



YOUR VISION, OUR FUTURE  
**Community  
Strategic Plan**  
2022 - 2032





# Acknowledgement

Shellharbour City Council acknowledges the Traditional Custodians of Dharawal Country and recognises their continued connection to the land. We pay our respects to Elders past, present and emerging and the contribution they make to the life of this city.

**YOU  
ARE  
HERE**



## COMMUNITY STRATEGIC PLAN (10 YEARS)

*What you want*

Reflects the community's vision for the City and outlines the key long-term Objectives which sets the direction for the future. It is developed and delivered as a partnership between Council and the community.



## RESOURCING STRATEGY (10 YEARS)

*How will we deliver what you want*

Contains information on the time, money, assets and people required by Council to progress the Strategies within the Delivery Program and move towards achieving our community Objectives. It is made up of the following three key components:

- Long Term Financial Plan;
- Asset Management Plan; and
- Workforce Management Plan.



## COMBINED DELIVERY PROGRAM (4 YEARS) AND OPERATIONAL PLAN (1 YEAR)

*What we will do*

Details Strategies and individual Actions across the full range of Council operations, that Council will undertake to achieve the community Objectives.

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# Integrated Planning & Reporting Framework

The Community Strategic Plan is part of a suite of planning and reporting documents that make up the Integrated Planning and Reporting Framework. The Framework provides Councils in NSW the opportunity to work with their communities to develop a long term plan for their areas. The Framework is a legislative requirement which forms part of the Local Government Act 1993 and is designed so that community and Council both have a clear picture of:

- ➔ Where we want to go  
(Community Strategic Plan)
- ➔ How we plan to get there  
(Resourcing Strategy, Delivery Program, Operational Plan)
- ➔ How we will measure our progress  
(Quarterly, Annual and State of our City reports)

The Framework consists of four layers of plans – the Community Strategic Plan, Resourcing Strategy, Delivery Program, and Operational Plan. Figure 1 shows the relationship between the documents.



Figure 1 - Integrated Planning & Reporting Framework

POPULATION OF SHELLHARBOUR IN 2021 WAS

**74,622**



**90%**  
of residents are Australian citizens



**3.8%**  
of residents are Indigenous Australians

**1.2%**

Largest non-English speaking country of birth in Shellharbour City was Former Yugoslav Republic of Macedonia



Persons aged 15+ who volunteer  
**14.7%**



Need for assistance with core activities  
**6.7%**

**AGE GROUPS**

- (0 to 11) 15.8%
- (12 to 24) 17.1%
- (25 to 59) 44.5%
- (60 to 85+) 22.5%



**MEDIAN AGE**



**16.7%**  
of residents were born overseas



**10.3%**  
were from non-English speaking backgrounds

**FAMILY STRUCTURE**



Couples with children  
**34.1%**



Couples without children  
**25.2%**



One parent families  
**13.9%**



Lone person household  
**19.6%**

**QUALIFICATIONS**



Vocational  
**26.9%**



Bachelor or Higher degree  
**10.4%**



Advanced Diploma or Diploma  
**8.6%**

SEIFA INDEX  
**976**



Number of dwellings  
**26,428**

**DWELLING TYPE**

- Separate house 79%
- Medium density 18.8%
- High density 0.1%

**TOP 5 INDUSTRY SECTORS FOR LOCAL JOBS**



**17.7%**  
Retail Trade



**16.9%**  
Health Care & Social Assistance



**12.2%**  
Education & Training



**12.1%**  
Construction



**9.4%**  
Accommodation & Food Services

**WHERE OUR RESIDENTS WORK BY LGA**



Source : Australian Bureau of Statistics

# Our Local Government Area



# About the Plan

The Community Strategic Plan (CSP) is a road map for the future, providing a description of the route we need to take to reach our vision. Based around seven Objectives that set out Council's long term goals – Council works together with state and federal government, businesses, other organisations and our community to achieve these. Our CSP sets out where we are now, where we want to be, and how we will know if we have arrived. It seeks to respond to community, environmental, economic and leadership challenges.

## Delivering the plan

The Community Strategic Plan provides the City with a clear understanding of what matters most to our community and guides the way in which we plan for the future and deliver services. Achieving the identified aspirations will rely on the commitment and combined actions of the City, government agencies, residents, business community, and community groups.

Council is not solely responsible for the implementation of the CSP, as many of the aspects of the community's plan fall beyond the direct influence of local government. As a council we are well placed to play a strong collaborative and advocative role in bringing relevant stakeholders together to deliver on community outcomes. To further integrate with external stakeholders, the CSP has been developed to consider and link to existing State and Regional Plans, as well as United Nations Sustainable Development Goals.

The Delivery Program and Operational Plans are the main mechanism for Council's role in implementing the CSP. These plan describe specific projects and actions that council will undertake and provide substance to the high level objectives and strategies of the CSP.

## Monitoring the plan

The implementation of the CSP is reviewed every four years in-line with the local government elections to ensure its currency.

As part of the evaluation process, a State of the City report is developed that shows our progress towards the measures outlined in the CSP. Some measures are more ambitious than others, and the success of these measures and targets are not solely driven by Council.



# How the Plan was developed

We are committed to ensuring the community is actively involved in decision-making and activities, and implements engagement strategies that are appropriate and responsive to the needs of its diverse community.

The community engagement process undertaken provided the opportunity for the community to identify their priorities and aspirations for Shellharbour in four key areas:

**Community, Environment,  
Economy and Leadership.**

We asked the community to be a part of shaping Shellharbour's future by co-creating a vision and goals for the City.

Community members participated in 'Imagine Shellharbour' workshops, where they joined others to share experiences and ideas that helped set goals for the future of our City!

**At the workshops participants:**

**Wrote a vision for the City**

**Discussed changes they had noticed in the last 4 years**

**Discussed where do we want to be in 10 years?**

- How will we get there?
- How will we know we have arrived?

Each workshop group determined a Vision for the City, that was then voted on by the wider community to determine the final vision for the City. **Resulting in a Community Strategic Plan that was written by the community for the community.**





# Our Objectives

1.1  
We inspire  
community  
spirit

2.1  
We are  
sustainable

3.1  
We support  
a strong  
local  
economy

4.1  
We deliver  
our future  
together

1.2  
We are a  
liveable  
community

2.2  
We are a  
beautiful &  
connected  
City

4.2  
We have  
strong  
leadership

# Where we are now

## Community

Shellharbour City is a valued place to call home. We have built our resilience and connection and wish to maintain this. Having opportunities to celebrate with one another is important.

## Environment

The preservation and enhancement of our natural environment is important, as is the efficient use of our natural resources and a sustainable and healthy built environment.

## Economy

Tourism is a significant industry and needs to be supported. The continuation of development and activation of Shell Cove is important to the ongoing development of Shellharbour City. Training opportunities, strong local businesses and local jobs for local people are also key to the success of Shellharbour's economic future.

## Leadership

The community values fair and honest representative government that is transparent and accountable. They wish to see innovative future planning, sustainable outcomes and the opportunity to engage with Council in deciding the future of Shellharbour.

# Community

Where do we want to be?



1.1  
We inspire  
community  
spirit

How will we get there?



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**1.1.1** Foster creativity and events that bring people together

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

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**1.1.3** Sharing stories from the past and present

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## How will we know we have arrived?



- An increase in community members satisfied and participating in community, arts, cultural and civic events, activities and programs.
- An increase in the proportion of Shellharbour residents who feel connected to their community.
- Maintain financial assistance and support provided to local organisations and community groups.

## Sustainable Development Goals



# Community

Where do we want to be?



1.2  
We are a  
liveable  
community

How will we get there?



- 1.2.1 Inclusive, accessible and safe spaces for our entire community
- 1.2.2 Promote healthy living and high-quality public spaces that are well maintained and activated
- 1.2.3 Construct and upgrade buildings and infrastructure that meet current and future community needs
- 1.2.4 Our town centres are activated, liveable, and provide a welcoming sense of place

## How will we know we have arrived?



- An improvement in the proportion of people who feel and are safe within Shellharbour.
- An improvement in the proportion of residents satisfied with the recreation and social activity opportunities for all members of the community to enjoy.
- An improvement in the proportion of people who are and feel healthy.
- Increased community participation in physical activity.
- Increased satisfaction with open spaces and recreation opportunities.
- Increased satisfaction with the appearance of the Shellharbour area.
- An increase in community members who are satisfied with our social and recreation community facilities and assets.
- Achieve our infrastructure renewal ratio.
- Increased importance of resources to improve the condition of Council's assets.
- Increased importance of physical planning for Shellharbour City now and for the future.
- Increased importance of enhancing the appearance of urban areas.

## Supporting Strategies & Plans

- Regional NSW Services and Infrastructure Plan
- Building Momentum - State Infrastructure Strategy
- Illawarra Shoalhaven Regional Plan 2041

## Sustainable Development Goals







## How will we know we have arrived?



- Improved standards of water quality for our creeks, waterways and oceans.
- Increased satisfaction with bush regeneration activities.
- No net loss of urban canopy cover across the City.
- Increase satisfaction with management of stormwater and flooding.
- An increase in community participation in sustainable initiatives.
- Increased importance of supporting initiatives that will reduce people's impact on the environment.
- A reduction in waste to landfill.
- Increased satisfaction with kerbside collection services.
- Increase satisfaction with Council's environmental leadership and response to climate change.

## Supporting Strategies & Plans

- Illawarra Shoalhaven Regional Plan 2041
- Shoalhaven Illawarra Enabling Regional Adaption (SIERA) Report
- Southern Region Waste Program – Regional Waste Avoidance and Resource Recovery Strategy
- NSW South Coast Marine Tourism Strategy

## Sustainable Development Goals





## How will we know we have arrived?



- Increased importance of physical planning for Shellharbour City now and for the future.
- Increased importance of ensuring that rural land is not lost to housing development.
- Increased importance of maintaining the character of our residential areas.
- Increased number of people walking and cycling to work.
- Increased satisfaction with the footpaths and shared paths.
- Increased importance and satisfaction with the ease of walking to places within a neighbourhood.
- Increased satisfaction with processing of development and building applications.
- Decreased proportion of households in housing stress.

## Supporting Strategies & Plans

- Illawarra Shoalhaven Regional Plan 2041
- Healthy Urban Development Checklist – NSW Health – housing affordability
- Future Transport Strategy 2056
- Illawarra Regional Transport Plan
- Building Momentum - State Infrastructure Strategy

## Sustainable Development Goals



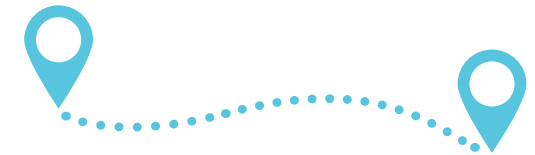
# Economy

Where do we want to be?



3.1  
We support  
a strong  
local  
economy

How will we get there?



- 3.1.1 Our businesses are well-connected and thrive in an environment that supports innovation and economic growth
- 3.1.2 Facilitate a collaborative, economic hub that contributes to local employment and business support
- 3.1.3 Our City is loved by locals, desired by others
- 3.1.4 Activate Shell Cove to provide development, tourism and community opportunities
- 3.1.5 Activate Lake Illawarra and the foreshore as a valuable destination for the City

## How will we know we have arrived?

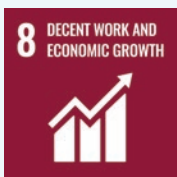


- An increase Shellharbour's gross regional product.
- Increased importance of encouraging business opportunities in the area.
- An increase in the number of local businesses and jobs.
- Increased importance of support for businesses and local employment opportunities.
- An increase in visitors to the City and tourism output.
- Increased importance of promoting and developing the area as a tourist destination.
- Increased satisfaction with tourism promotion.
- Increased activation and utilisation of Shell Cove.
- Increased activation opportunities at Lake Illawarra.

## Supporting Strategies & Plans

- Illawarra Shoalhaven Regional Plan 2041
- Building Momentum - State Infrastructure Strategy
- NSW South Coast Marine Tourism Strategy
- Employment Lands Guidelines for the Illawarra

## Sustainable Development Goals





## How will we know we have arrived?



- Increased satisfaction and participation in community engagement opportunities.
- Increased satisfaction that Council makes an effort to understand community needs and expectations.
- Increased overall satisfaction with Shellharbour City Council.
- Increase in the levels of satisfaction through the provision of relevant and accessible information.
- Increased satisfaction with customer experience.
- Increased engagement with the Aboriginal community.

## Sustainable Development Goals







## How will we know we have arrived?



- Increased confidence in Council and Councillors to represent the needs of the community.
- Increased satisfaction with the performance of Councillors.
- Agreement that Council members are suitable representatives of the Shellharbour community.
- Council maintains a healthy, sustainable financial position.
- Improved perception of value for money of services and facilities provided by Council.
- Increased employee engagement.
- Increased satisfaction with Council putting the community's needs first.

## Sustainable Development Goals



Where do we want to be?

1.1 We inspire community spirit

How will we get there?

- 1.1.1 Foster creativity and events that bring people together
- 1.1.2 Work within our communities to connect people, build resilience and opportunities to participate in community life
- 1.1.3 Sharing stories from the past and present

Where do we want to be?

1.2 We are a liveable community

How will we get there?

- 1.2.1 Inclusive, accessible and safe spaces for our entire community
- 1.2.2 Promote healthy living and high-quality public spaces that are well maintained and activated
- 1.2.3 Construct and upgrade buildings and infrastructure that meet current and future community needs
- 1.2.4 Our town centres are activated, liveable, and provide a welcoming sense of place

Where do we want to be?

2.1 We are sustainable

How will we get there?

- 2.1.1 Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations
- 2.1.2 Deliver plans and programs that enhance and protect biodiversity in our natural areas
- 2.1.3 Partner with the community to inspire innovative practices, that promotes sustainability
- 2.1.4 Our waste is managed as a valuable resource and the environmental impacts are minimised
- 2.1.5 Address, adapt, and build resilience to climate change

Where do we want to be?

2.2 We are a beautiful & connected City

How will we get there?

- 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
- 2.2.2 Provide and promote a sustainable and integrated active travel and transport network
- 2.2.3 Facilitate sustainable development that considers current and future needs of our community and environment

Community Strategic Plan 2022 - 2032

PLAN ON A PAGE



Where do we want to be?

3.1 We support a strong local economy

How will we get there?

- 3.1.1 Our businesses are well-connected and thrive in an environment that supports innovation and economic growth
- 3.1.2 Facilitate a collaborative, economic hub that contributes to local employment and business support
- 3.1.3 Our City is loved by locals, desired by others
- 3.1.4 Activate Shell Cove to provide development, tourism and community opportunities
- 3.1.5 Activate Lake Illawarra and the foreshore as a valuable destination for the City

Where do we want to be?

4.1 We deliver our future together

How will we get there?

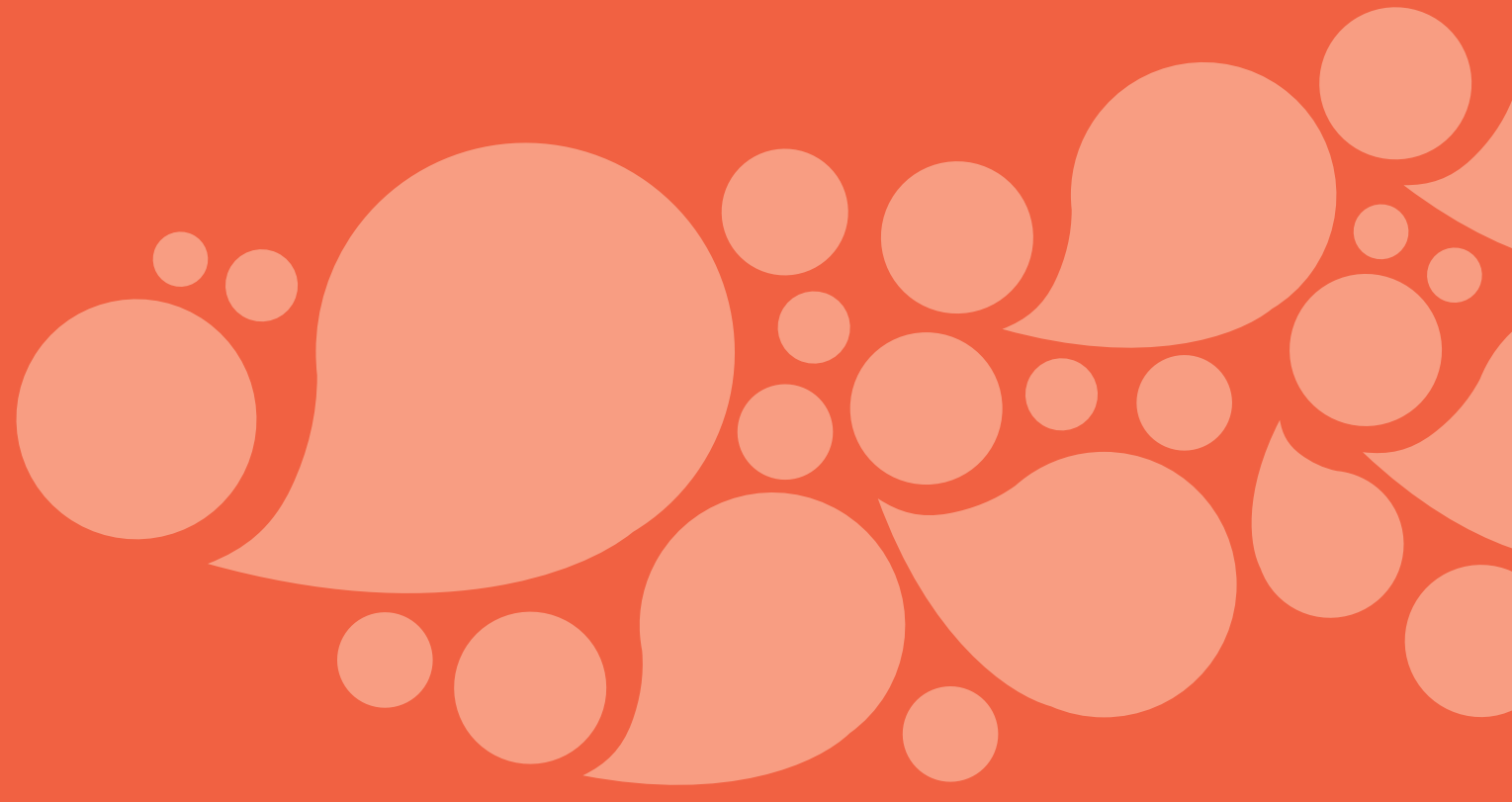
- 4.1.1 The community is meaningfully engaged and active in shaping the future of the City
- 4.1.2 Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community
- 4.1.3 Build an organisation that places customers and the community at the heart of service delivery
- 4.1.4 Acknowledge and respect the Aboriginal community as the traditional custodians of the land

Where do we want to be?

4.2 We have strong leadership

How will we get there?

- 4.2.1 Our Council is transparent and trusted to make decisions that reflect the values of the community collectively
- 4.2.2 The Council lives responsibly within its means and strengthens its financial sustainability
- 4.2.3 The workforce is capable, resilient and diverse
- 4.2.4 Undertake visionary, integrated, long term planning and decision making, reflective of community needs and aspiration



[www.shellharbour.nsw.gov.au](http://www.shellharbour.nsw.gov.au)

