



Shellharbour
CITY COUNCIL

**Biannual Review of
the Delivery Program
2013 - 2018**

Period

2

1 Jan - 30 June
2018

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Introduction

This Biannual Review of Shellharbour City Council's Delivery Program is an opportunity to report to the community under the Integrated Planning and Reporting (IP&R) framework.

This review of the 2013 - 2018 Delivery Program is for the period 1 January to 30 June 2018 and attempts to present clear and unambiguous information on Council's progress in respect of the Community Strategic Plan.

The community had input into the Delivery Program through the Community Engagement Strategy. Council has drawn from this community feedback provided by local residents and businesses, government agencies, non-government community and cultural organisations and groups in the development of the Program.



COMMUNITY

1.1.1 Encourage and support activities and events where communities can gather and celebrate



Council held a number of events, programs and activations across the city offering the community the environment to gather and celebrate. Highlights included Australia Day, the Civic Centre Community open day, Youth Week and the ANZAC memorial service.

Australia Day Celebrations were well attended by the local and tourist community. The day commenced with a Civic Ceremony, including Welcome to Country from Uncle Richard Davies, Official Welcome from the Mayor followed by the formal announcement of the Citizen of the Year, David Williamson and Young Citizen of the Year, KiKi Cuda. The ceremony was highlighted by a speech by our ambassador Justin Herald and the welcoming of 14 new citizens to our City. This year 2,968 breakfast by the Lake tickets were sold, raising over \$10,793 that is directly donated to local service clubs and charities.

With the help of Bushcare we were able to divert 91.7% of waste from landfill. Of the 605kg of waste that was captured, only 50kg (8.3%) was sent to landfill.

The Civic Centre Community open day was held on Saturday 10 February from 10am to 3pm with more than 3,000 people attending and celebrating the opening of the new precinct. The event kicked off with a traditional smoking ceremony by Uncle Gee and included free rides, food stalls, entertainment, library activities, a public art tour and artist workshops. As part of the day, attendees from the community had the unique chance of being able to walk through the community spaces along with level 3 of the administration building.

Council held a range of exciting programs for young people during Youth Week 13 to 22 April including; skate clinic, arts, craft, cooking and creative activities. The highlight of Youth Week was the 11th Annual Youth Week Art Exhibition, held at the Blackbutt Youth Centre and the hugely successful Harry Potter Escape Room held at Shellharbour City Library.

One of the new initiatives launched by Council was the pilot music series at the Shellharbour Village Exhibition Space. This was a trial program to offer local musicians an intimate space to present music and to engage a local audience. The No. 4 Band played to a packed room and feedback was universally positive for the future of a regular series in the space.

Council is supported a free non-competitive community walking event for International Women's Day which was jointly hosted by Healthy Cities Illawarra and the PCYC Lake Illawarra.

The EmployABILITY Local Story project was a great success and so a roving exhibition of the storyboards has been organised with the city libraries. This project was organised in partnership with Wollongong City Council and featured stories from seven local people with disability in employment. The storyboards produced provided an opportunity for local people with disability to share their successes, challenges and provides insights on the difference employment has made to their lives.

In the past 6 months Council has commenced work on some new and exciting youth programs. One such example is a program to support young people to navigate conflict and bullying, whilst developing strategies to deal with those situations as they arise. Additionally, Council providing a program for young women to explore their unique experiences and to increase their ability to identify societal factors that may undermine their self-esteem. Council has been engaged with two mural painting projects within Warilla and St Joseph's High School's. Both these murals have been mounted in the

last quarter and these instances have demonstrated the unique work of Council to nurture creativity for the benefit of young people individually and more broadly.

1.1.2 Develop creative opportunities for key partnerships and volunteering to support the community



Council continues to develop partnerships and provide opportunities for volunteering. Volunteers are the supportive backbone that enables Council to provide services and programs through the Libraries and Museum as well as the Barrack Heights and Albion Park Community Gardens.

Community members have enjoyed volunteering their time working in the City Museum. Volunteers are now rostered in the City Museum Heritage Room three days per week and are working on a variety of tasks including, the Mosaic database, Shellharbour Images, historic map collection, cataloguing new collection items, setting up permanent and temporary exhibitions and providing research services for customers.

The Family History volunteers are also working with Libraries & Museum staff to deliver family history workshops twice a month. These sessions are flourishing, with the Heritage Room filled to capacity with keen family history researchers.

Shellharbour City Council continues to facilitate and foster community partnerships that build community capacity, attract resources and promote local community initiatives. Council provided financial assistance to five groups totalling the amount of \$8,950. The groups were Baptist Care, Kidsfest, Illawarra ITEC, RSPCA and Albion Park Youth and Community Care Inc.

Approximately 95 applications from various local organisations were submitted to the Shellharbour ClubGRANTS scheme via the online portal. The new online form developed by ClubGRANTS was in use for the first time which required live testing, additional administration support by applicants and an extension of the due date. The next period will see the announcement of successful and unsuccessful applications.

1.1.3 Make Shellharbour a friendly environment where people feel safe



The 2018 Good Neighbour Awards were launched at the Australia Day Breakfast by the Lake event with a number of stalls and promotions to encourage nominations in a broad range of categories. The Good Neighbour sponsors include Bunnings Shellharbour, Kmart Shellharbour, Stockland Shellharbour, The Shellharbour Club and Central Hotel. The Good Neighbour Awards ceremony was held at the Civic Centre in May where the 2018 Good Neighbour of the Year was announced. The event highlighted some very neighbourly stories from Shellharbour City and was a positive social event for the community.

Community safety pop-up meetings were held across the local government area where a broad range of issues and concerns were discussed with community members.

Council commenced the implementation of the White Ribbon Workplace Accreditation Program and is an active member in the Illawarra Committee Against Domestic Violence (ICADV). The ICADV held a Domestic Violence CALD (Culturally and Linguistically Diverse) Forum in June.

Council Officers maintained a strong presence in patrolling Companion Animal related matters. A total of 163 proactive patrols of council reserves were conducted. These pro-active patrols resulted

in an above average notice to comply with animal registrations served on dog owners. During the period 408 animal related complaints were received. These complaints related from barking dogs, lost dogs, roaming dogs and dog attacks. Council officers seized 145 dogs. Of the dogs seized, 64 were directly returned to their owner giving council a rate of return of 44%.

Officers continued to conduct proactive parking patrols on a daily basis, with 467 proactive patrols conducted along foreshores, sporting fields, Shellharbour Village, Shopping Centres and other areas that have come under previous notice. During this period 111 school patrols have been carried. These patrols are conducted at the start of the school day and also at the completion of the school day. Poor driver behaviour is contributing to the high number of infringements issued with 1,235 penalty infringement notices issued.

Health related inspections were undertaken throughout the period 453 food premise inspections were carried out. Of those inspected, 17 were considered unsatisfactory by virtue of food handling skills or practices. One premise was re-inspected subject to cleanliness standards. Forty-three swimming pool inspections were carried out with 37% of premises receiving Compliance Certificates. Commercial premises carrying out skin penetration activities were inspected. All 47 premises were inspected in the period and considered satisfactory.

A higher than usual number of complaints were received in the period. These complaints have ranged from illegal development, illegal land use, water complaints, air complaints, noise complaints to animal related offences, abandoned vehicles and overgrown properties. Further to this, some extensive investigations have been conducted on asbestos removal, asbestos dumping and a number of dog-related matters.

In accordance with the Local Government Road Safety Program Guidelines there were 43 programs delivered during this period. Programs included addressing specific road safety behaviours around schools, working with community groups including Lake Illawarra PCYC to implement young driver programs including the Ultimate Learner Log Book Run Experience and On the Road 65Plus for local older drivers.

1.1.4 Have accessible community and cultural facilities available for current and future community members



Council has worked to ensure accessible community and cultural facilities are available for current and future use by the community.

Council continues to work hard to ensure Shellharbour is an accessible City for all. During this period, the Disability Access Inclusion Advisory Committee (DAIAC) met on numerous occasions priorities for funding for 2018/19 were identified. The focus is on improving paths of travel in and around the City and bus stop improvement.

Progress was made against three of the Focus Areas in the Disability Access and Inclusion Plan (DAIP). These were:

- Focus Area 1: Developing positive community attitudes and behaviours. Highlights for this focus area include supporting two forums:
 - A Navigating Mental Health Workshop that was organised in partnership with the Community Industry Group to provide information to non-mental health specific service providers in how to understand, navigate and access the mental health services for their clients. Over 125 people attended the event.

- A Snap the Stigma Roadshow event that was hosted by CREATE initiating the conversation about the stigma and barriers faced by children and young people living with disability who have a care experience.
- Focus Area 2: Creating liveable communities. Highlights for this focus area include progressing items on the DAIAC Projects Table.
- Focus Area 4: Improving access to services through better systems and processes. Highlights for this focus area include hosting Easy Read training for staff and review of the process for the allocation of Master Locksmith Access Keys.

Throughout this period, a number of licences were issued. The permitted use ranged from the use of Council land for events, access, site compound and investigations by state authorities. Public exhibition was undertaken for the proposed licence permitting commercial fitness training on Council land, no submissions were received. The licence is to be entered between the applicant and Council.

Centenary Hall remained closed due to restoration works, it is anticipated that the facility will be available for hire in the month of August. This restoration has included replacement of roof sheeting, improved access, a new commercial kitchen, replacement of floorboards and sanding in the main hall, new lighting, and internal painting of all areas and the façade.

1.1.5 A creative community participating in arts and cultural activities



Council continues to deliver great results against Make Play Grow 2015-2019 – A strategy for a more creative Shellharbour. During this period a range of successful initiatives were implemented, and planned for.

Supporting growth of the Lake Illawarra Art Trail, the direct commission of ‘Spilt’, a sculpture by local artist David Ball, was finalised in January 2018. The work will be installed in Reddall Reserve overlooking Windang Island early in the new financial year.

To promote and celebrate the Civic Centre Public Art, a Public Art tour and Artist workshops were delivered as part of the Civic Centre Community Open Day on 10 February. Four of the commissioning artist’s participated on the day. The day was a great success with an estimate of over 3000 community members attending.

Artists Pat Pillia and Rita Pearce were also engaged to deliver a drop in style Neural Knitworks workshop. This workshop held in the new City Library complimented the other artist workshops well, and was the last in the series from a project funded by an Arts and Health grant provided by the Illawarra Shoalhaven Local Health District in 2017.

Council submitted data for the national cultural indicators project that is being facilitated by The National Local Government Cultural Forum. The aim of the project is to review current data collection methodologies with the view to supporting a move towards the implementation of a suite of national cultural indicators developed by the Cultural Development Network. In time these indicators will assist with measuring the contribution that local government makes to the cultural life in Australia.

The Civic Centre Public Art Strategy has been finalised with the final artwork, Land Poetry installed throughout the Civic Centre.

This project was a collaboration between young artists and designers involved in the creative process and development for Land Poetry. The partnership with University of Wollongong resulted in the design of beautiful artworks on the interior office glass by students who responded to the visual theme

of surf, mist, cloud and sky. The artworks double as both privacy screens for meeting rooms and enliven the space through the development of local public art.

Arts and cultural input was also sought into several upcoming and current projects. These included providing feedback on the Calderwood Valley Public Art Strategy, regular contact with external curator Marla Guppy to support finalisation of the Civic Centre Public Art Strategy, and overseeing two new public art works.

Discussions have been held with Frasers on place making opportunities at Shell Cove and the new water front precinct. This includes looking at opportunities for play trails including art along the promenade. A key highlight of this has resulted in the collaboration of Council and young people to undertake an urban art program in the July School Holidays.

An Events Strategy is currently been developed in collaboration with an external consultant, this strategy will support the initiatives and objectives of the Make Play Grow Strategy and provide opportunity for additional creative initiatives across the City.

1.1.6 Meet the diverse needs of the community through the delivery of quality and accessible community services and programs



Council worked collaboratively with the community to promote and deliver a diverse range of accessible community activities and programs.

The second Shellharbour 'Cultural Treasures' Multicultural Festival was held on 23 June at Reddall Reserve, Lake Illawarra. This year, the event was funded by NSW Government and Multicultural Communities Council of Illawarra (MCCI) and coincided with Refugee Week. Partnership arrangements with Multicultural Communities Council of Illawarra (MCCI) and Amity College played key roles in supporting and delivering the event. The festival was held to celebrate the value of our region's rich cultural diversity, encouraging a feeling of inclusiveness and demonstrating the colourful vibrancy that multiculturalism can bring. It incorporated vibrant entertainment by a variety of diverse cultures, multicultural food stalls, a variety of creative workshops and a public art project to engage all age groups. The day was a success attracting approximately 1500 people and receiving a great deal of positive feedback from the community. Council was successful in receiving a grant, approved by the Minister for Multiculturalism, the Hon Ray Williams MP, for \$3,500.00 under the 2017/18 Multicultural NSW Grants Program - Celebration. The grant is to contributed towards this event.

The 2018 Seniors Festival will be held between Wednesday 4 April and Sunday 15 April 2018 with the theme 'Let's do more together'. The committee supported events include the production of a Seniors Festival Calendar of Events, Health and Wellbeing Expo and Trivia Competition. The Health and Wellbeing Expo and Trivia Competition were well attended and the feedback from participants attending the events indicated that they were very satisfied with the events being held at the Civic Centre. The expo raised awareness amongst participants on aged care initiatives and services available. The expo featured a range of topics and guest speakers talking on topics such as healthy eating, exercise, My Aged Care, scam protection and road safety. Over 135 people attended the event as either a participant, guest speaker or stall holder. Interest in a future expo was expressed.

Council values the importance of working collaboratively to improve young people's access to spaces, services and facilities in Shellharbour. Some particular highlights were the partnership with the CREATE Foundation for their 'Snap that Stigma' event, held in the Civic Centre auditorium, Totem Skateboarding's skate workshop in the Civic Square at the Council building and a presentation and survey with the Shellharbour Business Network as part of the development of the Strategy for Shellharbour's Young People.

The formation and recognition of effective partnerships between community members, community groups, government agencies and across Council is essential to delivering services and programs to the community. In this period, Council has continued to facilitate and participate in a range of partnership and interagency networks including Illawarra Interagency, Paint Shellharbour READ and Shellharbour Youth Services network.

1.1.7 Provide innovative and inspirational opportunities for education and leisure through our library programs, resources and facilities



The opening of the new City Library has been the major library initiative for 2018. City Library has successfully delivered on the community's aspirations for a central library space in the heart of the City, including collections that are displayed in a retail style, plentiful and varied seating options, community meeting/study rooms and a playful children's area. The community has responded enthusiastically to City Library - openly expressing their delight with the collections, the ambience and the overall facility. Almost 65,000 people have visited City Library in the first six months, including over 3,000 people participating in the Community Open Day in February.

The enhanced accessibility of City Library, with opening hours over seven days in a central location, has created a vibrant library that has generated over 93,000 loans of library items since the start of the year. By the end of June over 2,700 new people had registered for membership at City Library, bringing the total for the period to 3,392 new library members.

There has been a keen focus on technology at Shellharbour City Libraries during the past six months. New technology at City Library has enabled new loan kiosks that are fast and user-friendly, transacting multiple items at one time. City Library also has a smart returns chute that is available outside library opening hours making it easier for customers to return their items. The 24/7 digital branch has been increasingly popular. Hits on the library website have more than doubled since last year reflecting increased borrowing from the eLibrary, as well as searching the catalogue or voting in the Library's Choose Vote Enjoy book selection program.

Shellharbour City Libraries were also the venue for a wide variety of technology programs Introduction to iPads, Introduction to Tables, Basic Computing, 3D printing demonstrations, Code-it-Yourself club, robotics sessions and drone demonstrations.

From January to June Shellharbour City Libraries programs have continued to provide a strong platform for discovery, learning and participation across all service points, while Pop-Up Libraries have been delivered at range of community events and festivals. This has included programming for Seniors Festival, Youth Week, Law Week, International Women's Day, Harmony Day, and Australian Library and Information Week, as well as the Art after Hours, Family History Help, and Author Talk Series programs. Australian Library and Information week culminated in the visit from the State Librarian, Dr John Vallance, who was most impressed with the quality of the facilities, the programs and the level of engagement.

The Poppies for Remembrance project for Anzac Day was another successful initiative that served to connect individuals and groups in our community from the library knitting groups to the local RSLs. The contribution of 1,200 poppies from the knitting groups was used to create a striking art installation on the façade of the Civic Centre Auditorium that totally engaged the imagination of the community.

In addition to the library's regular early literacy programs, Babies Love Books, Itsy Bitsy Builders and Story Time, a wide range of library programs engaged young people, with activities delivered each

day of the January and April school holidays. This included the acclaimed Harry Potter Escape Room - an outstanding success that gained widespread interest around the region.

All up, 629 sessions of library programs have been delivered from January to June with 13,950 participants across all service points. This included 229 adult programs, engaging with 5,645 participants, and 400 children's and youth programs engaging with 8,305 young participants. The high levels of participation in library programs suggest that the community values the library as a safe, welcoming and inclusive space for learning and social engagement. The opening of City Library has served to enhance this engagement.

1.2.1 Provide residents access to a range of services and facilities that are relevant and responsive to health and wellbeing



One of the key ways councils can support the health and wellbeing of its residents is through the provision of services and facilities that promote healthy and active living. Shellharbour Council has delivered on this outcome via the provision of a range of services and activities including the Cook, Chill, Chat program; The Healthy Ageing Newsletter; and of course the numerous aquatics programs being offered at our beaches and pools - aqua-aerobics, learn to swim, inflatable days, and the incredibly popular pool open days and movie nights.

Infrastructure such as parks, playground, sports fields and exercise equipment is another important way councils can support the health and wellbeing of its community. Shellharbour Council has achieved much in this area with the renewal of assets at Howard Fowles Oval, Geoff Shaw Oval and Terri Reserve. Additionally, work has commenced on the installation of new exercise equipment at Skiway Park and Eric Creary Reserve – these works will be complete early in the second half of the year.

1.2.2 Provide diverse opportunities for recreation and enjoyment in the city's parks and open spaces



This reporting period, Council undertook a number of meetings with sporting clubs and associations and other members of the community, to successfully manage and improve the administration of sports fields, parks, reserves, picnic facilities and playgrounds throughout the City.

A number of meetings were also held with the Roads and Maritime Services (RMS) to discuss the works proposed for the Croom Regional Sporting Complex associated with the Albion Park Rail Bypass.

Work continued on the planned upgrade of facilities at Howard Fowles and Geoff Shaw ovals.

A work plan was established to commence a comprehensive review of Shellharbour's open space and recreational needs. This review will provide strategic guidance for the provision of active and passive recreation throughout the City in the form of the development of a number of Master Plans. The review of a number of draft plans of management has commenced which includes lands categorised as sports grounds, parks and reserves.

A late summer flush of growth as a result of rainfall and un-seasonally warm weather at the end of summer and into autumn. This saw the focus shift back to mowing full time. This flush of growth has

produced some very good results for the preparation of sports fields ready for winter sporting activities including re-turfing and top dressing.

In the second half of the reporting period cooler temps and drier conditions prevailed leading to slow grass growth. This weather has allowed our winter works to begin. Gardening and refurbishment tasks were carried out city wide, though the main focus was the gardening works carried out at Bass Point. The planting works were followed by 100mm of rainfall the end of June.

As the weather cooled down maintenance works turned to aerating with good results of reduced compaction and stress on the grounds during a relatively dry period. Rainfall in June provided some additional relief. Other maintenance works conducted included the installation of four steel gates, log rail repairs and general garden maintenance duties.

Tree inspection requests continue to increase. Two inspectors have managed 229 requests created this quarter for public tree works with an inspection waiting time of five to six weeks on average. While 197 works orders were completed with the windy conditions seen in June. Additional tree inspection staff are being utilised to meet the demand.

The city continued to receive new street trees through hand overs from developers within the Tullimbar Estate. Crews are assessing the best way to manage the new assets with available resources.

1.2.3 Provide a range of accessible recreational opportunities and associated facilities to cater for a broad range of ages, abilities and interests



Round numbers at the Links were pleasing, with strong numbers for midweek competition play, the introduction of the Friday frenzy competition has helped especially in attracting visitor competition players. A watch on members competition rounds will continue as these are trending down in the first three months.

Full playing members are pleasingly well ahead of target and importantly up on the numbers we had pre course redesign and subsequent increase in membership rates.

Due to recent entries into the market of competing products, the pay to play category has decreased with ongoing expectations that this segment will continue to decrease as other competitors enter a market that has low barriers.

Gaming revenue continues to be strong with revenue expected to increase through the first quarter of 2018/19 due to the addition of two gaming entitlements.

Bar revenue along with green fee and membership revenue remained on target, golf operation staff continued to work on increasing retail spend per player with increased retail direct digital campaigns..

Shellharbour City Stadium operated throughout the reporting period with strong results.

Council hosted a variety of events and activities including, Junior Basketball Development, Outrages mini games, Men's basketball competition, Futsal, Ladies Netball, South Coast Netball trials, Kelly mini sports, Birthday parties, Saturday morning netball, NSW Wheelchair Basketball Shoot-out competition, Festival of Sport OMG games Illawarra Hawks training, Kids Wish, Disability Trust, Greenacres, school group and orienteering.

Council continued to promote the facility by advertising competitions and term programs in school newsletters, council's website and Facebook, on electronic sign and banners out the front of the stadium. Other avenues used to promote include conducting special fun days for school age children by promoting through school newsletters, word of mouth through existing stadium users, newspapers / radio, group emails to existing members for registrations, holiday programs and events held at the stadium.



ENVIRONMENT

2.1.1 Manage catchments effectively to improve the cleanliness, health and biodiversity of creeks, waterways and oceans



Water quality sampling was conducted to determine the quality of our waterways. An assessment of the water quality results for the 12 sample sites for nutrients (Nitrogen, Phosphorous, Chlorophyll a) showed a 38% compliance with the Australian and New Zealand Environment and Conservation Council (ANZECC) guidelines, however most sites were within their 'normal' range compared to historical data. There was a higher percentage of compliance for physiochemical parameters (pH, dissolved oxygen, temperature, salinity, turbidity), with over 72% of the sites falling within the ANZECC guidelines. A 62% compliance rate was reached across the 12 sampling sites for bacteria (enterococci) levels. The Enterococci levels for Industrial Road site at Horsley Creek were significantly higher than the ANZECC guidelines. Investigations were conducted around the site and a potential source of pollutants was identified and investigations are now underway. Enterococci levels for Upper Macquarie Rivulet and Oakey Creek were also higher than usual. For Macquarie Rivulet, the high levels may coincide with the increased recreational activity at a popular swimming spot further upstream, and for both sites the low rainfall experienced in the weeks leading up to sampling. Capital and maintenance works progressed as planned. Stormwater pits and pipes were cleaned as required, and the gross pollutant traps installations at Wattle Rd Shellharbour and Hamilton Rd Albion Park are nearing completion. Pits and pipes were maintained as required. Various pipes and pits were cleaned by contractors. Numerous areas across the City were inspected by CCTV, with over 500m of pipeline inspected.

The Shell Cove Wetlands twin ponds annual review of the Plan of Management was completed. Site inspections were undertaken to review the current condition of the wetlands and management undertaken to date. New management issues were identified and incorporated into the plan. A review of the Myimbarr Wetland Plan of Management has commenced. The maintenance of these wetlands was undertaken in accordance with the Management Plans.

2.1.2 Deliver projects which work towards the protection of biodiversity in our natural areas



Annual reviews of the Currumbene, Light Rail, Blackbutt, Boonerah Point and Shellcove Ecological Plans of Management were completed. Site inspections were undertaken to view progress on management actions over the last 12 months, review priorities of actions and list any new issues at the sites. A comprehensive review of Hargraves Road Reserve Ecological and Bushfire Plan of Management was undertaken. This included consolidating management actions and updating references to reflect recent changes to legislation.

A number of grant projects to remove weeds continued on Picnic and Windang Islands, Light Rail and Hargraves. Croom Reserve is now complete. Ongoing weed management also continued at Dunmore Waste Disposal Depot. Additional works have taken place at Whistlers Run and Oakleigh Creek as result of resident requests. Ongoing maintenance has occurred in all areas with Ecological and Bushfire plans including: Elizabeth Brownlee Reserve, Alex Hoffman Reserve and Boonerah Point Mt Warrigal, Stony Range, Blackbutt Reserve, Flinders Riparian corridor, Shell Cove riparian corridor and Bushland Reserve and Bass Point Reserve.

Preparation of a new Ecological and Bushfire Plan of Management at Shell Cove commenced to incorporate new wetland areas and The Knoll and Reserve off Lakelands Close. Monitoring for the Office of Environment and Heritage (OEH) National Flying-fox Census was undertaken on the Grey-

headed Flying Fox at the Blackbutt Reserve Camp in February with lower than expected increase in numbers, typical of this time of year recorded. National census surveys for the Grey Headed Flying Fox were conducted during May to contribute to the collation of various camp data throughout the country. This data was sent to the (OEH) and added to the internal Council flying fox monitoring data base.

A survey was conducted in conjunction with the (OEH) on site at Stoney Range to locate a previous record of the threatened species, Illawarra Socketwood, *Daphnandra johnsonii*. A number of stems were located. A new cluster of the White Flowered Wax Plant, *Cynanchum elegans* was also discovered on site adding to the ecological significance of the Reserve. All records will be added to the NSW Atlas. Council staff assisted an expert consultant to conduct the first stage annual monitoring plots for *Pterostylis gibbosa* (Green Hood Orchid) in Croom Reserve. Follow up surveys to count flowers and seed capsules will be conducted later in the year.

2.1.3 Demonstrate leadership on environmental planning and management



During the second half of 2017-18 a new Food Organics Garden Organics (FOGO) education campaign was launched which consisted of the production and airing of three different television commercials targeting behaviour change for specific demographics within the community. The specific target audiences were identified through the FOGO IRIS survey, which was conducted in mid-2017.

The first advertisement focused on thanking our community for their efforts to date in diverting food and garden organics from landfill.

The second advertisement focused on encouraging the uptake of the FOGO service, paying particular attention to the food component of the service. The advertisement featured two comedic actors to demonstrate how easy the system is to use.

The third advertisement uses food art to demonstrate the amount of food waste across Australia and encourages resident to use the FOGO service. This advertisement was targeted at the 18 – 34 year old demographic, and whilst it was advertised on television, it also had a strong social media presence.

In addition to the FOGO education campaign, six 'Radical Recyclers' performances were delivered to 1,097 primary school children across Shellharbour City. The performances focused on recycling and was delivered by a local theatre company, Eaton Gorge.

The delivery of these waste related programs were funded by the NSW Environment Protection Authority's Better Waste Recycling Fund.

2.1.4 Facilitate community involvement in caring for the natural environment



Clean Up Australia Day was held on Sunday 4 March 2018. A total of 1.66 tonnes of waste materials discarded into the environment was collected by 108 volunteers across 8 sites.

Additionally, preparations commenced for the promotion of Plastic Free July, including the planning, collateral and receipt of the stock required for beeswax wrap and Furoshiki workshops. The focus of these workshops is to provide natural, more sustainable, low cost alternatives to plastic wrap and

single use bags which form a high percentage of Shellharbour City's residual waste stream (by volume).

2.2.1 Undertake community education on best practice environmental sustainability and management of climate change



Forty-two waste education programs were delivered over the past six months to 3,842 residents. These programs focused on waste avoidance, resource recovery and the use of Council's waste management system. Seventy-nine residents demonstrated their commitment to waste avoidance and resource recovery initiatives through downsizing from a 240L garbage bin to a 140L garbage bin or through collecting a worm farm, compost bin or Bokashi Bucket from Council's Nursery.

2.2.2 Operate effective and sustainable waste management for the city



Council monitors the community's waste collection services closely to deliver targeted educational campaigns for residents on the use of the kerbside waste management system. In the past six months, a total of 15,017 tonnes of material was collected at the kerbside. Of this, 6,295 tonnes was collected through the red-lidded bin and subsequently sent to landfill, 3,071 tonnes was collected through the yellow-lidded bin for recycling and 5,649 tonnes was collected through the green-lidded bin for reprocessing. This resulted in a resource recovery level of 58%.

Since opening on 4 December 2017, the new Transfer Station at the Dunmore Recycling & Waste Disposal Depot has had in excess 27,833 customers and accepted over 4,331 tonnes of material.

Environmental monitoring of surface water, groundwater, air particles and leachate was undertaken on a regular basis. The monitoring includes sampling groundwater bores located across the Dunmore Recycling & Waste Disposal Depot site, sampling of leachate generated from the landfill, sampling of surface water bodies, dust and landfill gas at the landfill surface to detect any potential impacts on the environment. Testing results received to date indicate that the sites environmental performance complies with the applied performance standards.

2.2.3 Reduce our ecological footprint



Council undertakes active landfill gas extraction at the Dunmore Waste and Resource Recovery facility to reduce the environmental consequences that can be associated with waste disposal. Methane extracted from the landfill is converted to carbon dioxide through gas combustion via a flare. In the past six months, 12,176 tonnes of carbon dioxide equivalent has been abated through the landfill gas capture system at Dunmore. This is equivalent to removing over 2,600 cars off the road.

2.3.1 Establish the Shellharbour Civic Centre as a vibrant civic, commercial and cultural precinct



During the last 6 months several key construction milestones were achieved. These included Practical completion of the construction contract and commencement of detailed design of the Civic Centre Café. The Construction Certificate for the Café is on track to be lodged in July.

The project is now focused on operational fine tuning and activating the public spaces. The auditorium booking system is now available and a dedicated website is in development.

The Civic Centre Community open day was held in February with more than 3,000 people attending and celebrating the opening of the precinct. The event involved a traditional smoking ceremony and included free rides, food stalls, library activities and a public art tour.

During the April-June quarter Council staff continued to promote activation of the Civic Centre with extensive programming through the Seniors Festival, Youth Week, Law Week and the Australian Library and Information Week in May. All these events helped encourage high levels of precinct patronage by members of the public.

To further encourage increased library usage rates Council has focused on ensuring its library collection is aligned with usage trends and customer requests. To achieve this, the community was asked to actively contribute to the development of the library collection through the Choose-Vote-Enjoy program, this has resulted in the Library monthly loan rate to increase to 17,000 items per month.

2.3.2 Undertake all land use planning addressing social, economic and environmental principles whilst reflecting the current and future community's needs



Council considered seven planning proposals during the reporting period.

Matters for consideration continued to be compiled and assessed during the reporting period for the fourth review of the Shellharbour Development Control Plan (DCP).

During the reporting period the Shellharbour Coastal Zone Management Plan was certified by the NSW Minister for the Environment, adopted by Council and placed in the NSW Government Gazette.

It was the culmination of years of work by the Council and the community. It also marks the beginning of addressing the recommendations contained in the plan and the establishment of an advisory committee.

Council continued to advocate for the community during the reporting period in relation to state and regional planning matters.

Of particular significance were discussions surrounding the implementation of the Low Rise Medium Density Housing Code in the Shellharbour Local Government Area. This resulted in a Mayoral minute and Council resolution to seek exemption from the code at the ordinary meeting of 12 June 2018.

Council has a role as a public planning authority when it comes to major and State significant development in the area. In this respect Council made submissions to the State government in

relation to proposed changes to the Shell Cove Concept Plan approval and Calderwood Concept Plan approval.

Council was actively represented on the Illawarra Shoalhaven Regional Plan Co-ordinating and Monitoring Committee as well as the Illawarra Shoalhaven Urban Development Committee. This representation helps to ensure that Shellharbour can demonstrate its achievements in relation to regional planning and development, as well as advocate for the needs and well-being of its community in terms of infrastructure and services.

Council also had representation at a meeting of the Everyone Can Play NSW Advisory Group which will assist the government in developing guidelines for all inclusive play spaces across NSW. The draft guidelines are expected to be released later this year.

2.3.3 Promote innovative and flexible transport systems that provide convenient and sustainable movement



Opportunities and available funding streams are regularly checked and submissions prepared where appropriate. Through this process, Council has identified a qualifying Blackspot Location at the intersection of Moore Street and Parkes Street, Oak Flats, which will be submitted to the Federal Blackspot Program for possible funding as part of the 2019/2020 program of works.

A new bus route has been established by Premier Illawarra operating from Stockland Shellharbour to Tullimbar and Calderwood on a Monday to Friday. Titled "Route 75", the service travels via Oak Flats station in both directions following Tongarra Road before turning into Tullimbar at Broughton Avenue. The bus then heads to Tullimbar Public School before travelling back to Wongawilli Street. It then follows Yellow Rock Road into Escarpment Drive, North Macquarie Road and Calderwood Road before rejoining Tongarra Road and returning to Stockland Shellharbour.

The establishment of the new bus route assists in providing a sustainable transport option for the residents of Tullimbar and Calderwood. This assists in reducing car dependency and the need for a second vehicle per household.

2.3.4 Facilitate the provision of development that meets the changing needs and expectations of the community



Three hundred and fifty-three development applications and modification development applications (DA) have been determined. There has been a noticeable increase in the percentage turnaround of development application within Legislative requirements during this period 64% within 40% days. The additional staff resource commitment recently introduced is responding to the outstanding backlog in a more effective manner and results appear to be trending positively. The average turnaround time has also been reduced to 45 days, which is also a positive outcome. Pre-DA meetings continue to be in high demand with 36 meetings being held. Referral support from Engineering and Landscape officers has been strong with 203 referrals being determined and returned to Planning in the period. Statistical trends indicate a continuation of high development activity within the local government area and potential forecasts for this high level to continue is expected.

2.3.5 Recognise, protect and celebrate our heritage



Our city's history and heritage took precedence this period as Shellharbour City Museum opened its doors to the community. The delivery of this new facility as part of the Shellharbour Civic Centre, was achieved after a coordinated move from Tongarra Museum at Albion Park. The central location and extended opening hours of the new facility have greatly enhanced the opportunity to share Shellharbour's history and heritage with the local and wider community, resulting in significantly higher levels of museum visitation than ever before, with over 11,000 people visiting the Museum since opening in January.

Permanent and temporary exhibition spaces provide the opportunity to showcase the Museum collection and share our city's local history. The Heritage Room, filled with resources from the Museum, Library local history collection and the Tongarra Heritage Society, provides a one stop shop for those wanting to discover more about their ancestry and local history.

Shellharbour City Museum's virtual tour was launched on the Tread Shellharbour touring app, and features audio and video content showcasing the museum collections and exhibits. The tour, designed for use in conjunction with a visit to City Museum can be viewed on discovery screens in the Museum or downloaded free to any device by community members and visitors to use wherever they are.

Shellharbour City Museum's website, launched to coincide with the opening of the new facility, features museum collection objects, people, places and industries, providing a rich source of online information to share and promote the history and heritage of Shellharbour. Website visitation figures have increased from an average of a few hundred views per month in 2017 to several thousand per month during 2018.

Since opening in January, over 300 school children have participated in the Museum's education program, taking part in treasure hunts and having access to special collection items. Teaching staff have provided very positive feedback about the new facility.

Council staff continued to provide comments and consideration on matters relating to Aboriginal culture and heritage, and provided a formal response to the proposed NSW Office of Environment and Heritage - Aboriginal Culture and Heritage reforms, essentially welcoming the proposed changes that improve the acknowledgement and respect for Aboriginal culture and heritage.

Council continued to deal with a wide range of Development Application referrals and general enquiries relating to heritage issues during this quarter. This reflects the diversity of the Local Government Area in terms of history and settlement patterns. Council's Heritage Strategy is scheduled to be reviewed and updated during the next 12 months.

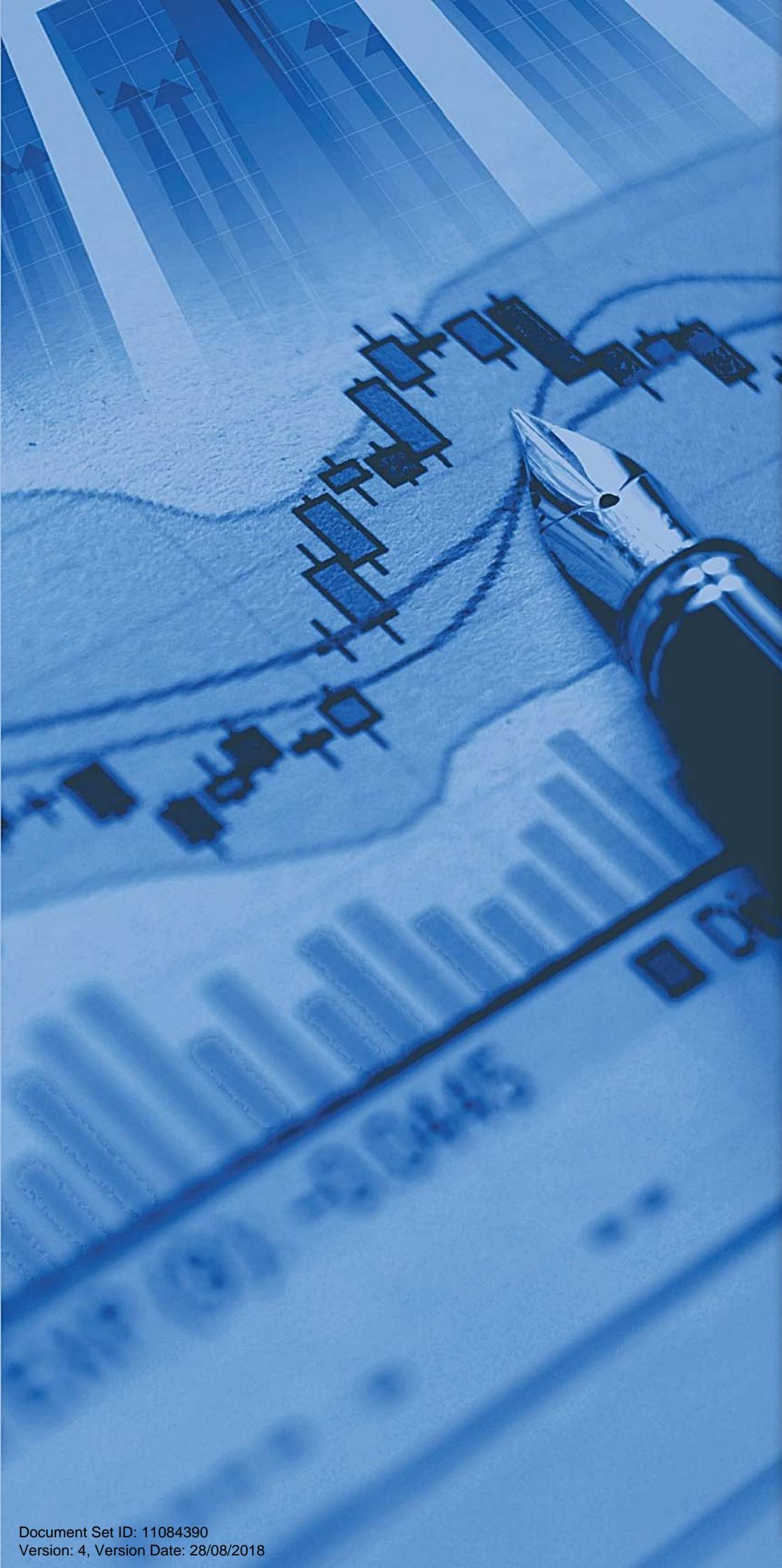
2.3.6 Deliver sustainable management of the community's assets for current and future generations



The final half of 2017/18 saw Council finalise its 3-year Delivery Program (DP) for Council adoption. The plan was a culmination of months of work in developing projects that are aimed to deliver the outcomes identified within the Community Strategic Plan. A key challenge was to develop a plan that addresses essential renewal of Assets and maintain Council's financial sustainability. This plan was on public exhibition in the final months of 2017/18 and was reported to Council in June 2018 for adoption.

During this time, Council maintained its assets, as required by both to statutory requirements and community expectations. Mowing schedules slowed down approaching the cooler months, whilst building and road maintenance continued as required.

Council officers also managed leases and licenses to its facilities and ensured services to User Groups were provided as needed. Council has been working closely with Roads and Maritime Services (RMS) on the progression of the Albion Park Rail Bypass Project with leasing a portion of land at Croome Sporting Complex to RMS for their contractor to carry out necessary preliminary works.



ECONOMY

3.1.1 Provide the community with a broad range of quality infrastructure, assets and facilities delivered in a cost-effective and sustainable manner



Council continues its focus on the delivery of a broad range of quality infrastructure across the whole of life from the planning of what the City's needs are through to design, construction and the delivery of infrastructure services including the Holiday Park and Nursery.

From a planning perspective works continued on the 9th review of Council's Section 94 Contributions Plan. The rate of contributions to this plan from developers continue to be high as the city growth continues. Council also continues to work with developers on Voluntary Planning Agreement for the Shell Cove Town Centre and a large residential mixed use development on Benson Avenue in Shellharbour's City Centre.

The planning of works undertaken by Council staff and contractors continues with work on the future capital works continuing including asset assessment, scoping of works and detailed designs.

Projects of note, completed or under construction for the period includes:

- The Links Subdivision – continuing
- Warilla Beach Lifeguard Tower – Contract cancelled, reviewing options
- Gross pollutant traps – Hamilton Road complete, Wattle Road commenced
- Little Park play equipment – complete
- Shellharbour Skate Park – commenced
- Centenary Hall refurbishment – complete
- Landfill cell – contract awarded
- Skiway Park Promenade – continued
- Large plant replacement program – 2017/18 complete
- Rehabilitation of Sand mine - continued

In the provision of facilities Council continued to provide quality services to infrastructure including cleaning and maintenance. With the rapid growth of the city we continue to look at opportunities to create efficiencies and also grow services to ensure the longevity of the infrastructure.

The provision of the Nursery and Holiday Park facilities continued to provide strong financial results through strong promotion and customer service focus. The period saw a revamp of the lay out of the Nursery facility, helping free up more growth area both outside and in the greenhouse, and planning of new cabins at the Holiday Park.

3.1.2 Improve the city's ageing assets, infrastructure and facilities to meet the needs of the community now and into the future



Council continued this year's renewal program and efforts have been focussed on completing any outstanding works, whilst preparing tenders and contracts for the following quarters' works. The 2017/18 roads renewal package was completed. Externally funded projects at Terry Street and Calderwood road were completed. The Tripoli Way road design is progressing and the concepts are to be presented to Council in early 2018/19.

Council has continued updating the Asset Management Plans for each asset class. These plans will incorporate the most up-to-date asset data, and satisfy technical requirement and the community's expected Levels of Service. Council finalised a substantial program of Asset inspections for its Roads,

Buildings, Parks, Playgrounds and Stormwater assets. This data will be first used to generate future year Delivery Programs, as well as being incorporated later in the year for the Asset Management Plans.

Council Officers also undertook all legislated safety inspections of prescribed dams, as well as Council bridges and buildings.

3.2.1 Establish the Shell Cove Boat Harbour as a lifestyle and boating destination providing development, tourism and community opportunities



With the significant Stage 2 civil and maritime contract for the Boat Harbour completed, the associated works contracts continued and together, achieved the target where 80% of the total Harbour works are now finished. Visually, the expansive size of the waterless harbour is prominent, along with the tall timber piles and the partially finished main wharf and boardwalk. The removal of the eastern compaction mounds next to the Harbour continued, in readiness for the future land uses.

In February, over 10,000 residents took the unique opportunity to 'Walk the Bottom of the Harbour' and view the progress of the harbour works, first hand. It was a momentous occasion for the community and in the history of Shell Cove.

Local firm, Coastwide Civil, completed the all-important head of the main breakwater including the placement of several large boulders weighing over 55 tonnes each to provide protection. This allowed the commencement of the placement of the final rock layers from the head to the beach. Similar progress occurred on the groyne. Overall, the completion date is now expected in March 2019.

Walcon Marine is the successful tenderer for the marina piling and pontoon systems, and commenced the final designs and related final approvals. The current measures that keep the harbour floor dry, will be continued to the end of the 2018 year in order to undertake the piling works.

The Waterfront continues to attract buyers with releases of 29 'off-the-plan' homes, while a developer released 45 'off-the-plan' waterfront apartments in Aqua. All were snapped up on the release days. At 30 June 2018, there were 0 lots and 0 houses available for sale, while 68 houses were under construction. Land and house releases are scheduled for the next 6 months and will be 'off-the-plan'.

The Waterfront precinct has a 2011 Concept Approval (Master Plan) from the NSW Minister of Planning. A review over 3 years concluded that some modifications were needed in order for The Waterfront to be developed to contemporary best-practice. A modification application was lodged mid-last year with the NSW Dept of Planning which placed it on public exhibition. The Project held a number of public information forums to assist the public's understanding.

The Project lodged its final response to the regulatory and public comments over the modification application. The response had public consultation input and information sessions prior to its lodgement. The NSW Dept of Planning began its final assessment of the application, responses and comments.

The construction of Harbour Boulevard (Stage 2) commenced, initially on those areas outside of the existing roads to minimise traffic disruptions. With those works substantially finished, the focus changed to the Addison Street re-alignment section following the intersection closure with Shellharbour Road. An approved extensive public information campaign – including an information night, resident letter box drops, and temporary signage – commenced well before the closure and continues during the construction.

The future Town Centre started to take shape. The building works of the Retail Stage 1 (consisting of the Woolworths supermarket, several retail shops and carparking) continued. Once the basement carpark was completed, the tilt-up concrete walls were installed and the iconic building design became visually evident. Statutory approvals are outstanding for Retail Stage 2 (the waterfront food & beverage precinct, with apartments overlooking the harbour), Retail Stage 3 (shops) and the Tavern. Meanwhile, the design plans of the Hotel continue to be prepared.

The design refinement of some of the facilities and buildings – including the Library/ Community Centre/Visitor Information Centre and the Marine Precinct – progressed to various stages.

3.2.2 Encourage opportunities for local businesses to grow and prosper



Five meetings of the Shellharbour City Business Network were held between January and June 2018 that included specialist presenters on topics such as improving sales and team results, reaching audiences effectively by using social media, business improvement design methods and business tax strategies for the end of the financial year. Three workshops were also conducted to support the business development of both well-established and new businesses.

The 20th Economic Gardening business development program was completed. Evaluations by participants were very positive, with participants indicating they received valuable information to assist in growing their businesses.

Council's business development activities were promoted by using a range of communication tools, including direct emails, business newsletters, Council's website, social media and media releases.

Regional stakeholders also promoted these activities in e-newsletters and social media channels. They included the NSW Office of Regional Development, Regional Development Australia Illawarra, the Illawarra Business Chamber and Illawarra ITeC.

3.2.3 Present a positive image of our city to create and promote work, investment and lifestyle opportunities



Council has liaised with a number of government agencies and regional stakeholders to support and facilitate initiatives to further develop the local economy.

Issues covered included: a proposal that the Illawarra Regional Airport be the site for the new Qantas pilot training facility; a range of transport matters through membership of the South Eastern Australia Transport Strategy; the submission of a regional application for funding from the Federal Government's Smart Cities and Suburbs program; development of the Illawarra Shoalhaven Smart Region Strategy; preparation for applications.

3.2.4 Support educational and employment opportunities that retain young people, attract new workers and provide opportunities for the unemployed



Council has been working with Oak Flats High Community Engagement program and Workplace Learning Illawarra to place a number of students over the past six months. The students have worked

throughout Council particularly in Parks, the Nursery, Information Technology, Construction and Aquatics. A new Learning and Development Coordinator position was included in the new structure for the Human Resources Group. The position has responsibility for developing a cadet and trainee program that will support opportunities for young people.

3.3.1 Market our city as a tourist destination of choice



The Shellharbour Visitor Centre received – 4,499 visitors for the second half of the 2017/18 year.

The tourism website experienced 43,639 unique visitors. Through our online booking system we have taken 176 accommodation bookings during this time with guests staying for 519 nights, this has resulted in \$84,289 in accommodation takings for our business operators.

Accommodation bookings are slightly down, this decrease is a result of less accommodation stock being available on Tourism Shellharbour's website due to the majority of our operators also utilising channel managers to distribute their rooms to other websites such as booking.com, wotif.com, stayz etc. This benefits of this is that Shellharbour is promoted to a larger audience.

The Visitor Information received 980 phone call enquiries for the period. Shellharbour Visitors Centre, has seen an increase in local residents visiting the centre and this could be due to the events and information we have available as well as the regional guides throughout NSW.

Our social media pages Facebook, Instagram and twitter have continued to see an increase in page likes and followers.

3.3.2 Support a dynamic, responsive and sustainable local tourism industry



Tourism hosted a member's function on 4 April at the Shellharbour Civic Centre. Destination NSW and Destination Sydney Surrounds South representatives were in attendance.

Tourism continues to promote seasonal offers and special deals for its members for free on its website www.visitshellharbour.com.au. This included Summer and Autumn deals as well as encouraging visitors to undertake further activities within Shellharbour and the surrounding areas. These deals are also promoted at the Visitors Centre, on social media (Facebook and Twitter) and to our subscriber database for special deals.

Our members are crucial to the marketing of Shellharbour through the South Coast Unspoilt Marketing Campaign, we provide members the opportunity to be involved by ensuring they are listed on Tourism Shellharbour's website and the vistnsw.com website.

Members are provided with the opportunity to promote seasonal offers and deals. These Deals are featured on the Special Deals page on the Tourism Shellharbour's website www.visitshellharbour.com.au as well as through the Shellharbour Visitors Centre, on social media (Facebook and Twitter) and to our subscriber database for special deals.

Tourism Shellharbour's members have been provided with the opportunity to promote their business at the Sydney Caravan & Camping Show, Illawarra Caravan & Camping Show, Wings Over Illawarra the World Bowls Cup event that we have attended to promote Shellharbour.

Tourism continued to assist business operators through training and assistance with the online reservation system.

Members were provided with the opportunity to attend a Google & TripAdvisor Workshop on 7 June at the Shellharbour Civic Centre. Tourism also continued to update listings on the Tourism Shellharbour website www.visitshellharbour.com.au as well as the State Tourism Data Warehouse - Get Connected.



LEADERSHIP

4.1.1 Mayor and Councillors are representative of the community and provide strong, cohesive and visionary leadership



Seven Ordinary and one Extraordinary Council meetings were held in this period and the associated business papers and minutes were prepared and published on Council's website.

During this period 23 councillor briefings were held to discuss various matters, some of these included the marine tender, naming of the marina, Fit for the Future, draft Procurement Policy, Section 75W submission, Shellharbour Beachside Holiday Park, Albion Park Rail Bypass, Integrated Planning and Reporting draft document and proposed logo for the marina and boatharbour, tourism update, Illawarra Regional Airport, Croome Regional Sporting Complex, Albion Park Rail Bypass, Shell Cove, and Shellharbour Youth Strategy.

On 24 April the Mayor and five Councillors attended a seminar on the amendments to the EP&A Act, Confidentiality and Section 10A(2) of the Local Government Act facilitated by Lindsay Taylor Lawyers. During the quarter eight pre-Council meeting briefings were held to provide information to councillors on the reports being presented to the next council meeting and provide an opportunity for councillors to ask questions prior to the council meeting.

On 20 February 2018, the Mayor and four councillors attended Media Training facilitated by Neryl East.

On 7 March 2018, the Mayor and five councillors attended a Values Discovery Workshop.

From 15-18 March, the Mayor and one councillor attended the Australian Women in Local Government Branch Conference in Gundagai.

From 17-20 June 2018, the Mayor and two Councillors attended the National General Assembly in Canberra.

Additionally, the Mayor met with Local Government NSW, CivicRisk Mutual, Australian Local Government Women's Association, representatives from the Illawarra Business Chamber, the Illawarra Shoalhaven Joint Organisation, Country Mayor's Association, Gareth Ward MP, Anna Watson MP and Paul Green MLC, Stephen Jones MP – Member for Whitlam, LGNSW Board, South Australian Transport Strategy (SEATS).

The Mayor and Councillors were provided via their Councillor Portal, news updates on ClubGrants 2018, Temporary Licence Approvals, Road Renewal Programs and Council events such as Australia Day celebrations, Bottom of the Harbour event, International Women's Day, Graffiti Removal Day, Illawarra Regional Airport, Shell Heights Stage 1 Local Park, Calderwood Valley Stage 1B District Park, Calderwood Valley Stage 1D local park completion, street tree installations, Tullimbar Stage 5C Local Park, Shell Cove: Harbour Boulevard Stage 2 Works – information plans for public session on 21 May 2018 and Addison Street, Shellharbour – Temporary Road Closure, upcoming Council and library events to name a few.

4.1.2 Facilitate good communication and relationships with our community



Council prepared 73 media releases, 26 speeches and 12 Mayor's columns. These activities were undertaken to ensure the community was provided with information about local events and projects.

Significant media stories included the official re-opening of Little Park, Anzac Day, and a community survey about dog-friendly open spaces. A major story was the collapse of regional airline JetGo, which went into voluntary administration. The ongoing management of Bass Point was of interest as was the annual Cities Service Boston memorial and a visit from the NSW State Librarian. Council issued a media release announcing the adoption of Council's Integrated Planning and Reporting (IP&R) documents. Media coverage also included community events such as the Cultural Treasures Multicultural Festival and Good Neighbour of the Year Awards.

Council ran a significant number of engagement and community consultations. These included the Little Park Playground refurbishment, Warilla Library's opening hours, the Civic Centre Community Open Day and various internal review projects. A major project was the Civic Centre opening and subsequent move of Council operations. Signage, social media engagement, print advertising and custom design email signatures were used to inform the community and stakeholders of the relocation.

Council updated its webpage content, with new events and media releases (with relevant images) regularly. A 'Wild About Shellharbour' page was created for the Environment Team's nature photography competition. Site auditing is continuing and changes being made as necessary.

The mowing schedule, sports field updates, stadium timetables, positions vacant, public exhibition documents, business papers, minutes and development consents have been updated regularly and published on our webpage and shared through social media.

In terms of wider communication and community engagement, a project team has been created to oversee the design, development and implementation of a new Shellharbour City Council website. This project includes design, development and implementation of the primary corporate/organisational website, content review, and development of an action plan in relation to micro sites and an internal engagement and communication strategy.

4.1.3 Acknowledge and respect the Aboriginal community as the traditional custodians of the land



Shellharbour City Council continues to acknowledge and respect the Aboriginal community as the custodians of the land. This has been demonstrated in a number of ways, with one of the main examples being the delivery of the annual Reconciliation Flag Walk that was held at Little Park on Monday 28 May. This year's event was one of the biggest yet with over 220 students participating. The event commenced with our beloved Elder – Uncle Gerald Brown (or Uncle Gee as he is affectionately known) – doing a Welcome to Country, with the young Aboriginal up-coming leader, Kyle, by his side playing the didgeridoo. Participants also enjoyed the lovely voice of Olivia as she sang the National Anthem in traditional language.

The day also involved a number of cultural workshops delivered by the very popular Koomurri. The students (and several Elders) participated in a range of workshops that explored traditional Aboriginal culture and enhanced the awareness, acknowledgement and respect that our non-Aboriginal community members have that Aboriginal peoples are the traditional custodians of the land.

4.2.1 Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards



Council ensured that all information required to be made publicly available under the Public Information (Public Access) Act (GIPA Act) was displayed on Council's website/provided on request. Over 331 informal requests for information were dealt with. There were nine new Formal Access applications, with seven finalised (one released in full and six were released in part). Thirty five Gifts and Benefits declarations, with 15 accepted and 20 declined. Seven Secondary Employment applications were approved, with 10 declarations of interests received. Over 568 records relating to Development Applications were made publicly available on Council's website.

Executive Leadership Team (ELT) meetings continued, with Senior Management Team meetings held 19 January 2018, 28 February 2018 and 21 March 2018. The Team also met on 8 and 9 February 2018 and 3 and 4 May 2018 to review the quarterly Operational Plan and budget. Council Services continued providing services and advice to the newly elected Council and training opportunities for councillors and ELT.

The community was updated through statutory reporting on the second (reported to Council on 27 February 2018) and third (reported to Council on 22 May 2018) quarter reviews of the Operational Plan 2017/18 and the Bi-Annual Delivery Program Review. The second and third quarter reviews 2017/18 are on Council's website.

The Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan were adopted 12 June 2018. This was the finalisation of 18 months' work including extensive community engagement in the development of the plans.

Council began work on a performance review framework. E-recruitment was introduced, providing a client-focused approach.

Council submitted its FFtF Reassessment Proposal to the Office of Local Government in March. The submission had Council meeting all seven FFtF ratios in the 2021/22 assessment year.

The draft Long Term Financial Plan (LTFP) 2018-2028 went to Council at the Ordinary Council Meeting dated 10 April, where it was resolved to publicly exhibit the budget documents for 28 days. The Plan was adopted by Council at its 12 June 2018 meeting.

Council adopted the Sustainable Financial Strategy. The Strategy provides direction and context for decision making in the allocation of Council's financial resources. It provides an overview of Council's capacity to continue the delivery of high quality services to the community, which contribute toward achieving the goals in the Community Strategic Plan.

4.2.2 Enhance an organisational culture using resources wisely, achieving quality outcomes, providing excellent customer service and seeking continuous improvement



The process to discover Council's Core Values has enhanced the culture at Council. The Core Values – Collaboration, Accountability, Integrity, Respect, and Sustainability were launched in June at a well-attended event in the Civic Centre Auditorium.

The layout of Customer Services in the Civic Centre presents a welcoming and professional experience for customers. The increased promotion of the Customer Request Management (CRM)

System adds to the customer experience by enabling customer requests to be actioned in a timely manner. In addition recruitment of additional Customer Service Officers has provided consistent rostering across phones and counters improving Council's response time.

The reform of Council's structure is nearing completion and most Groups have completed the recruitment for vacant positions. The recruitment process has been enhanced for managers and applicants through the introduction of an e-recruitment system. Human Resources is providing extra support to managers throughout the process. The time from advertising to job offer has been reduced significantly. The filling of vacant and new positions will also improve the service provided to customers and the community.

The General Manager has continued to meet regularly with the Unions to support the smooth transition to the new structure and to improve consultation. A number of matters were resolved during the period improving the industrial environment.

4.2.3 Ensure Council's long term financial sustainability through effective short and long term financial management that is transparent and accountable



During the six months ending 30 June 2018, Council's long term financial sustainability has achieved by;

- Management recommending and Council approving the 2018/19 Operational Plan, 2018-2021 Delivery Program and Long Term Financial Plan documents. The documents forecast Council achieving all ratio Fit For the Future (FFtF) benchmarks over 10 years.
- An updated Procurement Policy was publically exhibited and approved by Council. Procurement Procedures were updated and approved by management with 150+ staff being trained on Council's new Procurement Policy and Procurement Procedures.
- An updated Sustainable Financial Strategy publically exhibited and approved by Council. The strategy contains four key principles which have attached Objectives, Actions, Outcomes and Performance Measures.

Council submitted its FFtF Reassessment Proposal to the Office of Local Government on March 16. The submission had Council meeting all seven FFtF ratios in the 2021/22 assessment year. The Office of Local Government subsequently approved the submission in early July.

Council's current year-end financial forecast remains on track with no significant overall variation to original year forecast and all seven FFtF ratio benchmarks expected to be met as at 30 June 2018.

4.2.4 Utilise effective communication methods and technology to share information and provide services



The successful delivery of the Civic Centre and Council Chamber Information Technology was a key highlight for the period. This major initiative was completed on time and on budget. The project involved the implementation of a new modern customer focussed technology. The technology implemented at the Civic Centre has provided Council staff with modern and reliable technology to perform their duties and to assist in providing excellent services to the community. The new

technology has also provided the community with technology such as high performing public wireless network, and state of the art audio and visual equipment in community rooms.

The Business Information Solutions team has implemented a Tablet solution for field staff and have successfully transitioned Work Orders onto the iPad tablet solution. The Spatial Technology and Land Information Systems team upgraded Councils internal and external mapping software with various new and enhanced features now available to staff and the community.

The inaugural meeting of the Information Communication Technology (ICT) Innovation Committee was held during the reporting period. The ICT Innovation Committee will assist Council in determining the IT Strategic planning priorities and also provide governance and oversight to Major ICT projects and ICT decisions.

The implementation of Reservation Management Software Booking system and development of a new Civic Centre Website commenced. These two pieces of technology will greatly assist the Civic Centre activation team in the delivery and access to Civic Centre facilities for the community.

Council staff came together in late 2017 to participate in a workshop to commence the development of a Customer Service Charter and Standards for Council. The outcome of the workshop was the development of a Draft Customer Service Charter from a whole of Council perspective with the aim to establishing a set of organisational commitments and standards for customer service that will be adopted by all Council employees. The Customer Service Charter states our commitment to provide quality services and provides the standards by which to measure our performance. The Charter states what we will commit to do and explains how the community can provide feedback to help us to deliver professional, reliable and consistent customer service. The Customer Service charter development is nearing completion with the Draft Charter being reported to Council in Q1 of 2018/19.

The Information Management team successfully supported the transitioning of all data and files from Lamerton House to the Civic Centre by the successfully delivering the Paperlite Project. This substantial task of making sure all paper files we converted to Electronic files was undertaken successfully.

Customer Requests are now being delivered to the Depot through the Customer Request Management (CRM) where they were previously tasked through the ECM document management system. This will enable better tracking of the customer requests and improve the delivery of timely, accurate and professional services to the community.

4.2.5 Minimise risk and ensure continuity of critical business functions



Council's Business Continuity Management Plan is in place to assist Shellharbour City Council staff restore business operations in the event of an unscheduled business disruption or catastrophic event such as the total loss of Council's administration building. The plan covers all mission critical business functions and mission critical IT systems and applications.

Council's Business Continuity Plan was updated to reflect changes in senior staff and the relocation to the Civic Centre. A specialist consultant was engaged to conduct a cyber-risk health check and prepare an action plan to improve Council's resilience against cyber attacks.

An exercise of the new plan was undertaken in May. A desktop exercise of the Business Continuity and Disaster Recovery Plan is scheduled for 26 July 2018 and it will be based on a cyber risk scenario.

Council's enterprise risk management framework provides a disciplined and structured process that integrates risk mitigation strategies and risk controls to improve organisational resilience. The framework provides a systematic application of risk management to maximise community outcomes and to help manage uncertainty associated with Council achieving its corporate objectives.

During the reporting period, the risk management team provided information to the executive leadership team on strategic and emerging risks. The team also provided risk management advice and information in the areas of project management, asset management, development assessment, emergency management and workplace health and safety.

All Officers under the Work Health and Safety legislation have been provided with a copy of the Case Law update that provided details of the most recent case where an Officer and the Person Conducting a Business or Undertaking (PCBU) were both fined.

Staff have been provided with copies of the SafeWork NSW safety wrap newsletter highlighting how to use power tools safely, how to manage manual handling risks in cemeteries and general information to help staff understand the workers compensation system. Relevant staff have been provided with copies of the SafeWork NSW safety wrap e- newsletters highlighting silicosis, working at heights, mental health in the workplace and the new register for licences.

Programs targeted at risk minimisation are both routine and specific depending on the timing and on the level of risk. The risk management team provided inductions for new staff on risk management methodologies and workplace health and safety (WHS) management systems.

Council is a member of CivicRisk Mutual (CRM) which is an organisation made up of 14 Councils. The organisation helps members manage risk and obtain the best value insurance solutions consistently. CRM provides training for its members in emerging risk issues and they also support members with funding for risk management initiatives such as driver training and desktop exercises of Council's Business Continuity and Disaster Recovery Plan. CivicRisk Mutual is supported by a separate entity called Mutual Management Services (MMS) and their role is to manage the administrative functions for the group.

Insurance arrangements for Council's residual risks are in place and all of Councils insurance policies are current as at 30 June 2018.

Workers compensation information and statistics are provided to the Executive Leadership Team in the Risk Management monthly report.

4.2.6 Collaboratively plan and deliver emergency response and recovery services for emergency events



Planning for natural disasters included flood modelling of catchments with updated references from Australian Rainfall and Runoff, this work will be part of Flood Study development.

Also undertaken was the review of Bushfire management plans including Pelican View Reserve. Staff have worked with the Rural Fire Services on finalising grants for fire trail and hazard reduction works. Asset Protection Zone works were carried out at Stoney Range, Blackbutt and Shell Cove. In addition areas behind homes along Lakes Entrance Road and at the end of Westwood Terrace included removal of overhanging branches, vegetation removal and slashing ahead of the dry spell and fire season.

Vegetation encroachment management along Lorikeet ongoing with the re-establishment of mulch line was completed. Vegetation management and removal of Lantana from walking tracks at Warilla dunes and Shellharbour North beach also carried out.

The combined Illawarra emergency management arrangements (Kiama, Shellharbour and Wollongong) were reviewed and the Memorandum of Understanding (MOU) that supports the combined Illawarra Local Emergency Management Committee (LEMC) was updated. Shellharbour City Council has taken up the LEMC chair for two years as part of the regular rotation.