

Quarter

4

JUNE  
QUARTERLY  
REVIEW REPORT  
April - June 2025

# Your Ideas Our Actions

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Quarterly Review of the  
Delivery Program / Operational Plan 2024 - 2025



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# About this Report

The purpose of this Quarterly Review Report (the report) is to provide our community with a snapshot of Shellharbour City Council's progress and achievements from 1 April to 30 June 2025.

It provides a summary of Council's highlights, progress and results against the four focus areas of the Community Strategic Plan: Community, Environment, Economy and Leadership.

This encompasses the efforts made by Council to execute the strategies, initiatives, and projects outlined in the Delivery Program/ Operational Plan 2024 – 2025.

**151/152**  
Actions on track

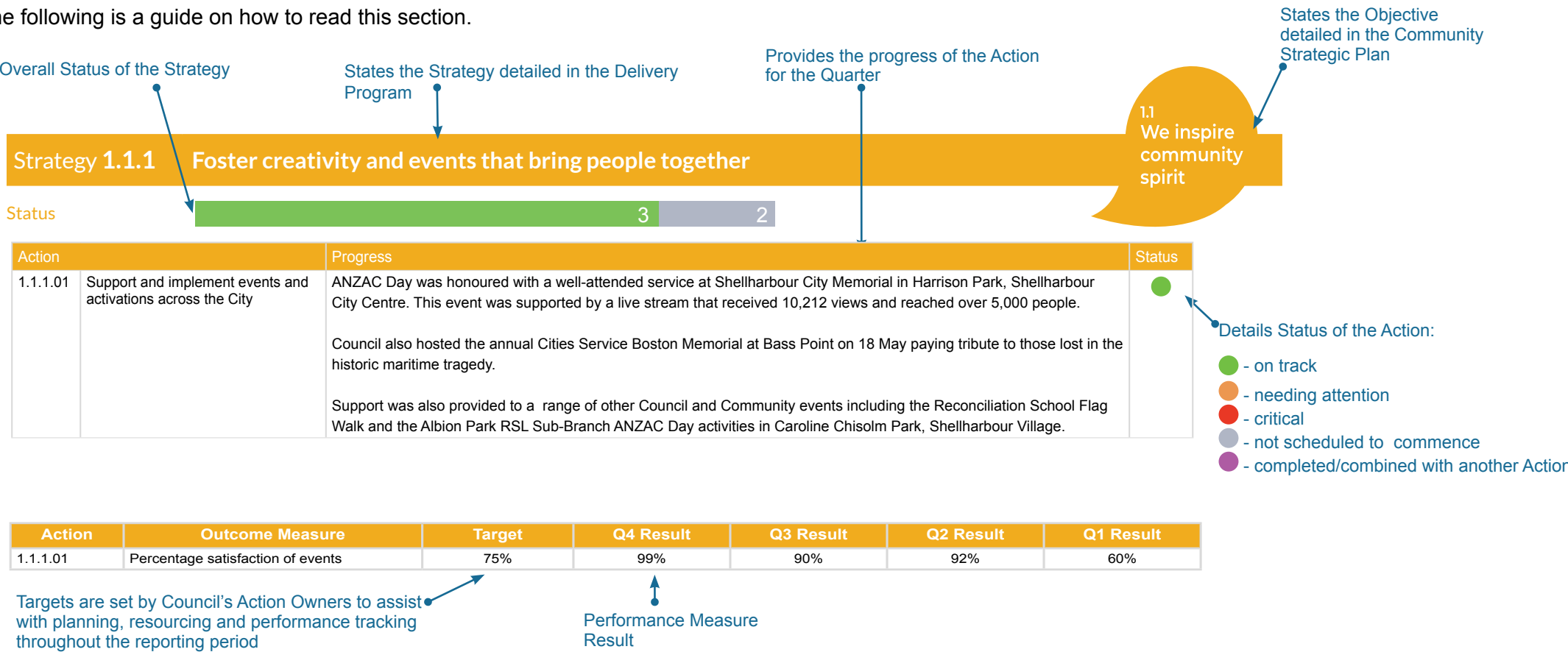
## Quarter in Review Overall Action Status



# How to read this section

This section details Council’s progress and outcomes on actions, activities and projects set out in the Delivery Program/Operational Plan, for the period of 1 April - 30 June 2025. It is summarised into four focus areas: Community, Environment, Economy, and Leadership – as described in the Community Strategic Plan.

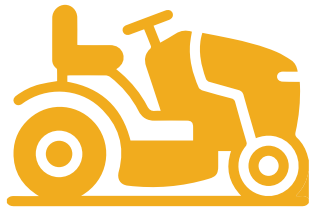
The following is a guide on how to read this section.





# Community

## Highlights & Achievements



**1,954**

parks and reserves mowed  
within schedule



**100%**

driveway applications  
assessed within 10 days



**79%**

of planned Capital Works  
program has been delivered



**\$17,160**

funding was allocated to 8  
community organisations and  
charities



**320**

community members attended  
author talk at City Library



**162,812**

Library items loaned



**79%**

of seized dogs  
returned home



**279**

bookings at the  
Civic Centre

## Strategy 1.1.1 Foster creativity and events that bring people together


1.1  
We inspire  
community  
spirit

Status

3

2

Action		Progress	Status
1.1.1.01	Support and implement events and activations across the City	<p>ANZAC Day was honoured with a well-attended service at Shellharbour City Memorial in Harrison Park, Shellharbour City Centre. This event was supported by a live stream that received 10,212 views and reached over 5,000 people.</p> <p>Council also hosted the annual Cities Service Boston Memorial at Bass Point on 18 May paying tribute to those lost in the historic maritime tragedy.</p> <p>In April, Council held the Good Neighbour Awards , which recognise and shine a light on the everyday acts of kindness, generosity and connection that help build stronger, more compassionate neighbourhoods. The event was a huge success and included an afternoon celebration for Stubbs Road, Albion Park who won 2025 Street of the Year.</p> <p>Support was also provided to a range of other Council and Community events including the Reconciliation School Flag Walk and the Albion Park RSL Sub-Branch ANZAC Day activities in Caroline Chisolm Park, Shellharbour Village.</p>	●
1.1.1.02	Support and implement Arts and Culture programs and outcomes across the City	<p>Council promoted a range of local artist opportunities through its Arts E-News, including: the local Artist Speed Networking Night held in April; An Artist Meet &amp; Greet: In Conversation with Amber Creswell Bell, Chrystie Longworth, and Mignon Steele drew strong interest, with 80 people registered.</p> <p>Shellharbour Civic Centre re-screened the Creative Wollongong Short Film Festival, continuing Council's commitment to showcasing local talent, support regional creatives and amplify their stories to broader audiences.</p>	●
1.1.1.03	Develop a new strategy to guide outcomes for Events, Arts and Culture in the City	Not scheduled to commence.	●
1.1.1.04	Implement the actions and priorities of the Events, Arts and Culture Strategy to ensure high quality creative outcomes for the City	Not scheduled to commence.	●

Action	Progress	Status
1.1.1.05 Provide diverse library programs and foster partnerships with the community	<p>Council's Libraries delivered many and varied library programs this quarter:</p> <ul style="list-style-type: none"> <li>The Sydney Writers Festival is a popular event for literary fans to hear from popular writers and thinkers. All six streamed sessions were well attended with many attendees becoming library members. City Library also hosted its second Local Author Panel, with three local writers, Hayley Scrivenor, Dinuka McKenzie and Camille Booker sharing their literary journeys. The event was well-attended with very positive feedback from participants.</li> <li>Continued their new and exciting range of Aboriginal programming. Two major highlights included a Bush Tucker program facilitated by Gumaraa Aboriginal Experience and a creative session making Candle Scents facilitated by Barrmarrany. Both programs booked out within days, were well attended and saw some very positive feedback including a desire to see more of these cultural programs.</li> <li>In June hosted author, speaker and reality TV star, Gina Chick. Gina's new book, 'We are the stars' has become a national best-seller and her appearance at City Library saw a record turnout for the event. Over 320 customers attended this program as Gina spoke, read and sang to the enchanted crowd. In Gina's own words, 'This is the best library I have ever been to!'</li> </ul>	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.1.1.01	Percentage satisfaction of events	75%	99%	90%	92%	60%
1.1.1.04	Percentage of actions that are on track or completed	N/A	N/A	N/A	N/A	N/A
1.1.1.05	Number of library programs delivered	270	339	291	328	434
1.1.1.05	Percentage of library program participants experience positive outcomes	80%	96%	95%	96%	84%




## Strategy 1.1.2 Work within our communities to connect people, build resilience and opportunities to participate in community life

Status

4

Action		Progress	Status
1.1.2.01	Facilitate and foster community partnerships that build community capacity, attract resources and promote local community initiatives	<p>Council facilitated the Youth Network meeting, which brought together local service providers to foster partnerships and make appropriate referrals and with a range of partners to reduce and support rough sleepers across the City. Eighteen rough sleepers have been referred for housing support or assistance this quarter.</p> <p>In June, the Illawarra Interagency joint partnership between Kiama Municipal Council and Shellharbour City Council met with other key stakeholders. The interagency provided a training opportunity focusing on measuring social impact and increasing capacity across the Community Services sector, which was well received by all attendees representing a range of organisations.</p>	●
1.1.2.02	Provide financial assistance in accordance with Council's Financial Assistance, Sponsorship Policies and the Local Government Act	<p>Council has continued to implement its Community Donations and Sponsorship Policy as adopted in August 2024 completing Rounds 4, 5 and 6 of this program this quarter.</p> <p>Council has provided \$17,160 in funding this quarter, to support local athletes and sports teams, cultural and educational groups, health and welfare organisations, and other groups that address a need in our community.</p> <p>A celebratory afternoon tea took place on Thursday 10 April for earlier successful recipients with another celebratory afternoon tea scheduled for 7 August to recognise the most recent funding recipients.</p>	●
1.1.2.03	Contribute to a City that is youth friendly through the implementation of the Shellharbour Youth Plan	<p>To celebrate Youth Week, in April, a range of recreational and educational activities were offered across the City including the Games 2 U Bus, inclusive bowling, roller skating, photo workshop, music masterclass and artistic workshops. 60 young people completed a First Aid Course certificate to enhance employability and facilitate young people being able to step in and assist in an emergency thereby building community capacity.</p> <p>Council hosted a Youth Art and Design Exhibition event at Shellharbour Civic Centre as the culmination of an artistic program delivered at Blackbutt Youth Centre. This exhibition running from 7 - 30 April featured artworks developed by local young people from across our local government area.</p> <p>School holiday activities and afternoon drop-in sessions continued to be offered at Blackbutt Youth Centre. A highlight was a four-week car maintenance course assisting young people to better understand the mechanics behind driving and owning a vehicle.</p>	●



Action		Progress	Status
1.1.2.04	Provide contemporary library resources and technology that meet community needs	<p>In line with Council's ongoing commitment to promoting literacy and lifelong learning, a range of library collection initiatives were implemented this quarter specifically designed to engage and inspire younger readers.</p> <p>The hugely popular children's series collection was significantly expanded at City Library. The collection was refreshed with improved accessibility through more face-out display (instead of spine only display), a greater variety of content spanning various interests and themes, along with material to suit a range of reading literacy levels.</p> <p>To further spark curiosity and support the love of reading, the libraries introduced the digital platform Comics Plus, giving young readers the opportunity to explore even more content through this visual medium in a digital environment. Additional eBooks and eAudio content were also purchased through the library's BorrowBox platform showcasing resources that are fun and meaningful for young people.</p>	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.1.2.04	Number of visits to library website	95,000	120,106	141,922	109,440	128,716
1.1.2.04	Number of library items loaned	106,000	162,812	172,764	137,781	212,977
1.1.2.04	Percentage of new release titles are on shelves within 3 working days	90%	90%	95%	95%	95%

## Strategy 1.1.3 Sharing stories from the past and present

Status

2

Action		Progress	Status
1.1.3.01	Deliver museum services that preserve, share and celebrate the City's heritage and community memory	<p>In recognition of ANZAC Day 2025, Shellharbour City Museum curated an exhibition that was installed at the Shellharbour Civic Centre for the month of April.</p> <p>The exhibition comprised 114 banners suspended from the Civic Centre ceiling, each featuring the name of a soldier from Shellharbour Municipality who served in World War One.</p> <p>The installation was accompanied by the Museum's Shellharbour ANZAC 1914-1918 digital exhibition, developed for the Centenary of ANZAC in 2018. This exhibition can be viewed online <a href="https://anzacs.shellharbour.nsw.gov.au/">https://anzacs.shellharbour.nsw.gov.au/</a></p> <p>To commemorate the 82nd anniversary of the wreck of the United States tanker Cities Service Boston, an exhibition was installed at the Civic Centre in May. The exhibition told the story of the wreck and rescue, and featured artefacts from the Museum's collection that were retrieved from the ship in the 1940s.</p>	●
1.1.3.02	Contribute to a City that supports and celebrates Reconciliation through the implementation of the Reconciliation Action Plan	<p>Council proudly celebrated Reconciliation Week with a vibrant Reconciliation Walk at Reddall Reserve. Embracing this year's theme, "Now More Than Ever", the event brought together over 1,200 community members, including students from local schools, in a powerful display of unity, respect, and commitment to Reconciliation.</p> <p>Participants joined in a symbolic flag walk, reflecting on our shared history and the journey toward a more inclusive future. The growing attendance each year highlights the community's strong and continuing support for Reconciliation.</p> <p>Preparations to host the Regional NAIDOC Awards in July were progressed in collaboration with partner Councils and stakeholders.</p> <p>Council's Aboriginal Advisory Committee was asked to consider reconciliation action items for inclusion in the next bespoke Reconciliation Action Plan tailored to local community needs.</p>	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.1.3.01	Number of visits to museum website	22,000	34,131	38,833	39,013	33,204

## Strategy 1.2.1 Inclusive, accessible and safe spaces for our entire community

1.2  
We are a  
liveable  
community

Status



Action	Progress	Status
1.2.1.01 Contribute to a City that is safe and has reduced crime through the implementation of the Community Safety Action Plan	<p>Council continued to host Crime Prevention Partnership meetings, Community Safety Pop-Ups, and Coffee with a Cop sessions to enhancing safety and foster stronger community connections.</p> <p>Council actively participates in meetings in relation to Protecting Older People from Abuse, and ran an education campaign to increase understanding of the issue and prevention of elder abuse in April.</p> <p>Council continued to administer the Shellharbour Liquor Accord, coordinating meetings to align with priorities of the licensees and the Liquor Accord Strategy. Work commenced on a comprehensive, evidence-based review of existing Alcohol Free Zones and Alcohol Prohibited Areas.</p> <p>Crime Prevention Through Environmental Design advice was provided on over 60 infrastructure projects, development applications and masterplans. Six liquor licence applications and one gaming machine increase application were also reviewed and commented on, resulting in various conditions being placed on these and two being revoked due to community safety and social impact advice.</p>	●
1.2.1.02 Contribute to a City that is accessible and inclusive by implementing the Disability Action Inclusion Plan	<p>Council continued to utilise the expertise of our Disability, Access and Inclusion Advisory Committee seeking their input and guidance on a number of activities including the allocation of some capital works funding targeted toward improved accessibility outcomes, review and comments for improvements to proposed precinct masterplans and improvements to customer engagement and enquires handling.</p> <p>Council also reviewed and assessed a range of requests for accessible car parking throughout Shellharbour and Shellharbour City Centre.</p> <p>During the April school holidays, Council hosted an inclusive bowling event for young people with a disability and their carers. The event provided a fun and inclusive opportunity for families to connect, relax, and enjoy the opportunity to make new friendships.</p>	●
1.2.1.03 Contribute to a City that is child friendly through the implementation of the Child Friendly Action Plan	<p>Council partnered with Banardos to deliver the KidsFest Picnic and Play event at the Shellharbour Civic Centre bringing families with pre-school aged children to the event to enjoy a fun-filled day of play-based activities and interactive stalls.</p> <p>Council reviewed various playground scopes and designs for community safety, social impact, access and inclusion and Aboriginal Due Diligence principles and requirements.</p> <p>Council commenced the next step towards becoming a child safe organisation by reconvening the Child Safe Working Group to oversee the development of a Child Safety Risk Management Plan. A risk assessment of Council facilities has commenced to identify recommendations to enhance child safety.</p> <p>In June, one hundred and fifty people attended the Child Safe Roadshow which was held in the Civic Centre. The road show supported services to ensure they are actively working towards being compliant with the 10 child safe standards.</p>	●

Action		Progress	Status
1.2.1.04	Contribute to a City that supports social cohesion for people of all cultural backgrounds through the implementation of the Cultural Diversity Action Plan	<p>Council continued to celebrate the diversity of cultural backgrounds in our city and supports social cohesion and connection.</p> <p>Council actively raised awareness for Refugee Week by sharing a series of impactful social media posts across its platforms. Council assisted a customer with a request to hold a cultural event in Shellharbour City, providing advice around the process.</p>	●
1.2.1.05	Contribute to a City that is aged friendly through the implementation of an Age Friendly Action Plan	<p>In recognition of World Elder Abuse Awareness Day, Council partnered with Lake Illawarra Police, Community Industry Group, and Warilla Grove to deliver a successful Community Safety Pop-Up event. Held inside Warilla Grove, the initiative focused on raising awareness about elder abuse, including how to recognise the signs, report concerns, and access support services. The event was informed by local data and evidence, making it a successful targeted engagement opportunity. The collaboration was well-received by the community, with strong attendance and meaningful conversations, highlighting the importance and effectiveness of this proactive, place-based approach.</p> <p>Council also delivers ongoing programs educating vulnerable members of community around online fraud and spam as well as technology uses through its Shellharbour Libraries programming.</p>	●
1.2.1.06	Provide welcoming library spaces and experiences that meet community needs	<p>Shellharbour's libraries were a popular destination during the April-June period with over 50,000 visitors attending the five branches during the quarter, bringing total library visitors for the past year to over 205,000. The library facilities and their broad range of services continue to be well utilised by Community for a range of self-managed activities including exam, homework and assignment completion, research, family genealogy and historical studies, reading, printing, free play, remote working and much more.</p> <p>Activities for all ages were held across the libraries. These ranged from life-skills education for teenagers, to seniors learning how to be tech savvy and avoid scams. Other programs included learning sewing skills in the City Library Create Space.</p> <p>A highlight was the National Simultaneous Storytime in May when local families gathered at Warilla Library. They joined over two million children in libraries and schools across Australia to celebrate this special day by reading the same book – The Truck Cat at the same time. The children decorated their cat masks and listened to The Truck Cat story, before heading out to explore the visiting fire truck.</p>	●
1.2.1.07	Provide road safety education programs and transport advice for the City	<p>Council continued to deliver its Road Safety Program this quarter, with events including:</p> <ul style="list-style-type: none"> <li>• Learner Logbook Night Run</li> <li>• Helping Learner Drivers Become Safer Drivers (Parent Workshops)</li> <li>• South Coast Survive the Ride Motorcycle Safety Workshops</li> <li>• Ultimate Learner Logbook Run Experience</li> </ul>	●

Action		Progress	Status
1.2.1.08	Implement the requirements of Companion Animal legislation	<p>Council continued to conduct proactive patrols throughout a number of locations across the city, particularly in areas with high volumes of dog usage including parks, reserves, beaches, Lake Illawarra foreshore and Council's off leash dog parks. Council engaged with dog owners, reminding them of their obligations in public spaces to ensure that our public spaces are safe and accessible.</p> <p>Council responded to reports of 24 stray dogs, with four able to be returned to their owners immediately. The remaining 20 were impounded in Council facilities, where 15 were subsequently either reunited with their owners or successfully rehomed. Currently, eight dogs remain in Council care and are available for adoption.</p> <p>Council responded to and finalised 28 dog attack incidents with six still being under investigation. Council partnered with the Office of Local Government and attended the Woofstock event held at the Shell Cove Marina precinct on 22 June 2025. Council provided free microchipping services for a number of pets and were able to provide valuable education to companion animal owners about their responsibilities under the Companion Animals Act.</p>	●
1.2.1.09	Ensure that regulatory and compliance standards and local laws are appropriately regulated	<p>During this reporting period, Council responded to 614 customer requests pertaining to illegal activity in public spaces, illegal building and development, drainage and stormwater, as well as pollution (air/noise/water), animals and illegal parking.</p> <p>Council's parking patrol program continued to support the regulation and enforcement of illegal parking, including school zone patrols, in an effort to minimise instances of dangerous parking and obstructions that impact other road users, including pedestrians</p>	●
1.2.1.10	Inspect and monitor instances of illegal parking throughout the City	Combined with and reported under Action 1.2.1.09	●
1.2.1.11	Promote, maintain and enforce swimming pool barrier standards within the City	Combined with and reported under Action 1.2.1.09	●
1.2.1.12	Promote, maintain and enhance fire safety measures in buildings within the City	Combined with and reported under Action 1.2.1.09	●

Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.2.1.06	Number of visits to libraries	36,000	50,119	52,213	42,288	54,586
1.2.1.08	Percentage of identified seized animals reunited with their owners	45%	79%	100%	83%	34%
1.2.1.08	Number of dog attacks investigated	Number	28	30	17	29



## Strategy 1.2.2 Promote healthy living and high quality public spaces that are well maintained and activated





Status

7

1

Action	Progress	Status
1.2.2.01 Contribute to a City that supports wellbeing outcomes for the City through the implementation of a Health and Wellbeing Action Plan	<p>Comments were provided on 65 land use planning referrals from a social impact, community safety, access and inclusion and Aboriginal cultural and heritage perspective. These referrals included planning proposals, masterplans, development applications, event permits, capital works projects, recreational facilities, liquor licences and gaming machines. This advice aims to enhance positive wellbeing outcomes for the community through effective urban planning and design.</p> <p>A total of 22 requests for demographic information were received from internal Council departments and external local, state and national organisations. Community and data insights as well as social research were used to inform a wide range of projects, including grant applications, marketing and tourism plans, community programs and community facilities planning and management.</p> <p>Council provided community insights, data and evidence to inform Council's submission for the Wollongong Health Precinct Strategy.</p> <p>Council coordinated a bi-annual meeting with the Health Promotion, Public Health and Planning units of Illawarra Shoalhaven Local Health District to foster collaboration and share project learnings.</p>	●
1.2.2.02 Implement the Shellharbour City Open Space and Recreation Needs Study and Strategy	Will be considered as part of the local infrastructure contributions plan review.	●
1.2.2.03 Promote, maintain and enforce public health standards within the City	<p>Environmental Health Officers attended the regional Food Group Meeting and NSW Food Authority Annual Conference where officers actively participated in professional development related to food safety and networked with other Environmental Health officers in the region, and across Australia.</p> <p>A total of 97 food premises were inspected, and 10 new mobile food vehicle applications approved.</p>	●
1.2.2.04 Manage bookings associated with Community Centres and Halls	Council continued to activate Community Centres and Halls through site visits/meetings/bookings by community organisations and regular/casual hirers. Over 200 customer requests relating to Halls and Community Centres bookings and enquiries were actioned this quarter. Council worked collaboratively with its customers, community groups and hirers to enhance the customer's experience utilising the various community assets that Council have to offer. Council have recently been focused on activating some of the lesser used spaces within our area, engaging with community groups to activate those spaces.	●



Action		Progress	Status
1.2.2.05	Ensure that our local pools are kept safe, well maintained, accessible and activated	<p>The reporting period commenced with the closure of the Albion Park and Warilla seasonal pools, transitioning into the scheduled maintenance phase. Oak Flats and Beverley Whitfield pools remained operational, with the Oak Flats 25m pool undergoing annual maintenance during the April school holidays. Despite challenges posed by adverse weather, maintenance works were completed on schedule, allowing Learn-to-Swim programs to commence in Term 2 with strong attendance. Maintenance of the Oak Flats 50m pool was carried out from May to early June and completed within the planned four-week timeframe, including weekend work, enabling the swim club to resume activities on 2 June.</p> <p>Beverley Whitfield Pool maintained consistent attendance throughout the quarter. Adverse ocean conditions occasionally disrupted access and cleaning schedules, though these were within expected norms. The large pool clock above the amenities was also sent for servicing in June, with the clock expected to return by mid-July. Oak Flats Pool recorded strong attendance in Learn to Swim and Aqua programs. Recreational and swim club attendance remained robust, though adverse weather occasionally impacted operations, leading to cancellations of some sessions due to water temperature.</p>	
1.2.2.06	Provide a professional beach lifeguard service, ensuring our beaches are kept safe, maintained, and accessible to all	April experienced moderate weather overall. However, a combination of large easterly swells and warm conditions over the Easter Long Weekend contributed to challenging surf conditions that led to an increase in rescue activity, with 11 of the 12 rescues conducted in April occurring during the Easter period. Despite the challenges, Council lifeguards responded effectively to the increased workload and risk profile.	
1.2.2.07	Review the Shellharbour City Open Space and Recreation Needs Study and Strategy	Not Scheduled to Commence.	
1.2.2.08	Undertake a review of Council's recreational services focusing on aquatic and sporting facilities	Council received feedback from its unsuccessful grant application under the Regional Precincts & Partnership Program for a regional-scale aquatics and leisure centre. Council is now addressing the feedback, including identified gaps, and is now preparing a new submission for a future aquatic facility more aligned with the grant criteria. This application will also align with the draft Aquatic Facilities Review which is nearing completion.	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.2.2.03	Number of retail food shop inspections conducted by Council	Number	98	94	92	0
1.2.2.03	Percentage of retail food shops requiring re-inspection/follow-up action	%	6%	0%	0%	0%
1.2.2.03	Number of food and environmental health notifications received from a State Government Agency requiring investigative/follow up actions	0	0	0	0	0
1.2.2.05	Pool attendance	28,000	45,261	178,502	126,840	61,855
1.2.2.06	Beach attendance	25,000	27,684	155,844	84,434	387

## Strategy 1.2.3 Construct and upgrade buildings and infrastructure that meet current and future community needs





Status

12

1

Action	Progress	Status
1.2.3.01 Provide best practice community facilities through the implementation of the Community Facilities Strategy and Action Plan	Progress was made on implementing the Community Facilities Needs Study, Strategy, and Action Plan for the Shellharbour Local Government Area. The Community Facilities Strategy and Action Plan were used to guide strategic planning for amenities renewals, licence agreements, design work for the Blackbutt Youth Centre, and the development of a scope of works for the Albion Park Youth Space.	●
1.2.3.02 Maintain Council parks, open spaces, sportsfields and recreational facilities	Scheduled maintenance continued across the city as the extended growing season carried into winter. Service levels for open spaces and sports fields were maintained throughout the period. Aeration of sporting grounds commenced, alongside ongoing fertilisation and care of winter-seeded fields to ensure optimal conditions for winter sports. All winter sport applications were processed, and sportsfield lighting invoices were issued to clubs up to 31 March. Tree maintenance activities included completion of customer requests and planned works.	●
1.2.3.03 Assess, determine and ensure compliance of private works in the road reserve	All applications with required information were determined within a reasonable time frame.	●
1.2.3.04 Supply and maintain Council's vehicle and plant fleet to assist in the provision of efficient services to the community	The plant and vehicle replacement program was completed for the year.	●

Action		Progress	Status
1.2.3.05	Sustainable Delivery of Capital Works	<p>As of June 2025, renewal expenditure for buildings and infrastructure reached approximately \$15 million, achieving 65% of the annual renewal target of approximately \$23 million.</p> <p>Key program milestones achieved during the last quarter include:</p> <p>Project completions:</p> <ul style="list-style-type: none"> <li>• Playground Renewal - Andrew Park</li> <li>• Masterplan - Jock Brown Oval</li> <li>• Shared Path - King Street</li> <li>• New Amenities - Shellharbour Cemetery</li> </ul> <p>Project commencements:</p> <ul style="list-style-type: none"> <li>• Road Renewals - Various locations</li> <li>• Playground Renewal - Hegerty Park</li> </ul>	●
1.2.3.06	Maintain detention basins/dams to comply with the NSW Dams Safety Committee and other legislative requirements	All detention basins have been managed to comply with NSW Dams Safety and other legislative requirements throughout the fourth quarter.	●
1.2.3.07	Maintain the City's road reserve infrastructure	<p>Proactive maintenance of the road network is being implemented with focus on reducing the occurrence of potholes.</p> <p>Increased reactive maintenance was required during the quarter due to significant rainfall events impacting the road surface.</p>	●
1.2.3.08	Operate Council's cemetery facilities responsive to the needs of the community	<p>Cemeteries continue to be maintained in conjunction with interments. Detailed design is in progress for development of the western end of Shellharbour Cemetery.</p> <p>A draft revised Shellharbour Cemetery Masterplan was presented to Council in June for the purpose of undertaking community consultation on updates to the plan.</p>	●
1.2.3.09	Maintain the City's Built Infrastructure	Building and structure maintenance has been undertaken in accordance schedules, programs and requests.	●

Action		Progress	Status
1.2.3.10	Maximise external grant funding opportunities for projects delivered within the infrastructure capital works program	<p>The following grant applications were announced as successful:</p> <ul style="list-style-type: none"> <li>• O’Neils Road Embankment Stabilisation under the NSW Severe Weather and Flooding- AGRN 1119</li> <li>• Creamery Road Level Crossing Improvement Project under the Level Crossing Improvement Program – Regional Council Minor Works (LCIP-RCMW)</li> <li>• Bass Point environmental asset protection works under the Crown Reserves Improvement Fund 2024-25</li> </ul> <p>The following grant applications were submitted:</p> <ul style="list-style-type: none"> <li>• The Links Electrification Upgrades under the Community Energy Upgrades Fund Program Round 2</li> <li>• Climate Change Updates Implication - Review of Adopted Flood Risk Management Plan &amp; Studies under the Floodplain Management Program 2025/26</li> </ul> <p>There are 56 grants under management worth a total of \$71M.</p>	
1.2.3.11	Develop and scope a prioritised capital works program informed by asset planning	The 2025-2029 Delivery Program was adopted by Council on 23 June 2025. For the 2025/26 capital works program, 58 projects have been scoped and 15 are in the scoping phase.	
1.2.3.12	Investigate opportunities for the development of a Performing Arts, Cultural and Convention Centre	Not yet scheduled to Commence.	
1.2.3.13	Deliver the Tripoli Way Extension Project	<p>Early electrical works construction is approximately 95% complete. Works progressing well and on program. Demobilisation underway, to be completed by the 18th July.</p> <p>Property acquisitions are advancing, with active negotiations underway. Recent meetings have focused on planning, zoning, and valuation matters.</p> <p>Tender for main works is targeted for late 2025 following design finalisation, and main works to commence early 2026.</p>	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.2.3.02	Number of parks, reserves mowed within schedule	Number	1,954	2,467	2,180	150
1.2.3.02	Number of sports fields mowed within schedule	Number	95	106	106	30
1.2.3.02	Number of customer requests for tree works finalised	Number	81	42	32	100
1.2.3.03	Percentage of driveway applications assessed within 10 days	80%	100%	100%	84%	100%
1.2.3.04	Percentage of vehicle/plant replacement program completed	100%	100%	80%	80%	50%
1.2.3.05	Percentage of Capital works program expenditure on track	100%	79%	40%	30%	14%
1.2.3.07	Percentage of customer requests relating to potholes completed in 14 days	80%	82%	80%	81%	100%
1.2.3.09	Percentage of customer requests completed in 14 days (Built Infrastructure)	80%	82%	90%	69%	100%
1.2.3.10	Percentage of grant applications are successful	50%	50%	37%	40%	42%

## Strategy 1.2.4 Our town centres are activated, liveable, and provide a welcoming sense of place

Status



Action	Progress	Status
1.2.4.01 Provide strategic planning advice on Town Centres, including advice on the implementation of the Town Centre Plans	<p>Council is progressing planning for key strategic centres across the Local Government Area, including the Shellharbour City Centre, and new Shellharbour Hospital Precinct.</p> <p>The Shellharbour Local Strategic Planning Statement was recently endorsed by Council for public exhibition, and will provide the strategic framework and prioritisation of planning for town centres across the city moving forward.</p>	●
1.2.4.02 Prepare an Albion Park Rail Town Centre Plan	Combined with and reported under Action 1.2.4.01	●
1.2.4.03 Activate and maintain the Shellharbour Civic Centre	<p>The Shellharbour Civic Centre (Civic Centre) continued to serve as a key meeting place for community and business, with over 270 bookings across its meeting rooms, offices, and auditorium during the period.</p> <p>The Civic Centre hosted a wide range of events, including exhibitions, corporate meetings, training sessions, workshops, community gatherings, and private functions.</p> <p>Key events and programs held by Council at the Civic Centre included Easter Crafternoon, Youth Week activities, Good Neighbour Awards, KidsFest community picnic, nature talks, author talks, citizenship ceremonies, and the State Government election prepoll—highlighting the Centre's role as a central space for connection, celebration, and civic engagement.</p>	●
1.2.4.04 Develop a City Parking Strategy	The Parking Strategy is well underway with a Councillor Briefing held on April 2025. It is anticipated that the parking strategy will be completed by November 2025.	●
1.2.4.05 Implement the City Parking Strategy	Not Scheduled to Commence.	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
1.2.4.03	Number of bookings at the Civic Centre	205	279	251	259	275
1.2.4.03	Number of visits to the Civic Centre website	2,850	4,998	5,763	6,462	1,523





Strategy 1.1.3 – Sharing stories from the past and present - ANZAC Day exhibition

Strategy 1.1.1 – Foster creativity and events that bring people together – Reconciliation Flag Walk





# Environment

## Highlights & Achievements



10

leases and licenses  
executed



95%

of requests for flood level  
information responded to  
within 10 days



1,453

subscribers received  
3 Sustainable  
Shellharbour newsletters



80%

vegetation removal requests  
assessed within 30 days



539

community members  
attended environmental  
education programs



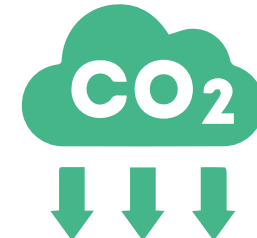
143

Development Applications  
were determined



27

days (median net)  
taken to determine  
development  
applications



24,327tn

reduction in operational emissions  
baseline

## Strategy 2.1.1

Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations

2.1  
We are  
sustainable

Status

5

Action		Progress	Status
2.1.1.01	Protect and manage our coasts and waterways	<p>Council is managing grants awarded under the previous Coastal Zone Management Plan (CZMP) as well as grant projects that are moving towards preparing Council's new Coastal Management Program (CMP) for the open coast and Elliott Lake. One CZMP grant was completed - the Warilla Dune Restoration grant which resulted in a reduction of invasive weeds, and improvement of biodiversity by planting 6,000 native tubestock which were grown from seed at Council's Nursery.</p> <p>The Coastal and Flood Risk Management Advisory Committee met and received an update on how all grants are progressing, including Stages 2 – 4 of the CMP for the open coast and Elliott Lake, which is supported by the NSW Government under the Coast and Estuaries Program.</p> <p>Council responded to storm surge events that occurred across the coastline. Damage to the foreshore was assessed and rectifications were made where available. A Rapid Options Assessment report was completed for the Shellharbour Village Foreshore and will be presented to the Project Control Group for the CMP. A sand scraping project for Elliott Lake Foreshore was scoped and delivered to restore the foreshore, and protect the remaining vegetation from further erosion.</p>	●
2.1.1.02	Protect and manage natural areas across the City in line with Vegetation Management Plans	All planned works have been undertaken in accordance with plans of management set for reserves and natural areas across all 430 hectares. Fire trail inspections were undertaken to gain an understanding of works required for the upcoming fire season. Alongside scheduled works additional works were completed under grant funding supporting the protection and management of threatened vegetation communities in Bass Point, Warilla Dunes, Stony Range, North and South Beach Dunes Shellharbour.	●
2.1.1.03	Manage and implement the Stormwater Management Service Charge Program	<p>The Stormwater Management Service Charge was allocated to the provision of new stormwater assets and the upgrade of existing stormwater infrastructure. Capital projects either fully or partially funded by the stormwater levy program in 2024/25 include:</p> <ul style="list-style-type: none"> <li>• Construction of a detention basin - DB4 at Oak Flats interchange</li> <li>• Design of new access paths surrounding stormwater infrastructure to improve maintenance</li> <li>• Design of a new detention basin at Andrew Park</li> <li>• Buckleys Road New Stormwater Infrastructure Construction</li> </ul>	●
2.1.1.04	Investigate unlawful activities that cause harm to the environment	<p>Council continued to respond to issues that have the potential to cause harm to the environment, including pollution (air/noise/water), littering, illegal dumping, unhealthy and overgrown properties. During this quarter, Council worked with the NSW Environmental Protection Authority (EPA) and Department of Climate Change, Energy, the Environment and Water to investigate several reports alleged large scale illegal dumping activities throughout Local Government Area.</p> <p>Council remains a committee member of the Regional Illegal Dumping Program, which is supported in conjunction with the EPA. Council obtains funding to assist in targeting known dumping locations and has installed a number of surveillance cameras that monitor for instances of illegal dumping. As part of this program, Council has requested and been provided additional illegal dumping signage to be utilised in known illegal dumping hot spots across the Local Government Area.</p>	●
2.1.1.05	Assess and determine Vegetation Management Applications (on private land)	The Tree Management Policy was updated in the Development Control Plan following community engagement of amendments.	●

Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
2.1.1.02	Percentage of customer requests completed in 14 days (Vegetation Management)	80%	80%	89%	80%	85%
2.1.1.05	Percentage of vegetation removal applications are assessed within 30 days	80%	75%	89%	91%	80%



## Strategy 2.1.2 Deliver plans and programs that enhance and protect biodiversity in our natural areas

Status

1

Action		Progress	Status
2.1.2.01	Strengthen our environmental policy position to support environmental compliance, ensure biodiversity conservation and promote ecologically sustainable development	<p>Council continues to undertake environmental assessments of development applications, planning proposals and review of environmental factors. Council also manages a number of grants that assist with improving the biodiversity values of the City.</p> <p>An internal Environmental Management Plan (EMP) and Environmental Management Systems Policy were finalised this quarter. The EMP and Policy provide direction for Council to meet its legislative requirements to protect, preserve and enhance biodiversity, and foster sustainable natural spaces. These documents minimise environmental risk and strengthen Council's operational environmental management.</p>	●

## Strategy 2.1.3 Partner with the community to inspire innovative practices, that promotes sustainability

Status

3

Action		Progress	Status
2.1.3.01	Provide environmental education and community engagement programs to facilitate awareness of environmental sustainability	Council delivered a range of community engagement and environmental education activities, including 3 Nature Talks, Youth Week interactive Electric Vehicle display, KidsFest activities, the Reconciliation School Flag Walk, World Environment Day film screening, Nature Journaling, Active In-Betweens sessions, Bass Point Rockpool Rambles, and an Eco Art Workshop. Across these events, a total of 539 people participated.	●
2.1.3.02	Provide education programs to promote and support waste avoidance, resource recovery and the correct use of the kerbside waste management system	Advertising continued to promote proper disposal of batteries via the B-Cycle scheme to capture precious metal resources and reduce the likelihood of battery-related fires. In addition, preparations were undertaken for the Plastic Free July initiative and the planning for potential soft plastic recycling events.	●
2.1.3.03	Pursue grant funding opportunities for waste programs and deliver on projects where successful	No relevant new grant opportunities have been identified during the reporting period. Ongoing monitoring will be undertaken to identify future funding prospects as they arise.	●

## Strategy 2.1.4 Our waste is managed as a valuable resource and the environmental impacts are minimised

Status

3

Action		Progress	Status
2.1.4.01	Provide waste collection and management services to the community	Domestic (green, yellow and red-lid bin) waste diversion from landfill for the quarter was 48%. Compared to the previous year, red-lid Garbage bin tonnes did not increase and both yellow-lid Recyclables and green-lid FOGO bin tonnes increased slightly, indicating positive behaviour from the community in terms of selecting the correct bin for disposal of resources.	●
2.1.4.02	Manage and operate the Dunmore Recycling & Waste Disposal Depot in accordance with environmental compliance standards	Operations at the Dunmore Recycling and Waste Disposal Depot were carried out in compliance with Environment Protection Licence 5984 and 12903. An expansion of the landfill gas system was successfully installed, with an additional 12 wells now capturing gas.	●
2.1.4.03	Review waste operations and develop a strategy with the focus on providing cost effective, innovative, and sustainable waste service	Progress continued on the implementation of actions outlined in the Shellharbour Waste and Sustainable Materials Strategy 2024-2034. Key strategic initiatives advanced in the quarter include the procurement of the kerbside waste collection service contract and design of landfill capping.	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
2.1.4.01	Percentage of kerbside collected waste materials diverted from landfill	70%	48%	51%	53%	49%

## Strategy 2.1.5 Address, adapt, and build resilience to climate change

Status

3

Action		Progress	Status
2.1.5.01	Deliver against the Zero Emissions Shellharbour Strategy to support a climate resilient City	<p>Shellharbour City Council, as part of the Illawarra Shoalhaven Joint Organisation, partnered with ShineHub to launch the Community Renewables Program (CRP) this quarter. The CRP will support the uptake of rooftop solar and battery systems citywide, enabling local renewable energy generation and distribution.</p> <p>Council advanced its investigations into electric plant and equipment, with the Open Spaces team trialing small electric-powered equipment. Several tools were identified for procurement, increasing the transition of electric maintenance equipment to approximately 40%.</p> <p>The Facilities and Presentation team optimised cleaning crew operations by introducing zone-based travel, resulting in fuel savings and transport emissions reductions of up to 50%.</p>	●
2.1.5.02	Preserve and enhance the City's urban canopy, riparian corridors and general biodiversity	<p>Council continues to work to preserve and enhance our urban canopy coverage, riparian corridors and general biodiversity. Council is managing several grants that include weeding, maintenance and installation of vegetation that aim to improve the City's biodiversity. These grants cover natural areas at Bass Point, Croome Reserve, Blackbutt Reserve and our dune systems. These grants enable Council to monitor our biodiversity and species and improve overall canopy coverage.</p> <p>Works undertaken as part of the Sydney Water Enforceable Undertaking, which began in July 2022, have now been successfully completed. The project involved planting 60,000 native species at Shellharbour North and South Beaches, all grown from locally collected seed and cuttings. Weed coverage was reduced to below 25%, enhancing biodiversity and helping to preserve the integrity of the dune systems.</p>	●
2.1.5.03	Embed the regional water sensitive framework into Council operations and future planning to promote climate adaptation and resilience	<p>Work on the Risk-Based Framework (RBF) for managing stormwater runoff into Lake Illawarra is continuing steadily, in collaboration with Shellharbour and Wollongong City Councils and the NSW Government.</p> <p>As part of this ongoing effort, a second workshop is planned for later in August this year. This session will bring together representatives from Shellharbour, Wollongong, Kiama, and Shoalhaven Councils to check in on progress so far, share insights, and discuss the next steps. The focus will be on how the RBF is being integrated into local planning controls and how it aligns with the broader objectives of the Illawarra Shoalhaven Water Sensitive Framework: Building Resilience for Our Region (2021).</p> <p>These collaborative efforts play a key role in supporting sustainable development and improving the long-term health of Lake Illawarra through more effective stormwater management.</p>	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
2.1.5.01	Reduction in operational emissions baseline (measured in Q4)	N/A	24,327 t	N/A	N/A	N/A
2.1.5.01	Percentage of on track Operational Emissions Reduction Plan Tasks	35%	79%	79%	63%	56%



## Strategy 2.2.1

Our planning reflects the unique character of our city and natural environment and is responsive to the evolving needs of our community

2.2  
We are a  
beautiful &  
connected  
City

Status

6

1

Action		Progress	Status
2.2.1.01	Implement the Local Strategic Planning Statement for the City	Council has undertaken a major review of the Local Strategic Planning Statement following the review of the Community Strategic Plan and IP&R suite of documents. The Draft Local Strategic Planning Statement (LSPS 2040) was endorsed by Council in June 2025. Community feedback will now be sought.	●
2.2.1.02	Monitor and review the Shellharbour Local Environmental Plan	A total of one Scoping Proposal and one Planning Proposal were received by Council during the quarter which are currently under assessment. Two Planning Proposals were reported to Council for endorsement to proceed to a Gateway Determination.	●
2.2.1.03	Preparation of a Rural Land Use Strategy to ensure the management of rural lands is sustainable and reflects community needs and values	Action completed as scheduled.	●
2.2.1.04	Prepare Plans of Management for community and crown land	Council provided plan of management advice on proposals over community and crown land. The draft Plan of Management for Little Park, Shellharbour Reserve and Foreshore was sent to the Department of Planning, Housing and Infrastructure (Crown Lands) last quarter for review and approval. Council is still awaiting feedback to finalise this Plan of Management.	●
2.2.1.05	Implement and review the Shellharbour Heritage Strategy	Council continues to implement the Shellharbour Heritage Strategy and provide advice and input as needed based on the requirements of the Strategy.	●
2.2.1.06	Implement, monitor and review Council's Developer Contributions Program	Work has progressed on the review of the Shellharbour Developer Contributions Program including a review of best practice.	●
2.2.1.07	Manage stormwater and floodplains across the City by developing strategies and plans that inform the community and increase resilience	<p>Community engagement and the public exhibition for the Horsley Creek Floodplain Risk Management Study and Plan were successfully completed. Feedback received from the community will now be used to inform the finalisation of the study and plan.</p> <p>Collaboration with Wollongong City Council on the Lake Illawarra Floodplain Risk Management Study and Plan continued. Work has progressed to the hydrologic and hydraulic modelling stage, with calibration of the models currently underway in line with the project timeline.</p> <p>Approximately 40 general flood-related enquiries were addressed, alongside the provision of over 30 flooding advice reports for development applications, and the issuance more than 40 flood certificates. These services continue to support residents and developers in making informed decisions that prioritise flood resilience and community safety.</p>	●

Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
2.2.1.07	Percentage of requests for flood level information responded to within 10 business days	85%	95%	90%	95%	90%



## Strategy 2.2.2 Provide and promote a sustainable and integrated active travel and transport network

Status

2







Action		Progress	Status
2.2.2.01	Develop strategies to improve transport connectivity across the City, focusing on active transport and advocacy	Council has continued to work with Transport for NSW to develop strategies and projects to improve connectivity across the City, including active transport, road safety and network efficiency programs.	●
2.2.2.02	Implement Council's Active Transport Strategy	<p>Capital projects relevant to implementing Council's Active Transport Strategy in 2024/25 include:</p> <ul style="list-style-type: none"><li>• Part of King Street and Windle Steet, Lake Illawarra - New Footpath</li><li>• Wallaroo Drive, Barrack Heights - Platypus Way to Refuge Island New Footpath</li><li>• Pur Pur Avenue, Lake Illawarra - Entrance Street to Peterborough Avenue New Footpath</li><li>• Wollongong Street, Shellharbour - Towns Street to Addison Street New Footpath</li><li>• Darley Street, Shellharbour - Hockey Esplanade to Wentworth Street New Footpath</li></ul>	●





## Strategy 2.2.3 Facilitate sustainable development that considers the current and future needs of our community and environment

Status

6

4

Action		Progress	Status
2.2.3.01	Undertake a review of the Shellharbour Comprehensive Development Control Plan	<p>Council adopted changes to the Shellharbour Development Control Plan (DCP). The changes include:</p> <ul style="list-style-type: none"> <li>Facilitating an important creek crossing in the Tullimbar release area, with associated positive community outcomes regarding traffic flow, connectivity and bushfire hazard mitigation</li> <li>Making the DCP the single Council policy for tree management, by rescinding Council's Tree Management Policy, as well as providing updates to the tree management DCP provisions</li> </ul> <p>Council continued work on the review of the DCP including reviewing best practice to deliver a modern and responsive new DCP.</p>	
2.2.3.02	Implement the Shellharbour Local Housing Strategy and work collaboratively to influence the diversity of housing choices, dwelling sizes and the supply of affordable and social housing	<p>In response to a request from the Department of Planning Housing and Infrastructure, Council provided detailed comment on Council delivery projects being considered for the Department's Infrastructure Opportunities Plan, which will support increasing housing supply in the City.</p> <p>Council collaborated with the Department of Planning Housing and Infrastructure in the preparation of a regional housing audit.</p>	
2.2.3.03	Determination of Development Applications within the City	<p>Council received 148 applications and determined 143 applications this quarter. The number represents an increase in development activity across the city compared to quarter 1 and quarter 2 this financial year.</p> <p>The median net days for all 143 determined applications was 27 days. This excludes the duration of time where an application is held in abeyance pending an applicant submitting requested additional information (also known as 'stop the clock' time).</p> <p>Shellharbour's turnaround times average 73 days and easily complies with the Ministerial expectation of 111 days. Shellharbour is one of the best performing councils in the state.</p>	
2.2.3.04	Implement the Development Application Strategy, focusing on business improvements and opportunities to influence planning legislation	Combined with and reported under Action 2.2.3.03	
2.2.3.05	Promote and maintain prescribed building standards, swimming pool standards and safety measures within the City	Council has recruited a Swimming Pool Compliance Officer who has made a significant contribution to the success of the program. In quarter 4, 23 compliance requests were submitted and investigated, which is a 63% increase from quarter 4 2023/2024.	
2.2.3.06	Determination of Subdivision Certificate applications	Combined with and reported under Action 2.2.3.03	

Action		Progress	Status
2.2.3.07	Provide engineering and landscape advice	Combined with and reported under Action 2.2.3.03	
2.2.3.08	Implement the Employment Lands Study	There was no work on this action during the reporting period.	
2.2.3.09	Manage Council's commercial leases and licenses to maintain currency and achieve optimal outcomes for Council	<p>Key milestones were achieved during the quarter, including the processing of 22 events, which included filming and access-over-Council-land permits. Additionally, 10 leases and licences were executed, in accordance with the Council's Leasing and Licensing Policy.</p> <p>The implementation of the comprehensive service review for Council's property services has commenced, with recommendations now in progress.</p> <p>Highlights for the quarter include the commencement of the Yellow Rock Road acquisitions, with Tripoli Way acquisitions also currently in progress. Additionally, the Enchanted Forest permit was issued, and the event was successful.</p>	
2.2.3.10	Conduct ongoing reviews of Council's community lands to optimise benefits to Council and the Community	Combined with and reported under Action 2.2.3.09	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3Result	Q2 Result	Q4 Result
2.2.3.03	Number of Development Applications submitted	126	148	155	111	130
2.2.3.03	Number of Development Applications determined	150	143	122	130	129
2.2.3.03	Average days taken to determine Development Applications	42	27	20	24	25





Strategy 2.1.1 Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations - Shellharbour North and South Beaches Dune Restoration





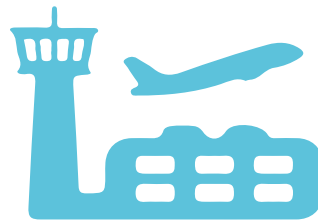
# Economy

## Highlights & Achievements



### Award

Silver in the NSW Top Tourism Awards



100%

compliance with regulatory authorities at Shellharbour Airport



11

tourism marketing activities undertaken



14,773

rounds of golf played at The Links Shell Cove



48%

increase in Tourism Shellharbour Facebook followers



79%

occupancy rate cottages and cabins



## Strategy 3.1.1




Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

3.1  
We support  
a strong  
local  
economy

Status

9

Action		Progress	Status
3.1.1.01	Ensure The Links Shell Cove delivers strategic initiatives for business growth and community activation	<p>The Links enjoyed a steady quarter 4 to conclude 2024/25. Despite some wet weather and a few course closure days, the Links completed 2024/25 with a record number of golf rounds - circa 12% up on 2023/24. Seven Day golf membership has now reached capacity in a first for the facility. Our community and family friendly activation focus was clear with some strong Easter and mother's day initiatives to complement our regular weekly entertainment offering. Revenue streams such as bar sales and mini golf stalled year on year, council will look to review and collaborate on opportunities to reignite revenue growth in 2025/26.</p> <p>The Links achieved its strongest historical financial result in 2024/25 and we will look to build on our structures and strategy to further grow and enhance our impact in the Shellharbour community in 2025/26.</p>	●
3.1.1.02	Manage and promote the use of the Stadium for a range of sporting, community and other activities	<p>Winter programs were well underway at the stadium, with strong community participation across a diverse range of activities. A notable highlight included the vibrant Bricks Lego event in May which attracted significant community engagement.</p> <p>Pickleball and Bubble Soccer continue to surge in popularity, complementing the diverse range of sporting programs offered at the stadium. To support the increasing number of events and competitions, additional casual staff positions have been filled, ensuring seamless operations and enhanced visitor experiences.</p> <p>Council remains committed to promoting the stadium through active community engagement and by incorporating valuable feedback to refine services. The stadium hosts an extensive array of programs, events, and competitions throughout the year, with regular benchmark against other local comparable venues helping to maintain a competitive edge in the market.</p>	●
3.1.1.03	Operate a sustainable Nursery that provides quality service	Nursery sales are tracking well, driven by supplies to internal and capital projects. Propagation for upcoming projects is in progress.	●
3.1.1.04	Operate Shellharbour Airport in accordance with regulatory requirements	In October 2024, following a Civil Aviation Safety Authority (CASA) audit, the airport received 5 low findings for rectification. These audit findings have been actioned and are to be submitted for approval in July.	●
3.1.1.05	Identify new business opportunities that Council can investigate for development and investment	<p>Work continues with consultants to undertake an expression of interest to seek a potential hotel developer for the development of a hotel at The Links Shell Cove.</p> <p>The successful development of a hotel in Shellharbour will support tourism to the region and create employment opportunities while delivering Council an ongoing revenue.</p>	●
3.1.1.06	Optimise business performance through the review and implementation of strategic business plans	Council continues to optimise business performance through reviews of operational activities. For example, during the quarter annual sites within Stage 1 at the Shellharbour Holiday Park were successfully removed. Annual sites are to be replaced with casual camping and caravan sites which will result in improved revenue streams for Council and additional tourism opportunities for the region.	●

Action		Progress	Status
3.1.1.07	Manage existing business partnerships, assets and develop new business opportunities at Shellharbour Airport	<p>The key achievements at the airport for the quarter include:</p> <ul style="list-style-type: none"> <li>• Greenacres Café is now successfully operating five days per week, providing improved amenity for airport users.</li> <li>• Two new permanent part-time staff members were recruited at the Airport to support aircraft refuelling operations.</li> <li>• The transition of refuelling services continues, with VIVA's existing site in the final stages of being returned to its original condition. Aero Refuellers is currently preparing a Development Application (DA) for the construction of a new refuelling facility, which is expected to be completed by March 2026.</li> <li>• The Airport was successful in securing a traineeship grant to support an aviation-related role. The position was advertised, attracting over 80 applicants. The trainee program is expected to commence in the new financial year and will run for a two-year term.</li> </ul>	
3.1.1.08	Support Council's Business units, events and programs through strategic promotion and marketing campaigns	<p>Support was provided for a wide range of projects, including a battery recycling education campaign featured in cinemas, on radio, and online; a recruitment video for the Bush Regeneration Team Leader role; promotion for The Enchanted Forest event; and planning for an upcoming recruitment campaign for the Aquatics team.</p> <p>A dedicated marketing campaign was launched for The Links Shell Cove to improve connection with the local community and boost visitation. Council commissioned professional photography to produce high-quality digital content and promotional materials. The campaign was strategically promoted in high-traffic areas, including digital billboards at Stockland Shellharbour and Warilla Grove, as well as traffic billboards in Shellharbour and Warilla. Additionally, Council supported the publication of a feature article about The Links in Australian Golf Digest to further enhance visibility.</p>	
3.1.1.09	Ensure the Shellharbour Beachside Holiday Park is efficiently managed and operated as a quality and profitable business	The Holiday Park achieved an occupancy rate of 79% for the June quarter, which represents an increase of 2% from the same quarter last year. The strong quarter caps off another successful year for the Holiday Park with an annual occupancy of 85% (prior year = 86%).	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
3.1.1.01	Gross revenue from tavern	\$1,009,870	\$894,718	\$920,800.92	\$1,086,949.07	\$665,633.35
3.1.1.01	Gross revenue from golf operations	\$560,785	\$632,753	\$899,282.52	\$993,628.75	\$228,054.87
3.1.1.01	Number of golf rounds	13,300	14,773	17,577	17,586	14,064
3.1.1.01	Number of mini golf rounds	6,500	2,132	2,348	3,606	2,438
3.1.1.04	Number of overdue findings or non-compliance	0	0	0	0	0
3.1.1.07	Growth in revenue (Airport)	%	-18.73%	-13.34	-11%	4%
3.1.1.09	Percentage occupancy rate for cottages/cabins	78%	76%	89%	87%	78%
3.1.1.09	Percentage occupancy rate for tourist sites	76%	81%	97%	92%	71%
3.1.1.09	Growth in Holiday Park revenue vs original budget	%	7.86%	20.58%	1.01%	6%

## Strategy 3.1.2 Facilitate a collaborative, economic hub that contributes to local employment and business support

Status

2

Action		Progress	Status
3.1.2.01	Facilitate opportunities for local enterprises to learn, network and receive information about business related issues	Council continues to collaborate with Services NSW to provide Business Health Check Program. The program invites local businesses to book a "Health Check" where a dedicated Service NSW business specialist can provide one on one support tailored to the specific businesses' needs. The launch of the program was a great success with all available initial "Health Check" opportunities taken up. The program is now anticipated to be held at regular intervals to cater for demand.	●
3.1.2.02	Facilitate the development of the local economy through the Shellharbour Regional Economic Development Strategy	During the quarter, Council actively engaged in a strategic programs of industry conferences, stakeholder forums, and community-based initiatives to strengthen our understanding and approach to Regional Economic Development.  Attendances included NSW Economic Development Conference, Business Illawarra forums, Gather and Grow, and Clean Energy Roadmap initiatives.	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
3.1.2.02	Number of economic development initiatives progressed	2	2	4	2	9



## Strategy 3.1.3 Our City is loved by locals, desired by others

Status

4

1

Action		Progress	Status
3.1.3.01	Market Shellharbour as a tourist destination to our key markets	<p>Council promoted Shellharbour as a holiday destination through advertising, marketing campaigns, awards, trade shows, newsletters, media visits, and social media. Advertisements ran in Let's Go Kids Magazine and Eat Play Stay Winter, with printed ads, website and app content, and a TV commercial. A joint campaign with Destination Sydney Surrounds South (DSSS) called 'Go Grand' promoted Shellharbour alongside Kiama, Wollongong, Southern Highlands and Shoalhaven. A social media and radio campaign encouraged the public to vote for Shellharbour in the 'NSW Top Tourism Town Awards'. As a result, Shellharbour won Silver in the state awards.</p> <p>Council attended major tourism events and showcased Shellharbour at the DSSS Visitor Symposium, Property Council NSW Regional Tourism discussion, and Destination NSW Business and Events Showcase. A media visit was also hosted at the start of whale season. Three industry newsletters were sent to Destination Shellharbour partners to share updates and opportunities with local businesses. Social media channels were used throughout the quarter to highlight local attractions and events.</p> <p>Council will continue to monitor the results of these efforts and find more ways to grow tourism and connect with visitors.</p>	●
3.1.3.02	Deliver information and services to visitors through the Shellharbour Visitor Information Centre	<p>Visitor numbers at the Shellharbour Visitors Information Centre (VIC) were lower this quarter compared to the previous one, which reflects the cooler weather and the quieter winter season. Despite this, the VIC continues to be a useful re-source for the community, with 31% of all visitors coming from within the local area.</p> <p>New South Wales remains the top source of domestic visitors, with continued interest from Queensland, Victoria, and the ACT. International visitation is also growing steadily, especially from Europe, showing wider appeal to global travellers.</p> <p>Although website visits have dropped slightly, a highlight this quarter is social media growth, with Facebook followers grew by 448%, and Instagram by 32% compared to last quarter. This shows strong and growing interest in Council's tour-ism messaging online.</p>	●
3.1.3.03	Implement the actions of Council's Public Art Strategy and advocate for best practice outcomes for art across the City	<p>Council supported and guided public art across the city. This included active involvement in the New Shellharbour Hospital Arts Working Group and representation on the South Coast Arts Board, helping shape the region's cultural landscape.</p> <p>The Arts &amp; Culture E-news was also distributed in April, May and June highlighting activities such as Tammie Castles Artist in Residence activities in the Imaginarium, Local exhibitions, workshops and panels. The newsletter also highlighted Shellharbour's Art in Unexpected Places program, the Creative Wollongong Short Film Festival rescreening, Eco Art Workshops and art focused activities upcoming in the July school holidays including Mini-Beasts Making, Botanica in Colour and 3D, Plush Faces making workshops, the Creative Annex activities program delivered in the Imaginarium and much more.</p> <p>Council also undertook maintenance and enhancement of key public artworks. This included relocating the iconic cow sculpture by Jane Cavanough (Artlandish Art &amp; Design) from the former Tongarra Museum site to the Croome Road Roundabout, recognising the historical contribution of the dairy industry to the Shellharbour area.</p>	●

Action		Progress	Status
3.1.3.04	Evaluate the effectiveness of the Public Arts Strategy 2020-2025 and develop a new Strategy to guide Council's Public Art priorities for a further 5 years	Not Scheduled to Commence.	
3.1.3.05	Develop a new five year Destination Management Plan for the City	<p>The review and update of the Shellharbour Destination Management Plan is progressing well. Community feedback received through the Community Strategic Plan has helped identify key tourism goals and priorities, which will guide the development of the new five-year plan. Council is also working closely with Destination Sydney Surrounds South (DSSS) to align the plan with the broader regional tourism strategy, currently being finalised by DSSS.</p> <p>Council began the research phase this quarter by attending the Local Government NSW Visitor Economy Conference. Training on Accessible Tourism has also taken place, with a review now underway of accessibility across local tourism businesses and Council facilities.</p> <p>As pet-friendly travel continues to grow, Council has completed an audit of local tourism operators who welcome pets. This work will help Destination Shellharbour better promote options for visitors travelling with animals and reflect changing visitor needs.</p>	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
3.1.3.01	Number of marketing activities undertaken (Tourism)	6	11	5	2	6
3.1.3.02	Number of enquiries to Visitor Information Centre	1,250	1,270	1,785	1,676	1,217
3.1.3.02	Number of visits to the Visit Shellharbour website	12,900	28,117	31,140	69,905	51,908

## Strategy 3.1.4 Activate Shell Cove to provide development, tourism and community opportunities

Status



4

Action		Progress	Status
3.1.4.01	Activate the Waterfront Shell Cove precinct as a regionally significant centrepiece promoting lifestyle, boating and recreational opportunities	<p>The quarter saw various activations and low-key events at the Waterfront aimed at bringing the community together and developing great social infrastructure to support the built form that visually dominates the Shell Cove skyline.</p> <p>As well as the regular Toddler Tales Storytimes, Solo Seniors Meet Ups, Book Club, Work from Home Walking Groups and various other regular events, the Waterfront also played host to special events such as “Sing &amp; Sip Community Choir”, “Art Social”, “KidsFest” and various other events.</p>	●
3.1.4.02	Maintain the Waterfront Shell Cove precinct as a regionally significant centrepiece	Maintenance programs and resourcing are in place to support the ongoing upkeep of the marina precinct. Routine activities include bin collection, litter removal, graffiti removal, washing hard surfacing where required and landscape maintenance.	●
3.1.4.03	Facilitate the development of the Shell Cove Project, including the town centre, tourism facilities, residential land and commercial outcomes	<p>Major Shell Cove development project updates include:</p> <ul style="list-style-type: none"> <li>• Construction of Vela apartments continues to progress well with level 4 slabs now complete.</li> <li>• The contractor for the landscaping of the western harbour foreshore, Linear Park and Sophia and Mary Street pedestrian bridges has been appointed with works are expected to commence in 2025.</li> </ul>	●
3.1.4.04	Deliver significant Council-funded Shell Cove infrastructure projects	<p>The Boathouse (formerly The Boatyard) 80% design development is completed and tendering for the design and construction works with previously shortlisted contractors is underway and will be completed next quarter.</p> <p>Council resolved not to proceed with the Waterfront Centre. Alternative options are currently under consideration for the development of an open space and playground on the site.</p>	●

## Strategy 3.1.5 Activate Lake Illawarra and the foreshore as a valuable destination for the City

Status

2

Action		Progress	Status
3.1.5.01	Implementation of the Lake Illawarra Coastal Management Program	<p>Shellharbour and Wollongong Council continue to progress actions included in the Lake Illawarra Coastal Management Program. Of the 39 actions included in the Plan, two have been completed and 35 progressed. A few highlights are the following:</p> <p>The Lake Illawarra Implementation Group was formed, with new community representatives and scientific advisor appointed following expression of interests (EOIs) and reports to Council completed.</p> <p>The Catchment and Estuary health water quality monitoring and reporting has been completed. Environmental DNA (eDNA) sampling was undertaken at 21 sites within the lake and catchment to assess fish movements, monitor flora and fauna and assess and other health measures.</p> <p>Both Councils progressed on the Entrance Options Study. Together, a letter was drafted for the NSW Government requesting that it resource and undertake a Strategic Business Case to deliver a long-term management solution for the Lake Illawarra entrance (action EC1), with participation from both Wollongong and Shellharbour City Councils.</p> <p>Council hosted a Community training workshop in partnership with AUSMAP for microplastic surveying. Thirty people were trained and become team leaders.</p>	
3.1.5.02	Investigate and deliver programs and initiatives to create activation and engagement at Lake Illawarra and its surrounds	Council continued to develop programs and initiatives to activate and engage the community around Lake Illawarra and its surrounds. Recently, the Creative Wollongong Short Film Festival was re-screened at the Shellharbour Civic Centre. The festival's short films focus on the local waterways, celebrating and shining a spotlight on Lake Illawarra—one of our region's most iconic natural assets.	





Strategy 3.1.1. Our businesses are well-connected and thrive in an environment that supports innovation and economic growth - Shellharbour Stadium - Bricks Lego event



Strategy 3.1.1. Our businesses are well-connected and thrive in an environment that supports innovation and economic growth - The Links Shell Cove



# Leadership

## Highlights & Achievements



**7,600**

calls were answered and staff engaged in over 3,300 interactions at the Council's Customer Service Centre



**88%**

of phone calls answered within 60 seconds



**81%**

of Council's policies reviewed by the due date



**11,400**

highest reaching post, promoting 'Integrated Planning and Reporting documents'



**95%**

of sentiment analysis (emotional tone) considered positive or neutral through media coverage



**156**

informal GIPA applications received



**43**

new Australian citizens



promoted

**53**

projects with

**12,996** visits

## Strategy 4.1.1 The community is meaningfully engaged and active in shaping the future of the city

4.1  
We deliver  
our future  
together



Status

3

1

Action		Progress	Status
4.1.1.01	Create meaningful conversations that result in an active and connected community	<p>Council focused on creating meaningful conversations with our community – making it easier for people to get involved, stay informed and help shape local decisions.</p> <p>A key community engagement was the review of our Community Strategic Plan (CSP), which sets out the community's long-term vision and priorities for the future. Developed through extensive engagement, the CSP acts as a 10-year blueprint to guide Council and other agencies in delivering on the community's goals. Efforts were made to maximise participation, to give everyone the opportunity to contribute and feel ownership of the City's direction.</p> <p>To support this, Council engaged with the community both online and in person. Fact sheets and guides were developed to explain key themes, a social media campaign was launched, collaboration took place with community committees and key stakeholders. Feedback gathered through these conversations is helping shape the future of our City.</p> <p>The community was also kept informed about early works on the Tripoli Way Extension. This included drop-in sessions where residents could view designs and speak directly with Council and contractors, regular video updates, and early works communications developed in partnership with the contractor to keep nearby residents in the loop.</p> <p>Other engagement activities this quarter included:</p> <ul style="list-style-type: none"> <li>• A community check-in for Shellharbour Village</li> <li>• Progress updates on the Warilla Seawall</li> <li>• Community input into the Lake Illawarra Options Study</li> <li>• Drop-in sessions for the Horsley Creek Flood Risk Management Plan</li> <li>• School visits and youth engagement activities focused on local playground upgrades</li> <li>• Online engagement through Council's Let's Chat platform remained strong, with 12,996 visits and 886 contributions across various projects.</li> </ul> <p>These activities reflect our commitment to open communication and involving the community in decisions that shape our local area.</p>	●
4.1.1.02	Review the Communications and Engagement Strategy to guide Council's communications, engagement and marketing	This action is complete.	●



Action		Progress	Status
4.1.1.03	Foster and facilitate meaningful and engaging relationships with Council's online community	<p>During this quarter, Council strengthened its connection with the community, including:</p> <ul style="list-style-type: none"> <li>The most engaged post was about the Shellharbour 2035 Strategic Plan public exhibition, which invited community feedback on the city's future plans. This post reached over 45,000 people, generating more than 1,200 likes, 110 comments, and 40 shares, showing strong community interest.</li> <li>The Reconciliation Week School Flag Walk was another popular highlight, involving over 650 students from 35 local schools. The post received many positive comments and likes, celebrating inclusiveness and community spirit.</li> <li>Posts about local events such as the Eats and Beats festival and infrastructure updates also attracted solid engagement, with many residents sharing and commenting.</li> <li>During National Road Safety Week, the Shellharbour Civic Centre was lit up in yellow to raise awareness. The related posts encouraged community conversation around road safety and received good online interaction.</li> <li>The fortnightly Shellharbour Snapshot e-newsletter kept subscribers informed about key initiatives and upcoming events, including the Strategic Plan exhibition, community events, and infrastructure projects. The newsletter played a key role in reaching residents who prefer email communication.</li> <li>Council actively responded to comments and messages across Facebook, Instagram, and LinkedIn, encouraging two-way conversations and ensuring community feedback was acknowledged.</li> <li>By consistently sharing relevant and timely content across digital platforms, Council maintained and grew its online audience, helping to build trust and foster stronger connections with the community.</li> </ul>	
4.1.1.04	Prepare for the 2024 Councillor election, including the development and delivery of induction training	<p>In May, online psychosocial hazards training was provided to Councillors and to date only one Councillor has yet to complete the training.</p> <p>Councillors are also receiving information on key policies and processes as part of their ongoing training. This quarter key information has been provided to Councillors on Councillor Requests made under the Councillor Access to Information, Staff and Premises Guidelines and management of Conflicts of Interest.</p>	

## Strategic Indicators



Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.1.1.01	Number of visits to Let's Chat	13,500	12,996	16,439	22,916	14,854
4.1.1.01	Number of contributors on Let's Chat	300	886	301	1,609	348
4.1.1.01	Open rate for the Snapshot Shellharbour Newsletter	40%	25	27	40%	95
4.1.1.01	Number of subscribers for the Snapshot Shellharbour Newsletter	165	245	340	572	246
4.1.1.03	Percentage of sentiment analysis considered positive or neutral (Online engagement)	%	95%	80%	90%	90%



## Strategy 4.1.2 Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

Status

3

1

Action		Progress	Status
4.1.2.01	Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	<p>ISJO continues to play a pivotal role in aligning regional priorities with Council's Integrated Planning and Reporting (IPR) framework.</p> <p>Key projects include: Environmental Protection Authority Regional Coordination: Oversight of programs like Regional Illegal Dumping, Litter, and Community Recycling Centre promotions, with emphasis on governance, innovation, and stakeholder engagement.</p> <p>ISJO also released an Economic Development Blueprint the following strategic priorities:</p> <ul style="list-style-type: none"> <li>Housing &amp; Planning: Advocate for planning policy reform to enable development in strategic locations, especially during high-cost periods.</li> <li>Transport-Oriented Growth: Promote uplift zones around train stations and rapid bus corridors, with mandatory inclusionary zoning for affordable housing.</li> <li>Infrastructure Certainty: Push for timely delivery of enabling infrastructure—roads, rail, utilities, education, and healthcare.</li> <li>Workforce Coordination: Align major infrastructure projects to smooth workforce demand and support temporary labour access.</li> <li>Social Investment: Increase government funding for social and affordable housing and related infrastructure.</li> </ul>	
4.1.2.02	Enhance Youth leadership through the facilitation of the Youth Council and annual Youth Summit	<p>Planning commenced for the 2025 Youth Summit, scheduled for 23 October 2025. The event will feature five inspirational speakers aimed at motivating and inspiring young people including a world professional bodyboarder, youth advocates, musicians and much more. Council is aiming to host 200 young attendees from a variety of local schools and services, with the goal of leaving them empowered to pursue greatness throughout the city.</p> <p>The former Youth Council program format is currently undergoing a comprehensive review, with a refreshed proposal set to be released shortly. This will focus on delivering targeted personal development opportunities and qualifications for young people. As part of this process, Council has explored a range of youth-led models and initiatives from other regions to identify innovative and effective approaches for empowering our future youth leaders, influencers, social and environmental champions. This review aims to ensure the new direction is more dynamic, inclusive, and aligned with the needs of young people in our community.</p>	

Action		Progress	Status
4.1.2.03	Influence state planning policies, initiatives and legislation to ensure it responds to our Local Strategic Planning Statement and the needs of our community	<p>Council collaborated with the:</p> <ul style="list-style-type: none"> <li>• Department of Planning Housing and Infrastructure (DPHI) in the preparation of a regional housing audit and regional infrastructure needs; and</li> <li>• NSW Rural Fire Service regarding Bush Fire Prone Land mapping for Shellharbour City.</li> </ul> <p>Consultation with state government agencies occurred on two scoping proposals and two planning proposals.</p> <p>The DPHI endorsed Council's Rural Lands Strategy as a concise framework that will guide Council's decisions on issues affecting rural land.</p> <p>A meeting of the Illawarra Shoalhaven Urban Development Committee was attended. On the agenda was regional housing supply pipelines and audits.</p>	
4.1.2.04	Support Create NSW, and the establishment board, to ensure a smooth and successful establishment of a Regional Arts Development Office for the South Coast region	This action is complete.	

## Strategy 4.1.3 Build an organisation that places customers and the community at the heart of service delivery

Status



8

1

Action		Progress	Status
4.1.3.01	Deliver responsive and innovative customer service in accordance with the Customer Service Charter	<p>Feedback was actively sought from internal and external stakeholders to proactively look for opportunities to improve the customer experience and a range of service areas have now developed be-spoke acknowledgement information in response to specific customer request categories.</p> <p>Over 7,600 calls were answered in the contact centre this quarter with close to 3,300 face to face interactions at the Civic Centre. More than 6,100 customer requests were lodged via multiple channels, requesting action or reporting faults, defects or hazards in Council's infrastructure and requests for call backs. Community Centres and Halls continued to be activated through site visits, meetings, and bookings by community organisations and regular or casual hirers. More than 280 customer requests relating to bookings and enquiries for these facilities were received and actioned. Collaboration with community groups and hirers included seeking feedback to enhance the experience of using Council's community spaces.</p>	●
4.1.3.02	Enhance the continuous improvement culture by reviewing services, and improving the efficiency and effectiveness of Council's business processes	<p>Council continues to advance the development of its Innovation and Efficiency Program Framework, which will guide future service reviews through defined phases and approval stage gates. The framework includes a standardised project plan template covering scope, methodology, benefits, deliverables, risks, and stakeholders.</p> <p>During the 2024/25 financial year, service reviews were initiated across Aquatics, Libraries, Waste, and Property Services. Independent and internal reviews for Aquatics, Waste, and Property Services have been completed, with findings currently being finalised. The Library Services review is scheduled to commence in June 2025. Looking ahead, the Combined Delivery Program 2025–2029 and Operational Plan 2025–2026 identifies four new focus areas for review: the Stadium, continuation of the Library Services review, Compliance and Regulation, and Business Process Mapping. These initiatives reflect Council's ongoing commitment to delivering efficient, high-quality services that meet the evolving needs of the community.</p>	●
4.1.3.03	Implement the Information Security Strategy to ensure Cyber Security is central to protecting Council's information and data	<p>The security of the Council's information and data is a priority, guided by the Information Security Strategy to address gaps identified against the Australian Signals Directorate (ASD) Essential 8 Maturity Model and mitigate cyber security risks.</p> <p>Council has taken steps towards achieving the ASD Essential 8 Maturity, including implementing application whitelisting, macro hardening, and patch management. Additionally, Council maintains a compliance and security assurance calendar to ensure the completion of key cyber program activities. This includes reviewing User Access, Privileged Access Users, and other accounts for compliance. Other focus areas include auditing firewalls, user accounts, and security patching.</p> <p>Council has been developing cyber awareness training that will be delivered to Council staff. This training is to raise awareness on what are the main risks to being compromised.</p> <p>The implementation of the software defined wide area network (SD-WAN) is close to completion. This will significantly harden Council's network by integrating security features such as intrusion prevention, next generation firewalls, failover and redundancy.</p>	●



Action		Progress	Status
4.1.3.04	Ongoing development of a Digital Transformation Strategy to deliver accessible and modern technology and systems	<p>The implementation of a new TechnologyOne module, that commenced in January and relates to improving Human Resources and Payroll processes, has been successfully completed. The delivery of this project has resulted in payroll processing efficiencies.</p> <p>A review of the end of financial year processing within the TechnologyOne system has been performed. This review looked at the changes following the upgrade to the CiAnywhere platform. Following the completion of end of financial year, a further review will be performed analysing what worked, didn't work and what could be improved to ensure accuracy and efficiency with end of financial year processing for future years.</p>	●
4.1.3.05	Develop our capacity to effectively manage change to increase the likelihood of success when planning for the future	A new Workforce Management Strategy was prepared in consultation with all business units and considering industry benchmarks and trends.	●
4.1.3.06	Provide effective, secure and efficient information management and records services to meet strategic, legislative and operational requirements	Efficient document management practices supported the delivery of both online and in-person training sessions for 19 staff members this quarter. Over 9,200 emails and 7,222 documents were processed, ensuring timely and accurate information handling in alignment with Council's Customer Service Charter. Council received and managed 4 formal and 156 informal applications under the Government Information (Public Access) Act 2009, all processed within the required statutory timeframes, demonstrating our ongoing commitment to transparency and responsive service	●
4.1.3.07	Deliver spatial services, including Council's cadastre, Land Information System (LIS), Geographic Information System (GIS), and associated services across Council and the community	<p>Council remains committed to enhancing spatial services that support planning, development, and public access to accurate location-based data. This quarter, 320 new lots were created through various registered plans, including subdivisions, redefinitions, strata, and acquisitions. Easements and rights-of-way were established for 24 plans using surveyor-provided spatial data. Additionally, 784 Planning Certificates (Section 10.7) were issued, all within the standard three-day turnaround time, with urgent requests completed within one day.</p> <p>Several key spatial projects progressed this quarter, including collaboration with the Department of Planning on the Digital LEP Transformation Project, updates to the GDA2020 coordinate system, server migration, and resolution of asset mapping issues. Support also continued for adhoc spatial data requests from consultants working on Council projects. These efforts ensure spatial systems remain accurate, well-integrated, and responsive to both organisational and community needs.</p>	●

Action		Progress	Status
4.1.3.08	Manage and maintain modern technology systems that are reliable, secure, and accessible anywhere at anytime	<p>Work on the two significant infrastructure projects which include the migration of Council's existing data centre to the cloud and the implementation of a modern software defined wide area network (SD-WAN) is near completion. The two projects are progressing well with despite some issues that were out of our control. These issues are being managed within the projects and will not impact the delivery of the project.</p> <p>The first project, the migration of Council's existing data centre to the cloud, is near completion with two of the three phases completed. 95% of Council's data centre workloads have been migrated to the cloud. This is a significant milestone and will yield many benefits for Council including reliability, availability, security and redundancy.</p> <p>The second project, the implementation of a modern SDWAN network, is at 95% completion. The project is progressing well and on track to be completed by June this year. The project so far has already provided benefits to Council by providing a faster and more reliable network.</p>	
4.1.3.09	Implement a Service Review Program focused on continuous improvement	Combined with and reported under Action 4.1.3.02	

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.1.3.01	Percentage of calls answered at the Customer Service Centre within 60 seconds	80%	88%	79%	80%	83%
4.1.3.01	Percentage of all Customer Service Requests are acknowledged within 3 working days	85%	100%	100%	100%	100%
4.1.3.01	Percentage of all Customer Service Requests are actioned within 14 days	85%	83%	85%	85%	100%

## Strategy 4.1.4 Acknowledge and respect the Aboriginal community as the traditional custodians of the land

Status



Action		Progress	Status
4.1.4.01	Support engagement with the Aboriginal community and stakeholders to ensure Aboriginal culture and heritage is recognised, protected and celebrated	<p>Aboriginal culture and heritage are recognised, protected, and celebrated through active engagement with the Aboriginal Advisory Committee, the Aboriginal community, and other stakeholders. Council prioritised the protection of Aboriginal culture and heritage by applying its Aboriginal Due Diligence process to a range of land use proposals, including infrastructure projects, development applications, and events.</p> <p>Preparations for the Regional NAIDOC Awards are well underway, with this year's event being held at Shellharbour Civic Centre on Saturday 26 July 2025. The Regional NAIDOC Awards recognise the talents, achievements and outstanding contributions that Aboriginal and Torres Strait Islander people make to improve the lives of people in their communities and beyond.</p> <p>Council also continues to celebrate, recognise and promote Aboriginal culture and heritage across the City through the delivery and/or support of events, programs and activities as referenced throughout this report including cultural awareness training for staff at inductions, events such as the Reconciliation Flag Walk and NAIDOC Community Day and through smaller scale workshops, programs, author talks and more.</p>	●
4.1.4.02	Progress plans for the development of the Aboriginal Interpretive Centre	<p>Development of the business case is progressing for the Aboriginal Interpretive Centre.</p> <p>Council and the Aboriginal Advisory Committee endorsed Aboriginal Interpretive Centre Subcommittee will meet early in the next quarter to further discuss, review and progress plans.</p>	●

## Strategy 4.2.1

# Our Council is transparent and trusted to make decisions that reflect the values of the community collectively

4.2  
We have  
strong  
leadership

Status

3

Action		Progress	Status
4.2.1.01	Provide the Mayor and Councillors with the necessary training, tools and understanding to meet their responsibilities	<p>This quarter there was one citizenship ceremony held on 30 April where 43 candidates received their Australian citizenship.</p> <p>Council Meetings were held on 29 April, 27 May and 23 June.</p> <p>The Mayor, Councillor Petreski and Councillor Ellis attended the National General Assembly which took place in Canberra from 24 - 27 June. Council's motion to the conference in relation to the Federal Government committing a further 5% of its health budget to preventative health measures was unanimously supported.</p>	●
4.2.1.02	Deliver clear, consistent and factual information to the media that will facilitate accurate coverage of Council decisions and activities	<p>Council maintained a strong media presence this quarter, with proactive messaging, consistent output, and high-visibility stories that reached a potential audience of over 1.88 million people.</p> <p>During this quarter, Council issued 39 media releases and several media alerts to local outlets, alongside fortnightly columns from the Mayor in the Illawarra Mercury. These communications supported the accurate and timely reporting of Council decisions and activities.</p> <p>Key media coverage highlights included:</p> <ul style="list-style-type: none"> <li>Adoption of Shellharbour 2035 Strategic Plan - Highlighted Council's long term vision and commitment to community-driven planning. This story received widespread regional coverage following its adoption on 24 June.</li> <li>Community Renewables Program Launch - The joint launch with Illawarra Shoalhaven councils on 18 June attracted strong media interest and positioned Shellharbour as a proactive partner in sustainable energy.</li> <li>Success of Preventative Health Motion - Coverage of Council's motion at the National General Assembly reflected leadership in public health advocacy.</li> <li>Opposition to Shellharbour Village High Rise - Council's unanimous stance against the proposed development was widely reported and reinforced community trust in Council's commitment to local character and planning integrity.</li> </ul> <p>An analysis of media coverage identified 412 mentions of Council and its spokespeople. This resulted in a cumulative potential audience reach of 1,880,352 – a strong outcome that reflects the relevance and reach of Council's communications.</p>	●
4.2.1.03	Ensure compliance with Local Government legislation, Council policies, procedures, systems and frameworks	Disclosure of Interest Returns lodged by newly appointed staff in positions declared Designated Persons under Council's Code of Conduct were tabled at the Council Meeting on 27 May.	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.2.1.02	Percentage of sentiment analysis considered positive or neutral (Media coverage)	%	80%	95%	98%	97%
4.2.1.03	All governance registers are up to date and published	100%	100%	100%	100%	100%
4.2.1.03	Percentage of Council policies are reviewed by the due date	100%	81%	92%	95%	97%
4.2.1.03	Ensure all formal access to information applications are processed within statutory timeframes	100%	100%	100%	100%	100%

## Strategy 4.2.2 The Council lives responsibly within its means and strengthens its financial sustainability

Status

5

1

Action		Progress	Status
4.2.2.01	Ensure Council's Financial Sustainability Strategy is considered in financial decision making	<p>Council continued to consider our Financial Sustainability Strategy in financial decision making. The third quarter review of the 2024-25 Operational Plan was prepared and reported to Council in May. The related report included reference to how Council is tracking against key performance indicators. The forecast presented showed Council meeting all indicator benchmarks in the 2024-25 financial year, except for the Infrastructure Renewal Ratio.</p> <p>Quarter four has involved a large amount of time focusing on the finalisation of the 2025-2026 Draft and Final (post exhibition) Operational Plan, including the budget for the coming year and the 10-year Long-Term Financial Plan. Sustainable Financial Strategy was considered as a key focus in preparing these Plans. As part of this consideration, focus was given to a budget that maintains the health of the Council's available cash. Further work continues to enhance internal reporting, and collaborating with Managers to assist them in monitoring budgets.</p> <p>Ongoing negative economic conditions and changes in valuations in recent years have put increasing pressure on Council's long-term financial stability and ability to continue maintaining and renewing infrastructure at expected standards. Compounding this issue, a significant mismatch between the IPART rate peg indices and rising costs has led to a growing gap, making it increasingly difficult for Council to bridge the resulting shortfall.</p>	●
4.2.2.02	Meet legislative and statutory requirements for financial reporting	Council has continued to work alongside Ernst & Young to finalise the interim audit work for the 2025 financial audit. All requests to date have been actioned and submitted in a timely manner. Council complied with all Australian Taxation Office lodgement due dates occurring throughout the quarter with the exception of the Fringe Benefits Tax return. A lodgement extension was requested, and the return will be lodged in early July.	●
4.2.2.03	Provide accurate information to Council and the community on Council's financial activities	Council undergoes month end processes, including reconciliations of financial data to ensure data is reliable and accurate. The monthly investment reports continued to be reported to Council, providing transparency of Council's investment portfolio and performance.	●
4.2.2.04	Develop a fair and equitable Rating System that also improves Council's financial sustainability	The collection of outstanding rate debts has been carried out as per Council's Rates Policy. The total percentage of outstanding rates from the original levy is 5.04% at the end of June 2025 (compared to 4.77% at the same time last year). Supplementary rate valuations have been processed when received during the quarter. As at the end of June 2025 there are no outstanding supplementary valuations to be processed. Subdivisions have been processed in a timely manner with 32 subdivisions received and processed during the quarter, resulting in 296 new lots. Section 603 Certificates and property transfers continue to be processed in an efficient manner. During the quarter 585 Section 603 Certificates were processed and 647 property transfers were processed. Pensioner Concession Application forms have been processed with 163 applications received 157 were eligible pensioners during the quarter.	●
4.2.2.05	Ensure best practice procurement and contract management that is focused on value for money outcomes, compliance and sustainability	Council continued to ensure that its procurement processes are compliant with legislation and internal policies. There were seven public tenders closing during the quarter along with a number of formal quotation processes. Two joint tenders are currently in progress with Illawarra Shoalhaven Joint Organisation Councils	●

Action		Progress	Status
4.2.2.06	Actively pursue alternative revenue sources to support the implementation of Council's Delivery Program	Combined with and reported under Action 1.2.3.10	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.2.2.01	Achieve the Operational Performance Ratio	N/A	N/A	N/A	N/A	N/A
4.2.2.04	Percentage of overdue Rates and Annual Charges	<50%	5.04%	25.35%	46.11%	68%



## Strategy 4.2.3 The workforce is capable, resilient and diverse

Status

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Action		Progress	Status
4.2.3.01	Deliver good practice in workforce management	Implemented the Award.	●
4.2.3.02	Manage and coordinate the development, delivery and evaluation of Council's Learning and Development programs	<p>Training was delivered across a range of areas including electric vehicle safer charging, traffic control, workers on foot, high risk licenses, aspiring leaders, code of conduct, and first aid, along with other role-specific programs such as confined space, front end loader, and leadership. These sessions support staff to maintain current skills, meet operational needs, and serve the community effectively.</p> <p>A key focus during this reporting period was psychosocial hazard awareness and positive duty obligations. All leaders completed training to help them identify and manage psychosocial risks within their teams, while all staff participated in training to understand what psychosocial hazards are and how to access support. This training reflects our strong commitment to creating a psychologically safe and supportive workplace.</p>	●
4.2.3.03	Provide people and culture support and advice to both managers and employees	Engagement with new employees was strengthened through enhanced induction processes, while new managers benefited from leadership forums and increased one-on-one coaching. Finalised the roll-out of a targeted 'respect at work' training program across the organisation.	●
4.2.3.04	Provide workplace health and safety systems for Council staff and provide information regarding workers compensation performance	There were 86 reported incidents/injuries in the reporting quarter and 1 lost time injury. There are currently no premium impacting workers compensation claims.	●
4.2.3.05	Support and deliver initiatives and programs that contribute to building great culture and employee engagement	Council developed and distributed a series of core values training videos to reinforce organisational culture and ensure alignment with strategic priorities. 'Respect at Work' training program was also successfully rolled out, fostering a safer, more inclusive, and respectful workplace.	●
4.2.3.06	Develop and implement a formal cadet, apprentice and trainee program	<p>Five new cadets, apprentices, and trainees commenced this quarter, supported by various funding initiatives. This demonstrates Council's continued commitment to growing the program and creating pathways into meaningful careers. Additional positions have been identified as a future priority for Council, with a focus on expanding the CAT Program throughout 2025.</p> <p>Supervisor training is planned for July 2025 to enable managers to better understand how to support and develop their cadet, apprentice, or trainee. The Council will promote the CAT Program at upcoming careers expos in August and September.</p>	●
4.2.3.07	Support a high performing culture throughout the employment lifecycle	Continued onboarding, annual performance and exit processes.	●
4.2.3.08	Investigate and deliver integrated Human Resource systems	Upgraded the learning management and payroll systems to improve efficiency in both service areas.	●

Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.2.3.04	Reduce the incidence of Workplace injuries by 5%	<30	46	31	13	26
4.2.3.04	Percentage of corrective actions completed within allocated timeframes	100%	100%	100%	100%	100%

## Strategy 4.2.4

## Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspiration

Status



Action		Progress	Status
4.2.4.01	Coordinate the preparation of corporate planning documents to reflect how Council will respond to community needs within organisational capacity	<p>At the Ordinary Council Meeting on 23 June 2025, Council proudly endorsed the Shellharbour 2035 Community Strategic Plan and adopted the full suite of Integrated Planning and Reporting documents. These include the Combined Delivery Program 2025–2029, Operational Plan 2025–2026, Annual Budget, Fees and Charges, Rates Policy, and the Resourcing Strategy, which outlines long-term financial, workforce, and asset management strategies. Developed in close partnership with the community, these documents reflect shared priorities for infrastructure, wellbeing, and sustainable development.</p> <p>More than 11,400 people were reached through social media, with over 700 document downloads and 39 formal submissions received. Feedback highlighted strong support for improvements in pedestrian access, active transport, community facilities, and youth services. This achievement reflects the strong collaboration between Council staff, the community, and Councillors in shaping a strategic framework that supports informed decision-making, financial sustainability, and high-quality service delivery. Progress will continue to be shared through quarterly reviews, the Annual Report, and the State of Our City Report.</p>	●
4.2.4.02	Keep our community informed on how we are delivering on our commitments to them	Combined with and reported under Action 4.2.4.01	●
4.2.4.03	Establish an enterprise portfolio management approach aimed at embedding Council's project management framework	Action completed as scheduled.	●
4.2.4.04	Develop, implement and review Asset Management Plans and Systems	<p>Identification and recording of contributed assets during 2024/25 has been completed in the fourth quarter.</p> <p>Asset Management Plans for all infrastructure asset classes have been adopted as part of the Resourcing Strategy at the 23 June Ordinary Council Meeting.</p>	●
4.2.4.05	Achieve Australian Standard ISO 55001 accreditation for Council's Asset Management Strategy	Not Scheduled to Commence.	●
4.2.4.06	Develop a new Library and Museum Strategy	A Library Service Review is being undertaken to provide objective analysis of the library services provided to the Shellharbour community, including benchmarking of Shellharbour City Libraries service quality against public library industry standards. The Review will include qualitative and quantitative information about Shellharbour's Libraries that will inform the production of a new Library Strategy in 2025/26.	●
4.2.4.08	Coordinate the internal audit program	Council's internal audit program is up to date in accordance with the Internal Audit Rolling Plan for 2024-25. The Project Management Internal Audit has been finalised and the Procurement Internal Audit has commenced and will be reported to the Executive Leadership Team and the Audit Risk and Improvement Committee in October 2025.	●
4.2.4.09	Coordinate the activities of the Audit Risk & Improvement Committee	There were no Audit Risk & Improvement Committee (ARIC) meetings this quarter. The next meeting of the ARIC is scheduled 2 July 2025. The new Independent ARIC Member will commence their tenure at this meeting.	●

Action		Progress	Status
4.2.4.10	Coordinate the Emergency Management Arrangements for the City	Council is the current chair of the Local Emergency Management Committee. Local Emergency Management Officers (LEMO) were available to support the emergency management arrangements if requested by the Local Emergency Operations Controller (LEOCON). There was a Local Emergency Management Committee (LEMC) meeting on the 4 June 2025 which was attended by the Alternate Shellharbour LEMO.	●
4.2.4.11	Manage targeted risk minimisation programs including Council's insurance portfolio and Business Continuity Plan	Council's insurance portfolio is current and is helping to mitigate risks and safeguards assets. The Business Continuity Plan (BCP) has been updated, and the format is being reviewed to ensure effectiveness and operational resilience. The BCP will be tested in the next quarter.	●
4.2.4.12	Ensure emergency management is planned and resourced for the City, and provide support to emergency services through the Local Emergency Management Committee	Council continued to support the Local Emergency Management Committee (LEMC) and combat agencies.  There were two major weather events in the quarter which caused erosion to foreshore areas and short-term impacts to the road network.	●

## Strategic Indicators

Action	Outcome Measure	Target	Q4 Result	Q3 Result	Q2 Result	Q1 Result
4.2.4.11	All Council's Insurance policies are current and reviewed by the renewal date	100%	100%	100%	100%	100%
4.2.4.11	Council's Strategic Risks are reviewed at 6 monthly intervals	100%	100%	100%	100%	100%





Strategy 4.1.1 - The community is meaningfully engaged and active in shaping the future of the city - The residents of the 2025 Street of the Year, Stubbs Road Albion Park celebrate with Mayor Homer