

# End of Term Report

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# 2017-2021



# 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.

# Contents

Introduction	4
Vision	5
How does Council measure progress?	5
Awards and Recognition	6
Term in Review - You said, We did	10
Community	10
Environment	25
Economy	43
Leadership	55
Same Service Delivered Differently	64
Community Survey Results	68
Community Indicators	73

# Introduction

The End of Term Report provides an update on Shellharbour City Council's progress towards achieving the Community Strategic Plan. It highlights its progress towards achieving the community, environment, economic and leadership objectives of the Community Strategic Plan.

This report documents how Council and other stakeholders have responded over the past four years to strategic directions identified in the Community Strategic Plan and the progress made towards achieving community objectives. It provides the community, Councillors and customers with an insight into the services and operations of Council during its term.

During the 2017-2021 Council term, Shellharbour City has been governed by an elected Council comprising of the Mayor and five Councillors. Leadership and management of Shellharbour City Council has been a collaborative effort between the Mayor, Councillors, the Chief Executive Officer and staff. This Council has built on the work of past Councils to progress major developments and the completion of many significant initiatives within the city.

Shellharbour City's broad vision includes a connected community working together to create a safe, sustainable future that provides opportunities for all to achieve their potential. The Community Strategic Plan belongs to the entire community and successful collaboration of all stakeholders is key to its realisation.

The extensive engagement activities undertaken during this period were key in ensuring ongoing contact with the community. This provided continuing guidance to assist Council to meet community needs. This End of Term Report plays an important role in informing the next review of the Community Strategic Plan. That plan will, in turn, guide a future Council to make further progress towards achieving the community's vision, to improve community life and to make Shellharbour City an even better place to live.

# Vision

In 2030, Shellharbour is a dynamic city that values and celebrates the unique diversity of our people, places and environment. We are a connected community working together to create a safe, sustainable future that provides opportunities for all to achieve their potential.

# How does Council measure progress?

A range of community indicators were developed to measure our progress towards delivering the shared vision of the Community Strategic Plan. These indicators were selected to monitor the effectiveness of community outcomes across the City. Each indicator is measured using data collected by Council, government and/or data collection agencies such as the Australian Bureau of Statistics.

## KEY

### On track



Progressing towards community outcome

### No trend / Stable



No change or no comparative data available at this stage

### Not on track



Moving away from community outcome

# Awards and Recognition

Shellharbour City Council received a number of awards and recognition in acknowledgement of several outstanding achievements and initiatives during the term:

## Finalist

### Local Government Excellence Awards – CSP (Community Strategic Plan) Engagement (Feb 2018)

Council was selected as a finalist in the Local Government Excellence Awards in the Community Partnerships and Collaboration category, recognising Council as a leader in NSW for the Community Strategic Plan 'Let's Chat'. Let's Chat was an engagement program that provided a structure for self-led conversations, adaptable to our diverse community and stakeholders. This DIY approach provided a range of opportunities for the community to meaningfully participate and contribute to the review and update of the CSP - in their time, in their place and their way!

## Highly Commended

### RH Dougherty Award: Reporting in your Community (Division B: 30,000 – 70,000) for Let's Chat Program (April 18)

Council was highly commended by the Local Government NSW RH Dougherty Award in the Reporting to your Community category, recognising Council as a leader in NSW for the consultation and promotion of the Let's Chat engagement initiative.

## Winner

### Museum wins NSW Imagine Award

In November 2018 Shellharbour City Museum won a prestigious Museums and Galleries NSW Imagine Award for 'New Build', in the Capacity Building, Capital & Sustainability Programs category. The Imagine Awards promote and strengthen the NSW museum and gallery sector. They honour best practice education programs, outreach projects, exhibitions and collection management projects. This award was a significant achievement for

Shellharbour City Museum and recognised the quality and sustainability of this new facility.

# Winner

## City Library - 2019 Australian Library Design Award

Shellharbour's City Library was announced as the winner of the Public Library category of the 2019 Australian Library Design Awards in March 2019. This prestigious national award recognises some of Australia's best and most innovative libraries.

The City Library's iconic architecture and environmentally friendly design was a key standout noted by the judges. Other key factors in the win were the library's welcoming ambience, 'enormous community appeal' and high levels of participation from the community and customers that make it deserving of the title of 'the living room of the city'.

# Highly Commended

## Institute of Public Works Engineering Australia - (Environment Enhancement Project Award) - Dunmore Waste Depot - Transfer Station

Council's Dunmore Resource Recovery Centre was named as one of the top two transfer station facilities in Australia at the 2019 Australian Landfill and Transfer Station Awards under the category of Excellence. This category recognises operators whose facilities demonstrate excellence against the following criteria:

- Environmental management and controls;
- Resource recovery and waste minimisation (Transfer Stations) OR planning, design and construction (Landfills);
- Public/community acceptance and appearance;
- Operation, training and management practices; and
- Creativity and continuous improvement.

# Winner

## 2019 Minister's Awards for Women in Local Government

For Traineeships and Apprenticeships to Acacia Johnston, Apprentice Gardener.

The Minister's Awards for Women in Local Government celebrate the contribution of women to local government in NSW. In addition to recognising the significant contribution of Award winners, the Awards aim to encourage more women to take on leadership roles in local government in NSW.

# Highly Commended

## 2019 Minister's Awards for Women in Local Government:

Non Senior Staff Member, Metropolitan Council  
Melissa Boxall.

# Highly Commended

## Highly Commended - 2018 Local Government Risk Management Excellence Award

For Council's Risk Management Tool Kit. The Tool Kit guides employees through the development and maintenance of robust risk assessments and risk management plans. The kit is designed to assist staff better understand risk management methodologies and how to apply them in their work. It defines risk and outlines the risk management process.

# Winner

## 2019 CivicRisk Mutual Excellence in Risk Management Award

CivicRisk Mutual's Excellence in Risk Management Award honours the achievements of those members who rise to the challenge and generate significant impact through their risk management programs and initiatives.

The award was presented to Shellharbour City Council for demonstrating exceptional leadership and exemplary results for an electronic building inspection checklist initiative undertaken by Council's Building Assessment team. The project uses technology to record the results of critical stage building inspections, leading to a more efficient and timely inspection process, as well as an improved ability to assess risks in the field.

# Finalist

## 2019 Waste and Resource Recovery (WARR) Award

Council was successful in gaining a finalist nomination for Operational Excellence at the 2019/20 Waste and Resource Recovery awards for the operational performance of the Dunmore Recycling and Resource Recovery Facility.

Council was one of three national finalists but unfortunately did not win on the night. The operational excellence award assesses the overall quality of the operations in comparison to other similar sites across the country and considers things such as the sites environment and safety performance, customer service provided as well as the range and quality service offerings. By reaching the last three in this prestigious national award, the community can be satisfied that the Dunmore Recycling and Resource Recovery Facility is being benchmarked against its peers and achieving positive performance feedback.

# Winner

## AR Bluett Memorial Award – Most progressive Council in NSW

Council won the AR Bluett Memorial Award, a prestigious award, awarded annually since 1945. The prize is given to the Council judged the most progressive in NSW in the past 12 months. It takes into consideration all aspects of Council's operation.

Shellharbour was selected against 15 councils in the 'City and Regional Councils' category. The award recognised our strategic planning, financial sustainability, innovation, continuous improvement and community engagement.

Our consistent achievements are the result of a long term vision, excellent project planning, dedication, expertise and commitment. It is an indicator as well, of a Council that works with the executive and staff to achieve results for our Community and Customers

Council held a ceremony event on Monday 16 December to celebrate winning the Metropolitan/Regional category of the AR Bluett Memorial Award for 2019. This was attended by the Mayor, Councillors, Council's Executive Leadership Team, Council staff, and two of the AR Bluett Award Trustees. The Trustees presented the Award plaque to Council, which is on display at the Shellharbour Civic Centre. Two Council employees were also presented the AR Bluett Award Scholarship. They continue to be supported to undertake further professional development and research with a scholarship of up to \$2,500.

# Winner

## We Do Magic Award - Illawarra Interagency

The Illawarra Interagency won a Community Industry Group's We Do Magic Award, which celebrates extraordinary achievement and contribution of individuals and organisations to their communities. The Interagency received the Transformation and Reinvention award in the Small Team category for how they adapted to recent crisis and how they used an innovative online approach to engage and grow their member base.

# Finalist

## Warilla Library, 2020 NSW Local Government Excellence Awards

The Local Government Excellence Awards celebrate outstanding achievements and recognise the excellent work being undertaken by NSW councils. Warilla Library achieved recognition as a finalist in the category Asset Management and Infrastructure Initiatives, over \$1.5 million.

# Winner

## Good Design Award

Shellharbour Civic Centre – Public Domain received a prestigious Good Design Award accolade in the Architectural Design Urban Design and Public Spaces Category in recognition for outstanding design and innovation within the Architectural Urban design discipline.

# Finalist

## Warilla Library, 2021 Australian Library Design Awards

The shortlist for the 2021 Australian Library Design Awards recognised some of the best new library designs in Australia. The judging panel were impressed by the wide-ranging community consultation that occurred in various settings to ensure that community expectations were understood, and appropriate solutions implemented. The continued high attention to sustainability was also a key standout in the submissions.



# community



You said:

**Our City is  
vibrant, safe,  
creative  
and inclusive**  
(1.1)

We did:

**The Access and Inclusion Plan 2017 - 2021: An Inclusive City** focuses on how Shellharbour City can be a more inclusive and accessible city and sets the direction on how this can be achieved. The Plan covers all aspects of Council services, making Shellharbour City a place where people want to live, work and play. The Plan was developed with community input garnered from an extensive consultation program and recognises that people with disabilities and their families and carers are best placed to tell Council what needs to be done to enhance accessibility. Since the introduction of the Plan key outcomes have included:

- The contribution of the members of the Disability Access and Inclusion Committee (DAIAC) in monitoring the implementation of the Plan, identifying and prioritising small capital works projects for improvement. The Committee has contributed to over 80 capital projects including improvements to footpaths, kerb ramps, bus stops, car parking spaces. The total cost of these projects was over \$350,000.
- Working in partnership with community members, community organisations and across Council to deliver projects that provide better accessibility in the community. The access improvements to Shellharbour North Beach is an example of the projects undertaken. The access improvements were staged over the life of the plan and included improvements to the pathway, provision of Mobi matting, provision of a new beach wheelchair, improved signage and easier system to access the wheelchair.

**Council's Cultural Diversity Policy and Framework** was reviewed and endorsed, aiming to ensure that Council effectively engages and communicates with our culturally diverse community and to provide a best-practice model to deliver culturally responsive services, facilities and programs. Programs delivered in response to the Policy included:

- Shellharbour's annual Cultural Treasures Multicultural Festival.
- Professional Cultural Competence Training to all staff to help deliver on the objectives of the Cultural Diversity Policy and Framework.
- Celebrated Refugee Week by presenting its first community music evening concert event.

**Council's Events Strategy and Community Toolkit** was developed to assist in building capacity in the community and assist event organisers to plan, produce, promote and evaluate their events. Outcomes delivered in response to the Strategy included:

- The development of new destination festivals including The Hidden Forest and The Enchanted Forest.
- Successful implementation of the EVOLVE training program for young and emerging local event organisers.
- Successful development of a community toolkit to guide local event organisers through the process of hosting their own events in the Local Government Area.

# 82%

of Shellharbour residents feel that our community is inclusive and accepting of diversity and difference



**The Live and Local Music Festival** was the highlight of a series of events in June 2019 to mark the 160th anniversary of Shellharbour's proclamation as a local government area. It saw more than 50 music acts, local designers and artists coming together to create a 12-hour celebration across 15 venues in Shellharbour Village. The event was a huge success with an estimated attendance of 7,500 and three local acts were able to play their first ever gig.

**The Festival of Small Halls**, a series of music events that takes the best folk and contemporary acoustic artists and sends them on the road to halls in communities all over Australia.

**20 Year Anniversary of Blackbutt Youth Centre**, Blackbutt Youth Centre celebrated 20 years since its official opening. The anniversary event featured performances from young local artists and performers. The Centre is a hub for young people in Shellharbour City.

**Shellharbour Surf and Skate Festival**, the inaugural Shellharbour Surf and Skate Festival was held across the City for 2 weeks in December 2019. The weekend of 7- 8 December 2019 saw the first ever Shellharbour professional skate competition at the world-class Shellharbour Skate Park. The competition saw entries from as far as the USA. The festival rounded out with a local Boardrider's Surf Comp held at Warilla Beach on 15 December 2019.

**Enchanted Forest**, Christmas 2020 saw the launch of The Enchanted Forest - a night time light walk through the beautiful Blackbutt Forest Reserve.

**Enliven** a series of diverse art programs, live music and immersive creative learning experiences developed to 'Enliven' Shellharbour after periods of lockdown.

**Public Art Strategy**, the primary purpose of this strategy is to clearly articulate Shellharbour's public art goals and provide a basis for a considered approach to the acquisition and management of our current and future public art collection. The Strategy facilitates effective planning, advocacy and promotion to maximise high quality public art opportunities that reflect the unique and diverse characteristics of the City. Outcomes delivered in response to the Strategy included:

- The acquisition of 14 new and high-quality public murals, at various locations including Albion Park, Albion Park Rail, Oak Flats, Warilla and Blackbutt. The establishment of the Public Art Advisory Panel (est. 2020), which comprises of Council staff, industry and community representatives to guide the management and acquisitions of public art in Shellharbour.
- The review of our current Public Art Policy and the implementation of the Public Art Guidelines, which reflect industry best practice in regard to acquisition and maintenance of public art.
- The activation of the Imaginarium, following its rebrand from the Shellharbour Village Exhibition Space (SVES) in 2020. This has included the implementation of various creative workshops and cultural opportunities such as exhibitions and live music.

**Shellharbour Council Mural Festival** commenced on Australia Day 2021. Five murals were created simultaneously across different locations within the City. The project offered a long-term investment of public art in Shellharbour City. This unique event was a great opportunity to connect art and people, celebrate heritage and history and create vibrant areas that people want to visit, live in and take care of.



**The Lake Illawarra Art Trail** along the Lake Illawarra foreshore, west of the Windang Bridge continued to be developed. To date, the art trail consists of eight artworks, each created by local artists or artists with a connection to the Illawarra region in collaboration with the community or in response to the local area.

Most recent acquisitions for the trail are 'Prawn Run' by Hurricane and Laura Bestman, and 'Synergy' by Kane Minogue. Council is currently seeking to commission an Aboriginal artist for the creation of the ninth sculpture/installation.

Information about each of the artworks can be viewed on council's website and also the mobile app, 'Tread Shellharbour' which gives detailed descriptions about the artworks alongside recollections of the history of the area.



**City Library** opened to the public 4 January 2018, successfully delivering on the objectives of the Libraries & Museum Strategy 2024 and delighting the community with a vibrant central library space in the heart of the city, including collections that are displayed in retail style, plentiful seating, meeting/study rooms and a playful children's area. City Library was activated with 600 programs in the first year attracting 12,000 program participants.

**The new Warilla Library**, was officially opened on Wednesday 11 December 2019. The new Warilla Library provides 998 square metres of indoor and outdoor space with a light and airy coastal ambience that delivers on the community's aspirations, as outlined in Council's Libraries & Museum Strategy. The community's response to the new building has been extremely positive.



**The Oak Flats Library** upgrade was completed in December 2020. Accessibility was a key priority for the refurbishment, with a new entrance featuring an access ramp, a 24/7 return chute and automatic doors along with the installation of an accessible toilet within the library. The library has been refreshed with a vibrant exterior mural, new shelving and carpet to become a welcoming community space.

**Radio Frequency Identification (RFID)** implementation for Shellharbour City Libraries in 2017/18 enabled identification tagging of all library stock, followed by the progressive introduction of loans kiosks – at City Library in 2018, Warilla Library in 2019 and Oak Flats Library in 2020. The RFID system allows customers to quickly issue their own selections, multiple items at a time, supported side-by-side with library staff.

**Programs and partnerships** – Shellharbour’s Libraries have become a centre of learning through a diverse offering of up to 1000 programs each year to meet community needs. Popular programs have included early literacy programs starting with Babies Love Books through to Story Time; technology programs including Coding and STEM sessions for primary aged children; an array of art and craft programs for adults including the headline program Art After Hours; sustainability programs such as Nature Talks at the Library, Bees Wax Wraps are always in high demand.

**Library At Home** – Shellharbour’s Library At Home was an innovative and immediate response to the NSW lockdown in 2020. A new online portal was quickly established providing the community with activities and programs to keep them connected from home via the library website and promoting access to the 24/7 eLibrary. Library At Home was used extensively by the community in both NSW lockdowns and continues to provide exciting and relevant online content for Shellharbour residents.

**Lifelong learning programs**

**NUMBERS OF VISITORS TO LIBRARIES**



\* Affected by COVID restrictions

**eLIBRARY LOANS**



**Development of Shellharbour Youth Plan 2018-2021** The Youth Plan outlines young people’s vision for Shellharbour, with longer term goals and targets, and identifies specific actions and tasks to achieve those goals. Consistent with identified actions and goals Council has developed and/or refined:

- The Shellharbour City Youth Council (the Youth Council) has been running since 2016. The structure of the Youth Council including membership numbers and meeting schedules has modified over the years, however attendance has been consistent and members have shown keen dedication in advocating for their peers. The Youth Council have consulted with Council staff on a range of projects including the concept development of new ninja warrior parks across the City – ensuring a youth perspective on the infrastructure of youth-inclusive spaces. The Youth Council also provides ongoing consultation and support in the planning and delivering of Youth Week events.
- Establishment of the Shellharbour City Youth Market - The Shellharbour City Youth Market is held in conjunction with Youth Week celebrations. It gives young people (between the ages of 12-25) a chance to develop their entrepreneurship skills, contribute to the local economy, whilst promoting sustainability and youth culture.
- The Shellharbour Youth Summit is an annual youth forum that seeks to provide local young people with the opportunity to develop leadership skills and share their priorities for the City by interacting with their peers, elected members and Civic Leaders. The first annual Shellharbour Youth Summit was held on Friday 6 September 2019 with 21 students participating from 4 local high schools. The 2020 Shellharbour Youth Summit was held online on 5 November with a total of 57 young people attending as representatives from five local high schools and Shellharbour Youth and Family Services.





**The Links Shell Cove Tavern Upgrades** involved the Tavern receiving a complete internal refurbishment and a new social and function space. Also included in the upgrade is a dedicated area for Shellharbour golfers, an updated and extended players' lounge, an updated boutique retail liquor outlet and a refurbished retail space for golf operations. A new outdoor entertainment area which includes a built in barbeque and outdoor family play space aimed at providing entertainment for young children

**Mini Golf Course at The Links**, the official opening of the Mini Golf Course was celebrated on 23 May 2021. The new, mini golf facility is expected to generate 30,000 visits annually, this is a scaled down version of a full-size golf course, designed to be played with the same rules as golf.

### ROUNDS OF GOLF PLAYED

2017/2018

31,146

2018/2019

32,637

2019/2020

31,821

2020/2021

43,545

Council operates  
12 community  
centres and halls  
scoring a  
satisfaction  
level of



3.5 out of 5 in 2021.



Councils may provide financial assistance to others, under S356 of the NSW Local Government Act 1993. Shellharbour City Council allocates funds for certain kinds of donations, listed as miscellaneous donations in each annual Operational Plan and the distribution of funds is managed by the Working Party, which includes all Councillors.

#### VALUE OF FINANCIAL ASSISTANCE PROVIDED

2017/2018

**\$211,586.22**

2018/2019

**\$226,930.38**

2019/2020

**\$323,684.25**

including \$68,200.93  
COVID financial relief

2020/2021

**\$299,992.22**

including \$22,526  
COVID financial relief

## 1.1 | Our City is vibrant, safe, creative and inclusive

COMMUNITY INDICATOR	PROGRESS	TREND
An increase in community members participating in community, arts, and cultural events, activities and organisations	Levels of satisfaction with community events and activities e.g. Carols, music events have decreased slightly from a mean score of 3.7 out of a possible 5 in 2016 to 3.6 in 2021	Not on track 
An increase in the number of Shellharbour residents who feel connected to their community.	Connection with community scored an average agreement of 4.03 out of 5	On track 
An improvement in the proportion of people who feel and are safe in our City	77 % of residents agreed that their neighbourhood feels safe, scoring an average rating of 4.0 out of 5.  A review of crime rates using BOCSAR data shows 6 out of the 9 criminal offence categories measured have decreased including theft, assault and drug charges	On track 
An increase in community members who are satisfied with our facilities.	The 2021 Community Survey shows an increase in satisfaction with arts and creative initiatives, libraries, community centres, halls and other council buildings, with an average score of 3.6 out of 5	On track 

# You said:

## Our City is active and healthy (1.2)

# We did:

**Member of the Alliance for Healthy Cities**, in March 2018, Council was approved to become a member of the Alliance for Healthy Cities. This is an international network aimed at protecting and enhancing the health of individuals. The Alliance is a group of cities and other organisations that work towards achieving the goal through an approach called Healthy Cities, in close collaboration with the World Health Organisation.

**New outdoor exercise stations** were installed across the City at various locations including:

- Reddall Reserve, Lake Illawarra (ninja warrior inspired equipment)
- McDonald Park, Albion Park Rail (ninja warrior inspired equipment)
- Beverley Whitfield Pool, Shellharbour
- Albion Park Pool, Albion Park
- Eric Creary Reserve, Barrack Point
- Ski Way Park, Oak Flats
- Wilson Memorial Park, Albion Park Rail
- McDonald Park, Albion Park Rail
- Frasers Reserve, Albion Park

'Come and Try' sessions took place at a number of these locations.

**Splashplay at Albion Park Pool**, the zero-depth attraction uses a fully recycled water treatment system and was designed with a range of features that make it suitable for children of all abilities aged 0 to 12. It incorporates a variety of user-activated and sequenced water sprays including tipping buckets, water rings, ground sprays and cannons, as well as a shade cloth and seating for caregivers.

**Swim season extended** in response to community requests and feedback, Oak Flats 50m pool swim season was extended in 2021 as part of a trial.

Council recently invested in a heating system for the 50m pool. This provided consistent heating of the 50m pool to an average of 25 degrees, creating comfortable swimming conditions well into the cooler months.

Council took the opportunity to trial extending the swim season to 25 June. Feedback on the trial was overwhelmingly positive.



VISITS TO POOLS

2017/2018

165,785

2018/2019

178,385

2019/2020

168,846

2020/2021

212,251

### The Shellharbour City Open Space and Recreation Needs Strategy

outlines Council's 10 year plan to support residents to remain active, healthy, connected and relaxed across the City. The Strategy will guide Council's decision making in respect to planning, investment and use of its open space and recreational facilities. It covers both active activities, such as organised sports, as well as passive activities, such as walking or enjoying nature. Since the adoption of the Open Space and Recreational Needs Strategy on 7 April 2020, 8 of the 14 actions in the Strategy have been implemented. Key outcomes included:

- Adopted master plans for Reddall Reserve Lake Illawarra and McDonald Park Albion Park Rail which has resulted in a number of capital work projects. Commencement of master plans for Harrison Park Shellharbour City Centre and Con O'Keefe Oval Albion Park.
- Instigated a revised master planning program for new or upgraded sports facilities. This project has resulted in a new priority list for master planning of sportsfields across the City.
- Established the Shellharbour Active Recreation Working Party, comprising local sports clubs and associations, together with other community groups, to help facilitate an inclusive, shared-use approach to sportsgrounds and facilities.

**Dog Friendly Spaces Strategy** guides the provision, improvement and management of dog friendly spaces within Shellharbour Local Government Area. Since the adoption of the Strategy on 24 September 2019, 8 of the 14 actions in the Strategy have been implemented. Key outcomes included:

- Established two separate areas to accommodate small and large dogs at Oak Flats Dog Park. The success of the project confirms the community's support for a variety of options for dogs and dog owners in Dog Friendly Spaces.
- Undertook investigations to expand the dog agility park network across the City through creating site selection criteria and community engagement. Resulted in the commencement of master planning for two new future dog agility parks at Croom Regional Sporting Complex and the Recreation Precinct within Shellharbour War Memorial Park, Warilla to be constructed in 2022.
- Review of the Exercising your Dog Brochure, resulting in a 2021 update, titled 'Dog Friendly Spaces in Shellharbour City'.

## 1.2 | Our City is healthy and active

COMMUNITY INDICATOR	PROGRESS	TREND
An improvement in the proportion of people who are and feel healthy.	<p>Social Health Atlas of Australia records indicate an increase in prevalence of chronic diseases such as diabetes, people with mental and behavioural health problems, asthma, chronic obstructive pulmonary disease and arthritis.</p> <p>Whilst there has been a decrease in the number of current smokers from 21.8% to 18.1%, other health risk factors including high or very high distress, high blood pressure, overweight and obesity and alcohol consumption.</p>	<p>Not on track</p> 
Increased community participation in sporting and passive recreational opportunities.	<p>The percentage of people undertaking adequate physical activity has increased from 41.6% to 43.6%.</p> <p>There has been an increase in the number of registered players for organised sports up from 6,117 to 14,243. Visits to Council pools also increased by over 45,000.</p>	<p>On track</p> 
An increase in community members who are satisfied with the range and quality of our recreational facilities.	<p>89% of residents agreed that there are opportunities for all ages and abilities to enjoy recreation and social activities in Shellharbour.</p> <p>Council's 50 sporting facilities and 9 swimming pools have shown an overall increase in satisfaction both scoring 4.0 in the 2021 Community Survey.</p>	<p>On track</p> 



# environment



You said:

**Our City  
protects,  
promotes  
and  
enhances  
its natural  
environment  
(2.1)**

We did:

**Environmental Education Programs** Council delivered a range of innovative environmental education activities to increase awareness of Shellharbour's local environmental assets and support the uptake of environmentally sustainable practices.

Our Small Environmental Projects Fund assisted local community groups, schools and childcare centres to deliver 57 hands-on environmental workshops.

Through the Sustainable Shellharbour program, Council delivered the first BioBlitz for Shellharbour City in April 2021. A BioBlitz is a citizen science event, where scientists, naturalists and the community work together to explore an area with the aim of recording as many species as possible over a short time. At the Blackbutt Forest BioBlitz, over 50 people were involved and over 100 different species were recorded. A video that was created to celebrate the BioBlitz and Blackbutt Forest received over 2,500 views.

The "Wild About" Shellharbour Nature Photography Competition was launched in 2018. Following a successful first year with 200 entries celebrating Shellharbour's local environment and wildlife, the competition has become an annual highlight of the Sustainable Shellharbour program.

#### NUMBER OF ENVIRONMENTAL EDUCATION ACTIVITIES DELIVERED

2017/2018

**63**

2018/2019

**74**

2019/2020

**54**

2020/2021

**36\***

\*Delivery affected by COVID restrictions



**Shellharbour Coastal Zone Management Plan** was certified by the NSW Minister of Environment, adopted by Council and placed in the NSW Government Gazette. With the assistance of the NSW Office of Environment and Heritage (OEH), Council prepared a Coastal Zone Management Plan (CZMP) to provide practical actions to address the risks to assets and land from coastal hazards (erosion, recession, and inundation and slope instability). The CZMP covers the Shellharbour Local Government Area coastline from Windang Island in the north to Bass Point in the south, over a distance of 7km. Key beaches covered by CZMP include Warilla Beach, Shellharbour North Beach, Shellharbour Boat Harbour, Nuns Beach and Shellharbour South Beach.

**The Lake Illawarra Coastal Management Program** is a comprehensive and detailed document that also looks at the artificial opening of the lake, sea level rise, climate change, development in the lake catchment area and many other factors which will impact the lake's condition over the next decade.

**Nature Talks in the Library** is a Sustainable Shellharbour community education program. The free, monthly Nature Talks provide adults and older children with an opportunity to hear first-hand from engaging experts working in biodiversity conservation, wildlife care and nature photography.

**BushCare and Land Care** volunteers, Greater Bank staff, Rotary Club of Australia and council staff worked together to plant over 4,500 trees, donated by the Greater Bank, at Blackbutt Forest Reserve and Bass Point. All of the donated plants were sourced, sown and grown by Councils' Nursery. Species included Guioa (native quince), Blackbutt, Forest Red Gum, Lomandra, Thin-leaved Stringybark, Golden Guinea Vine and more. Also planted was a fig tree, grown from cuttings of the large fig tree in Little Park, Shellharbour Village. As the trees grow, they will provide food and shelter to help the ongoing protection of our city's native wildlife.

Council supports 8 different working groups and have donated

**6,010** trees

There have been over

**274**

Bushcare/Parkcare working bees held.



BUSHCARE / LANDCARE VOLUNTEER HOURS

2017/2018

**2,011**

2018/2019

**2,091**

2019/2020

**1,686**

2020/2021

**2,460**

## 2.1 | Our City protects, promotes and enhances its natural environment

COMMUNITY INDICATOR	PROGRESS	TREND
Improved standards of water quality for our creeks, waterways and oceans.	<p>Overall the trends of water quality for creeks, waterways and oceans since 2016 has been GOOD.</p> <p>Water quality at our beaches has remained consistently good.</p> <p>Water quality of our waterways have fluctuated with development and population growth. Bacterial analysis spiked in 2020 and was investigated by Council but has since regulated, while general turbidity measures have improved year on year.</p>	<p>On track</p> 
An increase in the number of residents who spend time caring for the natural environment.	The number of volunteer hours has decreased from 3,091 in 2016 to 2,460 in 2021	<p>Not on track</p> 

# You said: Our City practices sustainable living (2.2)

## We did:

**New Transfer Station** was opened on 4 December 2017 the all-weather transfer station is configured with clearly marked bays for the disposal of recyclable and waste materials making recycling and resource recovery easier for residents.

**The Food Organics Garden Organics (FOGO)** facility was also commissioned. The FOGO facility is an exciting service improvement that provides Shellharbour City Council residents with the opportunity to divert food waste from landfill and to “close the loop” with food scraps returned to compost to help improve soil health. Together the two facilities divert 75% of waste from landfill.

**The “Tinkerage”** is a fresh initiative for the Shellharbour Community. Everyone needs to think twice before throwing something out to landfill. Can it be fixed? Can it be repurposed? The “Tinkerage” is just the place to help in this process. If you buy something from the Revolve Tip Shop that needs a little loving care, drop by and learn how to upcycle or fix it.



Overall satisfaction with Waste depot facilities saw a significant increase scoring **3.9** in 2021 compared to **3.2** in 2016.

**97%**

of survey participants were aware that placing food waste into their Food Organics and Garden Organics (FOGO) bin diverts waste material from landfill.

TOTAL TONNES of C<sup>o</sup>2 ABATED

2017/2018

20,464

2018/2019

16,695

2019/2020

18,810

2020/2021

78,219

Total 78,219 tonnes

Which is equivalent to

Charging  
9.5 billion smartphones

Driving  
314.5 million kms  
in an average  
passenger vehicle

17,011  
average passenger  
vehicles off the  
road for 1 year

14,208  
homes' electricity  
use for 1 year



**Cities Power Partnership (CPP)** is Australia's largest Local Government climate network that recognises and supports emissions reduction projects. Council resolved to join the Cities Power Partnership in late 2018. Participating in the CPP provides an opportunity for Council to facilitate effective change to reduce corporate and community emissions. Council has:

- In the last 4 years Council has acquired 41 hybrid vehicles in its passenger fleet (56% of the fleet). By 2023 95% of council's passenger fleet will be converted to hybrid vehicles resulting in a 125 tonne reduction in CO2 emissions each year.
- In 2019/2020 a council-wide solar feasibility study was completed which identified 7 suitable sites for solar installations. These projects are planned for completion in 2022, along with solar power installations at Oak Flats Works Depot, Ron Costello Oval and Albion Park Airport will bring the total of solar power installed to 310 kilowatts and will reduce council's carbon emissions by 251 tonnes of CO2 each year. This is in addition to the 35kW solar PV system installed at the works depot.
- In 2021 LED lighting upgrades were completed across 17 council facilities. These upgrades are estimated to save council 226 tonnes of CO2 each year.

**Solar my School** Council became the second regional Council in Australia to join the Solar my School program. A multi-award winning initiative helping schools explore and install solar power. Three schools have been selected to participate in the program, these are Lake Illawarra High School, Lake Illawarra South Public School and Oak Flats Public School.

**Net Zero**, Council resolved to develop a Net Zero Strategy outlining interim targets and action plans for Operational and Community emissions to align with Council's vision for Net Zero Emissions by 2050. This milestone is the start of Council's journey towards a low carbon future. Shellharbour City will aim to be carbon neutral by 2050.

## 2.2 | Our City practices sustainable living

COMMUNITY INDICATOR	PROGRESS	TREND
A reduction per capita of tonnes of waste to landfill.	There has been a reduction of all kerbside waste material generated and collected by Council from 189kg/per person/annum to 173kg/per person per annum. Kerbside recycling and organics also decreased.	On track 

You said:

## Our City is connected through places and spaces (2.3)

We did:

**Shellharbour Civic Centre** was officially opened by His Excellency General the Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales on 2 December 2017. Members of the community, current and former Councillors and staff attended the opening. The ceremony included welcoming addresses from the Governor of New South Wales, Shellharbour City Mayor, General Manager and Aboriginal Elder Uncle G.

The Civic Centre provides a central place for the Shellharbour community to gather, learn, communicate, celebrate and interact. As we move toward the future, it will become the heart of Shellharbour City. The building is based on a 'wave' concept, incorporating a curved roof on the exterior. The interior enjoys maximum natural light and open spaces to deliver comfort and a welcoming space it features:

- A 350-seat auditorium for functions, conferences and other events with views over the landscaped area at the rear of the centre.
- A 2000m<sup>2</sup> civic square at the front of the building, including green space and a water feature - a place for people to meet and relax and caters for community events including concerts and market stalls.
- Large community lobby can be opened up onto the Civic Square in good weather for inside/outside feel.
- Meeting rooms for use by community groups, government and non-government agencies and visiting professionals to provide services to the Shellharbour community.
- A 2000m<sup>2</sup> City library with over 55,000 books.
- The new City Museum featuring changing exhibitions, artefacts, photographs, oral histories, maps, lithographs and historic documents to discover.
- Council's administration centre, customer service and Council Chambers.





**Civic Centre Activation Plan 2021/2022** was developed to clearly articulate goals and provide a basis for a considered approach to our activation. Council will work in partnership with the community and organisations to activate the community. Council will take the lead and deliver a range of place activation projects but we may also take the role of provider, enabler and funder. The Plan is about learning and experimentation. To date

- Over 310,000 people have visited the Civic Centre.
- Over 65 programs have been delivered by Council.
- Over \$155,000 has been generated in income.
- In the past 6 months the Civic Centre Creative series has been established with a number of professional creative workshops taking place.

**Google**, the multinational technology company chose the Shellharbour Civic Centre to host the Grow with Google regional workshops. The free workshops were targeted at regional businesses, Not for Profit organisations, Journalist and educators. Each training session was well attended and met the expectations of Google. Attendance numbers for the Education session were above expectations.



**City Museum** moved from Tongara Road to the Civic Centre, the central location and extended opening hours of the new facility 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. The new Museum includes permanent and temporary exhibition spaces that provide the opportunity to showcase a wide variety of objects and information about our local area. The Heritage Room combines resources from the Museum, the Library's local history collections and the Tongarra Heritage Society, providing a substantial collection of books, research files and maps for those wanting to research local or family history.



**Development Application Strategy** has been implemented to strengthen the Customer Experience and Processes of Development Application. With three main priority areas focusing on processing practices, building a customer service approach and building on software opportunities, the strategy has developed actions that have resulted in improved processing times. Key results and actions carried out include:

- Significant improvements in turnaround times with a saving of almost 20 days (gross average) over three years of all development applications.
- Sustained and continued customer satisfaction which is demonstrated through minimal customer complaints in the processing of Development Application.
- Establishment of Shellharbour City Council's Design Review Advisory Panel – the Panel was established at a corporate policy level to provide professional and independent architectural advice for development proposals in the City.
- Establishment of Council's corporate training program – Planning 101 - This project saw the development of 'Planning 101' workshop which aims to strengthen the DA process with a focus on referrals from technical staff within Council. The training remains a key induction session for all new staff involved in Development Application assessments.
- Successfully delivered on Public Spaces Legacy Funding by meeting agreed milestones which saw council qualify for grant funding of \$2.54M to upgrade Reddall Reserve.

**Restoration of Centenary Hall**, extensive restoration works were carried out at Centenary Hall, Albion Park. This project demonstrated excellent communication and collaboration between the various disciplines involved from the project's inception through to completion. The restoration recognises and respects the Heritage Significance of this iconic public building.

**Cemetery Master Plan and Mapping**, the objective of the Masterplans (the Plans) for Council's operating cemeteries is to improve the amenity for members of the public and improve the services offered by Council with new and improved interment options in line with current industry trends. The Plans will ensure the sites remain a viable and respectful proposal for the interments of the town for the next few decades. Consistent with identified strategic priorities in the Plans, Council has:

- Constructed a Condolence shelter at Albion Park.
- Established a Staff compound at Albion Park (including fencing, material storage bays and a temporary staff lunch room).
- Commenced preparations of a Heritage Conservation Management Plan.

### VALUE OF APPROVED DEVELOPMENT

2017/2018

**\$68million**

2018/2019

**\$155million**

2019/2020

**\$203million**

2020/2021

**\$419million**

**The Local Strategic Planning Statement (LSPS)** was adopted by Council and endorsed by the NSW Government in May 2020. The LSPS provides a 20-year land use planning vision for Shellharbour City and directs how future growth and change will be managed. The LSPS acts as a link between state, regional and local planning priorities. Since the adoption of the LSPS 43 Actions out of 88 have commenced or been completed. Key outcomes included:

- Action P13.7 Collaborate with the Illawarra Shoalhaven Joint Organisation (ISJO) to develop a Water Sensitive Urban Design Policy or model provisions for Council's Development Control Plan to promote and improve water quality and health across the Local Government Area is now complete. Over the last year Council has worked with ISJO to develop a Water Sensitive Framework and Supporting Tools. The supporting tools include model Local Environmental Plan clauses and a model Water Sensitive Urban Design Development Control Plan chapter. Council are now working to implement the framework.
- Action P4.2 Develop and implement a Community Facilities Strategy for Shellharbour City has substantially commenced. The draft Community Facilities Strategy and accompanying Community Facilities Needs Study and Action Plan were endorsed for public exhibition by Council on 21 September 2021. Once the public exhibition of the documents is complete in October 2021, the development of the Community Facilities Needs Strategy will be complete and Council will work on implementation of the Action Plan.
- Action P18.1 Prepare an Employment Lands Study to ensure we have adequate supply of commercial and industrial zoned land to allow for local employment opportunities is now complete. The Employment Lands Study was adopted by Council in May 2021. Council is now working on implementing the recommendations of the Employment Lands Study.

**Shellharbour Local Housing Strategy** was adopted by Council in December 2019 following comprehensive stakeholder engagement. The Strategy provides for the appropriate provision of all forms of housing for Shellharbour City over the next 25 years. It does this by analysing and responding to demographic changes, housing preferences and housing supply/demand issues, including community engagement outcomes. It also addresses policy implications arising from this analysis and these outcomes. Since its adoption, actions flowing from the Strategy have included:

- Successfully guiding the assessment and determination of numerous pre – lodgement and planning proposal applications.
- Discussions with Land and Housing Corporation about their assets in our Council area.

**Recycling and Roads**, Council conducted a trial road resurfacing project using recycled waste materials in asphalt that has been approved for use by the NSW Environmental Protection Authority. The asphalt incorporated over 210 tonnes of plastic waste materials into 4,600m<sup>2</sup> of asphalt renewal at Jarrah Way, Albion Park Rail. Soft plastics (including plastic bags), glass bottles, packaging and waste toner from used printer cartridges were turned into durable a high strength road surface.





**Renaming of the Airport.** The airport was renamed and rebranded from Illawarra Regional Airport to Shellharbour Airport on the 26 August 2019. The updated name better reflects the ownership and locality of one of the city’s most important assets and more accurately captures the airport’s location within the Shellharbour City local government area.

**New Airport Terminal.** The new Shellharbour Airport Passenger Terminal was opened and welcomed passengers, less than 12 months after the project began. It has provisions for retail and café space, and the capacity for 200 passengers. The use of natural resources and a range of energy and water saving initiatives were incorporated and implemented during the design and build of the terminal and car parking facilities. The terminal and car parks represent a \$7.8 million investment into the airport upgrade project and is now considered a true regional hub airport, which can service the growing demands of the wider Illawarra, Shoalhaven and Southern Highlands communities.

**Runway upgrades.** Both the main and secondary runways at Shellharbour airport were renewed. Renewal of the main runway addressed the deteriorating surface. The new asphalt surface will provide a smoother more reliable surface for operations and maintenance. The secondary runway has been upgraded to facilitate use by larger aircraft as well as addressing existing surface issues and damaged pavement.

**Property Strategy 2020-2030** was developed to ensure that Council’s property portfolio is strategically aligned with its service delivery objectives and community expectations, in the context of delivering optimum commercial value from the management and development of property. Consistent with identified strategic priorities Council has:

- Enhanced the TechOne Property & Rating system to enable the leasing and licensing notification system.
- Conducted an audit of all leases at the Shellharbour Airport.
- Progressed the sale of land in Benson Basin.
- Stage 1 of land transactions with the Catholic Church has been completed.
- Acquisition of part 3 Yellow Rock Road for the purpose of footpath construction.

## 2.3 | Our City is connected through places and spaces

COMMUNITY INDICATOR	PROGRESS	TREND
Satisfaction with general appearance of the Shellharbour City Council area	Average overall satisfaction has increased 0.13 points scoring 4.0 out of 5 in the 2021 Community Survey. Continuing a general upward trend in satisfaction with the appearance of Shellharbour.	On track 
Satisfaction with toilet facilities	Shellharbour City Council maintains over 50 toilet facilities and has outperformed comparable councils with a benchmark rating of 54/100 with comparable councils benchmark rating of 50/100	On track 



economy



You said:

**Our City  
plans, builds,  
and manages  
infrastructure  
for the  
community  
(3.1)**

We did:

The **10 Year Asset Management Plan** was adopted in June 2020. The Plan identifies, examines and plans for Council's future level of service, maintenance, renewal and upgrades for both community and business assets. Throughout 2020/21 the following components of the AMP Improvement Plan were delivered:

- Data Inventory.
- Comprehensive schedule of condition inspection.
- Implementation of defect management system.

Each year the Asset Management Plan will be updated to reflect the actual figures of the completed financial year and subsequently develop revised forecasts for the 10 years ahead.

**Play Equipment**, 11 projects totalling almost \$2M was installed across the City. These included:

- Farm themed play space at McDonald Park, Albion Park Rail.
- Mood Park, John Shepherd Park, Frasers and Keith Barnes Reserve, Albion Park.
- Little Park, Shellharbour.
- Dawes Park, Barrack Point.
- Skiway Park and Central Park Oak Flats.
- Flinders Green, Flinders.
- Reddall Reserve (opposite Windang Street), Lake Illawarra.

## RENEWAL EXPENDITURE

2017/2018

**\$13,003,674**

2018/2019

**\$13,653,611**

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2019/2020

**\$21,169,332**

2020/2021

**\$13,853,021**

## VALUE OF THE DELIVERED CAPITAL WORKS PROGRAMS

2017/2018

**\$38,759,718**

2018/2019

**\$16,753,776**

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2019/2020

**\$34,882,809**

2020/2021

**\$30,117,444**



**Little Park in Shellharbour Village** was officially re-opened in May 2018. Largely designed by children, the park is the culmination of a major community engagement process, including workshops with schools, online and social media feedback with more than 20,000 people sharing their ideas. The project cost was \$360,000 and included a 6 week construction program with additional time for heritage artefact assessments. It included the creation of additional seating and refurbishment of the amenities building and rotunda. The playground includes features such as:

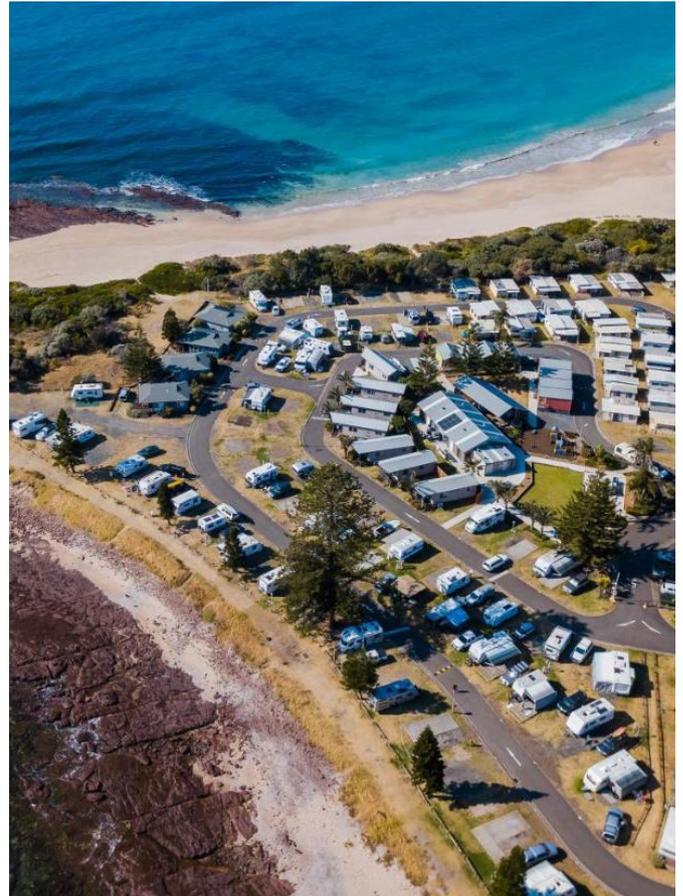
- Accessible play equipment.
- Play tower with slides, flying fox, and swings.
- Nature play, tree fort with climbing activities.
- Rock climbing wall, climbing net, rope bridge.
- Musical play instruments, tactile play, in-ground trampoline.

**Construction of Skate Park at Shellharbour Village.** The skate park was renewed creating a fresh new layout that incorporates a number of new skate features such as a skate bowl, concrete vertical ramp, hob walls with metal edges, flat banks with hubba ledge and an additional kicker ramp. It was relaunched on 7 July 2018, with a large community open day attended by over 1,500 people. The event was a huge success and featured skate demonstrations, workshops, activities, music and give aways.

**Skiway Park Promenade renewal** was welcomed by the local community of recreational water craft users and casual observers of the fantastic view from the promenade to the west across Lake Illawarra. The fibre reinforced polymer material used for the promenade decking is highly durable, slip resistant and very high strength that will continue to service the community in this harsh marine environment for many years to come.



**Construction of Warilla Lifeguard Tower**, the tower is a year-round base for Council lifeguard service operations, supporting 40 lifeguards and 6 patrol locations. The tower provides increased foreshore visibility and shelter from the elements. It is the central storage location for 3 of Council's patrol areas (Warilla North, Warilla South and Warilla Central).



**Holiday Park – NRMA** Management of the Holiday Park by NRMA commenced in October 2020, the Holiday Park continued to successfully operate in accordance with NSW Government Public Health Orders and COVID-19 related travel restrictions until it was required to close in the latter part of June. Two new cabins were installed on the site.



**Shellharbour Marina** is centrally located on the New South Wales South Coast surrounded by two State Parks, Bass Point and Killalea Reserve. Shellharbour Marina is just (110km) 60 nautical miles south of Sydney Harbour, 30 nautical north of Jervis Bay by sea, and only 213km from Canberra. It is an ideal spot for a relaxing weekend holiday with family and friends or those that need relief from a busy lifestyle. The marina is located within The Waterfront, Shell Cove, a master planned community in a natural coastal setting surrounded by beaches, parks and wetlands but close to schools, transport and major centres. The 270-berth boat harbour and Shellharbour Marina next to the lively town centre featuring a retail precinct, with specialty shops and restaurants on the marina's edge. A hotel will be positioned adjacent to The Waterfront Tavern, children's beach, water play areas, library and community centre.

**Bottom of the Harbour Walks** were held in 24 February 2018 and 14 December 2019. These events were a unique opportunity for the community to 'Walk the Bottom of the Harbour' and view the progress of the harbour works first hand before the harbour was filled with water.

**Shell Cove – Removal of sand bund.** Shell Cove boat harbour was opened to the ocean with excavation of the sand bund and harbour channel entrance.

**Filling of the Harbour** the pumps that were keeping the Shell Cove harbour basin dry were turned off in December 2020. The now full harbour is a significant milestone that is a result of decades of planning and delivery.

**Development of Shell Cove Strategic and Business Plan.** The Plan guides the business development in and around the Shell Cove harbour precinct.

One of the most successful outcomes of the Shell Cove project has been the windfall for local businesses and the spectacular local employment outcomes achieved through the project. Significantly Council's portion of the estimated \$2 billion dollar overall project has been completed with over 85% local labour.

Marine Holdings Australia Pty Limited (MHA) was appointed as the operator of Shellharbour Marina. The new operator has secured an initial 15 year lease for operations of what will be a 270-berth marina and boat maintenance facility. MHA will help deliver the Shell Cove Business Plan's strategic goals associated with the marina's operation. Stage 1 of Shellharbour Marina will have 145 berths and be available in late July 2021, with boats expected to come into the marina soon after.

Shell Cove  
harbour size is  
**30%**  
larger than  
Darling Harbour  
(water surface area)

### 3.1 | Our City plans, builds, and manages infrastructure for the community

COMMUNITY INDICATOR	PROGRESS	TREND
An increase in utilisation and satisfaction of our assets and facilities.	Satisfaction in the condition of local roads (excluding highways and main roads) increased from 3.0 out of 5 to 3.2 in 2021	On track 
Achieve our asset renewal ratio	Our asset renewal fluctuates from year to year. Council has met or exceeded the benchmark of 100% each year.	On track 

You said:

**Our city supports and increases employment and business opportunities within a strong local economy (3.2)**

We did:

**The Academy – Resource for local business**

Council brokered an Australia-first agreement, ‘The Academy’, with a leading commercial provider that makes available to local businesses an extensive array of business tools and information to assist their improvement and growth.

**Shellharbour City Council was classified as a regional area**

following sustained representations by Councillors and staff, the NSW Government advised Council in May 2018 that Shellharbour City had regained its status as a region. This means that Council is now eligible to share in NSW Government's Regional Growth Fund and opened up new funding opportunities including the Stronger Country Communities Fund.

**NSW Government Grant Funding**

Council received \$15.97 million funding from the NSW Government's Growing Local Economies program, as part of the Regional Growth Fund, for additions and upgrades to Shellharbour Airport. It is believed to be one of the most substantial funding packages of its type in NSW and is expected to cover the cost of the majority of the project.

**Shellharbour Regional Economic Development Strategy 2019-2020**

The Strategy sets out a long-term economic vision and associated strategy for the economic development of the Shellharbour area. It builds on the endowments and economic strengths and specialisations of the Region to guide investment. Consistent with identified strategic priorities in the Strategy, Council has:

- Supported the decision of the NSW Government to build a new Shellharbour Hospital that will be an acute hub for the central part of the Illawarra Shoalhaven Region and has provided land for the site of the facility.

- Delivered further upgrades to Shellharbour Airport to enable the growth of both tourism and aviation-related enterprises that will contribute to regional economic development.
- Continued to focus on the development of the regional economy by supporting and assisting existing businesses to develop and grow sustainably through the Economic Gardening Illawarra business development program and the activities of the Shellharbour City Business Network.
- Addressed the shortage of high quality tourism accommodation through the establishment of hotel facilities at the Waterfront and the further development of varied accommodation types at the Shellharbour Beachside Holiday Park – to grow overnight visitation to Shellharbour City.
- Continued its collaboration with the NSW Government to deliver an extension of the M1 Princes Motorway that will bypass Albion Park Rail for the benefit of residents, visitors and those passing through the City.

**Council's adoption of the Shellharbour Business Centres and Surrounding Residential Lands Study (the Study).** The Study reviews planning controls for centres and adjoining residential areas, and aims to facilitate a greater diversity and mix of dwellings in and around centres. Key findings and recommendations of the Study apply to numerous centres and surrounding residential lands and identify; additional land for proposed medium density residential zonings; increased capacity for apartment development in certain parts of existing business zonings; and increased capacity for mixed residential with commercial/retail development in certain parts of existing business zonings. Stemming from the Shellharbour Business Centres and Surrounding Residential Lands Study, background work and further studies are being conducted to inform the preparation of a planning proposal to facilitate the delivery of smaller and more diverse housing on various sites with excellent access to facilities and services.

## 3.2 | Our City supports and increases employment and business opportunities within a strong local economy

COMMUNITY INDICATOR	PROGRESS	TREND
An increase in the number of local businesses and jobs.	There are 3,549 businesses in Shellharbour, this is an increase of 481 businesses since 2016. The number of jobs in the region also increased from 18,509 (12.89%) to 18,589 (12.93%)	On track 

You said:

**Our city  
welcomes,  
engages and  
attracts  
visitors (3.3)**

We did:

**Development of the Shellharbour Destination Management Plan (2018-2022).** Tourism Shellharbour works closely with Destination NSW and Destination Sydney Surrounds South on regular marketing campaigns and have achieved a number of successful marketing campaigns both in collaboration and independently;

- “Love Shellharbour” – part of the DNSW Love NSW campaign.
- “The Long Road” – an initiative from DNSW to increase the drive market.
- Shellharbour has been featured on Sydney Weekender.

**Participation in the ‘Unspoilt’ marketing campaign** in partnership with Destination NSW and neighbouring councils to deliver Unspoilt South Coast, the south coast’s first “whole-of-region” tourism marketing campaign. “Unspoilt” contributed to record increases in visitor numbers and more than one million leads to south coast tourism businesses. The campaign was the most successful of its type in NSW for 2018/19.



Shellharbour 'Get Around It Campaign' launched in September 2020. It is a local campaign by Tourism Shellharbour to raise awareness of Tourism to the local community, increase the Visiting Friends and Relatives market and drive business back to local operators following the first lockdown in 2020. A second phase of this campaign ran in 2021 and the campaign has been entered into the NSW Tourism Awards – Marketing and Promotion category.

### 3.3 | Our City supports and increases employment and business opportunities within a strong local economy

COMMUNITY INDICATOR	PROGRESS	TREND
Increase in visitors to the City.	Visitors to the City have increased from 429,000 visitors in 2017/18 to 462,000 in 2019/20. Overnight stays also increased from an average of 3 nights to an average of 4 nights.* (2019 data)	On track ▲
An increase of tourism enterprises that encourage people to stay and play in Shellharbour.	Tourism output, value added and jobs have all increased.	On track ▲



# leadership

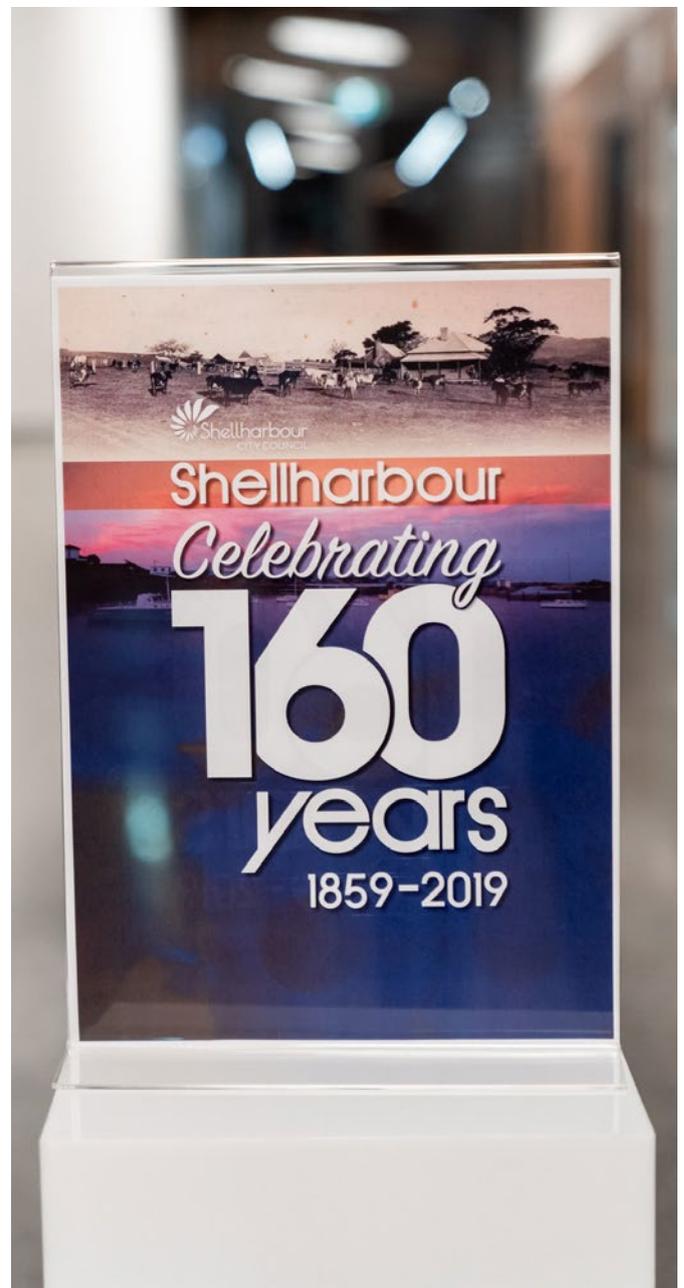


You said:

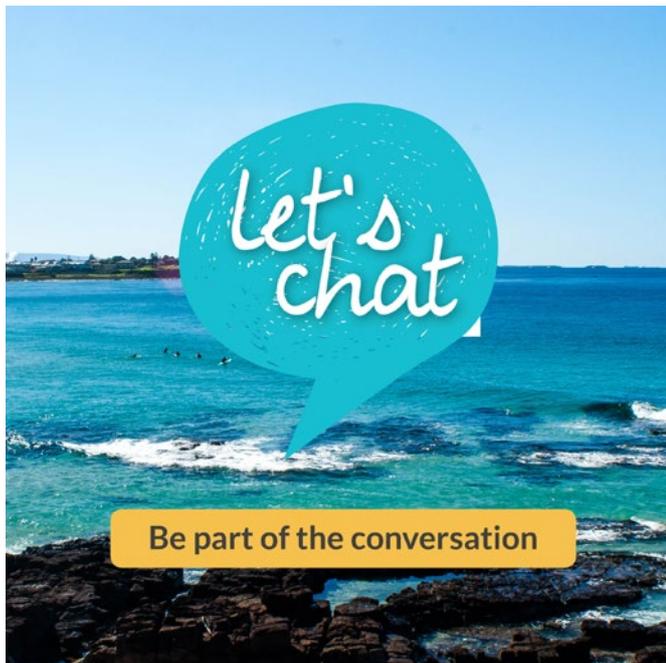
**Our city  
is led  
through  
collaboration**  
(4.1)

We did:

**Celebration of 160 Years**, June 2019 marked 160 years since the proclamation of Shellharbour as a Local Government Area. To celebrate this milestone, Council hosted a series of events across various locations. The celebrations featured walking tours, museum exhibition, community art exhibition, workshops and much more.



**Communications and Engagement Strategy 2020- 2024** builds on Council's strong foundation of Communication and Engagement. The actions and goals outlined within it helps Council to deliver innovative and responsive communications to our 4C's.....Community, Councillors, Customers and Council.



**Introduction of 'Lets Chat' online engagement platform** provides multiple online options for engagement in a highly visual and appealing way where the community can actively participate in the development of plans and projects in the City. Since its introduction there have been over 92,612 visitors to the page engaging on over 81 different projects.

- **Playground renewals and upgrades**  
Visitors 12,761

Imaginations were running wild across the city, with the Playground renewals and upgrades project page the receiving the highest amount of engagement. This page has been created to engage with stakeholders on new play spaces across the city. To date there have been 12,761 visitors to the page and over 400 contributions received.

- **Reddall Reserve Master Plan in action**  
Visitors 7,059

This project page was originally established to seek feedback and ideas on the long term planning of the space. Stakeholders provided ideas, aspirations and even dislikes, this all informed the final Masterplan. The page continues to have followers and high levels of traffic as individual projects identified in the Masterplan are set up as project pages for future information and engagement.

- **New Warilla Library**  
Visitors 3,058

Responding and delivering the Libraries and Museum Strategy 2024, the new Warilla Library Project was a major milestone. Engagement with the community aimed at gaining an understanding of what the community wanted to see in the new library and how they would like to use it.

- **Tripoli Way Extension Project**  
Visitors 2,088

A significant long term project, this project has used a wide variety of engagement tools. The Let's Chat project page provides information on the project and has also provided a forum for residents and the community to find out more detail or provide insight to current difficulties in the area.

- **What's new in our libraries?**  
Visitors 1,935

This engagement project focused on the upgrades for Oak Flats Library. Stakeholders were informed and kept up to date with the project and invited to share ideas and feedback. The upgrade improved accessibility with a new courtyard entry complete with automatic doors and the provision of an accessible toilet. Stakeholders shared ideas that informed programming of the new space.

**Ideas Lounge**, Council introduced the 'Ideas Lounge', a drop in session at the Civic Centre set up like a lounge room, where the community can informally chat to Council staff and Consultants. The 'Ideas Lounge' provides a unique opportunity for stakeholders to provide feedback, ideas, issues and suggest solutions about a specific issue or concept.

NUMBER OF VISITORS TO THE LET'S CHAT PAGE

2017/2018	2018/2019
1,500*	8,250
<small>*estimate</small>	

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2019/2020	2020/2021
16,250	23,543

NUMBER OF PROJECTS

2017/2018	2018/2019
18	22

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2019/2020	2020/2021
19	22

**Aboriginal Advisory Committee 20 Year Anniversary.** In December 2018, the Aboriginal Advisory Committee (AAC) celebrated its 20 year anniversary. The occasion was celebrated by a special presentation and afternoon tea at the Civic Centre and the launch of the new Aboriginal Culture Collection in the City Library.

**Bushfire Assistance.** Following the devastating 2019-20 fire season, Council reached out to the neighbouring Councils to offer assistance to help them get back on their feet during this hard time. Council provided a range of assistance to fire affected local government areas of Wollondilly, Wingecarribee, Shoalhaven and Emergency Services Organisations. Council provided specialist skills to the Picton Incident Management Team on recovery works, Environmental Health Officers and Tree Management crews to carry out day to day operations and clean up works to restore communities back to normal operations.

**Australian Local Government Women's Association (ALGWA) NSW Branch Annual Conference.** Council organised and hosted the Australian Local Government Women's Association (ALGWA) Conference from 18 – 20 March 2021 at the Shellharbour Civic Centre.

**Performance of Councillors** - Overall satisfaction with the performance of Councillors outperformed comparable councils in NSW.

There were

372,482

visits to Council's  
website in  
2020/2021

Performance of  
Councillors

3.1 in 2016

3.2 in 2019

3.5 in 2021

## 4.1 | Our City is led through collaboration

COMMUNITY INDICATOR	PROGRESS	TREND
Increased confidence in our City's elected representatives.	<p>In total, 48 percent of residents were satisfied overall with the performance of Councillors. Results combined for a medium average overall satisfaction score of 3.46 out of 5.</p> <p>Overall satisfaction with the performance of Councillors outperformed comparable councils in NSW.</p>	<p>On track</p> 
Increased community participation in community engagement opportunities.	<p>Participation in community engagement in Council's online engagement platform has increased from 1,500 visitors in 2016 to 16,652 visitors in 2021.</p> <p>Facebook followers have also increased from 3,079 to 15,550.</p>	<p>On track</p> 

You said:

**Our city  
is supported  
by a council  
that is  
responsive,  
accountable  
and  
financially  
viable (4.2)**

We did:

**Core Values**, to help determine “who we are and how we see ourselves” the Core Values Program was as identified as a high priority and a large investment was made to involve all staff. The program entailed:

- Establishing shared values.
- Setting out expected behaviours.
- Providing an opportunity to “reboot and refocus” after a long period of disruption and uncertainty.
- Ensuring everything we do benefits our four Cs – Community, Councillors, Customers and Council.

Our Core Values journey has saw unprecedented staff involvement, with strong sponsorship from leaders and a willingness to address the “real” root causes of cultural issues. Interactive workshops were run giving staff the opportunity to improve the organisation by voicing their opinions. Conversations in this phase raised a number of real and important issues. The final values of Collaboration, Accountability, Integrity, Respect and Sustainability or “CAIRS” were democratically selected and we celebrated this achievement at a launch event attended by more than 250 staff. The Core Values Program has seen a marked shift in the way we do things, breaking down silos and setting foundations for a positive work culture.



**Council's Vision** in March 2021, approximately 50 staff from across the organisation participated in a Vision Discovery Workshop, ran by Colin Ellis. This led to the development of our organisational vision – Inspiring People, Enabling Growth.

**Sustainable Financial Strategy** was adopted by Council in June 2018. The strategy contains four key principles which have attached Objectives, Actions, Outcomes and Performance Measures. As a result Council was one of only five local governments in NSW to have achieved all five 'Fit For the Future' ratios included in the Report on Local Government 2018. It was also one of only five councils to achieve all 11 of the Office of Local Government's performance indicators.

**Customer Service Charter** was produced to provide clarity to what a customer can expect from Council in regards to their customer service experience. The Charter outlines the standards and measurement of performance to be used to deliver professional, reliable and consistent customer service. Since the introduction of the Charter, key outcomes have included:

- Customer Service training facilitated to over 400 Council staff providing them with skills and confidence in enhancing internal and external customer relationships.
- Mystery Shopping was undertaken on the Customer Service team with the use of a questionnaire specifically developed to measure against Councils' published benchmarks and align to Council's Core Value behaviours. Results were very positive with Council receiving an overall score of 90% based on 115 evaluations conducted.
- Detailed reviews of the way in which Council receive, manage and respond to customer requests and correspondence enabling Council to provide succinct reporting in evaluating performance against the standards of the Charter.

**Business Improvement Program.** Council focused on clarifying accountabilities, improving the customer experience and increasing performance by publishing, improving, and reviewing business

processes. Council achieved the milestone of publishing 227 business processes, relating to customer, community, Councillor and operational services. A suite of targeted business process improvement initiatives were also implemented to streamline and improve the performance of high-volume customer and community services.

**Introduction of Vault Software** a cloud based software solution that allows staff to capture events such as injuries, incidents, illness, near misses and observations. The advantage of the Vault system is firstly that it can be used by both desk based staff, through the web based Vault portal or through applications on mobile devices, this flexibility means that outdoor staff can report any incidents immediately and secondly that escalations can be set up in the system that ensure that the WHS team, supervisors, managers, group managers and directors are notified the moment an incident is submitted. This ensure that action can be taken by immediately contacting the employee to provide assistance and support.

As well as incident management Vault also has a number of other modules to assist the safety management system these include: Injured worker return to work, audit and checklist management, training register and tracking of incident investigation.

The benefits to Council as a result of having this software are substantial. There has been a significant increase in not only the number of events submitted, but how quickly post event the staff are submitting them. Council can also now track the incident investigation, audit and inspections corrective action status.

**The Feedback Series,** Customer feedback plays a critical role in Council's commitment to delivering high performing and sustainable outcomes for the community. To strengthen community relationships Council developed a new video series that explores Council's process of what happens after receiving customer feedback. Since its implementation feedback videos have been developed on Public Toilets, City Museum, Bush Regeneration and Arts and creative initiatives

## 4.2 | Our City is supported by a council that is responsive, accountable and financially viable

COMMUNITY INDICATOR	PROGRESS	TREND
Maintain compliance with the requirements of the Office of Local Government guidelines and legislation.	Council has maintained compliance with the Office of Local Government guidelines and legislation.	On track 

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# Same Service, Delivered Differently

March 2020 - August 2021

## Council's COVID -19 Response

Council responded to the COVID-19 pandemic by delivering the same service differently. Field-based staff including Parks and Gardens, Civil, Construction and Maintenance crews continued to work under Council's COVID-19 Management Plan.

This entails daily risk assessments, segregation of work teams, modification to work processes and additional Personal Protective Equipment (PPE) utilised to keep teams working safely and productively.

Council's digital transformation over the past few years enabled Council to deliver seamless online customer service. It also allowed all non-field based staff usually located in the Civic Centre or other locations to work from home. This includes staff in Customer Service roles, Finance, Planning, Human Resources, Communication, Governance and more.

Council meetings were still able to be publicly viewed. They were conducted online remotely via Zoom so that the community had both visual and audio access. Further to this community members were still able to speak at public participation in the same manner.

Council took advantage of the closure of some of its assets to get important work and maintenance done.

## Activation of Council's Business Continuity Plan

Council's Business Continuity Plan was activated on 20 March 2020 in response to the COVID-19. As a result, Council established a Crisis Management Team to coordinate its response to the crisis. The Crisis Management Team established 3 key response objectives, those being:

- Maintain the health and wellbeing of Council staff,
- Ensure continuity of critical business functions and

Maintain satisfactory levels of customer service. An employee Well-being Information pack was distributed to all staff. The pack provided information on how to protect yourself and others, exercise, diet, mindfulness, social and financial wellbeing.

## Financial Relief Package

To help residents and businesses experiencing hardship caused by the economic impacts of the COVID-19 pandemic, Council provided significant financial relief through packages endorsed by Council in April 2020. A large proportion of the first relief package was provided in the 2019/20 year, with some relief being provided in the 2020/2021 year. The second relief package will be provided in the 2021/2022 year.

## Shellharbour Food Hub

Council assisted to establish a food hub at the Civic Centre to help residents affected by the economic crisis caused by the COVID-19 pandemic. The Shellharbour Food Hub initiative is a partnership with OzHarvest, NSW Health and Healthy Cities Illawarra / Food Fairness Illawarra. The program ran for 6 weeks with over 360 parcels of food being distributed to Shellharbour City households in need.

## The PosARTivity Project

In light of restrictions on public gatherings due to COVID-19, Council developed a new online program called The PosARTivity Project. The PosARTivity Project is a new series of art projects and/or performances for online streaming from a virtual gallery. This project commissioned local performers, authors and artists to carry out events and programs online. The projects ran for 3 months with a total of 11 online events held including: Art lessons, fluid art resign workshop, comic workshop, circus video, music from local bands, 3D Artwork and writer's workshops.

## Library At Home

The closure of Library buildings in response to the COVID-19 pandemic brought new challenges and opportunities for the delivery of library programs. Without physical spaces to deliver programs to our community, the library's immediate strategy was to move to an online model to sustain programming for an indefinite period. This was achieved through the development of a new initiative called Library At Home dedicated to the delivery of digital programs and activities.

The key objective was to keep our community 'feeling connected, engaged and inspired' at this challenging time. Library At Home enabled the continuation of the library's flagship programming for customers of all ages; such as Story Times and STEM activities for children or adult programs such as Brain Training. Each week a new Story Time page was added to the site and featured direct links to the e-Library and the Story Box Library resources. Book selections and suggestions were supported by free custom content including downloadable templates, videos and activities.

Special community events were also celebrated on Library At Home during the period including Easter, Law Week and Refugee Week, as well as a diverse range of activities during the autumn school holidays. Library At Home has uncovered new and exciting ways to engage a wider audience than ever through online delivery and has become an important channel for continued interaction between the community and their library. The library website was re-framed to become a one-stop digital branch – an online portal for the community to access e-Library services, information and digital programs.

## Sustainable Shellharbour

As a result of COVID-19 Face-to Face delivery of the Sustainable Shellharbour program was put on hold and an online program was created. The program focused on developing a new self-guided nature walk, environmental resources and adapting to on-line workshop delivery.

## City Museum

City Museum delivered the same service differently due to being temporarily closed to the public as a result of COVID-19 restrictions. The Museum engaged with the community through some successful social media campaigns. 'Monday Nights at the Museum' featured some of the Museum's unseen collection items along with snippets of Shellharbour's history. Historic photographs and stories of our city were also shared in 'Flashback Friday' posts on Council's Facebook page and 'Throwback Thursday' on Shellharbour Airport's Facebook page.

## Cleaning Protocols

As a result of COVID-19 Council introduced a number of new protocols, this has included changing cleaning routines and procedures of the City's infrastructure including the way staff move around the City.

## Business Support

All business support events conducted by Council involving face-to-face contact remains cancelled until further notice due to the COVID-19 pandemic. However, an online webinar was held on 24 June on the topic Business & Tax Strategies Pre & Post COVID-19. The formal evaluation of the event was well received with a satisfaction level of 97% or either 4/5 or 5/5 for each of the evaluation questions.

## Enliven

Council developed and implemented the new 'Enliven' series. Enliven is a series of diverse art programs, live music and immersive creative learning experiences developed to 'Enliven' Shellharbour after periods of lockdown. Enliven has been designed as a COVID-19-safe program with each event to be delivered at reduced capacity and adhering to the public health guidelines of the government.

## Nursery

The Nursery closed its gates for face-to face sales on June 28 2021. Operating under COVID-19 restrictions servicing the landscapers and developers continued via appointment only and all retail at the nursery gate via a contactless sale. Council developed a sales promotion selling plant packs that was well received by the public and got the nursery back in the public eye.

## Spreading Kindness

This involved sharing excellent community driven campaigns, establishing a social media campaign to share positive stories, replacing signage in the City with messages of kindness and assurance, and establishing a new online Art series (posARTivity) to ensure that artists and creatives were paid to develop new works of Art reflective of the messaging and the situation.

## Youth Festival

Council presented a modified calendar of youth-focused events, activities and workshops through the Shellharbour Youth Festival. This included the holding the Shellharbour Youth Summit online via zoom, with 5 schools and 1 community organisation attending with a total of 57 young people given the opportunity to voice their priorities and plans for youth of our city.

## Learner Driver Program

Council was at the forefront of trialling a Helping Learner Drivers Become Safer Drivers Workshop via Zoom. The success of the Workshop has consolidated funding for continued workshops on this platform.



# 2021 Community Satisfaction Survey Snap Shot\*

Council undertakes a community satisfaction survey to measure the importance of, and satisfaction with, services and facilities provided by Council; identify future priorities for Council to focus on; and to assist in identifying service priorities for the community.

Overall satisfaction with Shellharbour City Council, its Councillors, and perceptions of value for money have continued to trend upward with all measures recording statically significant increases in average ratings.

**Overall  
satisfaction  
with  
Shellharbour  
City Council**

**3.1 in 2017**

**3.5 in 2019**

**3.7 in 2021**

**Perceptions  
of value for  
money**

**2.8 in 2017**

**3.1 in 2019**

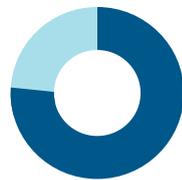
**3.4 in 2021**

\* A full copy of the 2021 Community Satisfaction Results is available on Council's web page

# Top five Operational Facilities and Services most satisfied with\*



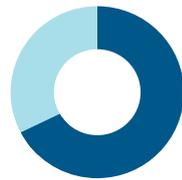
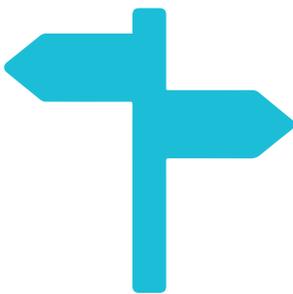
**78%**  
Kerbside garbage  
collection



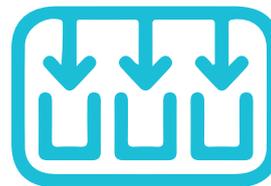
**76%**  
Health and hygiene  
of local business  
premises



**73%**  
Kerbside recycling  
services



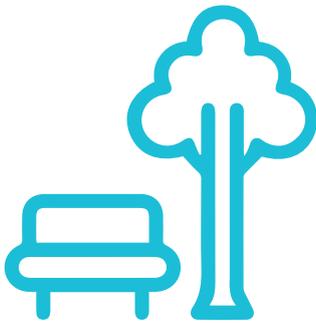
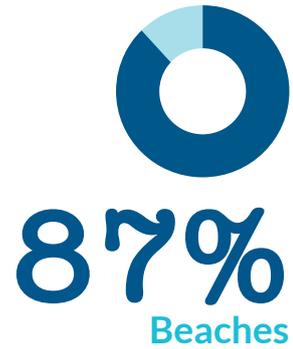
**68%**  
Signage (street signs  
and tourism signs)



**65%**  
Waste depot  
facilities (transfer  
station)

\*Percentages shown are those who indicated that they were satisfied with the facility or service

# Top five Recreational facilities and services most satisfied with\*



\*Percentages shown are those who indicated that they were satisfied with the facility or service

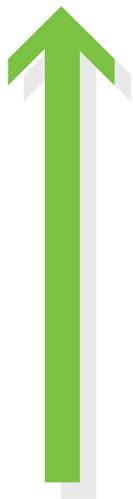
Appearance of  
the Shellharbour  
area

3.8 in 2016

3.8 in 2019

4.0 in 2021

A series of 30 Council services and facilities were presented to participants for rating on importance



#### Five most important facilities and services

- Parks, reserves and other open spaces
- Other community buildings
- Community/cultural events
- Traffic and parking
- Development and building approvals



#### Five facilities and services of lesser importance

- Health / hygiene of businesses
- Playgrounds
- Recycling
- Swimming pools
- Waste depot facilities

Council employees are highly professional

3.5 in 2017

3.6 in 2019

3.8 in 2021

Council makes an effort to understand community needs and expectations

2.8 in 2017

3.2 in 2019

3.4 in 2021

Council puts the community's needs first

2.5 in 2017

3.0 in 2019

3.2 in 2021

# Community Indicators

In consultation with the community and staff, a number of community indicators and measures were developed to track our progress over time. Data provided in this report was sourced from within, as well as external to Council, and is based on information that is available as at 30 June 2021

## 1.1 | Our City is vibrant, safe, creative and inclusive

Measure - An increase in community members participating in community events, activities and organisations

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
Satisfaction with community events and activities e.g. Carols, music events) (Community survey)	3.7	3.5	On track ▲	Influence

Measure - An improvement in the proportion of people who feel and are safe in our City.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
Crime rates (BOCSAR data)		Below NSW rate	On track ▲	Influence
Homicide	Below NSW rate	No change in rate	On track ▲	Influence
Robbery	Below NSW rate	Increased	Not on track ▼	Influence
Sexual offences	Above NSW rate	Increased	Not on track ▼	Influence
Theft	Below NSW rate	Decreased	On track ▲	Influence
Malicious damage	Below NSW rate	Increased	Not on track ▼	Influence
Against justice procedures	Above NSW rate	Decreased	On track ▲	Influence
Disorderly conduct	Below NSW rate	Decreased	On track ▲	Influence
Drug Offences	Below NSW rate	Decreased	On track ▲	Influence

Measure - An increase in community members who are accessing and are satisfied with the range and quality of our community and cultural facilities.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
Satisfaction with arts and creative initiatives (Community Survey)	N/A	3.3	No trend ■	Control
Satisfaction with libraries (Community Survey)	4	4.2	On track ▲	Control
Satisfaction with community centres and halls (Community Survey)	3.7	3.5	On track ▲	Control
Satisfaction with other public buildings (Community Survey)	3.4	3.5	On track ▲	Control

## 1.2 | Our City is active and healthy

Measure - An improvement in the proportion of people who are and feel healthy.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
Prevalence of chronic disease *Diabetes mellitus *People with mental and behavioural health problems *Asthma *Chronic obstructive pulmonary disease *Arthritis (Social Atlas of Health)	Prevalence of chronic disease - 3,603 (6.9 ASR per 100)  *People with mental and behavioural health problems - 8,528 (12.9 ASR per 100)  *Asthma - 6,966 (10.5 ASR per 100)  *Chronic obstructive pulmonary disease - 1,997 (3.0 ASR per 100)  *Arthritis - 11,465 (17.1 ASR per 100)	Prevalence of chronic disease - 3,710 (5.0 ASR per 100)  *People with mental and behavioural health problems - 16,123 (22.7 ASR per 100)  *Asthma - 9,625 (13.5 ASR per 100)  *Chronic obstructive pulmonary disease - 2,069 (2.8 ASR per 100)  *Arthritis - 13,595 (18.4 ASR per 100)	Not on track ▼  Not on track ▼	Influence
Health risk factors *High or very high distress *High blood pressure *Overweight (not obese) *Obese *Current smokers *Consumed more than two alcoholic drinks per day (Social Atlas of Health)	Health risk factors *High or very high distress - 7,243 (14.1 ASR per 100)  *High blood pressure - 12,676 (23.9 ASR per 100)  *Overweight (not obese) - 17,037 (33.2 ASR per 100)  *Obese - 17,118 (32.8 ASR per 100)  *Current smokers - 10,914 (21.8 ASR per 100)  *Consumed more than two alcoholic drinks per day - 8,964 (16.5 ASR per 100)	Health risk factors *High or very high distress - 7,857 (14.6 ASR per 100)  *High blood pressure - 13,362 (23.9 ASR per 100)  *Overweight (not obese) - 18,489 (34.3 ASR per 100)  *Obese - 20,349 (37.2 ASR per 100)  *Current smokers - 9,629 (18.1 ASR per 100)  *Consumed more than two alcoholic drinks per day - 9,077 (16.8 ASR per 100)	Not on track ▼  Not on track ▼  Not on track ▼  Not on track ▼  On track ▲  Not on track ▼	Influence
Life expectancy at birth of: a. Males b. Females (Social Atlas of Health)	Males - 81.2 Females - 84.3	Males - 80.1 Females - 84.7	Males Not on track ▼  Females On track ▲	Influence
Percentage of people who have excellent, very good, or good self-rated health. (NSW Health data)	77.50%	76.2	Not on track ▼	Influence

Measure - Increased community participation in sporting and passive recreational opportunities.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
Usage of services and facilities, including swimming pools and sportfields, including:				
Number of registered players	6,117	14,243	On track ▲	Control
Number of visits to pools	166,845	212,251	On track ▲	Control
Number of sports fields bookings	305	No data available	No trend ■	Control
Percentage of people undertaking adequate physical activity	41.60%	43.60%	On track ▲	Influence

Measure - An increase in community members who are accessing and are satisfied with the range and quality of our recreational facilities.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
90% of residential lots are within 400m walkable distance to an open space area.	94%	89%	Not on track ▼	Control

## 2.1 | Our City protects, promotes and enhances its natural environment

Measure - Improved standards of water quality for our creeks, waterways and oceans.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
Suitability of the following beaches and lakes for swimming and other recreational activities.				Influence
North Shellharbour	Good	Good	On track ▲	Influence
Warilla	Good	Good	On track ▲	Influence
Lake Illawarra entrance	Good	Good	On track ▲	Influence
Average compliance across the LGA in relation to:				Influence
Bacteriological	82.50%	Data not available	No trend ■	Influence
Nutrient	69%	Data not available	No trend ■	Influence
Physiochemical	70%	Data not available	No trend ■	Influence
Number of pollution control devices	0	Data not available	No trend ■	Influence
Tonnes of waste collected	157.49 tonnes	Data not available	No trend ■	Influence

Measure - An increase in the number of residents who spend time caring for the natural environment.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
1. Number of bushcare, landcare and parkcare groups/programs	8 groups 143 Working bees	8 groups 274 working bees	On track ▲	Influence
2. Number of volunteer hours in bushcare, landcare and parkcare programs	3,091	2,460	Not on track ▼	Influence

## 2.2 | Our City practices sustainable living

Measure - A reduction per capita of tonnes of waste to landfill.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. All kerbside waste material generated by households and collected by Shellharbour City Council.	183kg/person/annum	1173kg/person/annum	On track ▲	Influence
2. Kerbside recyclable waste generated by households and collected by Shellharbour City Council.	100kg/person/annum	78kg/person/annum	On track ▲	Influence
3. Kerbside organics generated by households and collected by Shellharbour City Council.	168kg/person/annum	157kg/person/annum	On track ▲	Influence
4. Kerbside Resource Recovery Rate.	60%	57%	On track ▲	Influence
5. Satisfaction with waste depot facilities (Community Survey)	3.2	3.9	On track ▲	Control

## 2.3 | Our City is connected through places and spaces

Measure - Reduction on the dependence of vehicles within our City and promotion of sustainable transport options.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Percentage of people who used public transport to travel to work on Census day.	933 (3.1%)	No data available	No trend <span style="color: green;">■</span>	Influence
2. Percentage of people who rode a bicycle or walked to work on Census day. (ABSCensus)	463 (1.6%)	No data available	No trend <span style="color: green;">■</span>	Influence

Measure - An increase in community satisfaction with the quality of our community assets

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
Satisfaction with general appearance of the Shellharbour City Council area (Community Survey)	3.28	4.0	On track <span style="color: green;">▲</span>	Control
Satisfaction with community centres and halls (Community Survey)	3.7	3.55	Not on track <span style="color: green;">▼</span>	Control
Satisfaction with libraries (Community Survey)	4	4.24	On track <span style="color: green;">▲</span>	Control
Satisfaction with museum (Community Survey)	N/A	3.42	Not on track <span style="color: green;">▼</span>	Control
Satisfaction with toilet facilities (Community Survey)	N/A	3.2	No trend <span style="color: green;">■</span>	Control
Satisfaction with youth services (Community Survey)	3.9	3.37	No trend <span style="color: green;">■</span>	Influence

## 3.1 | Our City plans, builds, and manages infrastructure for the community

Measure - An increase in utilisation and satisfaction of our assets and facilities.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Satisfaction with condition of local roads (excluding highways and main roads) (Community Survey)	3.0	3.4	On track ▲	Control
2. Satisfaction with condition of shared paths (Community Survey)	3.6 (cycleways)	3.5	On track ▲	Control

Measure - Maintain our asset renewal ratio

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Infrastructure renewal ratio	71.47%	100.01%	On track ▲	Control
2. Renewal Expenditure	\$24,634,000	\$13,853,021	On track ▲	Control

## 3.2 | Our City supports and increases employment and business opportunities within a strong local economy

Measure - An increase in the number of local businesses and jobs.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Number of businesses	3,068	3,549	On track ▲	Influence
2. Number of jobs and percentage of the region	18,509 (12.89%)	18,589 (12.93%)	On track ▲	Influence
3. Labour force participation rate	58%	No data available at this stage		
4. Output (\$ and % of the region) (Remplan)	\$4,818.358 million (11.21%)	\$5,207.248 million (11.09%)	On track ▲	Influence

## 3.3 | Our City welcomes, engages and attracts visitors

Measure - An increase in visitors to the City.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
Visitor expenditure (Remplan)				
Domestic day expenditure	\$125	\$97	Not on track ▼	Influence
Domestic night expenditure	\$327	\$684	On track ▲	Influence
International expenditure	\$1,117	\$804	Not on track ▼	Influence

Measure - An increase of tourism enterprises that encourage people to stay and play in Shellharbour.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
Tourism output (Remplan)	\$105.828M	\$152.405M	On track ▲	Influence
2. Tourism jobs (Remplan)	602	889	On track ▲	Influence
3. Tourism value added (Remplan)	\$64.764M	\$76.4M	On track ▲	Influence

## 4.1 | Our City is led through collaboration

Measure - Increased confidence in our City's elected representatives.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
1. Overall satisfaction with Councillors (Community Survey)	3.11	3.5	On track ▲	Control
2. Effective leadership of the area (Community Survey)	3	3.5	On track ▲	Control
3. Representing a broad range of community views fairly (Community Survey)	3.1	3.5	On track ▲	Control

Measure - Increased community participation in community engagement opportunities.

COMMUNITY INDICATOR	BASELINE 2016/2017	PROGRESS 2020/2021	TREND	CONTROL
1. Number of visits to Shellharbour City Council's website	210847	372,482	On track ▲	Influence
2. Followers on Instagram	No data	3,245	On track ▲	Influence
3. Likes on Facebook	3079	15,500	On track ▲	Influence
4. Community engagement in Council's online engagement platform	1,500 visitors to Have Your Say engagement platform	16,652 visitors to Let's Chat engagement platform	On track ▲	Influence
5. Public participation at Council meetings	21	2	On track ▲	Influence

## 4.2 | Our City is supported by a council that is responsive, accountable and financially viable

Measure - Maintain compliance with the Office of Local Government guidelines and legislation.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Compliance with Department of Local Government's annual calendar.	100%	100%	On track ▲	Control
2. Financial ratios:				Control
a. Operating Performance Ratio	5.70%	14.24%	On track ▲	Control
b. Own Source Operating Revenue Ratio	80.50	66.74	On track ▲	Control
c. Unrestricted Current Ratio	2.65	1.75	On track ▲	Control
d. Debt Service Cover Ratio	17.46	11.94	On track ▲	Control
e. Rates, annual charges, interest and extra charges outstanding percentage	4.60%	5.24%	On track ▲	Control

Measure - Increase levels of customer satisfaction through the provision of accessible information.

COMMUNITY INDICATOR	BASELINE	PROGRESS	TREND	CONTROL
	2016/2017	2020/2021		
1. Information from Council staff was clear and easy to understand. (Community Survey)	3.6	4.21	On track ▲	Control
2. Information provided by Council staff regarding my enquiry was consistent. (Community Survey)	3.5	4.05	On track ▲	Control
3. Council staff dealt with my enquiry in a timely manner. (Community Survey)	3.5	3.96	On track ▲	Control



Shellharbour  
CITY COUNCIL

Enquiries and feedback should be made to:  
The Chief Executive Officer  
Shellharbour City Council  
*Dharawal Country*  
Locked Bag 155  
Shellharbour City Centre NSW 2529

Telephone: (02) 4221 6111  
Facsimile: (02) 4221 6016  
E-mail: [council@shellharbour.nsw.gov.au](mailto:council@shellharbour.nsw.gov.au)

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