

Chief among these was the draft Shoalhaven LEP which was the subject of an extensive 13 week community engagement project.

With staff busy manning a number of community stalls, drop in centres and creating a unique Shoalhaven LEP website, Council received over 3,000 individual submissions during the exhibition process.

Other major projects included the adoption of concept plans for the Ulladulla Civic Centre and Library redevelopment project, the commencement of the \$18m

## Kangaroo Valley Sewerage Scheme and adoption of the Draft Growth Management Strategy - version one.

The below information will provide a greater overview of the many varied projects, programs and events undertaken by Council over the previous 12 months.

### Development

- The Northern Shoalhaven Indoor Sports Stadium at Bomaderry valued at \$8 million.
- The approval of three large bulky goods retailing outlets within the Nowra CBD at cnr East & Junction Streets, cnr Plunkett and East Streets and at the Mobil Service Station in Kinghorne Street has provided further opportunities for commercial expansion and business development. These projects are each valued at between \$1-1.5 million.
- Algae Demonstration Facility, adjacent to Shoalhaven Starches, as a bio-fuel pilot scheme provides an exciting prospect for further development of alternative fuel sources for our region. Valued at \$2.5 million.
- Expansion of the Seafood/Meat Market Complex at cnr of East/Moss and North Streets by the addition of a Fresh Produce/Delicatessen Outlet and retail shops valued at \$1 million.
- A 3 storey mixed commercial/residential complex with basement car parking in Owen Street, Huskisson valued at \$2.5 million.
- Construction of a packaging plant at Shoalhaven Starches valued at \$1.5 million.
- A new Woolworths Discount Fuel Outlet at Princes Highway, North Bomaderry valued at \$1 million.
- A 3 storey residential apartment complex with basement car parking in Murdoch Street, Huskisson valued at \$8 million.
- Tourist Complex comprising 15 cabins at River Road, Sussex Inlet valued at \$2 million.

### Excellence

- Ulladulla Leisure Centre named International Quadratics/AH Pierce Leisure Centre of the Year.
- The inaugural Local Government Regional NAIDOC Week Awards event received the NSW Local Government Aboriginal Network Award for '*Council Partnership of the Year*'.

- Named as a finalist in the 2011 Local Government Excellence in Environment Awards following the implementation of a program to minimise impact on various threatened flora and fauna including the Green and Golden Bell Frog.
- Nowra CBD Master Plan receives NSW Planning Excellence Award 2011, Best Planning Ideas - Small Project and Consult Australia 2011 Award for Excellence, Silver Award Planning and Urban Development.

## Environment

- Council's Recycling Depots recovered and onsold 284t of goods from the buy back centres and recycled 9,152 mattresses, 25t of tyres and 385t of electronic waste.
- Council provided a no charge drop off of televisions during the digital switchover from analogue to digital television in June 2012. Two hundred and twenty tonnes or 6,507 televisions were recycled over the period.
- The Home Sustainability program offered a total of 124 workshops in home composting, worm farming, natural cleaning and organic vegetable growing. 2062 residents participated in these workshops which were offered in Nowra, Huskisson and Ulladulla.
- Significant energy savings were made at Council's McIntyre Way Depot and at Council's Holiday Haven Tourist Parks in conjunction with the Business Treading Lightly program.
- Internal Resource Efficiency Taskforce established and prioritised WASIP Projects for 2011/12 that will deliver a range of water and energy saving initiatives to actively reduce the City's Carbon Footprint.
- Shoalhaven Adaptation Plan finalised and endorsed by Council and made publically available on the website. Plan outlines the items in the delivery program that are 'adaptive' to risk and highlights future adaptation actions for consideration.
- Sustainability Portal developed on Council's website to make it easier for people to find information about saving energy and water and reducing waste.

## Community

- Culburra Beach Surf Life Saving Club underwent \$550,000 renovations and extensions to provide improved facilities for club and community members.
- A number of historically significant buildings were refurbished throughout the area including the Kangaroo Valley Showground Pavilion, Berry Showground Pavilion, Nowra School of Arts and repainting Milton town Hall.

- Work continued on the \$2.9 million Ulladulla Sportspark this year. The project includes a new playing surface suitable for two football fields, infield irrigation, high level lighting for night time play and a large amenities/ change room building to add to player comfort. The project cost \$2.9 million.
- Preventative works to stabilise sections of Kangaroo Valley Road and Old Boxells Road identified as risk of slippage were completed and will be subject to ongoing monitoring.
- Seventy three Construction projects were completed in 2011/12 to improve and or rehabilitate the road and pedestrian network and associated infrastructure.
- Installation of water filling stations in the towns of Huskisson and Kangaroo Valley.
- Jerberra Estate Rezoning received gateway approval from the State Government.
- Badgee Urban Release Area Rezoning received gateway approval from State Government achieved.
- Shoalhaven Heads Sewage Treatment Plant Augmentation complete. The \$14m scheme, completed in May 2012, has improved effluent quality for re-use on the golf course and will provide capacity for future development.
- Construction commenced on the \$18m Kangaroo Valley Sewerage Scheme after successfully receiving significant grant funding from Sydney Catchment Authority and State Government.
- Shoalhaven Tourism Master Plan was completed following an extensive engagement and policy development process.
- The Shoalhaven Tourism Board in conjunction with Destination NSW implemented a marketing campaign in excess of \$1 Million between January and June 2012, featuring Hyams Beach and aimed at Sydney residents with very heavy concentration of TV Advertising on all free to air TV stations.
- The new Tourism website and the Tourism app were launched as part of the Shoalhaven's take up of electronic forms of marketing.
- The Sports Tourism Partner Program has been created for delivery in upcoming events, securing over \$54,000 so far from local businesses to support and reinvest in local events.

## SECTION 2 - SHOALHAVEN AT A GLANCE

Shoalhaven is a special place with a unique character that combines a spectacular natural environment, with a growing population and economy. Stretching from Berry and Kangaroo Valley in the north to Durras in the south, the City of Shoalhaven takes in a diversity of places, people and environments. The beautiful qualities of the Shoalhaven come from, in part, the distinct characteristics of the City's protected areas such as Jervis Bay, Morton, Conjola and Murramarang National Parks and unspoilt lakes, rivers, beaches and mountain ranges.

The Shoalhaven is a place where over 96,000 permanent residents enjoy a range of lifestyle options, recreational activities and work opportunities and which is a popular visitor destination. The City and its community will continue to grow, change and develop over time. It is important that the distinct character of the Shoalhaven and the environmental values that make the area such an attractive place, are retained to ensure the best possible city and community for present and future generations.

Shoalhaven City Council has crafted, in collaboration with the community, a vision for the Shoalhaven in 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.*

A clear sense of how we can retain the values and character of the City while meeting the needs of future growth will enable Council to ensure that we create a better future for the residents, businesses and visitors of our City.

### LOCATION

Shoalhaven is located on the south coast of New South Wales, approximately 160 kilometres from the centre of Sydney. As one of the largest coastal local government areas in the State, Shoalhaven City Council covers 4660 square kilometres and is approximately 120km long and 80km wide. Shoalhaven coastline is approximately 170kms, excluding all bays and inlets, and comprises 19 major water catchments including rivers, bays, lakes and major creeks. Nearly 70% of the Shoalhaven is national park, state forest or vacant crown land.

### MAJOR CENTRES

Nowra/Bomaderry is the major centre of the Shoalhaven, located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the City.

The other major centres are Milton/Ulladulla in the south as well as the group of towns and settlements that make up the Bay and Basin area.

## COUNCIL WARDS

Council is divided into three Wards and four Councillors are elected for each Ward. Set out below are the list of towns and villages that comprise each Ward.

### Ward 1

Berry, Bomaderry, Budgong, Burrier, Cambewarra, Coolangatta, Falls Creek, Kangaroo Valley, Meroo Meadow, North Nowra, Nowra Hill, Shoalhaven Heads and Tapitallee.

Parts of Nowra, South Nowra and Tomerong.

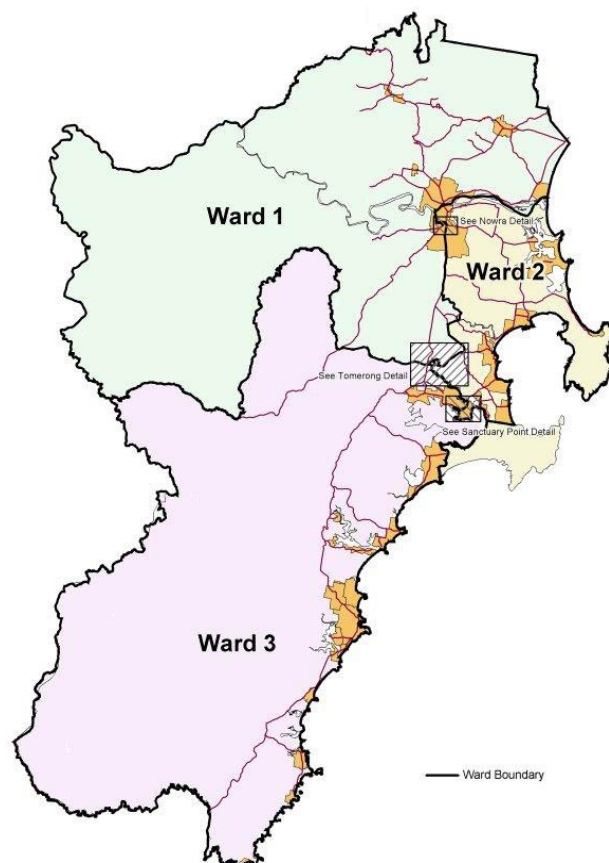
### Ward 2

Callala Bay, Callala Beach, Comerong Island, Culburra Beach, Currarong, Erowal Bay, Greenwell Point, Huskisson, Hyams Beach, Myola, Old Erowal Bay, Orient Point, Terara, Vincentia, Woollamia and Worrigee.

Parts of Nowra, Sanctuary Point, South Nowra and Tomerong.

### Ward 3

Basin View, Bawley Point, Bendalong, Berrara, Burrill Lake, Cudmirrah, Depot Beach, Dolphin Piont, Durras North, Fishermans Paradise, Kings Point, Kioloa, Lake Conjola , Lake Tabourie, Manyana, Milton, Narrawallee, St Georges Basin, Sussex Inlet, Ulladulla and Wandandian.



## PLANNING AREAS

The five mapped planning areas are the major social planning catchments that make up the Shoalhaven. These boundaries are the basis for strategic planning in the Shoalhaven.



## COUNCILLORS

### Shoalhaven City Council Mayor and Councillors September 2009 to September 2012



**Mayor - Cllr Paul Green**

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

**ward one**



**Cllr Andrew Guile - Deputy Mayor**

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



**Cllr Gary Kearney**

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



**Cllr Nigel Soames**

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



**Cllr Gareth Ward**

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

**ward two**



**Cllr David Bennett**

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



**Cllr Bohdan Brumerskyj**

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



**Cllr John Fergusson**

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



**Cllr Greg Watson - Assistant Deputy Mayor**

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

**ward three**



**Cllr Amanda Findley**

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



**Cllr Robert Miller**

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



**Cllr Bob Proudfoot**

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



**Cllr Josi Young**

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

## SENIOR STAFF

### Shoalhaven City Council General Manager and Group Directors



**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.



**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.



**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.



**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.



**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.



**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.



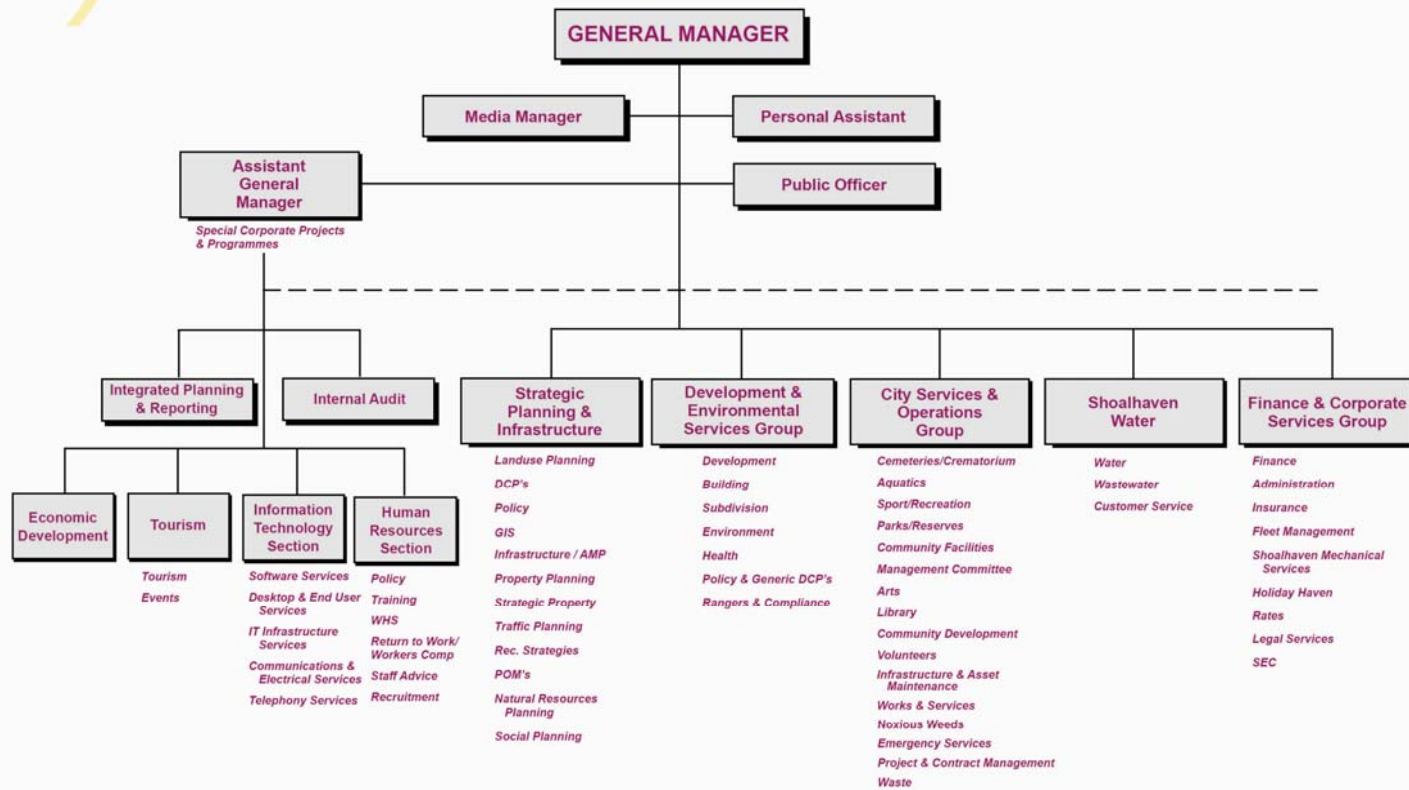
**Development & Environmental Services Group**  
Tim Fletcher - Director

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.

## ORGANISATIONAL STRUCTURE



### ‘ORGANISATIONAL STRUCTURE’



## SECTION 3 - HIGHLIGHTS FOR 2011/12

### KEY RESULT AREA 1 - SHOALHAVEN COMMUNITIES

#### Aquatic Services

- Successful summer pool season – Berry, Kangaroo Valley, Shoalhaven Heads, Nowra, Greenwell Point, Milton and Sea Pools at Huskisson and Ulladulla
- Celebrated Bay and Basin Leisure Centre's 10<sup>th</sup> birthday with a series of community events
- Successful summer seasonal beach patrol services from December at South Mollymook, Shoalhaven Heads, Crookhaven Heads, Tilbury Cove, Warraine Beach, Cudmirrah Beach, Narawallee Beach and North Mollymook Beach
- Ulladulla Leisure Centre awarded the International Quadratics / A H Pierce Leisure Centre of the Year Award
- State RSL swim meet in March 2012 at Ulladulla Leisure Centre with 2,000 swimmers and supporters attending
- 'Wave', our learn to swim mascot, has promoted Council learn to swim program at fetes, Milton markets, and other community events
- Bay & Basin Leisure Centre achieved record numbers in learn to swim programs for term 4
- Sussex Inlet Primary commenced swimming as a sport at the Sussex Inlet heated pool
- Introduction of new solar panels for Ulladulla Leisure Centre to reduce energy consumption and costs
- UV systems installed for hydrotherapy pool at Ulladulla Leisure Centre and indoor pool at Bomaderry Aquatic Centre to improve water quality
- Completion of CentaMan database centralisation – all pool memberships and information are now linked. This will deliver simplification of fees and greater value adding for memberships

#### Arts & Events

- Exhibition by Adam Cullen Archibald Prize winning artist "low side of the road the honeybee flew..." exclusive to Shoalhaven City Arts Centre (SCAC) and loan of featured work A Lass – Portrait of Liz Ann to the Regional Gallery Collection
- Bundanon Trust exhibition exclusive at Shoalhaven City Arts Centre (SCAC), Arthur Boyd, The Lady and the Unicorn a collaboration with noted Australian poet Peter Porter

- Displayed works from Shaolin Temple Foundation Australasia exhibition in the Council Administration Centre featuring visiting Chinese artist Ye Xue's work celebrating the Yellow River in China and the Shoalhaven River
- The Mental Health Fellowship open Annual Art Competition attracted record entries and new sponsorship to award an additional People's Choice award for \$500
- Displayed works from Shoalhaven Regional Gallery Collection of watercolours by Samuel Elyard in the Council foyer to coincide with the Local Government Association Conference hosted in October 2011
- Operation Art and interactive "art stations" for adults and children during the 2011/2012 Christmas holidays
- Completed heritage conservation works at the Nowra School of Arts – re-painting of the facade and upper and lower meeting room interiors
- Completed climate-controlled secure Art Store at the SCAC to house the Shoalhaven Regional Gallery Collection

#### Bereavement Services

- Special services throughout the year were very well attended with numbers increasing on the previous year including All Souls Service, Mother's Day Memorial Service and Children's Remembrance Service
- Following community consultation, work commenced on a memorial garden at Berry Cemetery
- Successfully hosted a Local Government Open Day and an information session for TAFE Students (Aged Care Certificate III)
- New system introduced for management of ashes with expected wider applications and further improvements in other Bereavement Services operations

#### Community Facilities

- Upgrade of sound system at Bomaderry Community Centre
- Equipment and maintenance upgrades at halls at Culburra, Callala Bay, Greenwell Point, North Nowra, Milton Theatre and Vincentia
- Two successful Management Committee Forums held

#### Shoalhaven Entertainment Centre

- The Gallery Function Room at the Shoalhaven Entertainment Centre operated for its first year with a wide variety of events including popular pre-show dinners being staged in the room

## Community Services

- Development of Council's Multicultural Plan progressed with needs and priorities highlighted from early consultations with stakeholders
- 28 community presentations were given on the availability of aged and disability services
- Aboriginal Community Development Officer delivered Aboriginal Cultural Awareness training to Council staff and to staff from the Division of Local Government
- Inaugural 2011 Local Government Regional NAIDOC Week Award Dinner held, which celebrated and showcased the outstanding achievements of Aboriginal community members including two Shoalhaven recipients Aunty Nell Mooney – Elder of the Year, Ulladulla community and Natalie Beckett – Achievement in Work (South Eastern Sydney and Illawarra Area Health Service). The Awards event received the NSW Local Government Aboriginal Network Award for '*Council Partnership of the Year*'
- Breastfeeding Shoalhaven Project launched in October 2011 with over 180 venues registered as Breastfeeding Friendly. One the largest of its kind in Australia between a local council and the Australian Breastfeeding Association (ABA) including ABA Community Education for staff at the Shoalhaven Leisure Centres
- In co-operation with the Homelessness Week Committee, Council held an information and promotion event in Junction Court to highlight the fact that homelessness can happen to anyone
- The Shoalhaven Purple Ribbon project was conducted in September 2011, to coincide with the National Child Protection Week
- The 5th Annual Multicultural Celebration Day 2011 was held in September, organised by Illawarra Multicultural Services (Shoalhaven) and the Shoalhaven Multicultural Group
- To raise awareness of International Day for People with a Disability (IDPwD), Stockland Nowra hosted a family day and the Shoalhaven Disability Forum held a dinner dance with the support of Shoalhaven City Council
- Over 700 local residents attended "Bomaderry – Day Out" during national "Families Week", as a partnership between Shoalhaven City Council, the NSW Attorney General, Bomaderry business and organisations. This was part of the Bomaderry – Have your Say! Research project, which has seen Shoalhaven City Council working with Bomaderry residents to identify the strengths, concerns and opportunities of their community
- Council staff met with community groups focusing in on aged and disability services available for Home and Community Care, Disability, Mental Health,

Carers, People with Cancer, Activities for Seniors and how to access these services

- NAIDOC Week celebrations 2012 were officially launched by Mayor Paul Green, Aboriginal Elder, Aunty Lena Bloxsome and Nowra East school student, Nalani Timberly-McLeod. Activities featured the traditional flag raising ceremony, a traditional Torres Strait Islander dance performance from representatives of the NAISDA Dance College, a number of workshops with local primary and secondary school students at the School of Arts and participation by selected students in the 2012 Shoalhaven Aboriginal Youth Dance Showcase Performance

### Library Services

- 2012 is the National Year of Reading, an Australia wide initiative of the Australian Library & Information Association (ALIA). Outreach visits to the more disadvantaged sectors of the community have been planned and a number of author talks have also taken place, including visits by local authors, Audra De Torre, Allison Tait and Lisa Heidke
- One of Australia's National Living Treasures, author, Thomas Keneally gave a talk at Nowra Library and 130 people attended to hear him talk about his latest book, "Daughters of Mars"
- There were author visits by Carol Baxter, Dianne Blacklock and Ber Carroll, travelling exhibitions of '100 years of the Mitchell Library' and HIV surfboards
- Book week was celebrated at all libraries with the theme 'One World, Many Stories', with over 1,000 children attending workshops, readers theatre and story times
- Nowra Library celebrated its 21<sup>st</sup> birthday in November and a project to document the library history was launched
- Milton Library has been refurbished. The heritage building was painted and new carpet laid and some new furnishings added
- Free wireless internet (WiFi) is now available at all Shoalhaven libraries
- The Library Management System (Libero) was updated to a web based system
- Radio Frequency Identification (RFID) has been installed at Shoalhaven Libraries, made possible by a Library Development Grant including security gates at Nowra and Ulladulla and self check kiosks at Nowra

### Project Delivery

- The existing Surf Club at Culburra Beach was extensively renovated and extended to provide improved facilities for club and community members, and to comply with current standards, particularly with regard to access requirements. Total cost of \$560,000

- The existing six tennis courts at West Street, Nowra were resurfaced with a high quality acrylic surface, including the repair of base defects prior to resurfacing. The work was completed in a short period of time to allow a high profile tennis competition event to be held at the complex. Total cost - \$58,000
- A new floating pontoon at Shoalhaven Heads was provided at a cost of \$120,000, significantly improving access to Shoalhaven River
- A number of historically significant buildings received much needed refurbishment under funding supported by the Regional and Local Community Infrastructure Program by the Federal Government. Works included reroofing the Kangaroo Valley Showground Pavillion, repointing the Berry Showground Pavillion, repainting and drainage repairs to Nowra School of Arts, and repainting and repairs to Milton Town Hall (Library). Total cost \$358,000
- Using funds provided by the NSW State government, significant extensions were undertaken to the front awning of Bomaderry railway station to provide increased undercover transition areas for train and bus patrons. Total cost \$135,000
- Works have been completed on a significant detention basin receiving drainage from southern areas of Isa Estate at Worrigeer, providing a drainage buffer to lower lying areas of Worrigeer by capturing and slow-releasing stormwater. Total cost \$490,000
- Additional sealed carparking has been provided at Bernie Regan Sports Complex. The works provide an additional 125 car spaces at a cost of \$240,000
- The Ulladulla Sportspark (Stage 3) project included a new playing surface suitable for two football fields, or one AFL or cricket oval with infield irrigation, high level lighting for night time play and a large amenities / canteen / changeroom building to add to player comfort. The project cost \$2.9 million
- Staff worked closely with Tourist Park personnel to investigate and develop a Water Park Feature within the Lake Tabourie Tourist Park. This facility proved extremely popular during peak periods and has added another dimension to the Tourist Park attractions. Constructed at a cost of \$160,000
- St Georges Basin Sportsfield was built on the site of the former Public School as stage 1 of the ultimate site redevelopment, a new (third) sportsfield and carpark have been constructed at a total cost of \$900,000
- The St Georges Basin Community Centre Car park project provided 58 new carparking spaces (including four disabled spaces), all within a landscaped setting, to significantly improve community parking at this popular Council building. Total cost \$240,000

- Access ramps built to provide compliant access to the cottage shops at Milton blend into the existing character of the shops and greatly improve accessibility for all members of the community. Total cost \$58,000
- The new Shoalhaven Heads Tourist Park Pool has proven very popular with Park visitors and has increased the Park patronage. Total cost \$430,000
- Preventative works to stabilise sections of Kangaroo Valley Road and Old Boxells Road identified as at risk of slippage have been completed and will be subject to ongoing monitoring. Principally to correct uncontrolled drainage flows, the works have also improved road widths and safety. Cost \$180,000
- Other projects completed during 2011/12 included:
  - Browns Creek bridge replacement
  - Arts Centre upgrade
  - Crookhaven Oval irrigation
  - Island Point Jetty
  - Sussex Inlet jetty
  - Demolition of the storm damaged Sanctuary Point RFS building
  - Finalisation of the SEC extensions and modifications
  - Roadworks design, Flinders Road deviation
  - Crookhaven Heads Tourist park pool solar heating
  - Albatross road Bridge replacement
  - Vincentia foreshore pathway, Holden street
  - Bawley Point, village entry sign
- A number of other significant projects commenced during the year and are programmed for completion before the end of 2012. These include:
  - o Replacement of Cumbralaway Creek Bridge on Mt Agony Road at East Lynne
  - o New Baseball and Soccer Field at Ison Park, South Nowra
  - o New Roadworks and Roundabout at Anson Street, St Georges Basin
  - o Lodgement of Final Concept Application documents with NSW Department of Planning and Infrastructure for North Nowra, Link Road
  - o Upgrade and rebuild of Nowra City Administration building heating, ventilation and air conditioning system (HVAC)
  - o Redevelopment of Junction Court, Junction Street Nowra
  - o Section 2 of the Ulladulla Harbor Boardwalk

### Works & Services

- 73 construction projects were completed in 2011/12 to improve and/or rehabilitate the road and pedestrian network and associated infrastructure including”
  - o Coolangatta Road upgrade (1.6 km) - widening, drainage, lines & signs, guardrail

- o Water main replacement from Swamp Road to Agars Lane
  - o Wheelbarrow Road upgrade and sealed 850m from the Highway
  - o Huskisson Road Rehabilitation (shoulder construction, overlay and seal 240m long x 13m wide) east from Woollamia Road adjacent to Huskisson Bowling Club
  - o Elizabeth Drive kerb & gutter construction – Berry Street to Montague Street (both sides 430m) and Bayswater Street to Berry Street (east side 215m). Works included stormwater drainage pits, lintels, shoulder construction and sealing
  - o Bawley Point Road Road widening - Black Spot Funding
  - o Thistleton Road Burrill Lake – kerb & guttering, drainage & road works
  - o Culburra Road rehabilitation
  - o AC Overlay at Elizabeth Drive and Minerva Avenue Vincentia Intersection
  - o River Road Shoalhaven Heads drainage down the river embankment
  - o Church Street Drainage Milton – kerb & gutter and drainage pipework installed
  - o George Avenue kerb & guttering Kings Point – 300m of kerb & gutter installed
  - o Christine Street Drainage Sussex Inlet – kerb & gutter and drainage pipework completed
  - o Mowbray Road Culburra Beach – drainage
- Princes Highway, Ulladulla Cycleway - Kings Point Drive to Canberra Crescent - 1.7km of cycleway south of Ulladulla on the western side of the Princes Highway. The works included two 9m long bridges
  - Vincentia Shared User Path - Stage 2 included a section of path around the foreshore of Jervis Bay, providing a spectacular view for residents and tourists
  - Final seal treatment completed on Oxford St South Nowra
  - Outdoor gymnasium equipment was installed at Shoalhaven Heads and Mollymook. These new modern pieces of equipment provide the ability for park users to improve fitness surrounded by some of the best scenery in Australia
  - Finalist in 2011 Local Government Excellence in Environment Awards for a paper presented by Elizabeth Dixon “Coexistence of Threatened Species and Maintenance Works” relating to Works & Services procedures to minimise impact on various threatened flora & fauna including the Green & Golden Bell Frog
  - Significantly increased graffiti removal activity from Council property and other prominent locations particularly in the Nowra / Bomaderry area including on boundary fences
  - Landscaping installed at two roundabouts Princes Highway, Bomaderry using floral plantings

- The South Coast Correctional Centres Community Project Team has recently constructed a hardening off area at the Shoalhaven Bushcare Volunteer Nursery in Crookhaven Heads. This impressive structure will provide protection for new tube stock from the strong winds and allow them to harden off ready for planting by our hundreds of Bushcare volunteers
- Special work program to get the Noxious Weeds program back on track and to complete targets required by the Weeds Action Program
- The aquatic noxious weed Cabomba in Harry Sawkins Park was controlled using a newly released chemical called Shark. Results look promising and weed growth will be reviewed in Spring / Summer
- Purchase of Elevated Work Platform for staff to carry out work at a lower cost, previously carried out by contractors or using hired equipment

### Strategic Project Planning

- The Ulladulla Civic Centre and Library concept was adopted after a significant community engagement program
- The Draft Bereavement Services Plan was exhibited
- The Kangaroo Valley Showground Plan of Management was completed
- The Northern Shoalhaven Indoor Sports Stadium received development approval as a Regional Application
- Sanctuary Point “place management” liaison was significantly progressed with community stakeholders
- The Junction Court, Nowra redesign was adopted, including plans to reopen the space to traffic

### Shoalhaven Water

- Installation of water filling stations in the towns of Huskisson and Kangaroo Valley
- Introduction of a scheme for the shared purchase of Water Refilling Stations for Shoalhaven Sports and Recreation Groups
- As part of an ongoing program to install additional capacity in key strategic areas of Council’s sewerage systems, emergency storages at Orient point, South Nowra, Huskisson, Vincentia, Old Erawal Bay and St Georges Basin were completed at a cost of \$1million. These storages provide additional environmental protection against overflows when the system is without power, experiencing mechanical problems and during wet weather.

- Shoalhaven Heads STP Augmentation complete. The \$14m scheme, completed in May 2012, has improved effluent quality for re-use on golf course and will provide capacity for future development
- Construction commenced on the \$18m Kangaroo Valley Sewerage Scheme after successfully receiving significant grant funding from Sydney Catchment Authority and State Government
- A \$2m contract was completed 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
- Sewer relining jobs were completed in the Nowra CBD 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, at a cost of over \$1m
- Pump station safety grates were installed in the tops of 220 pump station wells throughout the Shoalhaven to reduce the risk of falling from heights while working around the pump stations

### STRATEGIC INDICATORS – KEY RESULT AREA 1

Key

|                                                                                     |                                |                                                                                       |                         |
|-------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------|-------------------------|
|  | Increase                       |  | Decrease                |
|  | No Change                      |  | Direction not available |
|  | Heading in the right direction |  | More work required      |
|  | Undecided or not applicable    |                                                                                       |                         |

| Area                                            | Measure                                                        | Value   | Unit | Comment 2011/12                                                | Direction of Change                                                                   | Comment                                                                               |
|-------------------------------------------------|----------------------------------------------------------------|---------|------|----------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Use of Council's Bereavement services           | Number of funeral services                                     | 904     | #    |                                                                |    |    |
| Use of Council's Bereavement services           | Number of bereavement services clients                         | 9,000   | #    | Conservative estimate Only                                     |    |    |
| Use of Council's School of Arts and Arts Centre | Number of attendances at Arts Centre and Nowra School of Arts  | 17,206  | #    |                                                                |    |    |
| Use of Council's community facilities           | Number hours per week, booked for community use of facilities  | 575     | #    |                                                                |    |    |
| Use of Council's aquatic facilities             | Number of attendances at Council's aquatic and leisure centres | 403,922 | #    | Reduction in attendances due to software glitch during 2010/11 |    |    |
| Use of the Shoalhaven Entertainment Centre      | Number of attendances at the Shoalhaven Entertainment Centre   | 35,279  | #    | Ticket sales to 30/06/2012                                     |    |    |
| Education and skill levels in the community     | Residents aged over 15 have completed Year 12                  | 30.5    | %    | 2011 Census                                                    |   |   |
| Education and skill levels in the community     | Residents aged over 15 years with vocational qualification,    | -       | %    | Figures not yet available                                      |  |  |
| Education and skill levels in the community     | Residents aged over 15 years with a Diploma                    | -       | %    | Figures not yet available                                      |  |  |
| Education and skill levels in the community     | Residents aged over 15 years with a Bachelor degree or higher  | -       | %    | Figures not yet available                                      |  |  |
| The health of the community                     | Community health                                               | 25      | %    | Became healthier                                               |  |  |
| Performance against Delivery Program targets    | Number of Activities in Delivery Program                       | 175     | #    |                                                                |  |  |
| Performance against Delivery Program targets    | Number of Activities reported on in Delivery Program           | 124     | #    |                                                                |  |  |
| Performance against Delivery Program targets    | Reported "on track"                                            | 82      | %    |                                                                |  |  |
| Performance against Delivery Program targets    | Reported "off track"                                           | 8       | %    |                                                                |  |  |

| Area                                       | Measure                                                                | Value   | Unit | Comment 2011/12                                                                  | Direction of Change                                                                   | Comment                                                                               |
|--------------------------------------------|------------------------------------------------------------------------|---------|------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Use of Council's libraries                 | Number of attendances at Council's libraries                           | 384,842 | #    | Malfunctioning people counter at Ulladulla and 3 month closure of Milton Library |    |    |
| Use of public transport to work and school | Number of people who caught public transport to work                   | 303     | #    |                                                                                  |    |    |
| Use of public transport to work and school | Shoalhaven's working population who caught public transport            | 0.85    | %    | An increase on last year                                                         |    |    |
| Accessibility to transport other than cars | Number of kerb ramps constructed                                       | 5       | #    |                                                                                  |    |    |
| Accessibility to transport other than cars | Current number of kerb ramps in the Shoalhaven                         | 1260    | #    |                                                                                  |    |    |
| Accessibility to transport other than cars | Number of bike racks installed                                         | 0       | #    |                                                                                  |    |    |
| Accessibility to transport other than cars | Number of pedestrian crossings and refuges constructed                 | 2       | #    |                                                                                  |  |   |
| Accessibility to transport other than cars | Current number of pedestrian safety facilities                         | 214     | #    |                                                                                  |  |  |
| Accessibility to transport other than cars | Number of bus stop improvements                                        | 0       | #    |                                                                                  |  |  |
| Accessibility to transport other than cars | Current number of bus shelters                                         | 147     | #    |                                                                                  |  |  |
| Accessibility to transport other than cars | Current number of bus stop posts                                       | 541     | #    |                                                                                  |  |  |
| The length of cycle ways and footpaths     | Current total Km of cycle ways and footpaths                           | 171     | Km   | Previous unrecorded paths now included                                           |  |  |
| The length of cycle ways and footpaths     | Constructed cycleway and footpath per year                             | 10.57   | Km   | 10.1kms of Community Pathways coordinated by Council                             |  |  |
| The level of volunteering                  | Number of Bushcare Groups operating on Council-owned and managed land. | 66      | #    |                                                                                  |  |  |
| The level of volunteering                  | Number of Landcare groups working on other land                        | 30      | #    |                                                                                  |  |  |

| Area                                                                                                                      | Measure                                                            | Value | Unit | Comment 2011/12                                                      | Direction of Change | Comment |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------|------|----------------------------------------------------------------------|---------------------|---------|
| The level of volunteering                                                                                                 | Number of Parkcare groups                                          | 23    | #    | Two Parkcare Groups are not active at present but still on the books | ↔                   | ✓       |
| The level of volunteering                                                                                                 | Number of Community Consultative Bodies                            | 23    | #    |                                                                      | ↔                   | ✓       |
| The level of volunteering                                                                                                 | Number Council Management Committees (Facilities & Sportsgrounds). | 42    | #    |                                                                      | ↑                   | ✓       |
| Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit. | % compliance                                                       | 100   | %    | 2010/11 figures                                                      | ↔                   | ✓       |

## KEY RESULT AREA 2 - SHOALHAVEN ENVIRONMENTS

### Waste Services

- A new contract for the collection of kerbside waste and recycling commenced on 1 July 2011. The new collection vehicles are colour coded to match bin lid colours and have large educational messages on the sides and backs of the vehicles, to serve as mobile educational billboards
- Over a four week period from Christmas day and through the January holiday period, Council doubled the frequency of collection for recycling bins. A direct comparison with the same period in the previous year showed that recycling collected increased by 12% while waste collected only increased by 1%
- The Home Sustainability program offered a total of 124 workshops in home composting, worm farming, natural cleaning and organic vegetable growing. 2062 residents participated in these workshops which were offered in Nowra, Huskisson and Ulladulla
- Council's Recycling Depots recovered and on-sold 284 tonnes of goods from the buy back centres and recycled 9,152 mattresses, 25 tonnes of tyres, 385 tonnes of electronic waste
- During the digital switchover from analogue to digital television in June 2012, Council provided a no charge drop off of televisions for the community, which were all sent for recycling. 220 tonnes or 6,507 televisions were dropped off over the period
- A new landfill cell was constructed at West Nowra and preparations commenced for the next cell
- The former North Nowra landfill, was closed in 1983, but has since been maintained to manage leachates. Following the capping of the site with a metre thick layer of clay, the EPA approved the license surrender and closure works are now completed
- Waste Staff have been invited to talk garbage at numerous community group meetings, addressing 895 people in 26 different community meetings, represented by a variety of interest groups throughout the city. Further to these meetings Waste staff have been represented at 16 different events making contact with about 2000 other people
- Waste Services provided the opportunity for community groups and schools to join an educational bus tour of various local recycling facilities and to the landfill

at West Nowra. Over the year 27 bus tours were conducted with a total of 742 people

- Energy Efficiency and Sustainability
- Significant energy savings were made at Council's McIntyre Way Depot, and at Council's Holiday Haven Tourist Parks in conjunction with the Business Treading Lightly program
- Lighting at the Nowra Administrative Building was replaced with the energy efficient fixtures with an expected payback period of less than one year
- The number of 6 cylinder vehicles in Council's fleet continued to reduce in line with targets to reduce fuel usage and running costs across the fleet
- Deakin University and Sustain Group were engaged to detail Council's future carbon liability and provide a framework to manage this liability
- A Sustainability Portal was developed on Council's website to make it easier for people to find information about saving energy and water and reducing waste
- Council's Resource Efficiency Taskforce was established and prioritised WASIP Projects for 2011/12 to deliver a range of sustainability water and energy initiatives to actively reduce the City's carbon footprint
- The Home Energy Saver Program was promoted to the community through street stalls, newsletters and advertising
- The Threatened Species Day schools art competition was run during August/September 2011

### Strategy Planning

- Draft Shoalhaven LEP 2009 Exhibition was exhibited for 13 weeks and attracted in the vicinity of 3,000 submissions. An extensive submissions review and reporting process concluded and draft plan revised for re-exhibition
- Council is participating in Sea Change Taskforce/University of Adelaide Mobile Population Data Research Project that will establish a methodology for collecting data on mobile populations, such as tourists and other non-permanent residents
- The Draft Growth Management Strategy was adopted by Council in April 2012 for exhibition during the first quarter 2012/13
- Shoalhaven Adaptation Plan was adopted by Council and made publically available on the website, outlining the items in the Delivery Program that are 'adaptive' to risk and highlighting future adaptation actions for consideration

- The Nowra CBD Master Plan received a NSW Planning Excellence Award and Consult Australia Award for Excellence
- Productive discussions were held with Federal and State Government Departments and the Foundation for National Parks and Wildlife regarding a 2012-13 'Caring for Our Country' funding application to enable acquisition of Heritage Estates
- Gateway approval from State Government was achieved for Jerberra Estate Rezoning and the Planning Proposal was finalised for public exhibition to commence in July 2012
- Gateway approval from State Government achieved for the Badgee Urban Release Area Rezoning planning proposal for the future release area was finalised to enable public exhibition to commence July 2012
- The Draft Coastal Zone Management Plan was revised and prepared for community consultation
- Shoalhaven River Flood Risk Management Plan Climate Change Review was adopted
- Drafts of Broughton Creek, Burrill and Conjola Flood Risk Management Plans; Conjola, Tabourie and St Georges Basin Estuary Management Plans and Conjola Entrance Management Plan were exhibited
- The Stormwater Management component of the proposed Citywide DCP was completed
- State Heritage inventory was updated
- Huskisson - Vincentia north face bushfire management project was completed

#### Environmental Services

- NSW Office of Environment and Heritage (OEH) in partnership program with Council collected water samples at popular beach swimming locations across the City during summer. Water quality is tested against recreational guidelines and results reported through the media and on Council's website. Our beaches regularly received the highest rating of 4 stars.
- Under the Ecosystem Health Monitoring, Evaluating & Reporting (MER) program, water quality was tested in several catchments and compared to National Guidelines and similar catchments across the State. Report cards were produced as a communication and reporting tool to the community
- 1240 inspections of retail food businesses were conducted for compliance against safe food standards as part of a partnership agreement with NSW Food

## Authority

- Input was provided into algae management as part of a taskforce run by the Jervis Bay Marine Park Authority with results of water quality monitoring conducted by Environmental Services used in the management process
- Environmental education programs in partnership with local schools were run throughout the year including 'Adopt-a-school' projects with local High Schools covering beachwatch, flora and fauna
- The State of Environment Report for 2010/11 was completed in November 2011 including the Planet Footprint Report Card allowing Council to benchmark its performance over time against set targets and other local government areas

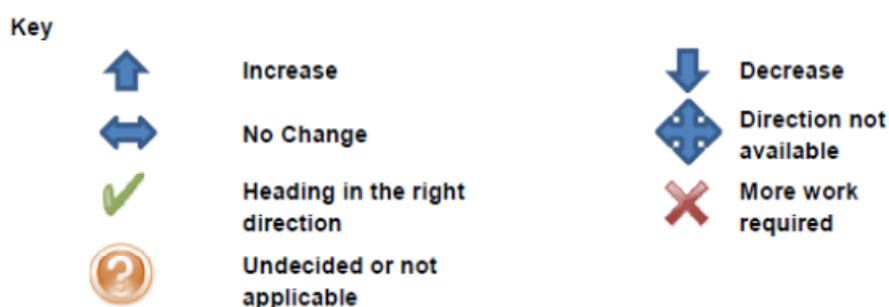
## Development & Building Services

- Working with the owners of existing buildings to ensure fire safety measures are adequately maintained, Council's Fire Safety Database now identifies 900 properties with existing buildings that have fire safety measures installed. Staff also carried out 62 fire safety audits of existing buildings in the City during the required year and will be working with owners and managers to ensure that fire safety upgrade works are carried out

## Ranger Services

- Rangers commenced working from the Ulladulla office from November 2011. Enabling improved response times to customers. Animal Management Officers are also tasked to work from the Ulladulla office
- Ranger Services staff commenced 'on the job training' at the Animal Shelter to assist RSPCA staff with data entry and record keeping. This was identified as a priority for shelter staff and helps consistency with data entry and reconciling fees and payments
- During the summer months Animal Management Officers assisted NPWS with the migrating shorebird nesting protection program. Working in co-operation with NPWS, Council's Animal Management Officers worked to ensure dogs were kept at a safe distance

## STRATEGIC INDICATORS – KEY RESULT AREA 2



| Area                                                                                                                | Measure                                       | Value | Unit | Comment 2011/12                                                                      | Direction of Change                                                                   | Comment                                                                               |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------|------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE indicators improved             | 7     | #    | Trend for corporate performance is continuing to improve                             |    |    |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE Indicators that remained stable | 5     | #    | One indicator not yet measured                                                       |    |    |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE Indicators worsened             | 3     | #    |                                                                                      |    |    |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE targets                         | 14    | #    |                                                                                      |  |   |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE targets met                     | 7     | #    |                                                                                      |  |  |
| Community's use of renewable energy                                                                                 | Number of solar photo voltaic systems         | 2933  | #    | Government rebates ceased therefore data collection also stopped for this indicator. |  |  |
| Community's use of renewable energy                                                                                 | Number of solar hot water systems             | 6347  | #    | Government rebates ceased therefore data collection also stopped for this indicator. |  |  |
| Greenhouse Gas emissions                                                                                            | Tonnes Greenhouse gas emissions for Council   | 40074 | #    |                                                                                      |  |  |
| Shoalhaven estuaries health rating                                                                                  | Number of sampled estuaries                   | 16    | #    |                                                                                      |  |  |

| Area                                         | Measure                                                                                            | Value  | Unit | Comment 2011/12                                                                                                | Direction of Change                                                                   | Comment                                                                               |
|----------------------------------------------|----------------------------------------------------------------------------------------------------|--------|------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Shoalhaven estuaries health rating           | Number of estuaries receiving a good or higher health rating                                       | 12     | #    | Average figure provided                                                                                        |    |    |
| Shoalhaven housing                           | Number of new dwellings approved (combined, dual occupancies, Secondary Dwellings and units/flats) | 505    | #    | Construction certificate figures                                                                               |    |    |
| Shoalhaven housing                           | % change over last year                                                                            | -34    | %    | 259 less dwellings approved than last year                                                                     |    |    |
| Performance against Delivery Program targets | Number of Activities in Delivery Program                                                           | 137    | #    |                                                                                                                |    |    |
| Performance against Delivery Program targets | Number of Activities reported on in Delivery Program                                               | 95     | #    |                                                                                                                |    |    |
| Performance against Delivery Program targets | % reported "on track"                                                                              | 94     | %    |                                                                                                                |    |    |
| Performance against Delivery Program targets | % "off track"                                                                                      | 3      | %    |                                                                                                                |   |   |
| Shoalhaven population                        | Shoalhaven population                                                                              | 99,252 | #    | Revised Estimated Residential Population, June 2012                                                            |  |  |
| Shoalhaven population                        | % increase in population                                                                           | 1.2    | %    |                                                                                                                |  |  |
| Sustainability Action Plan                   | Percentage of Plan implemented                                                                     | 58     | %    | 67 out of 118 projects complete. The Plan is likely to be updated in 12/13 to add additional priority projects |  |  |

| Area                                       | Measure                                                | Value   | Unit   | Comment 2011/12                                                                                                                                            | Direction of Change                                                                   | Comment                                                                               |
|--------------------------------------------|--------------------------------------------------------|---------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Sustainability Action Plan                 | WaSIP funding expended on sustainability actions       | 696,000 | \$     | General Revenue was not incorporated into this figure. The organisation has spent additional funds on sustainability which is not captured by this measure |    |    |
| Threatened plant and animal species        | Number of threatened plant and animal species          | 138     | #      |                                                                                                                                                            |    |    |
| Percentage of waste diverted from landfill | % of waste diverted from landfill                      | 34.5    | %      | Small increase, possibly due to additional recycling collections over Christmas holidays                                                                   |    |    |
| Residential water use                      | National Water Commission performance indicator rating | 1       | Rating | 2010/11 figures                                                                                                                                            |  |  |

## KEY RESULT AREA 3 - SHOALHAVEN ECONOMY

### Holiday Haven

- During 2011/12 Council adopted a further four Business Development Plans for Tourist Park properties within its Holiday Haven Tourist Parks Group, in conjunction with NSW Dept of Lands
- Both Holiday Haven Tourist Parks & the Shoalhaven Entertainment Centre were able to either achieve or exceed budget targets despite the general downturn in the economy adversely affecting revenue

### Strategic Planning

- SCC Contributions Plan 2010 received a NSW Planning Excellence Award and NSW PIA Presidents Award
- Council hosted the Illawarra Employment Lands Task Force meeting in Nowra in November 2011
- The long-planned Ulladulla Board Walk project was approved and significant construction progress achieved
- DCP 56, Amendment 5 (Ulladulla Harbour) was completed after a major community and business engagement process
- A Nowra CBD Developer Contributions study was commenced
- Nowra CBD future decked parking location options were investigated working with CBD stakeholders
- Major improvements to Council's property transaction work flows were implemented

### Development Approvals

- Council staff prepared reports for the Joint Regional Planning Panel for a variety of development proposals including the Northern Shoalhaven Indoor Sports Stadium in Bomaderry, Commercial and Industrial Additions, and a Tourist Development in Sussex Inlet
- The opening of two major supermarkets (Woolworths Ulladulla & IGA St Georges Basin) was the culmination of extensive assessment, co-ordination and monitoring of these construction projects
- The approval of three large bulky goods retailing outlets within the Nowra CBD has provided further opportunities for commercial expansion and business development

- The opening of a new three storey commercial development in Berry Street, Nowra has created further commercial office space for business development within the Nowra CBD
- The approval of the proposed Algae Demonstration Facility at Bomaderry as a bio-fuel pilot scheme provides an exciting prospect for further development of alternative fuel sources for our region
- The completion of the Shoalhaven Heads Golf Course to a full 18 hole championship standard is an important step towards attracting additional visitors and tourists to the City

### Economic Development Strategy

- Following the significant upgrade to the Nowra-Nerriga section of Main Road 92, completed in 2010, Council has pursued the upgrade of the low-level bridge crossing the Shoalhaven River at Oallen Ford (in partnership with Goulburn-Mulwaree Council). Council has also led regional partners in an options study to identify the optimal route beyond Nerriga for access to the Hume and Monaro Highways. The Minister for Roads has approved a grant of \$200,000 to complement \$100,000 provided collectively from five regional Councils to undertake the route options study
- Monitoring of past, current and forecast future major capital expenditure by Government within the Shoalhaven shows a recent downturn after project completions in 2011. However, looking forward, Shoalhaven will see major investment in upgrades to HMAS Albatross and facilities for the new helicopter platforms and training systems that will evolve over the next 3-4 years
- The long awaited upgrading of the Princes Highway to deliver four lanes to the Jervis Bay Road turnoff is now committed and work on the upgrade and realignment of the Gerringong to Bomaderry section has commenced
- A planned major motorsports facility for the Yerriyong area was announced
- Council's submission for the Local Infrastructure Renewal Scheme, a State government subsidised \$2 million roads renewal program for 2012/13, was successful

### Tourism

- The Shoalhaven Tourism Master Plan was completed and adopted following an extensive engagement and policy development process and will guide the Shoalhaven tourism industry for the next five years
- The Shoalhaven Tourism Board in conjunction with Destination NSW implemented a marketing campaign in excess of \$1 million between January and

June 2012, featuring Hyams Beach and aimed at Sydney residents with very heavy concentration of free to air TV Advertising

- The new Tourism website and the Tourism app were launched as part of the Shoalhaven's take up of electronic forms of marketing
- The Sports Tourism Partner Program was developed for delivery in upcoming events, securing over \$54,000 so far from local businesses to support and reinvest in local events
- Since the Events Shoalhaven program commenced in 2010 there have been 24 events secured with expected tourism revenues of \$4.5 million into the Shoalhaven over the next five years. Significant events successfully hosted in the Shoalhaven included the 2011 LGA Conference, Surf Life Saving NSW Inflatable Rescue Boats, Baseball NSW Little League Championships and Special Olympics Australia NSW State Games

### STRATEGIC INDICATORS – KEY RESULT AREA 3

**Key**



**Increase**



**No Change**



**Heading in the right direction**



**Undecided or not applicable**



**Decrease**



**Direction not available**



**More work required**

| Area                                                             | Measure                                                                                       | Value       | Unit | Comment 2011/12                                                                                                               | Direction of Change                                                                   | Comment                                                                               |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------|------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Access to broadband services.                                    | Households connected to broadband                                                             | -           | %    | No Census data collected                                                                                                      |    |    |
| Access to broadband services.                                    | Households connected by dialup                                                                | -           | %    | No Census data collected                                                                                                      |    |    |
| Access to broadband services.                                    | Households connected by other forms                                                           | -           | %    | No Census data collected                                                                                                      |    |    |
| Access to broadband services.                                    | Percentage of people when asked about broadband services who stated access was easy or better | 70          | %    | New - EoT Report                                                                                                              |    |    |
| New commercial construction and business investment              | Value of Non-Residential Development Application approvals                                    | 46,099,398  | \$   | Various small applications - Bomaderry Indoor Sports Centre, Algae demonstration facility                                     |    |    |
| New commercial construction and business investment              | Value of Section 3A Development Application approvals                                         | 33,866,000  | \$   | Cancer Care Centre                                                                                                            |   |   |
| Residential development approvals                                | Value of new residential development approvals                                                | 136,887,657 | \$   |                                                                                                                               |  |  |
| Development Applications received                                | Number of Development Applications received                                                   | 1,466       | #    |                                                                                                                               |  |  |
| Local economic activity, major capital infrastructure investment | Major capital infrastructure investment                                                       | 56,140,000  | \$   | Princes Hwy South Nowra and Gerringong to Bomaderry, Tomerong Zone Substation, HMAS Albatross, South Coast Cancer Care Centre |  |  |
| Performance against Delivery Program targets                     | Number of Activities in Delivery Program                                                      | 62          | #    |                                                                                                                               |  |  |
| Performance against Delivery Program targets                     | Number of Activities reported on in Delivery Program                                          | 34          | #    |                                                                                                                               |  |  |

| Area                                         | Measure                                                                       | Value       | Unit | Comment 2011/12                  | Direction of Change | Comment |
|----------------------------------------------|-------------------------------------------------------------------------------|-------------|------|----------------------------------|---------------------|---------|
| Performance against Delivery Program targets | % reported "on track"                                                         | 77          | %    |                                  | ↑                   | ✓       |
| Performance against Delivery Program targets | % "off track"                                                                 | 21          | %    |                                  | ↑                   | ✗       |
| Labour force status                          | Number of people employed                                                     | 35,865      | #    | Increase of 720 on previous year | ↑                   | ✓       |
| Labour force status                          | Unemployment rate                                                             | 8.49        | %    | Jun-12                           | ↓                   | ✓       |
| Length of roads                              | Sealed road                                                                   | 1355        | Km   |                                  | ↑                   | ✓       |
| Length of roads                              | Unsealed road                                                                 | 329         | Km   |                                  | ↓                   | ✓       |
| Visitors to Shoalhaven                       | Number of domestic overnight, day and international visitors                  | 2,672,000   | #    | Figure to YE 31 Dec 2011         | ↑                   | ✓       |
| Spend by Visitors to Shoalhaven              | Total economic impact of direct expenditure by all visitors to the Shoalhaven | 653,000,000 | \$   | Figure to YE 31 Dec 2011         | ↑                   | ✓       |

## SECTION 4

### STRATEGIC PROGRESS INDICATORS

The Annual Strategic Indicators provide a snapshot of Council's performance and changes in the broader Shoalhaven community. Indicators for the past twelve months are shown (darker green) with last years indicators (lighter green).

| Area                                            | Measure                                                        | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                |
|-------------------------------------------------|----------------------------------------------------------------|------------------|------------------|------|----------------------------------------------------------------|
| Use of Council's Bereavement services           | Number of funeral services                                     | 800              | 904              | #    |                                                                |
| Use of Council's Bereavement services           | Number of bereavement services clients                         | 8500             | 9,000            | #    | Conservative estimate Only                                     |
| Use of Council's School of Arts and Arts Centre | Number of attendances at Arts Centre and Nowra School of Arts  | 17,936           | 17,206           | #    |                                                                |
| Use of Council's community facilities           | Number hours per week, booked for community use of facilities  | 528              | 575              | #    |                                                                |
| Use of Council's aquatic facilities             | Number of attendances at Council's aquatic and leisure centres | 592,195          | 403,922          | #    | Reduction in attendances due to software glitch during 2010/11 |
| Use of the Shoalhaven Entertainment Centre      | Number of attendances at the Shoalhaven Entertainment Centre   | 32,872           | 35,279           | #    | Ticket sales to 30/06/2012                                     |

| Area                                         | Measure                                                       | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                                  |
|----------------------------------------------|---------------------------------------------------------------|------------------|------------------|------|----------------------------------------------------------------------------------|
| Education and skill levels in the community  | Residents aged over 15 have completed Year 12                 | 27               | 30.5             | %    | 2011 Census                                                                      |
| Education and skill levels in the community  | Residents aged over 15 years with vocational qualification,   | 22               | -                | %    | Figures not yet available                                                        |
| Education and skill levels in the community  | Residents aged over 15 years with a Diploma                   | 7                | -                | %    | Figures not yet available                                                        |
| Education and skill levels in the community  | Residents aged over 15 years with a Bachelor degree or higher | 9                | -                | %    | Figures not yet available                                                        |
| The health of the community                  | Community health                                              | -                | 25               | %    | Became healthier                                                                 |
| Performance against Delivery Program targets | Number of Activities in Delivery Program                      | 197              | 175              | #    |                                                                                  |
| Performance against Delivery Program targets | Number of Activities reported on in Delivery Program          | 146              | 124              | #    |                                                                                  |
| Performance against Delivery Program targets | Reported "on track"                                           | 79               | 82               | %    |                                                                                  |
| Performance against Delivery Program targets | Reported "off track"                                          | 12               | 8                | %    |                                                                                  |
| Use of Council's libraries                   | Number of attendances at Council's libraries                  | 389,878          | 384,842          | #    | Malfunctioning people counter at Ulladulla and 3 month closure of Milton Library |
| Use of public transport to work              | Number of people who caught public                            | 222              | 303              | #    |                                                                                  |

| Area                                       | Measure                                                     | Value 2010/11 | Value 2011/12 | Unit | Comment 2011/12                          |
|--------------------------------------------|-------------------------------------------------------------|---------------|---------------|------|------------------------------------------|
| and school                                 | transport to work                                           |               |               |      |                                          |
| Use of public transport to work and school | Shoalhaven's working population who caught public transport | 0.62          | 0.85          | %    | An increase on last year                 |
| Accessibility to transport other than cars | Number of kerb ramps constructed                            | 20            | 5             | #    |                                          |
| Accessibility to transport other than cars | Current number of kerb ramps in the Shoalhaven              | 1255          | 1260          | #    |                                          |
| Accessibility to transport other than cars | Number of bike racks installed                              | 12            | 0             | #    |                                          |
| Accessibility to transport other than cars | Number of pedestrian crossings and refuges constructed      | 4             | 2             | #    |                                          |
| Accessibility to transport other than cars | Current number of pedestrian safety facilities              | 212           | 214           | #    |                                          |
| Accessibility to transport other than cars | Number of bus stop improvements                             | 1             | 0             | #    |                                          |
| Accessibility to transport other than cars | Current number of bus shelters                              | 147           | 147           | #    |                                          |
| Accessibility to transport other than cars | Current number of bus stop posts                            | 541           | 541           | #    |                                          |
| The length of cycle ways and               | Current total Km of cycle ways and                          | 133           | 171           | Km   | Previously unrecorded paths now included |

| Area                                                                                                                      | Measure                                                                | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                      |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------|------------------|------|----------------------------------------------------------------------|
| footpaths                                                                                                                 | footpaths                                                              |                  |                  |      |                                                                      |
| The length of cycle ways and footpaths                                                                                    | Constructed cycleway and footpath per year                             | 6.6              | 10.57            | Km   | 10.1kms of Community Pathways coordinated by Council                 |
| The level of volunteering                                                                                                 | Number of Bushcare Groups operating on Council-owned and managed land. | 69               | 66               | #    |                                                                      |
| The level of volunteering                                                                                                 | Number of Landcare groups working on other land                        | 30               | 30               | #    |                                                                      |
| The level of volunteering                                                                                                 | Number of Parkcare groups                                              | 23               | 23               | #    | Two Parkcare Groups are not active at present but still on the books |
| The level of volunteering                                                                                                 | Number of Community Consultative Bodies                                | 23               | 23               | #    |                                                                      |
| The level of volunteering                                                                                                 | Number Council Management Committees (Facilities & Sportsgrounds).     | 41               | 42               | #    |                                                                      |
| Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit. | % compliance                                                           | 100              | 100              | %    | 2010/11 figures                                                      |
| Access to broadband services.                                                                                             | Households connected to broadband                                      | 22               | -                | %    | No Census data collected                                             |
| Access to broadband services.                                                                                             | Households connected by dialup                                         | 19               | -                | %    | No Census data collected                                             |

| Area                                                             | Measure                                                                                       | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                                                                               |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------|------------------|------|-------------------------------------------------------------------------------------------------------------------------------|
| Access to broadband services.                                    | Households connected by other forms                                                           | 6                | -                | %    | No Census data collected                                                                                                      |
| Access to broadband services.                                    | Percentage of people when asked about broadband services who stated access was easy or better | -                | 70               | %    | New - EoT Report                                                                                                              |
| New commercial construction and business investment              | Value of Non-Residential Development Application approvals                                    | 127,840,000      | 46,099,398       | \$   | Various small applications - Bomaderry Indoor Sports Centre, Algae demonstration facility                                     |
| New commercial construction and business investment              | Value of Section 3A Development Application approvals                                         | 16,000,000       | 33,866,000       | \$   | Cancer Care Centre                                                                                                            |
| Residential development approvals                                | Value of new residential development approvals                                                | 252,251,759      | 136,887,657      | \$   |                                                                                                                               |
| Development Applications received                                | Number of Development Applications received                                                   | 1,698            | 1,466            | #    |                                                                                                                               |
| Local economic activity, major capital infrastructure investment | Major capital infrastructure investment                                                       | 92,450,000       | 56,140,000       | \$   | Princes Hwy South Nowra and Gerringong to Bomaderry, Tomerong Zone Substation, HMAS Albatross, South Coast Cancer Care Centre |
| Performance against Delivery Program targets                     | Number of Activities in Delivery Program                                                      | 86               | 62               | #    |                                                                                                                               |
| Performance against Delivery Program targets                     | Number of Activities reported on in Delivery Program                                          | 49               | 34               | #    |                                                                                                                               |
| Performance against Delivery                                     | % reported "on track"                                                                         | 76               | 77               | %    |                                                                                                                               |

| Area                                                                                                                | Measure                                                                       | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                          |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------|------------------|------|----------------------------------------------------------|
| Program targets                                                                                                     |                                                                               |                  |                  |      |                                                          |
| Performance against Delivery Program targets                                                                        | % "off track"                                                                 | 16               | 21               | %    |                                                          |
| Labour force status                                                                                                 | Number of people employed                                                     | 35,145           | 35,865           | #    | Increase of 720 on previous year                         |
| Labour force status                                                                                                 | Unemployment rate                                                             | 9.25             | 8.49             | %    | Jun-12                                                   |
| Length of roads                                                                                                     | Sealed road                                                                   | 1349             | 1355             | Km   |                                                          |
| Length of roads                                                                                                     | Unsealed road                                                                 | 334              | 329              | Km   |                                                          |
| Visitors to Shoalhaven                                                                                              | Number of domestic overnight, day and international visitors                  | 2,345,000        | 2,672,000        | #    | Figure to YE 31 Dec 2011                                 |
| Spend by Visitors to Shoalhaven                                                                                     | Total economic impact of direct expenditure by all visitors to the Shoalhaven | 610,000,000      | 653,000,000      | \$   | Figure to YE 31 Dec 2011                                 |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE indicators improved                                             | 6                | 7                | #    | Trend for corporate performance is continuing to improve |

| Area                                                                                                                | Measure                                       | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                                      |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------|------------------|------|--------------------------------------------------------------------------------------|
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE Indicators that remained stable | 5                | 5                | #    | One indicator not yet measured                                                       |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE Indicators worsened             | 3                | 3                | #    |                                                                                      |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE targets                         | 14               | 14               | #    |                                                                                      |
| Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators) | Number of SoE targets met                     | 5                | 7                | #    |                                                                                      |
| Community's use of renewable energy                                                                                 | Number of solar photo voltaic systems         | 2933             | 2933             | #    | Government rebates ceased therefore data collection also stopped for this indicator. |

| Area                                         | Measure                                                                                            | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                                      |
|----------------------------------------------|----------------------------------------------------------------------------------------------------|------------------|------------------|------|--------------------------------------------------------------------------------------|
| Community's use of renewable energy          | Number of solar hot water systems                                                                  | 6347             | 6347             | #    | Government rebates ceased therefore data collection also stopped for this indicator. |
| Greenhouse Gas emissions                     | Tonnes Greenhouse gas emissions for Council                                                        | 39,661           | 40074            | #    |                                                                                      |
| Shoalhaven estuaries health rating           | Number of sampled estuaries                                                                        | 16               | 16               | #    |                                                                                      |
| Shoalhaven estuaries health rating           | Number of estuaries receiving a good or higher health rating                                       | 12               | 12               | #    | Average figure provided                                                              |
| Shoalhaven housing                           | Number of new dwellings approved (combined, dual occupancies, Secondary Dwellings and units/flats) | 764              | 505              | #    | Construction certificate figures                                                     |
| Shoalhaven housing                           | % change over last year                                                                            | 14               | -34              | %    | 259 less dwellings approved than last year                                           |
| Performance against Delivery Program targets | Number of Activities in Delivery Program                                                           | 162              | 137              | #    |                                                                                      |
| Performance against Delivery Program targets | Number of Activities reported on in Delivery Program                                               | 104              | 95               | #    |                                                                                      |
| Performance against Delivery Program targets | % reported "on track"                                                                              | 83               | 94               | %    |                                                                                      |
| Performance against Delivery                 | % "off track"                                                                                      | 13               | 3                | %    |                                                                                      |

| Area                                       | Measure                                                | Value<br>2010/11 | Value<br>2011/12 | Unit   | Comment 2011/12                                                                                                                                            |
|--------------------------------------------|--------------------------------------------------------|------------------|------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program targets                            |                                                        |                  |                  |        |                                                                                                                                                            |
| Shoalhaven population                      | Shoalhaven population                                  | 98,076           | 99,252           | #      | Revised Estimated Residential Population, June 2012                                                                                                        |
| Shoalhaven population                      | % increase in population                               | 1.2              | 1.2              | %      |                                                                                                                                                            |
| Sustainability Action Plan                 | Percentage of Plan implemented                         |                  | 58               | %      | 67 out of 118 projects complete. The Plan is likely to be updated in 12/13 to add additional priority projects                                             |
| Sustainability Action Plan                 | WaSIP funding expended on sustainability actions       |                  | 696,000          | \$     | General Revenue was not incorporated into this figure. The organisation has spent additional funds on sustainability which is not captured by this measure |
| Threatened plant and animal species        | Number of threatened plant and animal species          | 137              | 138              | #      |                                                                                                                                                            |
| Percentage of waste diverted from landfill | % of waste diverted from landfill                      | 33.3             | 34.5             | %      | Small increase, possibly due to additional recycling collections over Christmas holidays                                                                   |
| Residential water use                      | National Water Commission performance indicator rating | 1                | 1                | Rating | 2010/11 figures                                                                                                                                            |
| Complaints about Council                   | Number of complaints received per 1000 residents       | 0.402            | 0.361            | #      | Ratio, 2010/11 data                                                                                                                                        |
| Complaints about Council                   | Percentage of complaints declined by                   | 79               | 89               | %      | 2010/11 data                                                                                                                                               |

| Area                                                                            | Measure                                                            | Value<br>2010/11 | Value<br>2011/12 | Unit  | Comment 2011/12                      |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------|------------------|-------|--------------------------------------|
|                                                                                 | DLG                                                                |                  |                  |       |                                      |
| Renewable energy generation capacity                                            | Total available capacity of renewable energy generation by Council | -                | -                | MwHrs | Figures not yet available            |
| Council's water and energy consumption                                          | Total energy consumption                                           | 115,684          | 113,348          | Gj    |                                      |
| Council's water and energy consumption                                          | Total water consumption                                            | 337,755          | 347,633          | ML    |                                      |
| Council's greenhouse gas emissions                                              | Council greenhouse gas emissions per resident                      | 404.3            | 403.8            | kg    | Using Nov. 2012 ERP figures          |
| Renewable energy generation                                                     | Total renewable energy generation by Council                       | 6,782            | 7,331            | MwHrs | 7,208.55 from landfill gas generator |
| Actual operating surplus or deficit, excluding capital grants and contributions | Operating surplus (deficit)                                        | -7,496,000       | -2,097,000       | \$    |                                      |
| Statewide Mutual Public Liability Audit Performance - % compliance              | Compliance Shoalhaven average                                      | 94.5             | 96.5             | %     | 10/11 figures                        |
| Statewide Mutual Public Liability Audit Performance - % compliance              | State average compliance                                           | 73               | 75.5             | %     | 10/11 figures                        |
| Performance against Delivery                                                    | Number of Activities in Delivery                                   | 128              | 122              | #     |                                      |

| Area                                                                    | Measure                                                             | Value<br>2010/11 | Value<br>2011/12 | Unit | Comment 2011/12                                                                                                                |
|-------------------------------------------------------------------------|---------------------------------------------------------------------|------------------|------------------|------|--------------------------------------------------------------------------------------------------------------------------------|
| Program targets                                                         | Program                                                             |                  |                  |      |                                                                                                                                |
| Performance against Delivery Program targets                            | Number of Activities reported on in Delivery Program                | 67               | 60               | #    |                                                                                                                                |
| Performance against Delivery Program targets                            | % reported "on track"                                               | 79               | 83               | %    |                                                                                                                                |
| Performance against Delivery Program targets                            | % "off track"                                                       | 13               | 7                | %    |                                                                                                                                |
| Timely responses to complaints and requests received from the community | Formal GIPA Act applications received                               | 28               | 24               | #    |                                                                                                                                |
| Timely responses to complaints and requests received from the community | Formal GIPA Act applications processed within legislative timeframe | 89               | 100              | %    | Legislation allows 20 working days to finalise - extended by 10 working days where consultation is required with third parties |
| Timely responses to complaints and requests received from the community | Informal GIPA Act applications received                             | 252              | 292              | #    |                                                                                                                                |
| Timely responses to complaints and requests received from the community | Informal GIPA Act applications processed within 28 days             | 91               | 96               | %    | Legislation allows extension of time after consultation with applicant                                                         |
| Timely responses to complaints and requests received from the           | Correspondence items received                                       | 58,602           | 66,912           | #    | Includes correspondence registered into official record keeping system requiring                                               |

| Area                                                                                        | Measure                                                                             | Value<br>2010/11 | Value<br>2011/12 | Unit    | Comment 2011/12           |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------|------------------|---------|---------------------------|
| community                                                                                   |                                                                                     |                  |                  |         | a response within 28 days |
| Timely responses to complaints and requests received from the community                     | Correspondence items answered within 28 days                                        | 91               | 91               | %       |                           |
| Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings | Councillors' attendance at meetings                                                 | 59.3             | 43.9             | %       |                           |
| Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings | Community members' attendance at meetings                                           | 88.4             | 65.8             | %       |                           |
| Timely responses to complaints and requests received from the community                     | Shoalhaven Water Average Frequency of unplanned interruptions (per 1000 properties) | 39               | 64               | #       | 2010/11 figures           |
| Timely responses to complaints and requests received from the community                     | Average duration of interruptions                                                   | 112              | 84               | minutes | 2010/11 figures           |

# STATE OF THE ENVIRONMENT SUMMARY REPORT

To see the full copy of the State of the Environment Report log onto

<http://shoalhaven.nsw.gov.au/soe/>



## Shoalhaven City Council

### State of the Environment Summary Report 2011-2012

#### Performance of the Local Government Area ('Community')

|   |  |                                |
|---|--|--------------------------------|
|   |  | <b>Aboriginal Heritage</b>     |
| → |  | <b>Air</b>                     |
| → |  | <b>Biodiversity</b>            |
|   |  | <b>Energy</b>                  |
| ↑ |  | <b>Land Quality</b>            |
| → |  | <b>Land Use Planning</b>       |
| ↓ |  | <b>Noise</b>                   |
| → |  | <b>Non Aboriginal Heritage</b> |
| ↓ |  | <b>Solid Waste</b>             |
| ↓ |  | <b>Waste Water</b>             |
| → |  | <b>Water Quality</b>           |
| ↑ |  | <b>Water Use</b>               |

#### Performance of Council Operations ('Corporate')

|   |  |                   |
|---|--|-------------------|
| ↑ |  | <b>Energy</b>     |
| ↑ |  | <b>Fleet</b>      |
| ↑ |  | <b>Greenhouse</b> |
| ↑ |  | <b>Water Use</b>  |



Denotes whether performance has remained the same, improved or worsened since the previous years for the issue.



Denotes whether target performance has been achieved or otherwise for issues where targets have been set.

*Some issues have not been rated due to lack of trend data.*

## SIX MONTHLY PROGRESS REPORTING – DELIVERY PROGRAM & OPERATIONAL PLAN

Council's Integrated Planning and Reporting (IPR) Framework includes adopted an Indicators Framework based on a matrix of reporting cycles and report audiences, to meet the requirements of the Government's IPR Guidelines. A key element is the presentation of a report by the General Manager, at least every six months, on progress with implementation of the Delivery Program.

To view the whole report visit

<http://doc.shoalhaven.nsw.gov.au/Displaydoc.aspx?Record=D12/209487>

## SECTION 5 – HIGHLIGHTS FOR 2011/2012

### KEY RESULT AREA 4 – SHOALHAVEN LEADERSHIP

#### Financial & Governance Programs

- Council's Long Term Financial Plan was updated and adopted as part of Council's Resourcing Strategy
- Council's Revenue Policy was reviewed and published as part of its Operational Plan & Delivery Program.
- Council's statutory obligations for financial reporting for GST, FBT and Annual Financial Statements were achieved
- Councillors and senior staff continued advocacy on Princes Highway and Main Road 92 upgrades, local policing levels, CCTV, Jervis Bay Marine Park, contaminated land legislation, Aboriginal Land Claims Act, WHS Act and volunteers and Forests NSW issues
- An operations review of Council activities was completed and Group Directors reported Review findings/recommendations to General Manager. A review of the administration's organisational structure was initiated aiming to identify the best ways to deliver Council's Community Strategic Plan and maximise operational efficiency and effectiveness
- Active engagement was maintained with Council's Community Consultative Bodies on a wide range of operational matters and key issues
- Council's Enterprise Risk Management program has been advanced throughout the organisation to proactively identify and manage our strategic and operational risks
- Council's Audit Committee met regularly with its work including review of the financial statements, Self Assessment of the Committee's performance and Holiday Haven management reviews. The Committee is driving change in Council's Internal Audit focus to a "systems testing" approach which should greatly enhance Internal Audit's value to Council

#### Workplace Safety

- Lost Time Injuries were 28 for 2011/12, exceeding the target of 26 but equal to 2010/11. However, total lost time exceeded the 200 days target by 25% due mainly to a small number of incidents where significant time off resulted.

Sick and Carer's Leave taken was down some 10% on the 2010/11 rate

- Council prepared a detailed submission and attended the Government's Inquiry into the NSW Workers Compensation Scheme.
- Relocation of major Bomaderry Depot operations was urgently implemented following identified presence of friable asbestos in the main building's roofing structure
- Staff made a smooth transition to the new WHS legislation in January 2012, with work continuing on corporate systems and training needs and WHS management of volunteers

#### Workforce Planning

- Workforce planning initiatives included scoping of a future leadership development program and workforce needs forecasting as part of annual business planning
- Year to date staff turnover rate was 7% for the organisation

#### Information Technology

- Procurement of a multi million dollar integrated corporate software solution was progressed to negotiation stage, with an internal project manager appointed
- Major IT projects included server virtualisation, establishment of a disaster recovery data centre and renewal of the wastewater SCADA systems
- Development of new websites included the new Council site, launched in July 2011, and Shoalhaven City Arts Centre, with a mobile website.
- Council's use of social media channels was notably expanded.
- Average switchboard call answer time, 12 seconds.

#### Integrated Planning & Reporting

- An Integrated Planning & Reporting Officer position was created and work priorities have included the End of Term Survey and Report, Interplan User improvements, preparation for the CSP Review, mapping of Council's "planning framework" and draft Supporting Plans guidelines.
- Annual Strategic Indicators were established and published in the 2010/11 Annual Report

- The 2012 End of Term Report was developed incorporating community feedback to a 400 person telephone survey.

## STRATEGIC INDICATORS – KEY RESULT AREA 4

### Key

|                                                                                   |                                |                                                                                     |                         |
|-----------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------|-------------------------|
|  | Increase                       |  | Decrease                |
|  | No Change                      |   | Direction not available |
|  | Heading in the right direction |  | More work required      |
|  | Undecided or not applicable    |                                                                                     |                         |

| Area                                                                            | Measure                                                            | Value      | Unit  | Comment 2011/12                      | Direction of Change | Comment |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------|------------|-------|--------------------------------------|---------------------|---------|
| Complaints about Council                                                        | Number of complaints received per 1000 residents                   | 0.361      | #     | Ratio, 2010/11 data                  | ↓                   | ✓       |
| Complaints about Council                                                        | Percentage of complaints declined by DLG                           | 89         | %     | 2010/11 data                         | ↑                   | ✓       |
| Renewable energy generation capacity                                            | Total available capacity of renewable energy generation by Council | -          | MwHrs | Figures not yet available            | ↕                   | ?       |
| Council's water and energy consumption                                          | Total energy consumption                                           | 113,348    | Gj    |                                      | ↓                   | ✓       |
| Council's water and energy consumption                                          | Total water consumption                                            | 347,633    | ML    |                                      | ↑                   | ?       |
| Council's greenhouse gas emissions                                              | Council greenhouse gas emissions per resident                      | 403.8      | kg    | Using Nov. 2012 ERP figures          | ↓                   | ✓       |
| Renewable energy generation                                                     | Total renewable energy generation by Council                       | 7,331      | MwHrs | 7,208.55 from landfill gas generator | ↑                   | ✓       |
| Actual operating surplus or deficit, excluding capital grants and contributions | Operating surplus (deficit)                                        | -2,097,000 | \$    |                                      | ↓                   | ✓       |
| Statewide Mutual Public Liability Audit Performance - % compliance              | Compliance Shoalhaven average                                      | 96.5       | %     | 10/11 figures                        | ↑                   | ✓       |
| Statewide Mutual Public Liability Audit Performance - % compliance              | State average compliance                                           | 75.5       | %     | 10/11 figures                        | ↑                   | ✓       |
| Performance against Delivery Program targets                                    | Number of Activities in Delivery Program                           | 122        | #     |                                      | ↓                   | ?       |
| Performance against Delivery Program targets                                    | Number of Activities reported on in Delivery Program               | 60         | #     |                                      | ↓                   | ✗       |
| Performance against Delivery Program targets                                    | % reported "on track"                                              | 83         | %     |                                      | ↑                   | ✓       |
| Performance against Delivery Program targets                                    | % "off track"                                                      | 7          | %     |                                      | ↓                   | ✓       |
| Timely responses to complaints and requests received from the community         | Formal GIPA Act applications received                              | 24         | #     |                                      | ↓                   | ✓       |

| Area                                                                                        | Measure                                                                             | Value  | Unit    | Comment 2011/12                                                                                                                | Direction of Change                                                                   | Comment                                                                               |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------|---------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Timely responses to complaints and requests received from the community                     | Formal GIPA Act applications processed within legislative timeframe                 | 100    | %       | Legislation allows 20 working days to finalise - extended by 10 working days where consultation is required with third parties |    |    |
| Timely responses to complaints and requests received from the community                     | Informal GIPA Act applications received                                             | 292    | #       |                                                                                                                                |    |    |
| Timely responses to complaints and requests received from the community                     | Informal GIPA Act applications processed within 28 days                             | 96     | %       | Legislation allows extension of time after consultation with applicant                                                         |    |    |
| Timely responses to complaints and requests received from the community                     | Correspondence items received                                                       | 66,912 | #       | Includes correspondence registered into official record keeping system requiring a response within 28 days                     |  |  |
| Timely responses to complaints and requests received from the community                     | Correspondence items answered within 28 days                                        | 91     | %       |                                                                                                                                |  |  |
| Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings | Councillors' attendance at meetings                                                 | 43.9   | %       |                                                                                                                                |  |  |
| Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings | Community members' attendance at meetings                                           | 65.8   | %       |                                                                                                                                |  |  |
| Timely responses to complaints and requests received from the community                     | Shoalhaven Water Average Frequency of unplanned interruptions (per 1000 properties) | 64     | #       | 2010/11 figures                                                                                                                |  |  |
| Timely responses to complaints and requests received from the community                     | Average duration of interruptions                                                   | 84     | minutes | 2010/11 figures                                                                                                                |  |  |

## SECTION 6 - COST SAVINGS & PRODUCTIVITY GAINS

Council continues to target operational savings and efficiencies and productivity improvements across all of its operations. An allowance for productivity and efficiency gains is built into Council's rate pegged revenue increases each year.

Operational cost reductions will improve Council's long term sustainability, and enable important investment in asset and infrastructure renewal to be increased

| Action                                                                                   | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                      | \$       | GROUP |
|------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------|----------|-------|
| <b>1. Changes in Service Delivery</b>                                                    |                                                |                                                                                              |          |       |
| Cease the provision of indoor plants to the Nowra Admin Building                         | Reduction in operating expenditure annually    |                                                                                              | \$30,000 | FCS   |
| Cease the provision of the Ratepayers Information Brochure                               | Reduction in operating expenditure annually    |                                                                                              | \$21,000 | FCS   |
| Legal Services acting as the solicitor on record for small Class 1 Appeals in the Land & | Direct saving in solicitors fees.              | On-going savings in costs related to employment of external solicitors to represent Council. | \$20,000 | FCS   |

| Action                                                                                                                   | Sales or Increase in Revenue/Productivity Gain                                                              | Comment                                                                                          | \$      | GROUP |
|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------|-------|
| Environment Court                                                                                                        |                                                                                                             |                                                                                                  |         |       |
| Legal Services undertaking a greater role in preparation of evidence for Class 4 matters in the Land & Environment Court | Direct saving in solicitors fees.                                                                           | On-going savings in costs related to the employment of external solicitors to represent Council. | \$5,000 | FCS   |
| Shoalhaven Medal Sponsorship                                                                                             | Sponsorship                                                                                                 | Achieved a Sponsor to offset the cost of hosting the Shoalhaven Medal                            | \$5000  | FCS   |
| Change of Photocopy Supplier                                                                                             | Contract Pricing and now allows for delivery of smaller loads                                               | Saving of \$0.68c per ream                                                                       | \$4,420 | FCS   |
| Treasury continually seeks the best financial outcome for Council in its negotiations on borrowings and investments.     | Borrowings negotiated at a rate below that in the budget forecast. Investments achieved above 3 month BBSW. | Savings in interest on borrowings will occur from 2012/13 for 10 years.                          |         | FCS   |
| Creditors ensure that payments are made in a timely manner to gain discounts where they                                  | Increase in revenue achieved through discounts provided by suppliers.                                       | Achieved additional discounts compared with original budget and previous year.                   | \$6,485 | FCS   |

| Action                                                                                                                                  | Sales or Increase in Revenue/Productivity Gain                                                                     | Comment                                                                                                    | \$                | GROUP   |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------|---------|
| are offered.                                                                                                                            |                                                                                                                    |                                                                                                            |                   |         |
| The pay office continually raises issues and monitors payments to employees to ensure that they are correct and consistent with policy. | Savings in employee expenses.                                                                                      | Achieved savings in payments to employees where supervisors have incorrectly signed off.                   |                   | FCS     |
| Web publication of Key IPR documents                                                                                                    | Greater use of Web publishing and Limited hard copy printing of IPR documents such as the Annual Community Report. | Direct savings in printing costs                                                                           | \$1 – 5,000/ year | AGM/IPR |
| LGMA econnect training portal                                                                                                           | Online IPR training module for council staff and Councillors                                                       | Greater understanding of the IPR Framework. On-line alternative to conferences, training, travel, parking. | \$3,000/year      | AGM/IPR |
| Enhanced automated processing of electricity accounts                                                                                   | 27h/m admin + 4.5h/m accounts                                                                                      | Changed to electronic processing where possible.                                                           | \$14,450/year     | AGM/IT  |

| Action                                                   | Sales or Increase in Revenue/Productivity Gain                                      | Comment                                                         | \$            | GROUP  |
|----------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------|--------|
| Improved Electrical test & tag for admin staff           | Coordinated and publicised site visit provides efficiency and compliance for staff. | Improved risk management and compliance.                        | \$2,000/ year | AGM/IT |
| Increased use of ITIL framework for IT service delivery  | Leads to improved customer service and problem resolution.                          | Implemented through service desk software. Say 0.4 of 1 person. | \$20,000/year | AGM/IT |
| Improved Net Operating position                          | Cost saving and revenue increase.                                                   | PRP Management.                                                 | \$150, 875    | SPI    |
| Improved net operating position                          | Revenue increase.                                                                   | Property Portfolio.                                             | \$41,487      | SPI    |
| Negotiation of telco leases @ Bomaderry/<br>Callala Bay  | Revenue increase.                                                                   | New sites no income earned from these sites previously.         | \$49,500      | SPI    |
| Replaced dearer contractor with cheaper casual employee. | Reduced expenses for the same productivity.                                         | PCL Strategy.                                                   | \$30,000      | SPI    |

| Action                                                                                                               | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                                         | \$                                                                        | GROUP |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------|
| Combined Lake Conjola and Burrill Lake FRMSP into one contract.                                                      | Reduced costs for the same outcome.            | Cost was reduced mainly due to reduction in travelling expenses by the consultant.                                                                                                              | \$40,500                                                                  | SPI   |
| Combined Kangaroo Valley and Nowra Browns Creek Floodplain Risk Management Studies and Plans under one contract.     | Reduced costs for the same outcome.            | Cost was reduced mainly due to reduction in travelling expenses by the consultant.                                                                                                              | \$14,000                                                                  | SPI   |
| CASSS- Category re Audit of Kangaroo Valley Properties in anticipation of sewerage services and subsequent charging. | Maximise revenue                               | Maximise revenue and ensure consistency within sewer fund of property charges across the City. Enables customers to begin using the scheme mindful of the associated costs right at the outset. | Unknown at this stage as the charges are consumption and discharge based. | SW    |
| CASSS-Refurbishment of metered standpipes in lieu of outright replacement purchase.                                  | Savings                                        | Saving in new purchase costs. Nil impact to customers. See under                                                                                                                                | \$25,000                                                                  | SW    |
| CASSS/OPS- Investigations into the                                                                                   | Maximise revenue                               | Maximise revenue and reduce the incidence of illegal standpipe use.                                                                                                                             | Unknown but \$ saving will be significant over                            | SW    |

| Action                                                                    | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                                        | \$                                                                                                                    | GROUP |
|---------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------|
| implementation of fixed bulk water meter stations.                        |                                                | Reduce the purchase and replacement of portable metered standpipes and limit the high water demand of the system. Business consultation commenced with affected users.                         | longer term. Will also assist in reduction of water quality issues and address negative business performance therein. |       |
| CASSS – Refurbishment of large water meter and replacement in the field   | Savings                                        | Savings in new purchase costs. Nil impact to customers, meters remain compliant. Program will continue with a range of sizes (where possible) but assessed against a new meter provider costs. | 10 x 50mm services \$8,900                                                                                            | SW    |
| CASSS – Survey of customers (Human Waste, SHW Services and Water Quality) | Productivity Gains                             | Surveys are still open yet early response indicators have highlighted some points worthy of consideration for implementation which may further enhance business and service confidence         | May not be a question of \$ but processes. Possible enhancement of contract requirements in Human Waste Services      | SW    |
| CASSS – Implement new supplier and processing of Water Accounts           | Reduction of costs                             |                                                                                                                                                                                                | \$25,000 annually                                                                                                     | SW    |
| OPS – Removal of West                                                     | Reduction of costs                             |                                                                                                                                                                                                | \$2000 annually plus costs                                                                                            | SW    |

| Action                                                                                                    | Sales or Increase in Revenue/Productivity Gain                                                                                                | Comment                                                                                                                                               | \$                                                                                                                                       | GROUP |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Street Reservoir and therefore its need for cleaning                                                      |                                                                                                                                               |                                                                                                                                                       | to react to water quality problems                                                                                                       |       |
| OPS – Removal of two pump stations from Burrill Lake that now primarily gravitate or use E-one technology | Reduction of costs                                                                                                                            |                                                                                                                                                       | \$5000 annually in electricity and maintenance costs                                                                                     | SW    |
| OPS – Chlorine tablet dosing in reservoirs to eliminate E.coli detection                                  | Reduction of costs                                                                                                                            | For the first time last year we had no E.coli detections, as part of routine NSW Health testing of the water supply                                   | Approx. \$20000 annually – after hours work to flush water mains to increase Chlorine residuals and for Lab work to ensure water is safe | SW    |
| TRS Hours deducted for the Group from 1 July 2011 to 30 June 2012                                         |                                                                                                                                               |                                                                                                                                                       | 1883 hours                                                                                                                               | CS&O  |
| Products & Services                                                                                       | Consolidate & promote electronic booking system for chapel bookings by funeral directors. Introduce online application forms for same purpose | 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 | Not able to quantify                                                                                                                     | CS&O  |

| Action                                                      | Sales or Increase in Revenue/Productivity Gain                                                                                       | Comment                                                                                                                                                                                                                                                                                                                                                                             | \$                   | GROUP |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------|
|                                                             |                                                                                                                                      | reducing errors / omitted information                                                                                                                                                                                                                                                                                                                                               |                      |       |
|                                                             | 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  |
|                                                             | Increasing use of electronic medium for communicating with customers / advertising information                                       | <p>Reduces paper use / postage and speeds up communication</p> <p>The major gain was the conversion of the 1000+ hard copy mail out to e-bulletin version, hard copy mail reduced to less than 150. The updated website also facilitates access to e-documents</p> <p>E.g. Eli's for Arts Grants, Exhibitors for Gallery for 2011, nominations for Community Arts Board members</p> | Not able to quantify | CS&O  |
| Replacement of old refrigerators and dishwashers with newer | Refrigerators replaced in two halls. Dishwashers replaced in two halls.                                                              | New refrigerators and dishwashers are more efficient                                                                                                                                                                                                                                                                                                                                | Not able to quantify | CS&O  |

| Action                                                                                     | Sales or Increase in Revenue/Productivity Gain                                                       | Comment                                                                          | \$                   | GROUP |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------|-------|
| and more efficient models                                                                  |                                                                                                      | requiring less energy to run                                                     |                      |       |
| Reduced staffing levels in gyms at Ulladulla Leisure Centre and Bay & Basin Leisure Centre | Cost savings in wages                                                                                | Review of rosters, number of group exercise classes                              | \$30,000             | CS&O  |
| Abolition of printing centre newsletters at Aquatic centres                                | Reduced printing costs                                                                               | Newsletters will now be designed and photocopied in- house and placed on website | \$8,000              | CS&O  |
| Aquatic pass holders can use any Shoalhaven Aquatic Facility                               | Increase customer satisfaction                                                                       | Value adding to memberships                                                      | Unable to quantify   | CS&O  |
| Review of membership types and fees at Leisure Centres                                     | Productivity gain                                                                                    | Membership types halved                                                          | Unable to quantify   | CS&O  |
| Child care services at Leisure Centres                                                     | Improved customer satisfaction                                                                       | Child care fees included in memberships                                          | Unable to quantify   | CS&O  |
| Products and Services                                                                      | Increasing use of electronic media for communicating with interest groups and issuing of newsletters | Reduction of paper use/postage and speeds up communication                       | Not able to quantify | CS&O  |
| Products and Services                                                                      | Increasing use of electronic media                                                                   | Reduction of paper use/postage                                                   | Not able to quantify | CS&O  |

| Action                                            | Sales or Increase in Revenue/Productivity Gain                                                                | Comment                                                                                                                                                                                  | \$                    | GROUP |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------|
|                                                   | for communicating with interest groups. Establishment of facebook site and blog to communicate library events | and speeds up communication with interest groups                                                                                                                                         |                       |       |
| Products and Services                             | Increased use of email to alert customers of reservations and interlibrary loans                              | Reduction of paper use/postage. Improves customer service by reducing lag time between letter receipt and item pickup                                                                    | Not able to quantify  | CS&O  |
| Products and Services                             | Increased use of electronic media by customers to request items for purchase and reservations                 | 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 to add to the collection          | Faster response time to clients on availability of items                                                                                                                                 | Not able to quantify  | CS&O  |
| Continuous assessment of why and how we do things | Process improvements, eg end processing of items                                                              | Continue to increase receipt of stock that is shelf ready to improve through-put. As processes are improved/automated staff are able to give more focus to face to face customer service | Not able to quantify. | CS&O  |

| Action                                                                                             | Sales or Increase in Revenue/Productivity Gain                                                                                                 | Comment                                                                                                                                           | \$                                                                                                                                                                                                                                                                   | GROUP |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 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.                                                                           | Construction crews may be used for immediate response if required but costs are not Recoverable for employees used during normal hours. It can also cause delays to construction projects and may actually increase costs to Council. Delete this action in 2012/13. | CS&O  |
| Compliance Unit established                                                                        | Productivity gain                                                                                                                              | Established to focus on compliance issues, enabling development staff to concentrate on assessment and determination of development applications. | N/A                                                                                                                                                                                                                                                                  | DES   |
| <b>2. Changes in work practices arising from innovation or benchmarking work</b>                   |                                                                                                                                                |                                                                                                                                                   |                                                                                                                                                                                                                                                                      |       |
| Specific Arts Insurance Policy has been put in place to better cover the collection and travelling | Cost saving through consolidation of an Insurance Policy                                                                                       | Previously cover was only provided under General Property insurance which was not adequate and required specific insurance cover to be arranged   | Annual Insurance Premium = \$2,500<br><br>As compared to                                                                                                                                                                                                             | FCS   |

| Action                                    | Sales or Increase in Revenue/Productivity Gain                                                                                                                                      | Comment                                                                                                                                     | \$                                                                                                                               | GROUP   |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------|
| art exhibitions.                          |                                                                                                                                                                                     | for each travelling exhibition.<br><br>This new Art Policy will provide efficiency gains, improved protection for Council and cost savings. | Total cost of insurance of \$ Travelling exhibitions cover @ \$1500 per event<br><br>+<br><br>Property Insurance Prem of \$1,620 |         |
| KPI training for Managers                 | Improved KPI development and use within the organisation.                                                                                                                           | Better information for monitoring, reporting and business planning purposes                                                                 | –                                                                                                                                | AGM/IPR |
| Interplan training for users              | <ul style="list-style-type: none"> <li>• More consistent use of Interplan across the organisation by key users.</li> <li>• Greater understanding of Interplan processes.</li> </ul> | Efficiency gains, indirect saving                                                                                                           | \$5-10,000/year                                                                                                                  | AGM/IPR |
| Establishment of the Interplan user group | Improvement in the understanding of Interplan processes especially for new users                                                                                                    | Efficiency gains through support of Interplan users                                                                                         | \$2,000/year                                                                                                                     | AGM/IPR |
| Use of Work Status Report.                | Productivity gain.                                                                                                                                                                  | Closer integration between DP/OP and work plans to ensure status of tasks is updated and easily accessed for reporting purposes.            |                                                                                                                                  | SPI     |

| Action                                                                                                       | Sales or Increase in Revenue/Productivity Gain            | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                       | \$ | GROUP |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------|
| Contribution Plan 2010                                                                                       | Productivity gain.                                        | Contribution Plan 2010 has reduced the amount of time/resources that staff need to apply to contributions plan management/administration. Therefore, contributions staff are assisting with other priorities such as Nowra Town Centre Economic Analysis, Round The Bay Walks Implementation Plan, Sanctuary Point Place Management Action Plan, Crookhaven Heads Lighthouse, Rosby Park Improvements, Shoalhaven Bike Plan, Population/Dwelling Projections. |    | SPI   |
| Reviewed asset inspection frequencies, less frequent inspections can be undertaken for some asset categories | Fewer resources required for inspections.                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |       |
| Inspectorial staff productivity was                                                                          | Productivity gains by using other than current inspector. | With reduced inspection frequencies and some inspections being done by others (CSO), one                                                                                                                                                                                                                                                                                                                                                                      |    | SPI   |

| Action                                                                                 | Sales or Increase in Revenue/Productivity Gain                                                                                               | Comment                                                                                                                        | \$                | GROUP |
|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------|-------|
| benchmarked                                                                            |                                                                                                                                              | inspector's role now significantly less than full-time. (This staff member is being temporarily re-deployed to CSO.)           |                   |       |
| Full implementation of 'BridgeAsyst' bridge asset management module.                   | The module allows the rapid interpretation of detailed bridge inspection data for better decision making and reducing the time for analysis. |                                                                                                                                |                   | SPI   |
| Review and documentation of Infrastructure Planning internal procedures                | Productivity and quality gains                                                                                                               | For example, issuing of S138 certificates.                                                                                     |                   | SPI   |
| OPS - Flatrock Water Treatment Plant planned shut down for 8 months during low demands | Reduction of costs                                                                                                                           | Bamarang Water Treatment Plant supplies all of Nowra instead of Flatrock WTP, a reduction in power usage and chemicals results | \$ 49000 annually | SW    |
| CASSS- Implementation of processing improvements.                                      | Productivity gain                                                                                                                            | Productivity Gain of 104 hours per year in streamlining the processing of water accounts for Centrelink customer payments.     |                   | SW    |

| Action                                                                                                                                                                                                                                  | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                                                                                                                                | \$                                                                                                                                                                                                                                                        | GROUP |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <p>CASSS-Implementation of workflow and action procedures within TRIM.</p> <p>-Water and Wastewater Service Quotations,</p> <p>-Application for Water Meter Services,</p> <p>-Application for downsize or nominal sizing of meters.</p> | Productivity Gain                              | <p>Reducing the need for original documentation, manual tracking and recording of various standard Shoalhaven Water applications. Maximising the use of TRIM by creating specific workflows and actions ensuring that information is readily available and progress is identified.</p> | <p>Improving customer services and enhancement of Business Performance and customer confidence.</p> <p>Saving in productivity and improves timeframe through better communication with Operations field staff.</p> <p>Improves reporting and billing.</p> | SW    |
| CASSS- strategy to identify alternative suppliers of education and marketing materials.                                                                                                                                                 | Reduction of costs                             | Reduce costs in the provision of stock where there is an expectation to supply. eg drink bottles. Part of the overall strategy to reduce expenditure in education and marketing budgets.                                                                                               | Saving \$10,000 to \$15,000 per year.                                                                                                                                                                                                                     | SW    |
| CASSS-water meter replacement strategy                                                                                                                                                                                                  | Productivity Gain                              | Analysis and program to replace 20mm water meters over the next three years. Action will increase available revenue considerably                                                                                                                                                       | Unknown in real terms at this stage pending further analysis from metering results, install completion                                                                                                                                                    | SW    |

| Action                                              | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                        | \$                                                                                                                                                                                                                                                                                  | GROUP |
|-----------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                                                     |                                                | and program is now viable based on the cost of supply and return. Competitive tender result has locked pricing in for 5 years. | and testing. Will be provided in 2014/15. Based on previous testing of meters >15,000kl or 10 years, 84% were under reading. In 2011 \$ this represented \$301,000 of lost revenue annually in the water fund and further lost revenue in the sewer fund for commercial properties. |       |
| OPS – Reduction in overtime for Centrifuge Operator | Reduction of costs                             | Ulladulla staff trained to operate mobile centrifuge eliminated the need for staff to travel and work overtime                 | Saving \$2000                                                                                                                                                                                                                                                                       | SW    |
| OPS - Removal of three cranes from vehicles         | Reduction of costs                             | Existing centralised large crane trucks used, instead of 3 small cranes on trucks                                              | \$69000 capital saving and \$10000 annual operation savings                                                                                                                                                                                                                         | SW    |
| OPS – Downsizing of two trucks into utilities       | Reduction of costs                             |                                                                                                                                | \$6700 annual savings relates to servicing, tyre costs, fuel usage and registration                                                                                                                                                                                                 | SW    |

| Action                               | Sales or Increase in Revenue/Productivity Gain                                                      | Comment                                                                                                                                                                         | \$                                                                                                                                           | GROUP |
|--------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 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<br><br>16 established Management Committees with membership of approximately 160 people offering their time voluntarily | CS&O  |
|                                      | Two Management Committee Forums                                                                     | Community Facilities Officer meeting with Executive members of Committees as a group to discuss / disperse information in place of attending Committee meetings individually    | Not able to quantify                                                                                                                         | CS&O  |
| Centralisation of Centaman data base | Integrates all POS and reporting systems to be viewed by all centres                                | Allows members access rights to all Aquatic Centres                                                                                                                             | Not quantifiable                                                                                                                             | CS&O  |
| Direct Debit membership processing   | D/D processing is more efficient and easier for Coordinators to administer, reduces card rejections | D/D now includes credit cards, cheque and savings bank account. Gives customers more options                                                                                    | Not quantifiable                                                                                                                             | CS&O  |

| Action                                                  | Sales or Increase in Revenue/Productivity Gain                                                                        | Comment                                                                                                                                                                                 | \$                                                                                                              | GROUP |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------|
| Swim School students access                             | New cards that scan under the membership module reduce wait periods for customers and streamlines students entries    | New feature of Centaman systems                                                                                                                                                         | Not quantifiable                                                                                                | CS&O  |
| Implementation of Centaman stock control module         | Saves time in counting and reporting on stock                                                                         | Total control of stock movements and reporting                                                                                                                                          | Not quantifiable                                                                                                | CS&O  |
| Implementation of Radio Frequency Identification (RFID) | Improved security of collections (assets). Self checkout for customers reducing waiting times for customers at issues | Free up staff to focus on direct customer service and to deliver more programs.<br><br>Automated processes for issues and returns to minimise manual processes at the circulation desk. | Not able to quantify.                                                                                           | CS&O  |
| Products and Services                                   | Productivity Gain                                                                                                     | Volunteers are utilised to carry out the more routine tasks, eg end processing, cleaning of videodiscs, filing membership applications                                                  | Not able to quantify.<br>Fulfil Centrelink requirements of those on benefits to undertake volunteer placements. | 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.<br>Fulfil school /TAFE/ University requirements for work placements.                      | CS&O  |

| Action                                                       | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                         | \$                                                                                                                                                                                                                         | GROUP |
|--------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Outsourcing of end processing for fiction and non book items | Productivity Gain                              | Improved customer service – items can be available to clients within 1 day of receipt                                                                                           | Maximise value for money and time efficiency                                                                                                                                                                               | CS&O  |
| Copy cataloguing using records from Libraries Australia      | Productivity Gain                              | Enables consistency of records in the database; improved searching. Faster and more efficient cataloguing practices                                                             | Not able to quantify                                                                                                                                                                                                       | 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 | <p>Not able to quantify. Many Volunteers work on projects that otherwise would not be funded.</p> <p>17 established Management Committees with membership of approximately 160 people offering their time voluntarily.</p> | CS&O  |

| Action                                                                               | Sales or Increase in Revenue/Productivity Gain                                                                                                                                                     | Comment                                                                                                                                                                         | \$                                                                                                                                                                                                                     | GROUP |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 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.<br>Many Volunteers work on projects that otherwise would not be funded.<br><br>17 established Management Committees with membership of approximately 160 people offering their time voluntarily. | CS&O  |
| Review the method of undertaking repairs to pavement – Heavy Patching Repair method. | Hired bobcat with ‘rotomilling’ attachment used to speed excavation and trimming of heavy patches in the Basin area (in lieu of using a backhoe)<br>\$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.                                                | Hired bobcat continues to be used in the Basin area. Business Case for new bobcat & profiler purchase for the Northern area approved for 2012/13                                                                       | CS&O  |
| Town Signs                                                                           | Calling quotations for the replacement of town signs has resulted in significant savings in                                                                                                        | The replacement of Town signs was budgeted to occur over five (5) years. All signs should now be replaced including new locations                                               | All signs were replaced within 3 years - Total saving over 5 years                                                                                                                                                     | CS&O  |

| Action                                                                                                                                   | Sales or Increase in Revenue/Productivity Gain                                                                                                    | Comment                                                                                                                                                      | \$        | GROUP |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------|
|                                                                                                                                          | supply costs.                                                                                                                                     | within four (3) years.                                                                                                                                       | \$72,000. |       |
| 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 | Prior to 2010/11 Council funded the cost of smaller events.                                                                                                  | \$1,128   | CS&O  |
| Review road rehab pavement design options to increase reuse of existing materials.                                                       | Business case approved to purchase a new bobcat and profiler in 2012/13 to allow separation of materials and potential reuse                      | Bobcat and profiler to be purchased in 2012/13. Outcome of Roads Review by Morrison Low may be relevant to Heavy Patching technique and scale of operations. | NA        | CS&O  |
| Benchmark the Asset Construction and Maintenance division against other contractors and Councils. (Note this is done on a regular basis) | This has been done in previous years.                                                                                                             | No formal bench marking done in 2011/12.                                                                                                                     | NA        | CS&O  |
| Implementation of consultants review (Danny Wiggins) undertaken in 2011                                                                  | Productivity Gain                                                                                                                                 | On-going changes to work practices are being implemented in accordance with the recommendations from the                                                     | N/A       | DES   |

| Action                                                                                                                                                    | Sales or Increase in Revenue/Productivity Gain                                 | Comment                                 | \$           | GROUP  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------|--------------|--------|
|                                                                                                                                                           |                                                                                | internal review.                        |              |        |
| <b>3. Changes in Organisation Structure</b>                                                                                                               |                                                                                |                                         |              |        |
| Working in liaison with Public Officer                                                                                                                    | Flexibility in assisting each other's roles                                    | Indirect efficiency gain                | \$5000/year  | AGM/IA |
| Internal staff structure change.                                                                                                                          | Merger of Communications staff with Tech Support staff improving productivity. | Common customer service focus required. | \$5,000/year | AGM/IT |
| Internal staff reshuffle to cover Strategic Planner during maternity leave.                                                                               | Cost saving.                                                                   | Salary saving.                          | \$22,000     | SPI    |
| Did not replace vacant part time Senior Strategic Planner position (Grade 16) pending conversion to a full time Strategic Planner position (Grade 13/14). | Cost saving.                                                                   | Salary saving                           | \$20-30,000  | SPI    |

| Action                                                                          | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                | \$               | GROUP |
|---------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------|
| Replacing GIS Draftsperson with Trainee GIS/Property Officer.                   | Cost Saving.                                   | Salary saving                                                                                                                                          | Approx. \$25,000 | SPI   |
| Delay in replacement of GIS Draftsperson.                                       | Cost saving.                                   | Salary saving                                                                                                                                          | \$6,400          | SPI   |
| Vacant Natural Areas Planning Officer.                                          | Cost saving.                                   | Salary saving. This position has been replaced by 2 part time positions which will result in an ongoing salary saving of approximately \$6,500 a year. | \$6,500          | SPI   |
| 2 partly vacant positions in Recreation and Land Management Unit                | Cost saving.                                   | Salary saving.                                                                                                                                         | \$72,000         | SPI   |
| Replacement of Senior Floodplain Engineer with 2 part time internal staff.      | Cost saving.                                   | Salary saving (due to difference in wages).                                                                                                            | \$10,000         | SPI   |
| Internal secondment in Recreation and Community Facilities to deliver project - | Cost saving.                                   | The work would have required the engagement of a consultant (higher charges).                                                                          |                  | SPI   |

| Action                                                                                              | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                                                                         | \$                                    | GROUP |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------|
| Permanent part-time secondment of Drainage Engineer from Infrastructure Planning to Policy Planning | Cost saving                                    | Salary saving.                                                                                                                                                                                                                  | \$30,000 (to Infrastructure Planning) | SPI   |
| Report to CC Survey Assistant – Construction Inspector                                              | Productivity Gain                              | Reflection of changes in work practices – increase in productivity                                                                                                                                                              |                                       | SW    |
| Report to CC – Construction Technical Officer – transfer from Ops to P/D                            | Productivity Gain                              | Reflection of changes in work practices – increase in productivity                                                                                                                                                              |                                       | SW    |
| OPS – Trainees development leading to reduction in Labour Hire                                      | Reduction in costs                             | Previously the majority of operational resource shortages were filled by Casual labour hire (2 or 3 days a week). This is now covered by multi-skilled trainees “5” days a week which has also led to productivity improvements | Approx - \$110000 annually            | SW    |
| Multi skilling of Aquatic and Leisure Staff                                                         | Productivity gain, economies of scale          | Cover sickness and leave requirements without compromising services.                                                                                                                                                            | Not quantifiable                      | CS&O  |

| Action                                                                                                                         | Sales or Increase in Revenue/Productivity Gain                  | Comment                                                                                                                                                                                     | \$                                  | GROUP |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------|
|                                                                                                                                |                                                                 | Offers opportunities for personal development                                                                                                                                               |                                     |       |
| Review of organisational requirements with succession and workforce planning strategies                                        | Productivity gain; ability to meet changing library environment | As staff retire job descriptions are changed to adapt to changing roles and expectations                                                                                                    | Improved service delivery           | CS&O  |
| Use of Staff Resources                                                                                                         | Engagement of 8 new trainees for use in lieu of casuals         | Saving over other staffing.<br><br>5 trainees achieved Cert II in Civil Construction in 2011/12 and 1 trainee achieved Cert II in July 2012. 3 trainees left the program and were replaced. | \$50,000 (2011/12)                  | CS&O  |
| 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  |
| Building Surveyor position transferred to                                                                                      | Productivity gain                                               | Transferred to Compliance unit to focus on compliance issues in new                                                                                                                         | Part recovery of costs from Penalty | DES   |

| Action                                                                                              | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                             | \$                                                       | GROUP  |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------|
| Ranger - Compliance Unit                                                                            |                                                | unit.                                                                                               | Infringement Notices (PINS) and court action undertaken. |        |
| <b>4. New or Improved "Strategic Alliances" with Southern Councils group or other organisations</b> |                                                |                                                                                                     |                                                          |        |
| Seeking funding for review/replacement of street lighting technology                                |                                                | Work in progress.                                                                                   | None as yet                                              | AGM/IT |
| Started joint negotiation relating to street lighting costs                                         |                                                | Work in progress.                                                                                   | None as yet                                              | AGM/IT |
| Property Council of Australia.                                                                      | Productivity gain.                             | Improved networking which utilises the resources of the PCA to market the property dealings in SCC. |                                                          | SPI    |
| Cadastral services partnerships.                                                                    | Extension of existing survey.                  |                                                                                                     | Estimated \$5,000 income.                                | SPI    |
| Staff attendance at                                                                                 | Exchange of ideas with possible                |                                                                                                     |                                                          | SPI    |

| Action                                                                                                                               | Sales or Increase in Revenue/Productivity Gain | Comment                                                                                                                                                                                                                                                                                                                                                                    | \$ | GROUP |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------|
| Southern Councils Finance and Asset Managers' meetings.                                                                              | productivity gains.                            |                                                                                                                                                                                                                                                                                                                                                                            |    |       |
| Continued quarterly Southern Council's W & S meetings                                                                                |                                                |                                                                                                                                                                                                                                                                                                                                                                            |    | SW    |
| Project and Engineering Services Contract with GHD                                                                                   | Productivity Gain                              | Demonstrable outcomes in terms of project implementation expected within first 12 months of engagement                                                                                                                                                                                                                                                                     |    | SW    |
| CASSS- Business Administration & Support Manager selection as a member of the AWA National Water Retail Specialist Network Committee | Productivity Gain                              | <p>Facilitate points of contact within the industry for Best Practice.</p> <p>Enhancements to customer service processes and facilitate common interest issues for National recognition through shared knowledge.</p> <p>Improve the public understanding of water issues, and</p> <p>Meet the needs and demands of the customer in the expansion/demands of the water</p> |    | SW    |

| Action                | Sales or Increase in Revenue/Productivity Gain                                                                                                           | Comment                                                                                                                                                                                                                                                                                                                                                                                   | \$                                                                                                                                             | GROUP |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                       |                                                                                                                                                          | industry                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                |       |
| 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.<br><br>16 established Management Committees with membership of approximately 170 people offering their time voluntarily. | CS&O  |
|                       | 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:-<br><ul style="list-style-type: none"> <li>• Fleet Air Arm Museum</li> <li>• Lady Denman Heritage Complex</li> <li>• Bundanon Trust</li> <li>• Nowra Museum</li> <li>• Berry Museum</li> <li>• Kangaroo Valley Pioneer Museum</li> <li>• Maroota National Trust</li> <li>• Shoalhaven City Council</li> <li>• ADFAS</li> </ul> | Not able to quantify                                                                                                                           | CS&O  |

| Action                                                                      | Sales or Increase in Revenue/Productivity Gain                                                                                                  | Comment                                                                                                                                                                                                         | \$                                                                                                                         | GROUP |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------|
|                                                                             | 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 be offered within existing resources | Not able to quantify<br><br>Gallery guides (3 per session) provide a minimum of 18 hours assistance per day at the Gallery | CS&O  |
|                                                                             | Secured Grant from \Dept of Sustainability, Environment, Water, Population & Communities for Shoalhaven Stories Exhibition and Outreach program | Allowed for a complete e-based web portal and workshops to be delivered as part of an ongoing community project with Shoalhaven City Arts Centre Gallery                                                        | \$22.500                                                                                                                   | CS&O  |
| South Coast Cooperative Libraries partnership (since 1982)                  | Continue to cost services delivered to Eurobodalla & Kiama Council Library Services using a unit based approach                                 | Truer representation of the cost of services delivered to the Cooperative partners                                                                                                                              | Some cost savings to partner Councils; improved customer service                                                           | CS&O  |
| <b>5. Elimination of unnecessary/redundant tasks (process improvements)</b> |                                                                                                                                                 |                                                                                                                                                                                                                 |                                                                                                                            |       |
| 3 year licensing from Crown Lands on all Holiday Haven Tourist              | Reduce the administrative requirement and need to apply to the Division of Crown Lands for                                                      | Major administrative saving as a direct result of our Business Development Plans submitted to                                                                                                                   |                                                                                                                            | FCS   |

| Action                                                                                                       | Sales or Increase in Revenue/Productivity Gain                                                                                                           | Comment                                                                                                                                                                                                         | \$              | GROUP   |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------|
| Parks                                                                                                        | annual Tourist Park licences                                                                                                                             | the Crown                                                                                                                                                                                                       |                 |         |
| Reduction of Hard Copy Business Papers                                                                       | Cost saving through reduced production                                                                                                                   | Business Papers provided to a reduced number of staff                                                                                                                                                           | Est \$3,000     | FCS     |
| Creation of email folder for receiving invoices from Suppliers quickly.                                      | Increase in productivity gain                                                                                                                            | E-mails from suppliers can be accessed by more than one employee, this will reduce the delay in payment.                                                                                                        |                 | FCS     |
| Arranged for a new stamp which is more efficient for contacting staff to process Orders or Goods Matches etc | Increase in productivity gain                                                                                                                            | A more efficient way to contact staff where items need actioning.                                                                                                                                               |                 | FCS     |
| Vehicle Tyre Replacement                                                                                     | <ul style="list-style-type: none"> <li>Staff time/productivity gain</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>New supplier picks vehicle up at time of servicing to replace tyres and returns vehicle back to workshop</li> </ul>                                                      |                 | FCS     |
| Grants management process                                                                                    | <ul style="list-style-type: none"> <li>Grants taskforce established.</li> <li>Process mapping of the grant management within the organisation</li> </ul> | <ul style="list-style-type: none"> <li>Efficiency gains through a better understanding of the processes in managing grants.</li> <li>Staff time saved through better dialogue with senior management</li> </ul> | Not yet defined | AGM/IPR |

| Action                                                                         | Sales or Increase in Revenue/Productivity Gain                                        | Comment                                                                                                                   | \$                                                                                                                        | GROUP  |
|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------|
| Reduce red tape documentation                                                  | WHS Management System under continual review to reduce number and length of documents | A number of revised documents have already been adopted. Similar reviews of documents have occurred in CSO and SW Groups. | Not Defined                                                                                                               | AGM/HR |
| Delegation of authorisation of advertisements to Managers                      | Productivity Gain                                                                     |                                                                                                                           |                                                                                                                           | SW     |
| OPS – Eliminated transporting potable water by truck to Yalwal recreation area | Savings                                                                               | Pump installed at dam to supply water to the amenities and potable water tank installed for drinking water                | Saving \$6700                                                                                                             | SW     |
| Continuous assessment of why and how we do things                              | Productivity Gains                                                                    | Continue to increase shelf ready stock; improvements to internal manual processes with the introduction of RFID           | Unable to quantify<br>As processes are automated/improved staff can focus on direct customer service and program delivery | CS&O   |
| Continuous assessment of why and how we do things                              | Productivity Gains                                                                    | Focus on community hotspots to deliver improved outcomes in Community Development                                         | Unable to quantify                                                                                                        | CS&O   |

| Action                                                                                                      | Sales or Increase in Revenue/Productivity Gain             | Comment                                                                                                               | \$                                                                                        | GROUP |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------|
| From start of new contract, Contractor to take on responsibility for statutory declarations                 | Not able to quantify extent of improvement in productivity | Remove one step out of the administration process thus improving productivity                                         | Not measurable                                                                            | CS&O  |
| Review the conditions for taking home work truck. Would need to be a whole of Council approach.             | NA                                                         | This would need to be handled corporately if considered beneficial in order to be equitable across Groups & Sections. | NA                                                                                        | CS&O  |
| 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  |
| Move to electronic lodgement of plans                                                                       | Productivity gain                                          | Savings in staff time as amount of scanning required is reduced.                                                      | 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 |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------|
| <b>6. Reduction in Services or level of service provided</b>                                                                 |                                                                                                                                                                                                                                |                                                                                                                                                         |                                                                                                               |       |
| Review of the number of group exercise classes being conducted at Leisure Centres                                            | Productivity gain and cost savings                                                                                                                                                                                             | Number of classes reduced to ensure satisfactory participant levels in all classes by 5 at Ulladulla Leisure Centre & 5 at Bay and Basin Leisure Centre | \$20,000                                                                                                      | CS&O  |
| <b>7. Introduction of new or improved technologies</b>                                                                       |                                                                                                                                                                                                                                |                                                                                                                                                         |                                                                                                               |       |
| Substantial Energy Savings in HHTP and SMS due to implementation of Business Treading Lightly and Energy Savings Action Plan | 16 – 20% savings in electricity consumption at Bomaderry Depot through SMS. 20 - 25% savings in electricity consumption at Ulladulla Headland Tourist Park. Good reduction in water consumption at Bomaderry Depot through SMS | KWH electricity consumption reduced substantially during the current year. KL savings in water consumption at Bomaderry Depot                           | While consumption is reduced costs have unfortunately remained constant due to price increases from suppliers | FCS   |
| Substantial energy savings at Nowra Admin Building following retro                                                           | Anticipated 20% reduction in electricity costs for Nowra Administrative Building as well as                                                                                                                                    |                                                                                                                                                         | Savings yet to be realised                                                                                    | FCS   |

| Action                                                                 | Sales or Increase in Revenue/Productivity Gain                                                                                                                                                                                                                                           | Comment                                                                                                              | \$                                                                | GROUP   |
|------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------|
| fitting of Fluro Lighting throughout Levels 1 -3                       | ongoing operational saving due to longer life fluro tubes                                                                                                                                                                                                                                |                                                                                                                      |                                                                   |         |
| The introduction of a Preferred Supplier panel for external plant hire | Tenders were called to ensure contractors prices were competitive and meet Council's business and probity needs                                                                                                                                                                          | Allows staff to access electronically contractors which have been assessed to be price competitive and WHS compliant | Savings yet to be realised                                        | FCS     |
| Ipad use                                                               | <ul style="list-style-type: none"> <li>Reduction in printing costs, documents for meetings are kept on Ipad.</li> <li>Efficiency gains through greater flexibility in searching for past diary information.</li> <li>Greater ease in responding to emails when away from work</li> </ul> | Potential for widespread application                                                                                 | \$1000 per user/year                                              | AGM/IPR |
| Increased use of webinars                                              | Training & development at reduced cost of travel, parking, time & WHS risk                                                                                                                                                                                                               | Potential for wide spread application                                                                                | \$500 per person/year (@3 webinars alternate to travel to Sydney) | AGM/IA  |
| Introduction of replicated SAN                                         | Reduced reliance on tape backups. Improved service delivery for storage needs.                                                                                                                                                                                                           | DR testing reduced from 2 -3 weeks per year to 2-3 days                                                              | \$3,000/year                                                      | AGM/IT  |

| Action                                                                            | Sales or Increase in Revenue/Productivity Gain                           | Comment                                                                                                                                                     | \$                                            | GROUP  |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------|
| Server Virtualisation                                                             | Greater server reliability, speed to deploy servers and energy savings.  | Server deployment reduces from 1 day to 30 minutes. 4 to 5 times per year.                                                                                  | \$2,000/year<br>Energy savings<br>\$5000/year | AGM/IT |
| New network links                                                                 | 100mbps to Kings Point. 200mbps to Flinders                              | Improved network response and reliability for affected staff                                                                                                | \$5,000/year                                  | AGM/IT |
| VoIP implemented at Tourist Parks                                                 | Reduced cost for fixed line services.                                    | —                                                                                                                                                           | TBA                                           | AGM/IT |
| Training & Development Accreditation                                              | VETAB Audit of Council's Registered Training Organisation (RTO)          | T&D passed with no non-conformances. Re-accredited until May 2016 and incorporated automatically into the Australian Accreditation Authorities RTO Listings | —                                             | AGM/HR |
| Reduction in the number of Corporate Responsibilities Workshops per Round (year). | Cost and productivity savings through reduced presenter time and travel. | Reduction from 10 to 6 CRW's per Round and from 2 Workshops to 1 held in Ulladulla.                                                                         | \$1,000/year                                  | AGM/HR |

| Action                                                                                                                                     | Sales or Increase in Revenue/Productivity Gain                                                         | Comment                                                                                                                                                                                                                                     | \$                                                                                                                                                                | GROUP  |
|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| WorkCover Plant Qualification Application Fee Abolishment.                                                                                 | Cost savings                                                                                           | WorkCover NSW has abolished the requirement for Operators of certain Load Shifting Plant Items to have WorkCover issued Qualifications.                                                                                                     | \$1,000/year                                                                                                                                                      | AGM/HR |
| Development of more In-House Courses and Assessment s.                                                                                     | Cost savings from developing In-House Courses and Assessments, particularly for Duty of Care Training. | Reduces the cost of using External Training Providers as well as being able to provide these services at times to suit the Participants.                                                                                                    | \$1 – 5,000/year                                                                                                                                                  | AGM/HR |
| Intranet site.                                                                                                                             | Productivity gain.                                                                                     | Roll out new processes for GIS and Survey Units.                                                                                                                                                                                            |                                                                                                                                                                   | SPI    |
| Undertake all/part cadastral surveys using GPS.                                                                                            | Lower survey costs. Increase turnaround times.                                                         |                                                                                                                                                                                                                                             | Estimated \$10,000 per annum                                                                                                                                      | SPI    |
| Updating Conquest to version 2.57.                                                                                                         | Productivity gain.                                                                                     |                                                                                                                                                                                                                                             |                                                                                                                                                                   | SPI    |
| CASSS-Implement new software (CASYS) to improve the quality control of water meter reading data and provide greater customer confidence in | Productivity Gain                                                                                      | <p>Improve quality control in meter reading and levying process including;</p> <ul style="list-style-type: none"> <li>• Water consumption and budget forecasting</li> <li>• Monitoring progress of cyclic water meter reading by</li> </ul> | <p>Direct saving in labour estimated at 2 hours per week for levying process. Improved reporting and monitoring of the essential contracted service cannot be</p> | SW     |

| Action                                                                                           | Sales or Increase in Revenue/Productivity Gain                                                       | Comment                                                                                                                                                                                                                                                                          | \$                                                                                                                                                                             | GROUP |
|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| accounts whilst maintaining readings as close to 90 day cycles.                                  |                                                                                                      | contractor <ul style="list-style-type: none"> <li>• Reduce time to check readings and levy accounts</li> <li>• Reduce time in reporting data, and</li> <li>• Improve the quality of the returned data prior to levy and</li> <li>• reduce the need for check readings</li> </ul> | accurately measured for a \$ figure but, having this program reduces significant business and financial exposure. Addresses issue identified as critical in the Risk Register. |       |
| 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 of very low maintenance requirements                                                   | CS&O  |
| Products & Services – Use of energy efficient / water efficient electrical appliances & lighting | Efficiency Gain                                                                                      | Purchase of energy & water efficient appliances when replacement falls due throughout community facilities network                                                                                                                                                               | Not able to quantify                                                                                                                                                           | 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  |

| Action                                                                                                      | Sales or Increase in Revenue/Productivity Gain                | Comment                                                                                                  | \$               | GROUP |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------|-------|
| Prominent Chemical Auto Dosing equipment at Ulladulla Leisure Centre                                        | Reduction in chemical costs, better water quality and balance | New state of the art controllers installed at Ulladulla Leisure Centre                                   | \$3,000          | CS&O  |
| Implementation of energy saving technology at Leisure Centres                                               | 10% reduction in electricity costs                            | PV solar cell installed at Ulladulla Leisure Centre & Bay & Basin Leisure Centre to generate electricity | \$10,000         | CS&O  |
| Pool blankets for hydrotherapy pool at Ulladulla Leisure Centre                                             | Reduced energy costs                                          | Pool blankets reduce heat loss over night                                                                | Not quantifiable | CS&O  |
| Ultra Violet disinfection units installed at swimming pools Bomaderry Aquatic and Ulladulla Leisure Centres | Reduction in chemical costs and improved water quality        | Greatly reduces combined chlorine levels in pool water, reduced chemicals                                | Not quantifiable | CS&O  |

| Action                                                                                                                               | Sales or Increase in Revenue/Productivity Gain                             | Comment                                                                                          | \$                                                                                      | GROUP |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------|
| Upgrading of Mechanical services at Ulladulla Leisure Centre and Bay & Basin Leisure Centre to integrate Building Management Systems | Productivity gain                                                          | Ability to monitor and change settings on heating controllers                                    | Not quantifiable                                                                        | CS&O  |
| Winterizing outdoor swimming pools during shut down periods                                                                          | Reduces labour cost for start up cleaning, reduces water consumption       | Keeps water clear and hygienic during off season                                                 | \$5,000                                                                                 | CS&O  |
| Use of energy saving technology                                                                                                      | Continued use of solar heating at all major pools                          | Heating pool water with energy from the sun                                                      | Heated water that would otherwise not be heated. Increases patronage and bather comfort | CS&O  |
| Implementation of RFID at Shoalhaven Libraries                                                                                       | Productivity Gain                                                          | RFID improves security of collection (assets) and reduces some manual tasks                      | Improved customer service                                                               | CS&O  |
| Use of energy saving technology                                                                                                      | Use of energy efficient lighting/appliances                                | Florescent tubes replaced with more energy efficient lighting<br>Equipment updated (as required) | Not known                                                                               | CS&O  |
| ESD friendly vehicles                                                                                                                | Use of 4 cylinder cars and Prius<br><br>Mobile Library has carbon friendly | Environmentally friendly<br><br>Savings on running costs and                                     | Not known                                                                               | CS&O  |

| Action                                                                                                                       | Sales or Increase in Revenue/Productivity Gain                                          | Comment                                                                                                                                       | \$                                                                             | GROUP |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------|
|                                                                                                                              | rating                                                                                  | more efficient fuel use                                                                                                                       |                                                                                |       |
| Web based reporting for weighbridge and depot transactions                                                                   | Off site database managed by contractor reduces maintenance requirements for Council IT | Improve productivity – releases IT staff to do other business                                                                                 | Not measurable                                                                 | CS&O  |
| Introduce new Groundmaster mower with wider cut and faster speed to replace tractor and Bush hog slasher for sports grounds. | Introduction of new mowers targeting an efficiency gain                                 | Purchased new mowers in 2011/12                                                                                                               | Business Case showed productivity gains could be made – figures not available. | CS&O  |
| Reduce tree management costs by purchasing a Council owned Elevated Work Platform                                            | Business case shows a return on investment within 2 years                               | Work crews are still becoming proficient in using the EWP for tree works. Other crews are internally hiring the EWP in lieu of external hire. | Not Available yet.                                                             | CS&O  |
| 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  |

| Action                                                                                                                                                | Sales or Increase in Revenue/Productivity Gain                                                                                                    | Comment                                                                                                                                                                                              | \$           | GROUP  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|
| <b>8. Entrepreneurial activities</b>                                                                                                                  |                                                                                                                                                   |                                                                                                                                                                                                      |              |        |
| Generally increased profit margins from Corporate Business Units                                                                                      | Trading figures for Corporate Business Units exceeded budget forecasts for 2011/2012                                                              |                                                                                                                                                                                                      |              | FCS    |
| The internal Plant Hire Charges were pegged for 2012/13 at the same level as 2011/12 due to reductions in the whole of life cost of running the fleet | A combination of better residuals on vehicles through changing vehicle types, lower maintenance, fuel and insurance costs has led to this saving. | This reduction in charges has led to more funding being able to be allocated to other projects in the budget.                                                                                        | \$115,000    | FCS    |
| Work Experience Programs                                                                                                                              | Increase in Work Experience Placements by 50% over previous years                                                                                 | 175 Work Experience Placements placed in total. This is accompanied by a 50% increase in the administration and record keeping requirements. Reputation and recruitment benefits – not dollar valued | \$1,500/year | AGM/HR |
| Sale of property - 130 Penguin Head Road, Culburra Beach.                                                                                             | Proceeds to fund building extension to Culburra Beach Community Centre.                                                                           | Constraint in selling was the zoning Special Uses. New zone subject to adoption LEP2009. Sold unconditional \$205,000                                                                                | \$30,000     | SPI    |

| Action                                                                                                            | Sales or Increase in Revenue/Productivity Gain                                                                                                                                                                                                                          | Comment                                                                                                                                                                                                                                                                                                                                                                                               | \$                 | GROUP |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|
|                                                                                                                   |                                                                                                                                                                                                                                                                         | against CMB 'as is' \$175,000.                                                                                                                                                                                                                                                                                                                                                                        |                    |       |
| Feasibility study at Ulladulla Leisure Centre to install BlueGen systems and replace existing pool heating system | On site power generation of LP gas to electricity                                                                                                                                                                                                                       | Funded under "Business Treading Lightly" grant                                                                                                                                                                                                                                                                                                                                                        | Not quantifiable   | CS&O  |
| Proactive Financial Management                                                                                    | Cost recovery for Council                                                                                                                                                                                                                                               | Family Day Care reviewing cost structures to be financially viable to meet new subsidy and legislative costs                                                                                                                                                                                                                                                                                          |                    | CS&O  |
| Landfill gas to power generation                                                                                  | <p>7,209 MWHrs of electricity has been generated in 2011/12 and supplied to the grid through extracting methane gas from the West Nowra landfill.</p> <p>This use of gas reduces the carbon tax liability for West Nowra to zero for at least the next three years.</p> | <p>Sufficient power generated to supply 961 average NSW homes.</p> <p>Direct reduction in greenhouse gas emissions equivalent to 24,493 tonnes of CO<sub>2</sub>, (or removing 5,973 cars from the road for one year).</p> <p>Indirect displacement of 6,968 tonnes of CO<sub>2</sub> if the equivalent power had been generated by other means in NSW</p> <p>If no gas extraction was applicable</p> | Indirect \$171,000 | CS&O  |

| Action                                                                                                | Sales or Increase in Revenue/Productivity Gain                                              | Comment                                                                                                                                                                                                                                                                                                                                                          | \$                                                                                                    | GROUP |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------|
|                                                                                                       |                                                                                             | Council would be liable for paying the Carbon price on emissions of \$170,800 in the first year, \$335,000 in the next and about \$500,000 in the next.                                                                                                                                                                                                          |                                                                                                       |       |
| Transfer of 9,581 tonnes of mixed builders waste from West Nowra and Huskisson to Huntley Heritage    | Extension of landfill capacity, recovery of EPA levy and income from difference in gate fee | Huntley Heritage are using mixed building waste to fill in an old mine excavation and develop a golf course. Mixed building waste is transported to Huntley and disposed at a lower gate fee because the requirements for operating an inert waste landfill are considerably lower than requirements to operate a putrescible waste landfill such as West Nowra. | \$335,000 (direct savings)<br><br>Approx \$900,000 indirect in savings on landfill airspace/capacity. | CS&O  |
| Providing shredded garden waste mulch to Council Sections and residents at Recycling and Waste Depots | Reduced payment for processing                                                              | Mulch has been used for rehabilitating the former landfill in North Nowra, been used by Parks in various areas around the LGA and taken for use by residents                                                                                                                                                                                                     | Approximately \$200,000                                                                               | CS&O  |
| Seal Gravel Roads                                                                                     | Reduce road network maintenance                                                             | 4.9 kms of gravel road and                                                                                                                                                                                                                                                                                                                                       | \$4,454                                                                                               | CS&O  |

| Action                                                                                          | Sales or Increase in Revenue/Productivity Gain                                                       | Comment                                                                                                                                                                                                                                                                                                                     | \$                                                                                                    | GROUP |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------|
|                                                                                                 | costs                                                                                                | <p>shoulder sealed in 2011/12.</p> <p>(Average routine maintenance cost for sealed pavements \$1,426/km, unsealed pavements \$2,335/km – thus saving is \$909/km pa)</p> <p>(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)</p> | (based on rural road, LCS, SAC seals, 4.9 equivalent kms were sealed in 2010/11 – Saving at \$909/km) |       |
| 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  |
| <b>9. New “revenue” streams</b>                                                                 |                                                                                                      |                                                                                                                                                                                                                                                                                                                             |                                                                                                       |       |
| Increases in Motor Vehicles Leaseback charges to assist in mitigating the increased cost of FBT | Charges made for Private Use of a Motor Vehicle have increased to offset the increase in FBT charges |                                                                                                                                                                                                                                                                                                                             | \$100,000                                                                                             | FCS   |

| Action                                                                                               | Sales or Increase in Revenue/Productivity Gain                            | Comment                                                                                                                | \$                | GROUP  |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------|--------|
| Additional communications tower sites and customers                                                  | Communications Unit and Property Section work jointly on this             | New and upgraded facilities on existing towers; renewed licences; new site ground leases                               | >\$40,000/year    | AGM/IT |
| Project partner cost recovery                                                                        | For some studies & investigations briefed by Economic Development Section | –                                                                                                                      | \$10-15,000/year  | AGM/ED |
| Sports Tourism Partner Packages                                                                      | Revise through local sponsorship of sports events                         | Funds used to secure additional events through Events Shoalhaven Board program.                                        | >\$50,000/year    | AGM/T  |
| Surveyors.                                                                                           | Charge out rates.                                                         | Altered charge out rates for Surveyors to reflect market.                                                              |                   | SPI    |
| Successful grant funding.                                                                            |                                                                           | Recreation and Community Facilities Planning Unit was able to save \$100,000 in the delivery of future capital assets. | \$100,000         | SPI    |
| CASSS – Structured process to retain securely, quotation and subsequent resale of scrap water meters | Savings                                                                   | Additional revenue source                                                                                              | \$49,343 annually | SW     |

| Action                                                                              | Sales or Increase in Revenue/Productivity Gain                                                         | Comment                                                                                                                         | \$                                                                  | GROUP |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------|
| 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  |
| Introduced RPM & Spin Classes at Leisure Centres                                    | Extended fitness options to members                                                                    | Response to market trends                                                                                                       | Value adding to existing program                                    | CS&O  |
| Replaced Les Mills program at Ulladulla Leisure Centre 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 Bay & Basin Leisure Centre                   | Reduction in program costs                                                                             | Reviewed operations when new service provider entered market                                                                    | Approximate 50% saving in licence fees                              | CS&O  |
| Corporate Biggest Looser Program                                                    | Increase in sales                                                                                      | Corporate companies invited to participate                                                                                      | Encourages PT and membership sales                                  | CS&O  |
| Family Day Care                                                                     | Increase in revenue                                                                                    | Broader range of programs introduced for Carers<br>Greater ability to generate income                                           | Educator Training income - \$1,853 for the 2011-2012 financial year | CS&O  |
| Family Day Care                                                                     | Increase in revenue                                                                                    | Marketing of meeting room<br>Greater ability to generate income, including a permanent                                          | Meeting room income - \$10,076 for the 2011-                        | CS&O  |

| Action                                                                                  | Sales or Increase in Revenue/Productivity Gain                 | Comment                                                                                                    | \$                                                        | GROUP |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------|
|                                                                                         |                                                                | rental arrangement to an external organisation                                                             | 2012 financial year                                       |       |
| Reduce or eliminate the waiving of fees for use of parks facilities.                    | No action taken in 2011/12 pending election of the new Council | NA                                                                                                         | NA                                                        | CS&O  |
| Introduce fees for sportsground use.                                                    | No action taken in 2011/12 pending election of the new Council | NA                                                                                                         | NA                                                        | CS&O  |
| Increase fees and charges in the Parks and Reserves unit. ie Premium wedding venue fees | No action taken in 2011/12 pending election of the new Council | NA                                                                                                         | NA                                                        | CS&O  |
| Preparation for introduction of Pre-purchase inspections for dwellings                  | Increase in revenue                                            | Business plan being prepared. Will be Introduced to provide a service to home buyers and increase revenue. | Difficult to quantify – in preliminary stage.             | DES   |
| Preparation for issuing BAL Certificate (Bushfire hazard level)                         | Increase in revenue                                            | Introduced to provide a service to home builders and increase revenue.                                     | \$5,000 in first year, expected increase in future years. | DES   |

## SECTION 7 - REGULATORY REPORTING

### DETAILS OF OVERSEAS VISITS

#### Section 428 (4) (b) 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 2011/2012.

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### FEES, EXPENSES & FACILITIES PROVIDED TO ELECTED MEMBERS

#### Section 428 (4) (b) Local Government Act 1993

#### Local Government (General) Regulation 2005 – Section 217

#### Clause 1 (a1)

The following Councillor fees were expended during the year 2011/2012:

|                 |                  |
|-----------------|------------------|
| Mayoral Fees    | \$36,637         |
| Councillor Fees | \$216,320        |
|                 | <b>\$252,957</b> |

The total cost associated with Council expenses and facilities such as travel, allowances, expenses, computer, communication and other associated with Council and committee meetings for 2011/2012 was \$355,563 which is made up as follows:

|                                                                                              |                  |
|----------------------------------------------------------------------------------------------|------------------|
| <b>Provision of Facilities including dedicated office equipment allocated to Councillors</b> | <b>\$13,821</b>  |
| <b>Cost of phone calls by Councillors</b>                                                    | <b>\$29,710</b>  |
| <b>Councillor attendances at Conferences and Seminars</b>                                    | <b>\$32,051</b>  |
| <b>Training and skill Development</b>                                                        | <b>\$200</b>     |
| <b>Interstate Travelling Expenses</b>                                                        | <b>\$5,417</b>   |
| <b>Overseas Expenses</b>                                                                     | <b>\$0</b>       |
| <b>Spouse/Partner accompanying person expenses</b>                                           | <b>\$2,327</b>   |
| <b>Carer Expenses</b>                                                                        | <b>\$405</b>     |
| <b>Legal Costs</b>                                                                           | <b>\$0</b>       |
| <b>Subsistence and out of pocket expenses</b>                                                | <b>\$3,412</b>   |
| <b>Travelling Expenses</b>                                                                   | <b>\$102,955</b> |
| <b>Mayoral Vehicle</b>                                                                       | <b>\$0</b>       |
| <b>Printing and Stationary/Office Expenses</b>                                               | <b>\$703</b>     |
| <b>Council &amp; Committee Meetings, Briefings, Meals &amp; Sustenance</b>                   | <b>\$91,573</b>  |
| <b>Secretarial Support</b>                                                                   | <b>\$72,989</b>  |
| <b>TOTAL</b>                                                                                 | <b>\$355,563</b> |

## 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 electronic claim forms to be provided by the General Manager.

## Private Vehicle

If travelling is by private vehicle the rate applicable from 1 July 2011 shall be as follows:

| Engine Capacity  | Cents per kilometre |
|------------------|---------------------|
| 2601 cc and over | 92.6                |
| 1601 cc - 2600cc | 86.2                |
| 1600 cc or less  | 67.7                |

These rates were initially based on the rates for Crown Employees (Public Service Conditions of Employment) Reviewed Award 2006. That Award was reviewed in 2008 and the kilometre rate for private travel was reduced. The rate applying at that time was used as the base rate and is now 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.

In submitting claims for reimbursement of travel expenses to inspections and meetings with residents, business owners or others, a description of the inspection/meeting be included detailing who attended. If appropriate the Staff member assessing the reimbursement request may seek further advice or clarification from the Councillor.

## 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 this policy.

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”** includes, but without being limited to, attendance at the following:

- all Council meetings;
- civic functions, receptions and official openings organised by Council or its delegate;
- Meetings of Council 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;
- Funerals as a Community representative, Government Events – eg openings;
- meetings of Community Consultative Bodies (CCB's) or Business Chambers;
- responding to rate payer's enquiries or requests for inspections subject to a brief explanation being given or other source documentation being provided with the claim.

**“Council business”** 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, or invitee and the attendance is authorised by Council or jointly by the General Manager and Mayor;
- 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 authorised by Council or jointly by the Mayor and General Manager;
- other official business approved by the Council or jointly by the Mayor and General Manager.
- Dinners and other non-Council functions that provide briefings to Councillors from key community members, politicians and business.
- Australia Day and Anzac Day Ceremonies;
- Charitable functions organised by groups which are recognised as such and supported by Council and their annual dinner meeting, as well as events sponsored by Council;
- Changeover dinners of service clubs,
- Christmas functions for Council boards  
where the Councillor is invited in their civic capacity to attend.

## **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. When the event has been deemed business of Council by resolution within Australia, the Executive Support and Financial Services Managers shall jointly authorise expenditure. Where the business is outside Australia, approval is to be by Council resolution.

Claims for such expenses may include:

### **Private Vehicle**

If travelling is by private vehicle, the rate applicable, as from the 1<sup>st</sup> July 2009, shall be in accordance with the rates set out in 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. When travelling within NSW, ACT or Victoria, a Councillor may elect to travel by car, bus or air. When travelling by car, pooling is encouraged.

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

## **Accommodation & Sustenance**

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

### **Accommodation**

An accommodation allowance for actual expenses up to a limit of \$300.00 per day shall apply or as is organised through the General Managers' office. When requested by the Councillor, staff will seek to incorporate breakfast in the accommodation tariff.

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 per Councillor.

Unless prior agreement with the General Manager the accommodation component is the only expense charged back to Council and the individual Councillor meets all other expenses and then claims legitimate expenses via the electronic system.

### 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 this policy. Requests for course fees for Training and Development of Councillors shall be approved jointly by the Mayor and General Manager 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.

### **Claims over \$500**

“Claims in excess of \$500.00 per individual item within a claim are to be reported to Council for approval, unless it is unlikely that the claim will be considered within fourteen days. In such cases, the Mayor or Deputy Mayor and General Manager may jointly determine the claim.”

### **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 communication device and car kit
- Facsimile machine (if requested)
- "Desktop Computer, Notebook and Tablet device – eg iPad (or similar updated technology) as required. Other peripherals as determined appropriate by the General Manager and Mayor jointly or in the case of the Mayor the Deputy Mayor, necessary for the Councillors to perform their civic function."
- Multi Functional device

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. Any costs above that limit are to be recovered from the Councillor as per this policy.

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 as per this policy.

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.

Where a Councillor uses their own tablet device for Council purposes which is connected to a carrier data service, Council will, following approval, reimburse the Councillor the equivalent cost that would be charged to Council.

### **Secretarial Assistance & Office Supplies**

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

In respect of Councillor initiated correspondence reasonable secretarial support shall mean no more than eighty 80 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 or when a Councillor converts from a Council provided mobile service to an alternate service. 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**

There may be limited instances where certain costs incurred by the councillor on behalf of their spouse, partner or accompanying person are properly those of the councillor in the performance of his or her functions. An accompanying person is a person who has a close personal relationship with the councillor and/or provides carer support to the councillor.

Meeting the reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature, is considered appropriate when accompanying councillors within the local government area. Such functions would be those that a councillor's spouse, partner or accompanying person could be reasonably expected to attend. Examples could include but not be limited to Australia Day award ceremonies, citizenship ceremonies, civic receptions and charitable functions for charities formally supported by the council.

Limited expenses of spouses, partners or accompanying persons associated with attendance at the Local Government and Shires Associations' annual conferences could be met by councils. These expenses should be limited to the cost of registration and official conference dinners. Travel expenses, any additional accommodation expenses, and the cost of partner/accompanying person tours etc would be the personal responsibility of individual councillors.

Consideration should also be given to the payment of expenses for the spouse, partner or accompanying person of a mayor, or a councillor when they are representing the mayor, when they are called on to attend an official function of

council or carry out an official ceremonial duty while accompanying the mayor outside the council's area, but within the State. Examples could include charitable functions to which the mayor has been invited and award ceremonies and other functions to which the mayor is invited to represent the council.

The above circumstances should be distinguished from spouses, partners or accompanying persons who accompany a councillor at any event or function outside the council area, including interstate and overseas, where the costs and expenses of the spouse or partner or accompanying person should not be paid by council (with the exception of attendance at the Local Government and Shires Associations annual conferences, as noted above).

The above examples should also be distinguished from circumstances where spouses, partners or accompanying persons accompany councillors at seminars and conferences and the like. In these situations all costs, including any additional accommodation costs, must be met by the councillor or the spouse/partner/accompanying person.

### 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

- action in defamation
- other action arising from the performance in good faith of a function of a Councillor, or Delete “or the like” as approved by the General Manager.

The Councillor must provide a cost estimate from the legal firm to the General Manager for concurrence prior to engagement.

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.

### **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.

### **Reimbursement of Personal Expenses**

Any private or alternative business expenses relating to Councillor activities incurred by Council including those expenses referred to in this policy plus GST shall be recovered (deducted) from future reimbursement claims or fee payments.

## **1. DISPUTE RESOLUTION**

If a Claim is refused jointly by the Financial Services Manager and the Executive Support Manager and the reason for the refusal is disputed by the Councillor, the matter is referred to the General Manager for determination. The Councillor will be required to set out the reasons the refusal is disputed. The decision of the General Manager is final.

The dispute process will be conducted separately to the electronic Councillor Claims process in order to allow the approved claims to be paid and the subsequent resolution of any disputed claims

## 2. IMPLEMENTATION

The Mayor and Councillors individually have a responsibility to submit claims for payment of expenses and to use facilities in accordance with this policy. Any claims for reimbursement of expenses should be lodged within three (3) months of the expenditure being incurred.

Claims made after twelve months will not be considered.

Council may deduct amounts from any claims or fees payable, sufficient to pay any debts owing by a Councillor relating to this Policy.

Authorisation for late payment of claims shall be by *either* –

- Council resolution;
- The Mayor and General Manager jointly for claims for expenses in respect of Councillors; or
- The Deputy Mayor and General Manager jointly for claims for expenses in respect of the Mayor.

### 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) Local Government Act 1993

### Local Government (General) Regulation 2005 – Section 217

#### Clause 1 (a2)

| Contract Description                                                                                                      | Contract Date | Amount (Inc GST) | Supplier                                                   |
|---------------------------------------------------------------------------------------------------------------------------|---------------|------------------|------------------------------------------------------------|
| Kangaroo Valley Sewerage Scheme - Pressure Sewerage System, Water Reclamation Facility, Reclaimed Water Management System | 9/08/2011     | 10,343,325       | A.J Lucas Operations Pty Ltd                               |
| Garden and Timber Organic Shredding Service                                                                               | 8/07/2011     | 371,250          | Shoalhaven Recycling                                       |
| Electronic Waste Recycling Service                                                                                        | 4/06/2011     | 202,500          | Tailormade Specialised Recycling Pty Ltd                   |
| Microsoft Licensing and Associated Services                                                                               | 1/07/2011     | 751,368          | Data 3 Limited                                             |
| Supply and Delivery of Drainage and Pavement Materials                                                                    | 5/08/2011     | 282,000          | Schmidt Quarries Pty Ltd                                   |
| Supply and Delivery of Pavement Materials                                                                                 | 1/07/2011     | 643,000          | South Coast Concrete Crushing & Recycling Pty Ltd          |
| Supply & Delivery of Pavement Materials                                                                                   | 1/07/2011     | 196,000          | SCE Recycling (Nowra) Pty Limited t/as Shoalhaven Quarries |
| Asphaltic Concrete Supply                                                                                                 | 1/07/2011     | >\$150,000       | Downer EDI Works Pty Ltd                                   |
| Milton Ulladulla Sewerage Scheme - Design/Documentation                                                                   | 6/10/2011     | 115,753          | Cardno Pty Ltd                                             |
| Ulladulla Sludge Management Augmentation Construction                                                                     | 8/08/2012     | 2,397,181        | Ledonne Constructions Pty Ltd                              |
| Contract for sale of land - Part Lot 54 DP 788146 Kangaroo Valley                                                         | 6/05/2011     | 630,000          | G A & C A Chittick                                         |
| Contract for sale of land - Lot 1151 DP 1159783 Sanctuary Point                                                           | 31/08/2012    | 797,500          | Bunnerong Investments Pty Ltd                              |
| Contract for sale of land - Lot 717 DP 12278 Culburra                                                                     | 12/04/2012    | 205,000          | Matthew Patrick                                            |

| Contract Description                                                                                                                                                                                                                    | Contract Date | Amount (Inc GST) | Supplier                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|---------------------------------------------------------|
| Contract for sale of Land - Lot 2 DP 525618 Ulladulla                                                                                                                                                                                   | 9/05/2012     | 485,000          | Dorothy Alice Larkings                                  |
| Contract for Election Services                                                                                                                                                                                                          | 18/04/2012    | 359,165          | RMK Investments Pty Ltd T/A Australian Election Company |
| Additional Carpark Works - Bernie Regan Sporting Complex                                                                                                                                                                                | 12/12/2011    | 162,171          | Druce DP                                                |
| Construction of Sports Fields                                                                                                                                                                                                           | 11/07/2011    | 657,140          | G T Civil Pty Ltd                                       |
| Migration of Shoalhaven Water Asset Data                                                                                                                                                                                                | 5/01/2012     | 852,390          | Radtel Engineering                                      |
| Tyre Recycling Service                                                                                                                                                                                                                  | 1/11/2011     | 182,000          | Ztec Tyres                                              |
| Administration Building - Air Conditioning                                                                                                                                                                                              | 1/05/2012     | 792,000          | Climax Pty Ltd                                          |
| Decommission of Underground Fuel Tanks - Ulladulla Depot                                                                                                                                                                                | 28/05/2012    | 138,550          | ANC Foster Pty Ltd                                      |
| Decommission of Underground Fuel Tanks - Woollamia Depot                                                                                                                                                                                | 28/05/2012    | 133,974          | ANC Foster Pty Ltd                                      |
| Profile Linemarking - Forest Road                                                                                                                                                                                                       | 28/05/2012    | 212,801          | Al State Linemarking Services Pty Ltd                   |
| Supply & Laying of Asphaltic concrete                                                                                                                                                                                                   | 1/07/2011     | >\$150,000       | Fulton Hogan Industries Pty Ltd                         |
| Longitudinal & Transvers Linemarking of Pavements                                                                                                                                                                                       | 1/07/2011     | >\$150,000       | Wollongong Linemarking Services Pty Ltd                 |
| Construction of Shoalhaven Water operations Depot Extension South Nowra                                                                                                                                                                 | 29/09/2011    | 426,096          | Malsave Pty Ltd                                         |
| Nowra Culburra Surf Club Extension                                                                                                                                                                                                      | 9/10/2011     | 330,957          | Ablock Builders Pty Ltd                                 |
| CCTV Inspection, Condition Reporting of Sewers and Sewer Rehabilitation Works at St Georges Basin, Ulladulla, Nowra CBD & Sussex Inlet, and at Locations to be Identified throughout the Shoalhaven City Council Area (3 year contract) | 6/01/2012     | 6,413,242        | Underground Asset Services Pty LTD                      |
| Proposed Bridge Replacement & Associated Works, Mt Agony Rd, Durras                                                                                                                                                                     | 27/03/2012    | 304,000          | RJ & PS Smith Pty Ltd                                   |
| Construction of Amenities Building - Lake Tabourie                                                                                                                                                                                      | 10/04/2012    | 424,840          | Tereno Pty Ltd                                          |

| Contract Description                                                                 | Contract Date | Amount (Inc GST) | Supplier                       |
|--------------------------------------------------------------------------------------|---------------|------------------|--------------------------------|
| Supply / Delivery & Trade-in of one Landfill Compactor                               | 20/11/2011    | 726,000          | GCM Enviro                     |
| Preparation of Water & Eastewater Servicing Strategies                               | 26/03/2012    | 355,989          | GHD Pty Ltd                    |
| Alterations & Additions - Huskisson White Sands Tourist Park                         | 15/05/2012    | 172,590          | Tereno Pty Ltd                 |
| Ulladulla Walkway Construction                                                       | 3/04/2012     | 948,195          | Zauner Construction            |
| Nowra & Browns Creeks and Kangaroo Valley Floodplain Risk Management Studies & Plans | 1/05/2012     | 266,849          | Cardno Pty Ltd                 |
| Provision of Program/Project Management and Engineering Services (PPME)              | 21/05/2012    | >1,000,000       | GHD Pty Ltd                    |
| Guardrail Installation - Various Sites                                               | 20/03/2012    | 289,524          | Euro Civil/Eurobodalla Fencing |
| Supply & Delivery of Trailer Mounted Generators                                      | 8/05/2012     | 405,895          | Generator Power Pty Ltd        |
| Spray sealing of Pavements within the Shoalhaven                                     | 1/07/2011     | >\$150,000       | Roadworx Surfacing Pty Ltd     |
| Air Conditioning Upgrade - Administration Building Nowra                             | 17/04/2012    | 871,200          | Climax Pty Ltd                 |

## LEGAL PROCEEDINGS

### Section 48 (4) (b) 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                                                                              |
|--------------------------------------------------------------------------|----------------|--------------------------|--------------|-------------------------------|--------------------------------------------------------------------------------------|
| <b>Greg Thompson &amp; Partners Pty Ltd v Shoalhaven City Council</b>    | Class 1 Appeal | Land & Environment Court | \$57,213.75  | \$20,000.00                   | Appeal upheld through agreed orders and DA approved.                                 |
| <b>Rygate &amp; West v Shoalhaven City Council</b>                       | Class 1 Appeal | Land & Environment Court | \$56,246.30  |                               | Discontinued.                                                                        |
| <b>Kerry Anne Rourke trading as Planscapes v Shoalhaven City Council</b> | Class 1 Appeal | Land & Environment Court | \$17,110.70  | \$7,500.00                    | Appeal upheld through agreed orders and DA approved.                                 |
| <b>James Cameron v Shoalhaven City Council</b>                           | Class 1 Appeal | Land & Environment Court | \$300.00     |                               | Appeal upheld thorough agreed orders and conditions of development consent modified. |
| <b>Martin Morris &amp; Jones Pty Limited v Shoalhaven City Council</b>   | Class 1 Appeal | Land & Environment Court | \$405,916.09 |                               | Ongoing.                                                                             |
| <b>Vincent Cedric Murphy v Shoalhaven City Council</b>                   | Class 2 Appeal | Land & Environment Court | \$2,467.50   |                               | Discontinued.                                                                        |
| <b>Shoalhaven City Council v Robert Wayne</b>                            | Class 4 Appeal | Land & Environment Court | \$79,536.58  | Costs order made in Council's | Appeal upheld. Council successful in                                                 |

| <b>Name of Matter</b>                                                              | <b>Type of Matter</b>                                                 | <b>Court</b>                      | <b>Costs Paid</b> | <b>Costs Received</b> | <b>Outcome</b>                                           |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------|-------------------|-----------------------|----------------------------------------------------------|
| <b>Reid</b>                                                                        |                                                                       |                                   |                   | favour                | obtaining orders against Mr Reid.                        |
| <b>Shoalhaven City Council v Priscilla Mary Dick &amp; Thomas Alexander Dick</b>   | Class 4 Appeal                                                        | Land & Environment Court          | \$8,562.60        |                       | Appeal upheld in Council's favour through agreed orders. |
| <b>Shoalhaven City Council v Grant Ellis</b>                                       | Class 4 Appeal                                                        | Land & Environment Court          | \$11,409.34       |                       | Ongoing.                                                 |
| <b>Shoalhaven City Council v Patricia Ann Mitchell &amp; Robert Wayne Mitchell</b> | Class 4 Appeal                                                        | Land & Environment Court          | \$11,863.42       |                       | Ongoing.                                                 |
| <b>Shoalhaven City Council v Neil Francis Ash &amp; Barbara Marie Ash</b>          | Class 4 Appeal                                                        | Land & Environment Court          | \$10,156.44       |                       | Ongoing.                                                 |
| <b>Shoalhaven City Council v David Anthony Pickering</b>                           | Class 4 Appeal                                                        | Land & Environment Court          | \$12,017.42       |                       | Ongoing.                                                 |
| <b>Shoalhaven City Council v Garrie Mills</b>                                      | Class 4 Appeal                                                        | Land & Environment Court          | \$12,807.64       |                       | Ongoing.                                                 |
| <b>Shoalhaven City Council v Robert Neil Sheather</b>                              | Class 4 Appeal                                                        | Land & Environment Court          | \$7,240.90        |                       | Discontinued.                                            |
| <b>Adam Bonner v Shoalhaven City Council</b>                                       | Review of Conduct under Privacy & Personal Information Protection Act | Administrative Decisions Tribunal | \$36,105.28       |                       | Ongoing.                                                 |

| <b>Name of Matter</b>                                     | <b>Type of Matter</b> | <b>Court</b>  | <b>Costs Paid</b> | <b>Costs Received</b> | <b>Outcome</b>                                       |
|-----------------------------------------------------------|-----------------------|---------------|-------------------|-----------------------|------------------------------------------------------|
| <b>Blue Arrows Pty Limited v Shoalhaven City Council</b>  | Statement of Claim    | Local Court   | \$5,438.73        |                       | Discontinued.                                        |
| <b>John Wilson v Shoalhaven City Council</b>              | Penalty notice        | Local Court   |                   |                       | Mr Wilson found guilty. Penalty notice upheld.       |
| <b>George Black v Shoalhaven City Council</b>             | Penalty Notice        | Local Court   |                   |                       | Mr Black found guilty. Penalty notice upheld.        |
| <b>Peter Baxter v Shoalhaven City Council</b>             | Penalty Notice        | Local Court - |                   | \$ 500.00             | Mr Baxter found guilty and fined \$2500.             |
| <b>Mary Dwyer v Shoalhaven City Council</b>               | Penalty Notice        | Local Court   |                   |                       | Ms Dwyer found guilty. Penalty notice upheld.        |
| <b>Ross Edward Wellington v Shoalhaven City Council</b>   | Penalty Notice        | Local Court   |                   |                       | Mr Wellington found guilty. Penalty notice upheld.   |
| <b>Julie Ann Becket v Shoalhaven City Council</b>         | Penalty Notice        | Local Court   |                   |                       | Ms Becket found guilty. Penalty notice upheld.       |
| <b>Belinda Lee Lilliebridge v Shoalhaven City Council</b> | Penalty Notice        | Local Court   |                   |                       | Ms Lilliebridge found guilty. Penalty notice upheld. |
| <b>O'Connell v Shoalhaven City Council</b>                | Penalty Notice        | Local Court   |                   |                       | O'Connell found guilty. Penalty notice upheld.       |
| <b>Simon Hart v Shoalhaven City Council</b>               | Penalty Notice        | Local Court   |                   |                       | Mr Hart found guilty. Penalty notice upheld.         |
| <b>Nicolas Cobbin v</b>                                   | Penalty Notice        | Local Court   |                   |                       | Mr Cobbin found guilty.                              |

| <b>Name of Matter</b>                                  | <b>Type of Matter</b>         | <b>Court</b>  | <b>Costs Paid</b> | <b>Costs Received</b> | <b>Outcome</b>                                              |
|--------------------------------------------------------|-------------------------------|---------------|-------------------|-----------------------|-------------------------------------------------------------|
| <b>Shoalhaven City Council</b>                         |                               |               |                   |                       | Penalty notice upheld.                                      |
| <b>Melvin Paul Newman v Shoalhaven City Council v</b>  | Penalty Notice                | Local Court   |                   |                       | Mr Newman found guilty. Penalty notice upheld.              |
| <b>Debra Joan Garrick v Shoalhaven City Council</b>    | Penalty Notice                | Local Court   |                   |                       | Ms Garrick found guilty. Penalty notice upheld.             |
| <b>Helmut Rauchenberger v Shoalhaven City Council</b>  | Penalty Notice                | Local Court   |                   |                       | Mr Rauchenberger found guilty. Penalty notice upheld.       |
| <b>Rudy Bakic v Shoalhaven City Council</b>            | Penalty Notice                | Local Court   |                   |                       | Mr Bakic found guilty. Penalty notice upheld.               |
| <b>Christopher Colin May v Shoalhaven City Council</b> | Penalty Notice                | Local Court   |                   |                       | Mr May found guilty. Penalty notice upheld.                 |
| <b>Shoalhaven City Council v Grant Cameron</b>         | Court Attendance Notice       | Local Court - |                   |                       | Mr Cameron found guilty and fined \$200.00.                 |
| <b>Shoalhaven City Council v Danny Harvey</b>          | Court Attendance Notice       | Local Court - |                   |                       | Mr Harvey found guilty and fined \$200.00.                  |
| <b>Tracey Doney v Shoalhaven Council</b>               | SDRO Enforcement Order Appeal | Local Court   |                   |                       | Appeal dismissed. Penalties to stand.                       |
| <b>Workers Compensation Matters</b>                    |                               |               | \$83,424.00       |                       | Total legal costs incurred for workers compensation matters |

## **PRIVATE WORKS**

### **Section 67 Local Government Act 1993**

### **Local Government (General) Regulation 2005 – Section 217**

#### **Clause 1 (a4)**

During the reporting period 2011-2012 there were no works carried out on private land.

## CONTRIBUTIONS/DONATIONS

### Section 356 Local Government Act 1993

#### Local Government (General) Regulation 2005 – Section 217

#### Clause 1(a5)

During 2011/2012 Council made Grants totaling \$532,290.13 to local organizations and community groups.

| Beneficiary                                       | Amount \$ |
|---------------------------------------------------|-----------|
| 817 Squadron Decommissioning Ball                 | 19,736.75 |
| Albatross Music Company                           | 3,798.00  |
| Basin Villagers Forum                             | 500.00    |
| Bawley Point/Kioloa Progress Assoc.               | 500.00    |
| Bay and Basin Community Resources                 | 11,300.00 |
| Berry & District Garden Club Inc                  | 100.00    |
| Berry Alliance                                    | 500.00    |
| Berry Celtic Festival                             | 2,000.00  |
| Blessing of the Fleet Committee                   | 12,457.50 |
| Bomaderry High School                             | 100.00    |
| Bravehearts Inc. Education                        | 5,000.00  |
| Budawang Public School                            | 5,000.00  |
| Budgong Community Group                           | 500.00    |
| Callala Bay Progress Association                  | 2,000.00  |
| Callala Beach Progress Association                | 500.00    |
| Callala Combined Pensioners & Superannuants Assoc | 1,214.40  |
| Cambewarra Residents & Ratepayers Assoc           | 500.00    |
| Cambewarra School of Arts Committee               | 1,000.00  |

| <b>Beneficiary</b>                    | <b>Amount \$</b> |
|---------------------------------------|------------------|
| Cancer Council Relay for Life         | 6,330.00         |
| Culburra Beach Progress Association   | 500.00           |
| Currarong Progress Association        | 500.00           |
| Elite Energy Pty Ltd                  | 10,000.00        |
| Greenwell Point – Get to the Point    | 500.00           |
| Healthy Cities Illawarra              | 150.00           |
| Huskisson Chamber of Commerce         | 10,000.00        |
| Huskisson Tennis Management Committee | 1,000.00         |
| Huskisson/Woollamia Community Voice   | 500.00           |
| Hyams Beach Villagers Association     | 500.00           |
| Illawarra Institute of TAFE           | 500.00           |
| Kids Korner                           | 3,800.00         |
| Lake Conjola Lakecare Association     | 500.00           |
| Lions Club of Bomaderry               | 5,000.00         |
| Lions Club of Jervis Bay              | 2,000.00         |
| Lions Club of Milton Ulladulla        | 9,920.13         |
| Milton Shoalhaven Anglican School     | 100.00           |
| Mini Trots - Hire of Showground       | 1,517.25         |
| Murramarang Progress Association      | 500.00           |
| Music Shoalhaven                      | 800.00           |
| Noah's Ark                            | 10,000.00        |
| Nowra Anglican College                | 100.00           |
| Nowra Christian Community School      | 6,248.00         |
| Nowra City Church                     | 10,000.00        |
| Nowra Golf Club                       | 500.00           |

| <b>Beneficiary</b>                                    | <b>Amount \$</b> |
|-------------------------------------------------------|------------------|
| Nowra High School                                     | 100.00           |
| Nowra TAFE - Perpetual Industry Exchange Scholarship  | 2,000.00         |
| Opera South                                           | 366.25           |
| Orient Point Progress Association                     | 500.00           |
| Red Head Villages Assoc                               | 500.00           |
| Rotary Club of Berry Gerringong                       | 5,000.00         |
| Rotary Club of Milton Ulladulla                       | 2,500.00         |
| Shoalhaven Awakening                                  | 4,000.00         |
| Shoalhaven Business Chamber                           | 10,000.00        |
| Shoalhaven City Concert Band                          | 1,508.00         |
| Shoalhaven City Council – Property & Public Halls CSO | 21,930.50        |
| Shoalhaven City Turf Club                             | 6,000.00         |
| Shoalhaven Community Transport                        | 8,730.00         |
| Shoalhaven Heads Community Forum                      | 500.00           |
| Shoalhaven Heads Golf Club                            | 70,000.00        |
| Shoalhaven High School                                | 100.00           |
| Shoalhaven Servicemans Association                    | 2,000.00         |
| Shoalhaven Turf Club                                  | 10,000.00        |
| St Johns High School                                  | 100.00           |
| Sussex Inlet & Districts Community Forum              | 500.00           |
| Sussex Inlet CTC                                      | 6,240.00         |
| Tabourie Lake Residents & Ratepayers Association      | 500.00           |
| Tomerong Community Forum                              | 500.00           |
| Troy Pocock Meningococcal Foundation                  | 3,050.00         |
| Ulladulla & Districts Community Forum                 | 500.00           |

| <b>Beneficiary</b>                           | <b>Amount \$</b>  |
|----------------------------------------------|-------------------|
| Ulladulla High School                        | 100.00            |
| Ulladulla Mens Shed                          | 821.00            |
| Ulladulla RSPCA                              | 1,000.00          |
| Vincentia High School                        | 100.00            |
| Vincentia Residents & Ratepayers Association | 500.00            |
| Wandandian Progress Assoc.                   | 500.00            |
| Wildlife Rescue South Coast Inc              | 2,310.00          |
| Youth Concert, Nowra Legacy Group            | 135.00            |
| <b>Beneficiary Total</b>                     | <b>310,762.78</b> |

| <b>Other Programs</b>                | <b>Amount \$</b>  |
|--------------------------------------|-------------------|
| Beach/Aerial Patrols                 | 30,000.00         |
| Arts Board Programs                  | 15,800.00         |
| Community Groups                     | 15,900.00         |
| Events Shoalhaven Board              | 58,264.00         |
| Holiday Haven Programs               | 10,000.00         |
| Museums                              | 5,250.00          |
| Planning Service – Heritage Programs | 14,431.90         |
| SES                                  | 48,161.00         |
| Shoalhaven Sports Board              | 16,000.00         |
| Waste Programs                       | 7,720.45          |
| <b>Other Programs Total</b>          | <b>221,527.35</b> |

|                                      |                   |
|--------------------------------------|-------------------|
| <b>Contributions/Donations Total</b> | <b>532,290.13</b> |
|--------------------------------------|-------------------|

## **EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL**

### **Section 428 (4) (b) Local Government Act 1993**

#### **Local Government (General) Regulation 2005 – Section 217**

##### **Clause 1 (a6)**

During 2011/2012 there were no external organizations to which Council has given any delegation.

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## **COMPANIES IN WHICH COUNCIL HELD A CONTROLLING INTEREST**

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

#### **Local Government (Regulation 2005 – Section 217**

##### **Clause 1 (a7)**

During 2011/2012 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) Local Government Act 1993

#### Local Government (General) Regulation 2005 – Section 217

##### Clause 1 (a8)

**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.

**NRM & Planning Directors Sub-Groups** – Council staff are part of the Natural Resource Management and Planning Director 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.

**RSPCA** and Council work together to manage the welfare, housing and care of animals and rehoming abandoned or surrendered animals.

**TAFE** – Nowra – As part of the Diploma of Community Services, staff have opportunistically presented sessions and provided information on energy reduction measures to students from the Nowra Campus of TAFE.

**Deakin University & Sustain Group** – Local Government Joint Carbon and Sustainability Project – research initiative into the impacts of sustainability and carbon pricing. The aim of the project was to build a framework for Council to monitor carbon as well as providing a strategy to lower Council's future carbon liability.

[Property Council of Australia \(PCA\)](#) - Through its membership of the PCA, Shoalhaven City Council's Planning Resources & Property Section have been liaising with the organizing body of the PCA to hold a showcase event in the Shoalhaven Local Government Area, in particular Nowra. The aim of the event is to establish closer ties with the property development industry and provide a stimulus for potential investment in Nowra CBD and its environs.

[Heritage Local Assistance Fund](#) – Heritage Advisory Service and Council's Heritage Strategy are collaborative partnerships with the State Government Department of Environment and Heritage to promote cultural heritage in the Shoalhaven. A part-time Heritage Advisor is employed by Council with the assistance of the State Government funds to provide free Heritage and Urban Design advice upon appointment and small \$ for \$ monetary grants to assist owners of heritage items and to assist community groups carry out conservation works and small educative projects. A Heritage Strategy for the Shoalhaven is also prepared on a triennial basis and milestones are submitted to State Government through its annual report.

[Crookhaven Headland Lighthouse Restoration](#) – Being undertaken in partnership with Council, NSW Crown Lands and NSW Corrective Services.

[Shoalhaven Bike Plan](#) – Being undertaken with part funding from Roads and Maritime Services

[Paradise Beach Reserve Fitness Station](#) – Being undertaken in partnership with Council and Bay & Basin Community Financial Services Ltd

[Roseby Park Road Improvements](#) – Involves financial assistance towards repair of the Roseby Park road network which is located on community title (owned by Jerrinja Local Aboriginal Land Council)

[Draft LEP 2009](#) – Being undertaken by Council with funding assistance provided from the NSW Department of Planning & Infrastructure Planning Reform Fund.

[Citywide Growth Management Strategy](#) – The draft Strategy was exhibited in August 2012. It is expected that the outcomes of the exhibition will be reported to Council shortly.

[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 organized 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.

[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.

[Coastal, Estuary and Floodplain Management Programs](#) – These programs are collaborative partnerships with the State Government Department of Environment and Heritage as a main partner. These programs are guided by 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, Councils, representatives and representatives from the following State Agencies: NSW DPI, OEH, NPWS, SES, Department of Lands, Aboriginal Land Councils, Southern Rivers CMA and Road and Maritime Services.

[Mobile Population Data Research Project](#) – Council staff are working in conjunction with the Seachange Taskforce and the University of Adelaide to discover ways of estimating the size of mobile populations in coastal areas. A survey with non-resident ratepayers has been conducted and results are expected in the new year. Council also provided funding contribution to this project.

[Road Safety](#) – Council's Road Safety Officer position is part funded by the RMS. Council and RMS work together to promote road safety to the people of the Shoalhaven. The position coordinates 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.

[Wollongong University](#) – Council hosts honors year students to carry out studies within the Shoalhaven Local Government area. This involves co-supervising students. This year Council hosted a student studying neutralization rates for the treatment of acid sulfate soils.

[Macquarie University](#) – Council staff briefed final year students regarding Council's role in environmental management of public and private land,

[Australian National University & Canberra University](#) – Staff contributed to research project on “Coastal Urban Climate Futures”.

[NSW Office of Environment & Heritage & University of NSW](#) – Staff participated as stakeholders in the NSW Regional Climate Modeling project.

[South Coast Co-Operative Libraries](#) – 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, shoal haven Libraries) is to set budget estimates for the partner book and non book resources (only those to be purchased through the Co-operative agreement) and to apply for joint grants where appropriate.

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

[Council's Regional Weeds Action Program](#) – The four local 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             |
|------------------------------------------------------|----------------------|
| <b>a)</b> Bega Valley Shire Council                  | Weeds Manager        |
| <b>b)</b> Eurobodalla Shire Council                  | Weeds Manager        |
| <b>c)</b> Illawarra District Noxious Weeds Authority | Chief Weeds Officer  |
| <b>d)</b> Shoalhaven City Council                    | Weeds Manager        |
| <b>e)</b> Southern Councils Group                    | Projects Coordinator |

**Southern Council's 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
- Procurement Managers

[South East Australian Transport Strategy Inc](#) - 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.

[South Coast Regional Tourism Organisation \(SCRTO\)](#) 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.

[University of Wollongong Conservatorium of Research](#) - A program developed by UOW aimed at strengthening the knowledge and skills of Council employees through participation in Higher Degree research projects which are focussed on issues relevant to councils. The research projects are supported by UOW and provide councils and students with access to forums, panels and networking, and for the opportunity for students to share their research with the consortium of participating councils.

[The LGIAN \(Local Government Internal Auditors Network\)](#) – Involves Internal Auditors from various Councils in NSW as well as a few from other states.

[The Corruption Prevention Network Inc](#) - The network is a collective of audit practitioners and interested parties serving as a networking group to share information and experiences in dealing with the challenges of fraud control and in preventing fraud and corruption.

[Southern Phone Company Ltd](#) - Was established in 2002 with support from the Commonwealth Government's Networking the Nation (NTN) program. The NTN program was established following the first stage of the sale of Telstra with the aim of improving telecommunications services in regional Australia. Southern Phone delivers affordable telecommunications services with a strong focus on regional Australia. Southern Phone is an unlisted Public Company and only local councils can be shareholders. This means all profits are returned to the community through the councils. Because it is a local government-owned enterprise, Southern Phone is a State/Territory Body (STB) pursuant to Section 24AM of the ITAA 1936. No individuals may own shares in the Company

## **EQUAL EMPLOYMENT OPPORTUNITY PLAN**

### **Section 428 (4) (b) Local Government Act 1993**

#### **Local Government (General) Regulation 2005 – Section 217**

##### **Clause 1 (a9)**

Shoalhaven City Council is committed to the development of a work culture that is supportive of employment equity and diversity principles. Council promotes management policies and practices that reflect and respect the social and cultural diversity contained within the community.

The EEO Management Plan 2011-2014 facilitates the identification and removal of systemic barriers to the participation and promotion in employment of government targeted EEO groups, including:

- Women;
- Aboriginal People and Torres Strait Islanders;
- People whose first language was not English; and
- People with a disability, including those requiring adjustment at work.

There are seven outcomes in the 2011- 2014 EEO Management Plan which detail the action and program outcomes which will be sought over the life of the Plan to:

- Improve access and participation in the workforce by EEO target groups
- Support a culture of fair workplace practices and behaviours
- Contribute to a diverse and skilled workforce.

During 2011/12, Council has achieved the following progress against several key result areas including:

#### **Key Result 1.1: EEO Statistical data are comprehensive and accurate**

The annual Local Government Shires Association Benchmarking data was analysed and used to make informed decisions during review of the Bullying and Harassment policy, Recruitment and Selection Policy, Young Person's Employment Strategy, Planned Departure Guidelines, Working from Home Procedure, Breastfeeding at Work Policy.

New employees were encouraged to voluntarily disclose membership of EEO target groups during Corporate Induction sessions in 2011-2012.

#### **Key Result 2.1: EEO groups contribute to decision making**

The Women's Forum developed series of health and wellbeing initiatives which were presented to Council's Consultative Committee for their consideration.

A staff elected Youth Representative (staff member < 30 years) was included as a representative on Council's Consultative Committee.

### **Key Result 3.1: EEO is integrated into workforce planning**

Workforce Profile Data was collected, analysed and reported in operational plans on a quarterly basis.

### **Key Result 4.2: Policies and practices meet both the diverse needs of employees and Council's business objectives**

*Flexibility Guidelines @ Shoalhaven City Council* are included in new employee induction programs and a review identified these were utilised by both male and female staff members in many areas of Council including arrangements including reduced hours, working from home arrangements, compacted hours, flexibility to move from full time to part time according to seasonal peaks.

### **Key result 4.4: Work relations are based on respect for others and the workplace is free from discrimination**

Formal employee grievances continue to be reported annually to identify and appropriately action any issues or trends in relation to equity and diversity.

### **Key Result 5.2: Recruitment Strategies target EEO groups**

The Recruitment and Selection Policy is under review to ensure it is inclusive of suitable strategies for recruitment of people with a disability, a disability requiring an adjustment, or people from culturally and linguistically diverse backgrounds.

### **Key Result 5.4: Retention of employees from EEO groups**

Exit data and qualitative information continues to be assessed and provided to Group Directors for action.

### **Key Result 6.2: EEO issues are integrated into relevant training and development for all employees, and information on EEO and associated policies and programs reaches all employees.**

EEO Principles and *2011 Anti-Discrimination Guidelines for Local Councils* are included in new employee induction programs.

Council continues to promote the Women's Forum, Young People in Council, International Women's Day, participation in Indigenous Employment Expo and Youth Career's Expo.

## **WORK HEALTH & SAFETY**

The Work Health and Safety Unit are reviewing all Policies, procedures and documentation to comply with changes outlined in the Work Health and Safety Act 2011. Preparation is underway for the Work Health and Safety Audit and Case Management Audit conducted by WorkCover. This will ensure Council meets its requirements for the 3 year licence and maintains its status as a self insured Council.

### **Injury Management**

The Workers Compensation reforms of 2012 resulted in amendments to the Workers Compensation legislation and changes to the way workers compensation claims are managed. Continued promotion of incident reporting and the use of the 24 hour hotline has assisted workers resuming their duties or suitable duties soon after injury.

### **WHS Consultation**

WHS Committees continue to meet regularly to discuss health and safety issues for their respective workgroups. All information relating to meetings, including agendas, minutes and relevant documentation is displayed on the WHS website for all staff to access.

### **WHS Training**

Training packages providing legislative compliance and amendments continue to be delivered to a wide range of staff. (WHS Corporate Induction, Injury Management Corporate Induction, Risk Assessment, Incident reporting and Corporate Responsibilities for Managers and Supervisors)

### **Health and Wellbeing**

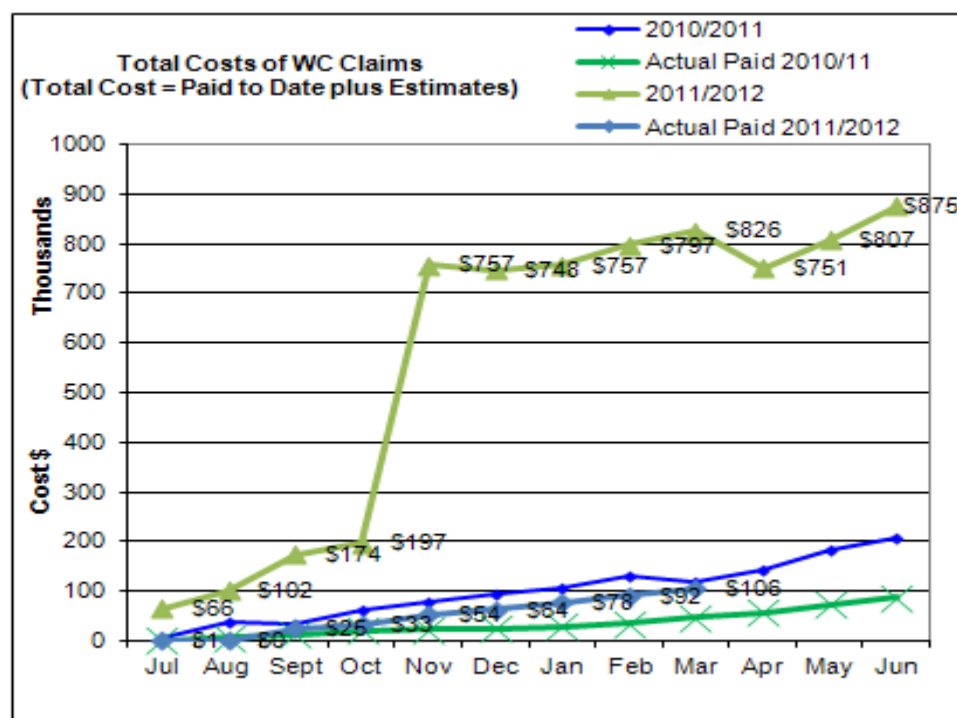
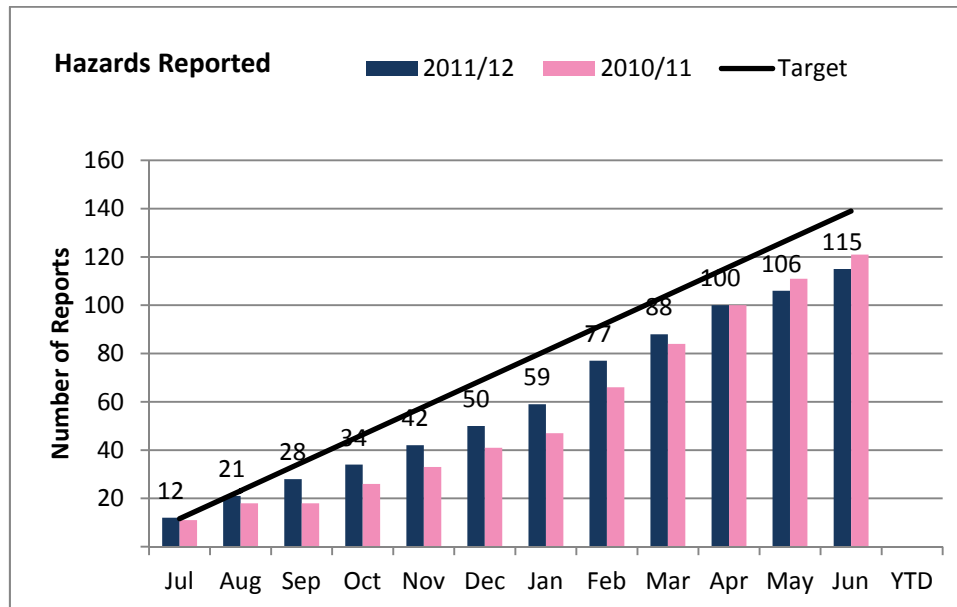
A focus on Health and Wellbeing has been maintained with legislative health surveillance being undertaken. Ongoing initiatives such as Pilates, Boot camp and regular tips and updates on physical and mental wellness continue to be provided to all staff.

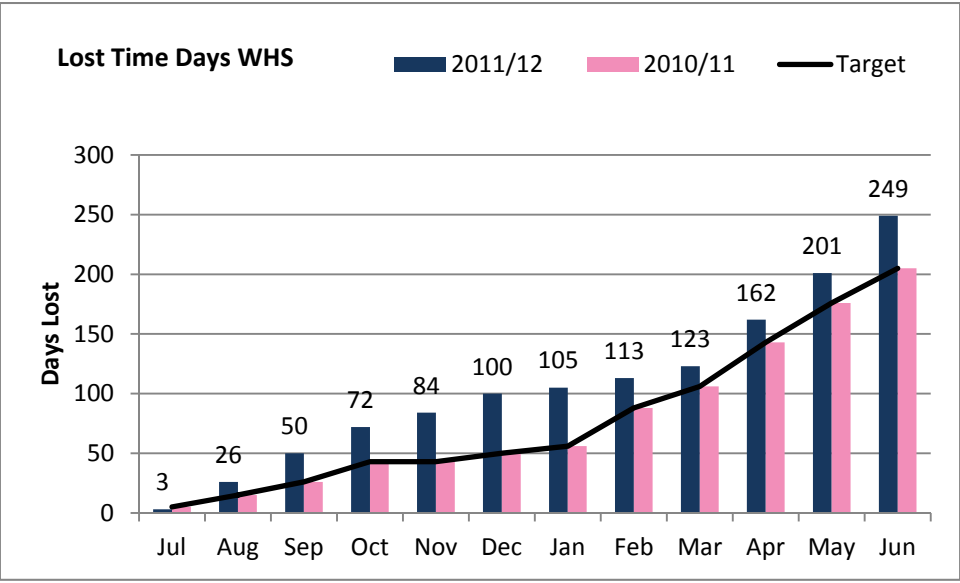
### **Key Performance Indicators**

Lost time days = 249, although above target, Council continues to ensure injured workers resume duties as soon as possible after an injury.

Hazards reported = 115, although below target, staff are still finding and reporting hazards that could potentially cause injury or illness and are implementing control measures prior to incidents occurring.

Total cost of Workers Compensation claims = \$208,000. Claims costs are tracking well and not reaching estimated amounts due to early intervention and effective claims management.





## **SENIOR STAFF REMUNERATION PACKAGE**

### **Section 428 (4) (b) 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 \$254 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:

General Manager - \$276,704

Combined Directors (6) - \$1,125,352

## STORMWATER MANAGEMENT SERVICES

### Section 428 (4) (b) Local Government Act 1993

#### Local Government (General) Regulation 2005 – Section 217

#### Clause 1 (e)

Council's projected 2011/12 Stormwater Management Program was funded the following way:

- \$381,000 - Council revenue
- \$1,030,000 - Stormwater Levy

The actual result was:

- \$689,625 – Spent from Council revenue
- \$1,497,842 – Spent from Stormwater Levy
- \$99,521 – Spent from Capital Contributions

Council also carried forward into 2012/13 unspent funds on 7 projects that were not complete.

| Project                                 | Council Funds | Contributions Revenue | Stormwater Levy | Total       |
|-----------------------------------------|---------------|-----------------------|-----------------|-------------|
| Stormwater Manage Plan                  | \$82,969      | \$0                   | \$11,149        | \$94,118    |
| River Rd Shoalhaven Heads               | \$769         | \$0                   | \$21,937        | \$22,706    |
| Isa Rd Worrigeer                        | \$12,215      | \$0                   | \$196,328       | \$208,543   |
| Kallaroo Rd Erowal Bay                  | \$0           | \$0                   | \$129,329       | \$129,329   |
| Worrigeer Rd Worrigeer                  | \$25,883      | \$0                   | \$0             | \$25,883    |
| Brighton Pde Culburra Beach             | \$0           | \$0                   | \$1,423         | \$1,423     |
| Christine St Sussex Inlet               | \$46,871      | \$2,054               | \$0             | \$48,926    |
| Fern Way Culburra Beach                 | \$2,493       | \$0                   | \$680           | \$3,173     |
| Orient Pt Rd Culburra Beach             | \$22          | \$0                   | \$0             | \$22        |
| Silvermere St Culburra Beach            | \$31,658      | \$0                   | \$0             | \$31,658    |
| The Park Dr Sanctuary Point             | \$7,803       | \$21,693              | \$84,011        | \$113,508   |
| Ulm Rd Sanctuary Point                  | -\$11,582     | \$11,582              | \$0             | \$0         |
| Paradise Beach Rd Sanctuary Point       | \$3           | \$0                   | \$1,251         | \$1,254     |
| Dent St Huskisson                       | \$90          | \$0                   | \$28,555        | \$28,645    |
| Naval Pde Erowal Bay                    | \$0           | \$0                   | \$120,141       | \$120,141   |
| Hawken Rd Tomerong                      | \$10,138      | \$0                   | \$119,767       | \$129,905   |
| Tarawara St Bomaderry                   | \$736         | \$0                   | \$1,728         | \$2,463     |
| Plunket St Nowra                        | \$0           | \$0                   | \$18,080        | \$18,080    |
| Vickery Ave Sanctuary Point             | \$42,378      | \$14,442              | \$13,663        | \$70,483    |
| Links Ave Sanctuary Point               | \$0           | \$21,378              | \$48,598        | \$69,976    |
| Wool Ln Sanctuary Point                 | \$18,280      | \$0                   | \$0             | \$18,280    |
| Elizabeth Dr Vincentia                  | \$128,903     | \$13,826              | \$105,649       | \$248,377   |
| Glanville Rd Sussex Inlet               | \$382         | \$0                   | \$200,000       | \$200,382   |
| Church St Milton                        | \$1,528       | \$2,546               | \$60,000        | \$64,074    |
| Thistleton Rd Burrill Lake              | \$8,677       | \$0                   | \$140,555       | \$149,231   |
| Mowbray Rd Culburra Beach               | \$8,449       | \$0                   | \$124,505       | \$132,954   |
| Comerong St Greenwell Point             | \$0           | \$0                   | \$10,994        | \$10,994    |
| Strategic Stormwater Catchment Analysis | \$12,316      | \$0                   | \$0             | \$12,316    |
| Drainage Investigation                  | \$27,054      | \$12,000              | \$30,000        | \$69,054    |
| St Georges Basin DCP                    | \$200,555     | \$0                   | \$0             | \$200,555   |
| Princes Hwy Ulladulla Easement          | \$0           | \$0                   | \$29,500        | \$29,500    |
| Village Access Rd St Georges Basin      | \$31,035      | \$0                   | \$0             | \$31,035    |
|                                         | \$689,625     | \$99,521              | \$1,497,842     | \$2,286,989 |

## COMPANION ANIMALS ACT

### Section 428 (4) (b) 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 department](#)

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

##### [Lodgement of Data relating to dog attacks with the department](#)

Dog Attacks reported to DLG via DLG reporting system as incidents occurred. During the reporting period there were 177 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 \$619,514 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 funding provided by the Department of Housing is available to assist pet owners that live in community housing. Telephone calls received from the general public requesting discount desexing are referred on to the RSPCA, Nowra or Ulladulla branches who, at times, offer this service to eligible pet owners. The National Desexing Network (NDN) is also available to provide a list of vet clinics who

offer discount desexing via the NDN. Unfortunately no clinics in the Shoalhaven are participating with NDN at this time.

#### [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. The euthanasia rate has dropped considerably in the last year due to the commitment of the new manager of the facility. RSPCA also has dedicated vehicles to transfer animals to other shelters to improve rehoming opportunities.

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's policy is available by contacting Council's customer service or via Council's website.

Where applicable, signs are posted indicating off leash times and areas. All remaining public areas where dogs are available to access, they must be on leash at all times.

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 2012

INCOME

|                 |           |           |
|-----------------|-----------|-----------|
| Registrations   | \$128,163 |           |
| Fines and Costs | \$146,477 |           |
| Other           | \$52,523  | \$327,163 |
|                 |           | <hr/>     |

EXPENDITURE

|                                                  |           |             |
|--------------------------------------------------|-----------|-------------|
| Salaries                                         | \$211,282 |             |
| On Costs                                         | \$73,478  |             |
| Training and conferences                         | \$4,511   |             |
| Motor Vehicle Costs                              | \$70,851  |             |
| Pound Costs                                      | \$227,109 |             |
| State Debt Recovery infringement processing fees | \$16,530  |             |
| Other Costs                                      | \$15,753  | \$619,514   |
|                                                  |           | <hr/>       |
| Surplus / (Deficit)                              |           | (\$292,351) |
|                                                  |           | <hr/>       |

## 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 2011 to June 2012:

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

|                     |                |
|---------------------|----------------|
| Abandoned           | \$125,383.11   |
| Postponed Abandoned | \$10,687.59    |
| Pensioner Rebates   | \$2,868,521.57 |
| <hr/>               |                |
| TOTAL AMOUNT        | \$3,004,592.27 |

- 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.

## PUBLIC INTEREST DISCLOSURES ACT, 1994

The *Public Interest Disclosures Act, 1994* (the Act), formally known as the Protected Disclosures Act, requires that Council report annually on its obligations under the Act. This is the first report made under the new reporting requirements which are set out in Sections 31 and 6E of the Act, and Clause 4 of the associated regulations.

The PID Act encourages and facilitates the disclosure, by public officials, of:

- Corrupt conduct
- Maladministration
- Serious and substantial waste of public money
- A breach of the *Government Information (Public Access) Act, 2009*
- A breach of pecuniary interest obligations under the *Local Government Act, 1993*.

The Act sets out a comprehensive framework for protecting public officials who disclose wrongdoing in accordance with the Act and provides clear pathways for those wanting to make disclosures.

Council has an internal reporting policy in place and this contains the procedures relating to the lodgement, receipt, assessment and handling of public interest disclosures. In addition to the General Manager, Council's Public Officer, Internal Auditor and Ranger Services Manager are designated disclosures officers and they may receive and deal with reports made under the Act.

Council's internal reporting policy and other information about the Act has been made available to staff through Council's intranet, staff bulletins, notice boards, briefing sessions and staff induction sessions. Key staff have attended public interest disclosures training which has been provided by the NSW Ombudsman and further training sessions have been scheduled for disclosures officers and other staff.

In this first reporting period from 1<sup>st</sup> January 2012 to 30<sup>th</sup> June 2012, no public interest disclosures were received by Council. Future reports will be prepared based on the financial reporting year so as to coincide with Council's statutory annual reporting period.

The New South Wales Ombudsman has been given the role of overseeing the Act and this includes promotion of public awareness, the issuing of guidelines, and the monitoring and reporting of agency compliance with the Act.

Enquiries in regard to the Public Interest Disclosures Act could be directed to Council's Public Officer (Disclosures Coordinator) by telephoning (02) 4429 3366 or the Public Interest Disclosures Unit, NSW Ombudsman on (02) 9286 1000.

## GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT, 2009

### Section 125

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's Program for the proactive release of information involves the review of all access applications to ascertain if there is certain information that is continually being requested and if so deciding if that information can be placed on Council's website. As a result of this review, Council has not released any further information proactively.

Council has actively sought to place information on its website identified as being readily available (having regard to its format etc) for viewing by the public. Council, as a practice, gives consideration to public access availability of all new projects, initiatives and developments.

Whilst Council reviews its decision about proactively releasing information on an annual basis, it will also release information proactively as and when required.

During the reporting period, our agency received a total of **24** formal access applications (including withdrawn applications but not invalid applications) and **292** informal access applications.

During the reporting period, our agency only refused **1** formal access application because the applicant did not pay the requested processing charges.

Information, as set out in the format required by the GIPA legislation containing statistical information about formal access applications made to Shoalhaven City Council during the reporting period is as follows:

| 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                                                             | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Members of Parliament                                             | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Private sector business                                           | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Not for profit organisations or community groups                  | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Members of the public (application by legal representative)       | 3                      | 1                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Members of the public (other)                                     | 10                     | 6                      | 0                      | 3                    | 0                             | 1                               | 0                                                  | 0                     |

\*More than one decision can be made in respect of a particular access application. If so, 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*                                 | 0                      | 0                      | 0                      | 0                    | 0                             | 0                               | 0                                                  | 0                     |
| Access applications (other than personal information applications) | 13                     | 7                      | 0                      | 3                    | 0                             | 1                               | 0                                                  | 0                     |

|                                                                                        |   |   |   |   |   |   |   |   |
|----------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|

\*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).

The total number of decisions in Table B should be the same as Table A.

| Table C: Invalid applications                                                 |                        |
|-------------------------------------------------------------------------------|------------------------|
| Reason for invalidity                                                         | Number of applications |
| Application does not comply with formal requirements (section 41 of the Act)  | 0                      |
| Application is for excluded information of the agency (section 43 of the Act) | 0                      |
| Application contravenes restraint order (section 110 of the Act)              | 0                      |
| Total number of invalid applications received                                 | 0                      |
| Invalid applications that subsequently became valid applications              | 0                      |

| Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act |                                     |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
|                                                                                                                           | Number of times consideration used* |
| Overriding secrecy laws                                                                                                   | 0                                   |
| Cabinet information                                                                                                       | 0                                   |
| Executive Council information                                                                                             | 0                                   |
| Contempt                                                                                                                  | 0                                   |
| Legal professional privilege                                                                                              | 0                                   |
| Excluded information                                                                                                      | 0                                   |
| Documents affecting law enforcement and public safety                                                                     | 0                                   |
| Transport safety                                                                                                          | 0                                   |
| Adoption                                                                                                                  | 0                                   |
| Care and protection of children                                                                                           | 0                                   |
| Ministerial code of conduct                                                                                               | 0                                   |
| Aboriginal and environmental heritage                                                                                     | 0                                   |

\*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:<br>matters listed in table to section 14 of the Act |                                                        |                    |       |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------|-------|
|                                                                                                                       | Number of occasions when<br>application not successful |                    |       |
| Responsible and effective government                                                                                  | 2                                                      |                    |       |
| Law enforcement and security                                                                                          | 2                                                      |                    |       |
| Individual rights, judicial processes and natural justice                                                             | 6                                                      |                    |       |
| Business interests of agencies and other persons                                                                      | 1                                                      |                    |       |
| Environment, culture, economy and general matters                                                                     | 0                                                      |                    |       |
| Secrecy provisions                                                                                                    | 0                                                      |                    |       |
| Exempt documents under interstate Freedom of Information<br>legislation                                               | 0                                                      |                    |       |
| Table F: Timeliness                                                                                                   |                                                        |                    |       |
|                                                                                                                       | Number of applications                                 |                    |       |
| Decided within the statutory timeframe (20 days plus any extensions)                                                  | 23                                                     |                    |       |
| Decided after 35 days (by agreement with applicant)                                                                   | 1                                                      |                    |       |
| 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<br>varied                                     | Decision<br>upheld | Total |
| Internal review                                                                                                       | 0                                                      | 0                  | 0     |
| Review by Information Commissioner*                                                                                   | 0                                                      | 1                  | 1     |
| Internal review following recommendation under section 93 of Act                                                      | 0                                                      | 0                  | 0     |
| Review by ADT                                                                                                         | 0                                                      | 0                  | 0     |
| Total                                                                                                                 | 0                                                      | 1                  | 1     |

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

| Table H: Applications for review under Part 5 of the Act (by type of applicant)                                   |                                      |
|-------------------------------------------------------------------------------------------------------------------|--------------------------------------|
|                                                                                                                   | Number of applications for<br>review |
| Applications by access applicants                                                                                 | 1                                    |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0                                    |

**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](mailto:council@shoalhaven.nsw.gov.au)  
<http://shoalhaven.nsw.gov.au>

