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# Annual Report

2024-25

Section 1 - Delivery Program Operational Plan Performance



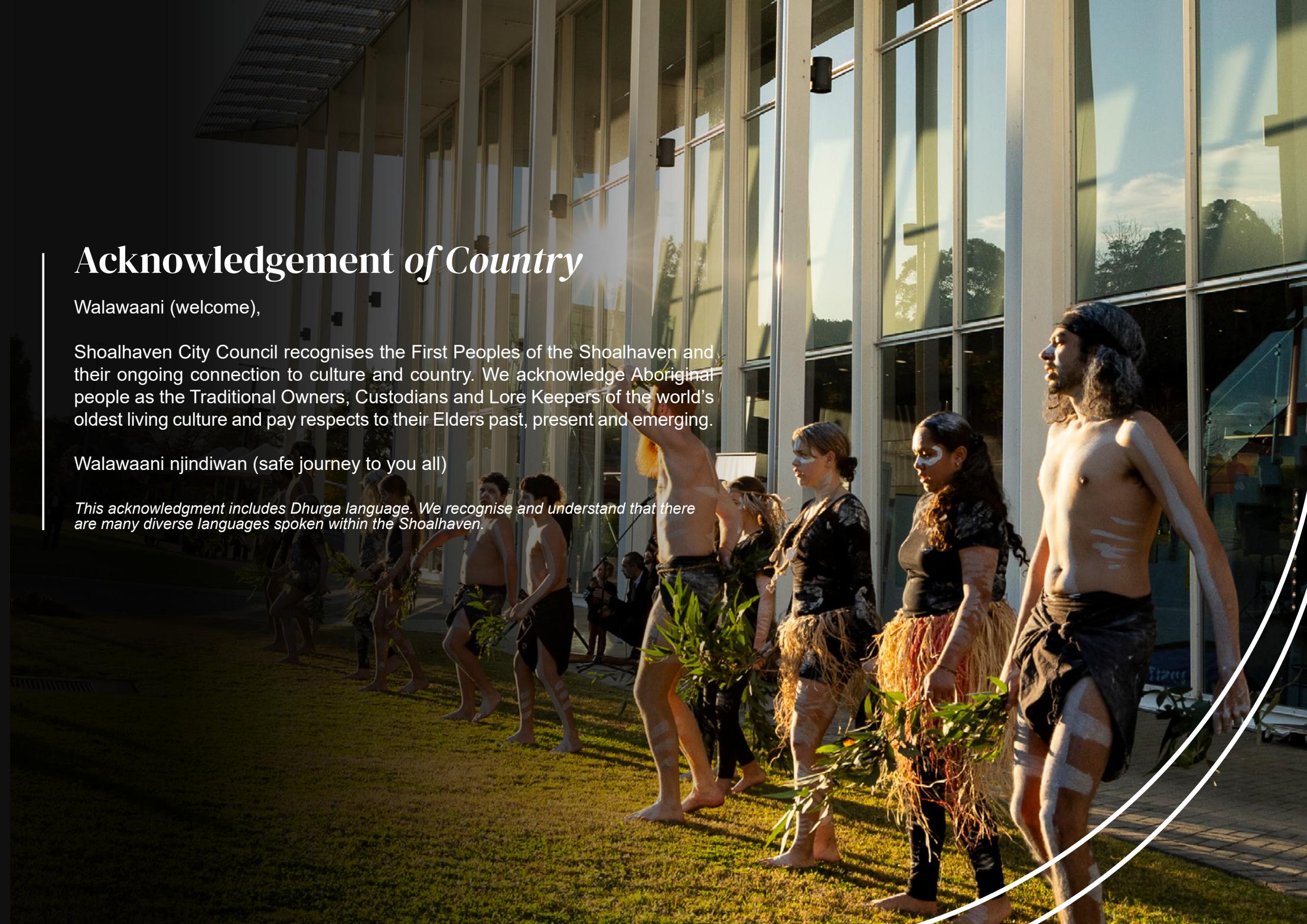
# Acknowledgement of Country

Walawaani (welcome),

Shoalhaven City Council recognises the First Peoples of the Shoalhaven and their ongoing connection to culture and country. We acknowledge Aboriginal people as the Traditional Owners, Custodians and Lore Keepers of the world's oldest living culture and pay respects to their Elders past, present and emerging.

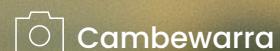
Walawaani njindian (safe journey to you all)

*This acknowledgment includes Dhurga language. We recognise and understand that there are many diverse languages spoken within the Shoalhaven.*



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**“A place of natural  
beauty with  
compassionate,  
resilient  
and thriving  
communities.”**

**-Vision statement**

# *Message from the Mayor*

This is my first year presenting the Annual Report and I'm proud of the achievements and progress Council has made in the 2024-25 year.

I was elected on a platform to get Council's finances back on track and thanks to the efforts of staff to reduce costs and raise revenue we're making great inroads towards financial sustainability while still providing important services to the community.

This year we had a 12 percent Special Rate Variation approved by the Independent Pricing and Regulatory Tribunal (IPART). This extra income will provide additional funding for road improvements following the completion of a comprehensive road condition assessment in May. The inspection report has revealed the condition of our region's 1,906 km of roads and the scale of cost to renew the network – a major piece of research almost a year in the making.

We were lucky to open a new road this year, with Bannada Way (previously known as the Far North Collector Road) officially opened to traffic. The federally funded \$35 million project provides a new link between Illaroo Road and Moss Vale Road, improving access to the new urban land release area of Badagaran and providing an alternative connection to the new Nowra Bridge.

It's hard to believe that the impacts of the natural disasters of 2022 were still being felt this year, but thankfully the final landslip in the \$59 million remediation package was completed after some incredibly hard work and ingenuity. Thanks to joint funding by the Australian and NSW governments under the Disaster Recovery Funding Arrangements, we were able to remediate 38 major landslips in Kangaroo Valley and surrounding communities. The completion of the last landslip on Bunkers Hill Road in Barrengarry in November signalled the end of this major project, putting the local community well on track to recovery.

A stand-out achievement this year was the launch of our inaugural Reconciliation Action Plan (RAP). The document sets out actions and commitments

to strengthen relationships, demonstrate respect and provide opportunities for Council to work more collaboratively with Aboriginal and Torres Strait Islander communities. This is a significant document designed to embed reconciliation into our everyday practices to help drive positive change.

This year we put our heart and soul into being a more inclusive organisation by rolling out Disability Awareness Training program for all staff. This initiative is part of Council's broader Diversity and Inclusion training designed to enhance understanding and foster a more inclusive workplace culture. In addition, we updated our Events Policy to strengthen guidance on accessibility and sustainability in event planning and delivery. And when it comes to how we engage and consult, we also implemented a range of measures to ensure that every single member of our community can participate effectively in inclusive public consultations.

In January, we welcomed the Prime Minister Anthony Albanese to Nowra who announced \$5 million for the Nowra Riverfront Precinct, a new mixed-use hub that will reconnect Nowra city centre with the waterfront. It's an exciting project that will transform Nowra for locals and visitors, shaping the future of the town and strengthening its role as the civic and tourism centre for the Shoalhaven. I can't wait to see it progress over the coming years.

This year closes out my first term as Mayor and my 13th year as a Councillor. I would like to thank Councillors for making the tough decisions to reduce costs and increase revenue, and the community for their trust and support during this time, knowing we've laid strong foundations for the future. I look forward to continuing our work, embracing new opportunities and initiatives that will further strengthen and enrich our region.

Patricia White

*P.K. White*

Mayor, Shoalhaven





# Chief Executive Officer Message

As Council's new CEO, I am excited to present the 2024-25 Annual Report, which highlights a year of significant progress, community impact, and strategic achievement across the Shoalhaven.

This year, we took important steps toward long-term financial sustainability by implementing key actions from our Sustainable Financial Futures Plan. Council has now completed 40 out of 75 actions aimed to reduce costs and save money. These initiatives have allowed us to save more than \$4.1 million and have strengthened our financial foundations, positioning us to better serve our community into the future.

A major milestone was the launch of our inaugural Reflect Reconciliation Action Plan, marking a formal and heartfelt commitment to reconciliation with First Nations people in our community. This plan lays the groundwork for stronger relationships, respect, and opportunities across our region. I look forward to ensuring we continue to the necessary work to implement the 49 actions outlined in the plan.

Environmental sustainability also remains a key focus, with 34 actions completed from our Sustainability and Climate Action Plan. These achievements demonstrate our dedication to protecting the natural beauty of the Shoalhaven as we continue to work towards our target of reducing operational carbon emissions to net zero by 2035. We deepened our commitment to inclusion

and equity, delivering meaningful outcomes through our disability inclusion initiatives. These efforts have helped create more accessible spaces, services, and opportunities for all members of our community. We know we still have more work to do, and will begin consulting with people with disability, their families and careers to update our Disability Inclusion Action Plan (DIAP) over the next 12 months.

We successfully secured 26 grants totalling over \$3.2 million from external sources which has been vital in enabling us to deliver enhanced services, programs and infrastructure. I'd like to take the opportunity to also acknowledge the NSW and Australian governments for their funding support for several major projects including to progress the Nowra Riverfront Precinct, East Nowra Sub Arterial Road, the Shoalhaven Roads Package and to deliver footpaths in Dolphin Point, Bawley Point, Callala Bay, Myola, Narrawallee and Nowra.

Our community engagement efforts continued to grow. We consulted with the community on a wide range of projects and activities, including the Margaret Sheedy Memorial and Community Infrastructure Strategic Plan (CISP). There was certainly plenty passion for our places and spaces with more than 3,000 people providing feedback to help guide short, medium and long-term planning and investment in our buildings, parks, pools, sportsgrounds and playgrounds.

This comprehensive engagement really helped foster dialogue, collaboration, and shared decision-making.

Our leisure centres welcomed over one million visitors, reflecting their vital role in promoting health, wellbeing, and social connection, while the Shoalhaven Regional Gallery attracted more than 40,000 visitors, showcasing the power of arts and culture to inspire and engage.

Finally, our incredible staff won multiple awards for their excellence in leadership, engineering and in delivering social and community infrastructure. This acknowledgment is testament to the impressive breadth of skills we have within the organisation and the hard work of individuals and teams within Council.

This year's achievements reflect the dedication of our staff, the strength of our partnerships, and the trust placed in us by the community. I would particularly like to praise the Mayor and Councillors for showing the financial discipline required for such critical change. Looking ahead, I am committed to working alongside our talented staff to build on this important work and ensure the Shoalhaven continues to be an inclusive, sustainable, and vibrant city in the years to come.

Andrew Constance

Chief Executive Officer

“  
Our values guide our behaviour and help us live in balance with our unique environment and each other to fulfill our goals. We are committed to behaving and acting in ways that reflect our values.  
”



## Our values

### Respect

We are mindful of and care about the feelings, wishes and rights of others.

### Integrity

We are committed to maintain high ethics and standards.

### Adaptability

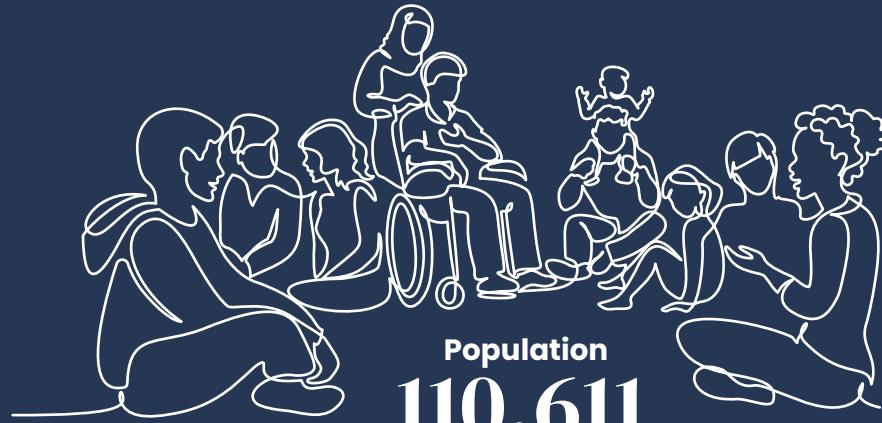
We are ready for change and willing to embrace a new situation.

### Collaboration

We enjoy working together to deliver for our community.



# Where are we now?



**Median age**  
**48**  
19.2% aged 0-17  
36.1% Population of avg. age 60+



**Labour Force**  
**49,164**



**Largest Industry**  
Health care and social assistance

**Total Households**  
**45,894**  
(ABS 2021)

25.8%  
Mortgage

23.1%  
Renting

3.4%  
Social housing



**6.5%**  
identify as Aboriginal and  
Torres Strait Islander



**21%**  
of households are made up  
of couples with children

18%  
Older couples  
without children

26%  
Single  
person

5.2%  
Single  
parent



# Our councillors



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**Mayor**  
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Vacant  
**Councillor**

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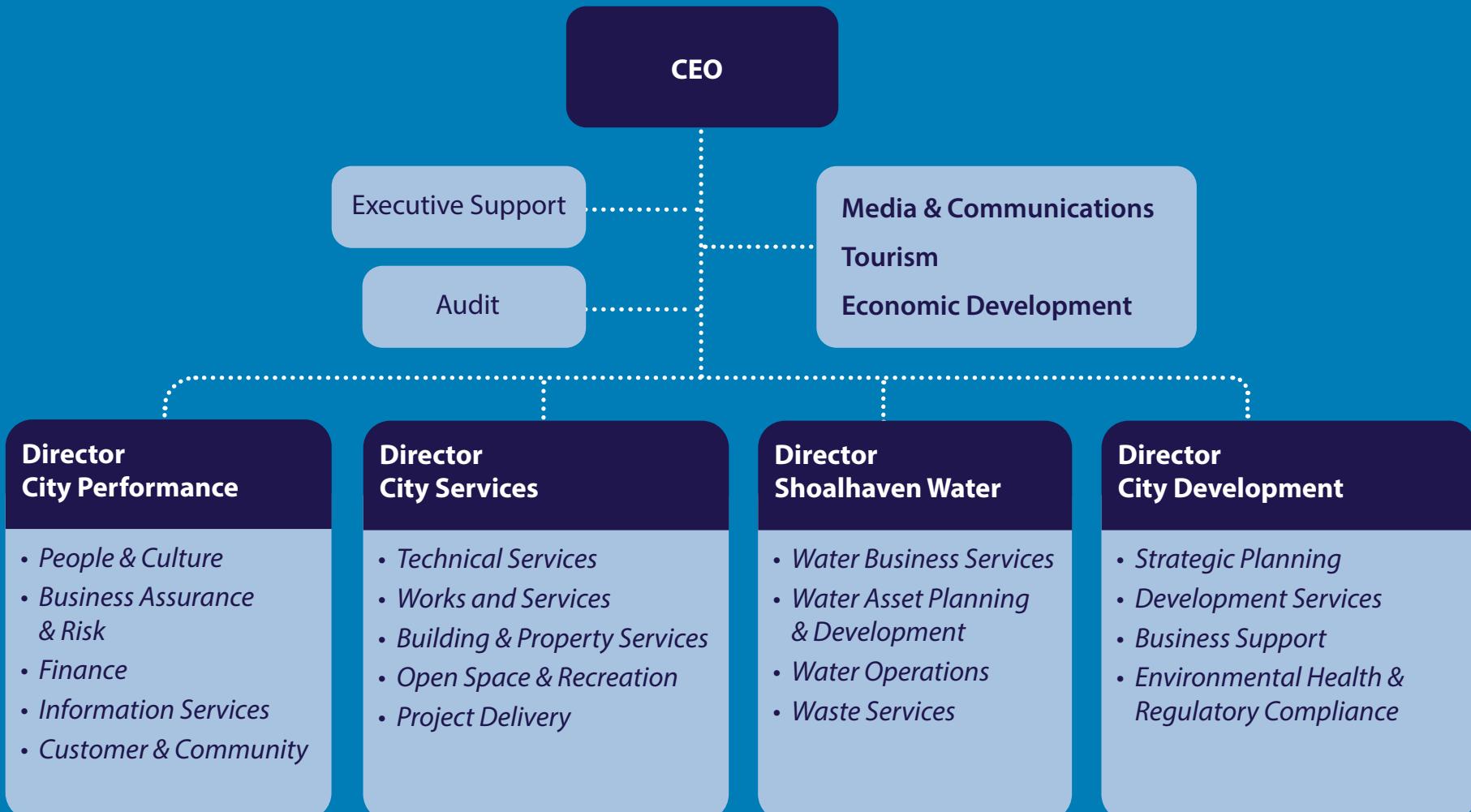
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# Executive and organisational structure



# Planning and reporting framework

Shoalhaven's plans are developed in conjunction with State and Regional Plans, the Resourcing Strategy, other supporting plans, Councillors, staff and the community.

The community plan for the Shoalhaven over the next ten years is captured in the Community Strategic Plan 2035 (CSP2035). While Council will use the plan to develop its objectives and actions, other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's needs.

Our future planning documents are made up of four key components (Figure 1):

1. Shoalhaven 2035 Community Strategic Plan (10 years)
2. Delivery Program Objectives (4 years)
3. Operational Plan & Budget (annual)
4. Council's Resourcing Strategy (4 years)

## Community Strategic Plan

The community plan for the Shoalhaven over the next ten years is captured in the Community Strategic Plan (CSP2035). The purpose of the plan is to identify the community's main aspirations and priorities for the future. The CSP2035 is organised under four pillars (themes) and fourteen key priorities.

While Council will use the plan to develop its objectives and actions, not everything in the plan is Council's responsibility. Other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's needs.

## Delivery Program Operational Plan

The Delivery Program Objectives are Council's response to the Community Strategic Plan and what Council can do within each term of the elected Council. The one-year Operational Plan Actions detail what will be completed over the next 12 months to address the Delivery Program Objectives. Budget, staff resources and assets are allocated to ensure the Actions are undertaken.

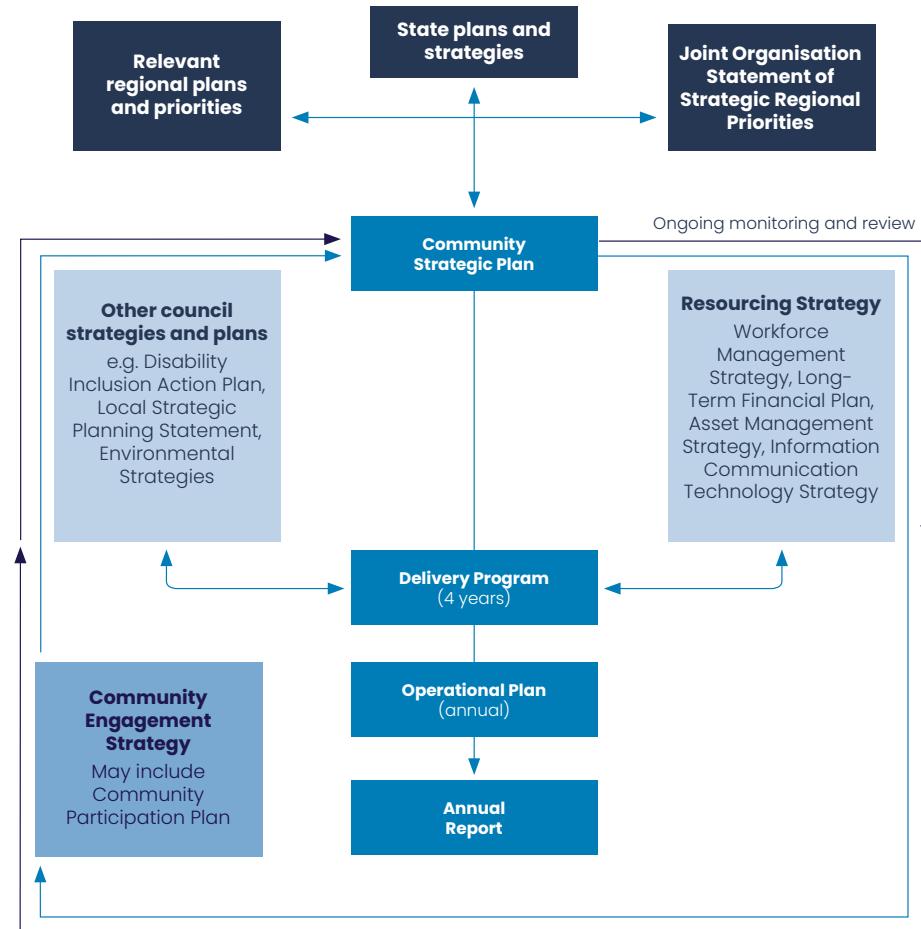
## Resourcing Strategy

While the Community Strategic Plan describes the long-term goals of our community, the Resourcing Strategy outlines how we will help achieve these in terms of time, money, assets and people. It is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Management Framework, technology needs through the ICT Strategy and Council's workforce through the Workforce Strategy.

## Annual Report 2024-25

The annual report provides an overview of Council's achievements during 2024-25, working towards the objectives as set out in the 2022-2026 Delivery Program against the Community Strategic Plan (2032).

Performance comments on each action are included in this Section 1 of the Annual Report. Mandatory reporting under the Local Government Act is included in Section 2 with the audited Financial Statements included in Section 3.



Ongoing monitoring and review

Figure 1: Integrated Planning and Reporting Framework

# Our achievements

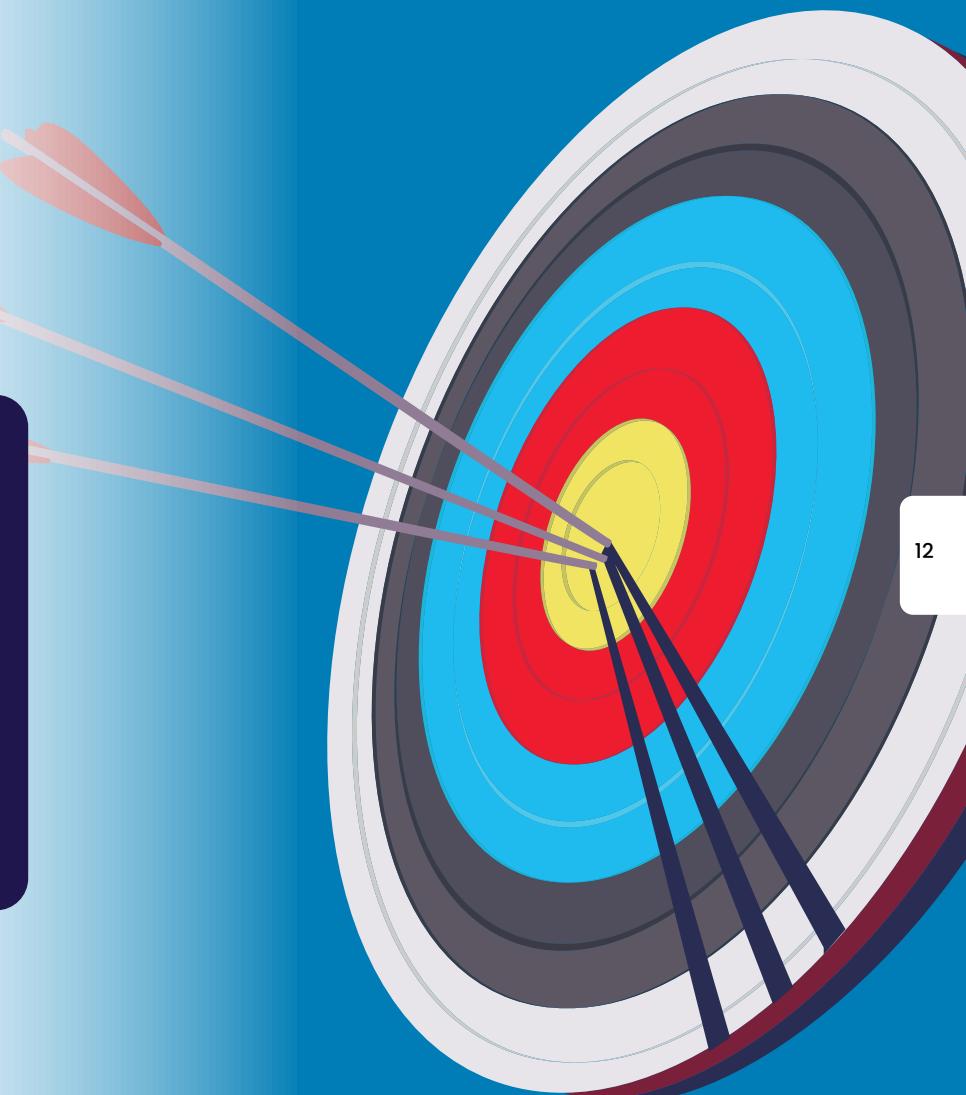
The following lists some of the fantastic initiatives that have been completed during 2024-25 in support of Council's 2022-2026 Delivery Program objectives. Further achievements across Council's wide variety of projects, programs and services are included in this annual report.

The 135 deliverables in our 2024-25 Operational Plan represents the services, projects and programs which work toward achieving the objectives outlined across the four themes and 11 priorities in the Community Strategic Plan 2032.

Council's final performance as of 30 June 2025 showed that 88% of deliverables were completed or on track. Performance comments on each operational plan action are included in this Section 1 of the Annual Report.

 88% Completed and or on Track

 12% On hold/requires attention/deferred



# Capital projects

**Over \$114.3M of capital works were undertaken by Council during 2024-25 financial year as part of our ongoing program of improvements to our roads, footpaths, cycleways, waterways infrastructure, community sports facilities and plant and equipment.**

## Highlights from across the Shoalhaven include

- Construction of a new collector road and shared path in North Nowra - Bannada Way
- Completion of the Lake Conjola RFS Station Upgrade
- Rehabilitation of Lake Conjola Entrance Rd
- Construction of Basin Walk Betterment, Sanctuary Point
- Remediation of Kangaroo Valley Rd
- Completion of the Flinders Industrial Area Stage 11 subdivision
- Upgrades to the Ulladulla Headland Trails (Commee Nulunga)



Lake Conjola RFS Station Upgrade



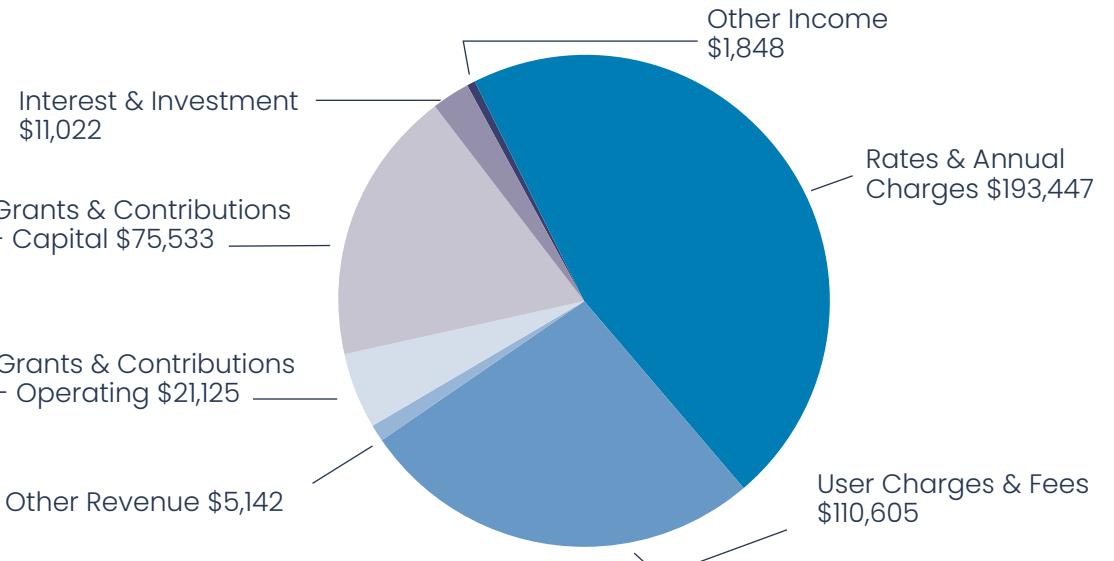
Collector road opening - North Nowra



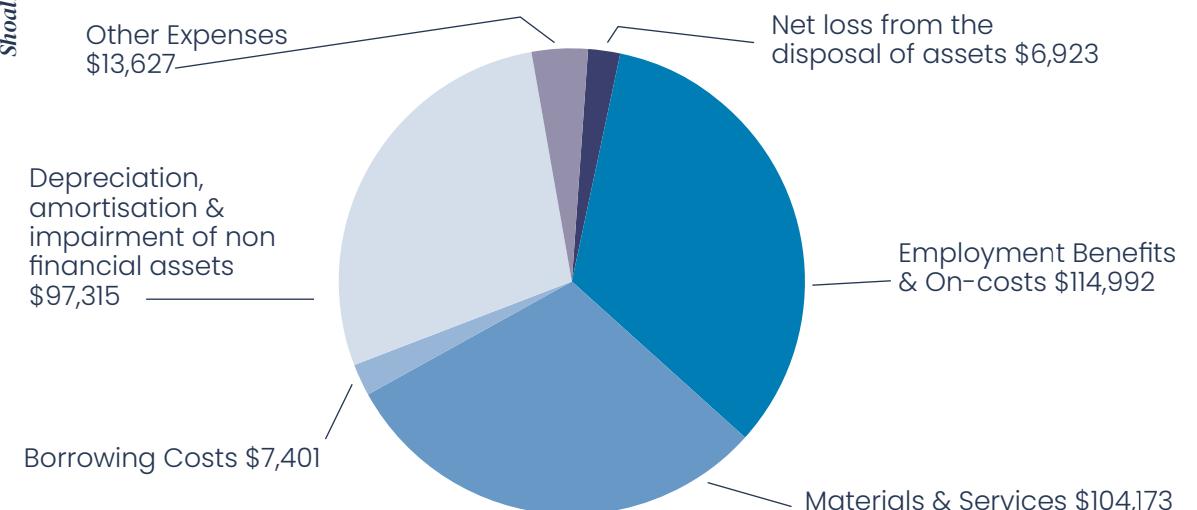
Construction of Basin Walk

# Our financial position

**Income from continuing operations totalled \$418,722 in the following categories (\$,000):**



**Expenses from continuing operations totalled \$344,431 in the following categories (\$,000):**



# Benchmarks

As at 30 June 2025, operational related benchmark performance is shown below. Full commentary on the results are included with the Financial Statements.

Ratio	2024-25 Consolidated Result	Industry benchmark	Met benchmark
Operating performance – how well Council contained operating expenditure within operating revenue	1.65%	>0%	<input checked="" type="checkbox"/>
Own source operating revenue – measures fiscal flexibility and how much Council relies on external funding sources	76.9%	>60%	<input checked="" type="checkbox"/>
Unrestricted current – indicated Council's ability to meet its short-term obligations as they fall due	1.68	>1.5	<input checked="" type="checkbox"/>
Debt service cover – measures operating cash required to service debt	3.18X	>2X	<input checked="" type="checkbox"/>
Rates, annual charges outstanding – assesses the impact of uncollected rates and annual charges on Council's liquidity	8.41%	<10%	<input checked="" type="checkbox"/>
Cash expense (months) - indicates the months Council can continue paying for its immediate expenses without additional cash inflow	8.15	>3.0	<input checked="" type="checkbox"/>

# Financial Sustainability Program

Council is taking action to address the significant financial challenges it currently faces. An independent review of Council's finances in 2023 highlighted the need to boost revenue and reduce costs to ensure we can continue delivering the services and projects our community relies on – both now and into the future. Significant strides have been made toward our financial sustainability following the introduction of the Sustainable Financial Futures Plan (SFFP) in December 2024. The SFFP, developed in response to the recommendations from the independent review, is now well underway, with 40 of 75 key actions completed in 2024-25.

## Revenue Initiatives

- Generated \$11.3 million through the sale of operational land, contributing to strategic financial repositioning.
- Realised \$831,000 from plant and fleet sales, improving cash flow and reducing depreciation costs.
- Approval of a 12% special rate variation, boosting revenue to support asset renewal efforts.

## Cost Saving Measures

- \$7m of operational savings have been found and incorporated into 2025-26 budget.
- Council established a Financial Sustainability Reserve to hold one-off savings, which currently sits at \$4.1 million.
- Implemented an executive restructure and a vacancy review, streamlining leadership and reducing employee costs.
- By reducing the size of our fleet this year, Council will see ongoing operational cost savings that will contribute to the SFFP target in 2025-26.
- Lowered future Fringe Benefits Tax (FBT) liability by purchasing more cost-effective fleet vehicles and increasing the employee contribution.

## Commercial Service Reviews

- Family Day Care: In February 2025, a decision was made to close this service, resulting in ongoing savings of \$90,000 per annum.
- Bereavement Services: The service review has progressed to implementation, with actions in progress. This includes issuing an Expression of Interest (EOI) as recommended by the Finance Review Panel.
- Shoalhaven Entertainment Centre (SEC): In 2024-25, Council completed an assessment of the current SEC service. A detailed options analysis is now underway and will be finalised in early 2025-26.

Progress against our financial sustainability initiatives reflect a strong commitment to responsible financial management and position Shoalhaven City Council for a more sustainable future, reducing the budgeted 2024-25 'general fund' operating deficit from \$28 million to an actual 2024-25 operating deficit of \$17.4 million.





# Performance overview

The following section provides an overview of Council's progress towards achieving the objectives in our delivery program across the 4 key themes and 11 priorities set in the Community Strategic Plan 2032.

Full performance comments against each of the 135 deliverables in the operational plan 2024-25 are also included in this report.

Overall progress shows:



119

Completed



16

On Hold/Requires Attention/Deferred.

## Resilient, safe, accessible & inclusive communities

- 1.1 Support inclusive, safe and connected communities
- 1.2 Preserve, support and develop cultural and creative vitality across our communities
- 1.3 Support community wellbeing through fostering active and healthy communities

## Sustainable, liveable environments

- 2.1 Manage our infrastructure for long term sustainability to meet community need
- 2.2 Manage growth and development with respect for environmental and community values
- 2.3 Protect the natural environment and enhance sustainability

## Thriving local economies that meet community needs

- 3.1 Strengthen and diversify the economy
- 3.2 Deliver safe, vibrant and attractive public spaces

## Effective, responsible and authentic leadership

- 4.1 Deliver reliable, high quality services
- 4.2 Provide transparent leadership through effective government and administration
- 4.3 Inform and engage with the community about the decisions that affect their lives



# Disability Inclusion Action Plan Showcase

## Disability Awareness Training

In August 2024, Shoalhaven City Council launched a 30-minute online Disability Awareness Training program for all staff. This initiative marked the first module in Council's broader Diversity and Inclusion Training package, designed to enhance understanding and foster a more inclusive workplace culture. The training covers key learning outcomes, including:

- Understanding the prevalence of disability in Australia
- Recognising both visible and invisible disabilities
- Applying person-first language
- Avoiding assumptions about individuals' capabilities
- Understanding legal obligations under relevant legislation
- Promoting inclusive workplace practices
- Building disability confidence to support respectful and accessible work environments

The program was very well received across the organisation, with staff embracing the opportunity to deepen their awareness of disability in the workplace. The flexible delivery format allowed staff to complete the training independently at their desks or collaboratively during team meetings and briefings. Teams that undertook the training together reported that it sparked meaningful and positive conversations around inclusion, accessibility, and ways to better support colleagues and community members.



## Accessible Events and Consultation

Council's Events Policy was updated to strengthen guidance on accessibility and sustainability in event planning and delivery. In collaboration with a specialist disability provider, Council developed resources to support staff and community members organising inclusive and accessible events. The guidelines are available on Council's Event Support page.

Council considers accessibility opportunities to ensure community members can participate effectively for inclusive public consultations. A range of measures are implemented, including:

- Informative animations that explain proposals in engaging, easy-to-understand formats
- Subtitles and transcript options for video content
- Survey questions provided in Easy English
- One-on-one support at in-person workshops, with staff assigned to discussion tables to assist participants to fully engage with the material and discussions
- Use of iconography in event invitations to improve clarity and engagement

In early 2025, Council conducted targeted consultation with people living with disability, their families, and carers as part of the Disability Inclusion Action Plan review. This engagement ensured that the voices of people with lived experience were central to shaping future actions and priorities.



# Resilient, safe, accessible & inclusive communities



# Highlights

**88% Completed**

**3% On track** **3% On Hold** **3% Requires Attention** **3% Deferred**

## Highlights

- Rangers completed a total of 6,434 proactive patrols during 2024-25. These included beach patrols, other patrols (council showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), parking patrols and school zone patrols. End of year results exceeded the yearly target of 3,000 patrols.
- Swim Sport Fitness continue to provide programs and services to cater for community demand for aquatics, health and fitness programs such as the introduction of Pickleball at the Indoor Sports Centre which has led to the inception of the Shoalhaven Pickleball Association in June 2025.

- Shoalhaven Libraries continue to provide online services, resources and information to the community with 852,432 virtual visits at Council's Libraries for 2024-25.
- Initiatives which support and foster connections in the community ranged from Thrive Together Pop Ups, ClubGRANTS 2025, NAIDOC Awards Committee, Youth Week, Disability Forum and Doing It Tough Guide.
- The Reconciliation Action Plan was launched on 28 May 2025 at the Nowra Regional Gallery with local Elders, Aboriginal Community, Councillors, Members of Parliament, community and council staff.

## Progress snapshot



Swimming pool safety inspections  
**395**

Attendances at Aquatic and Leisure Centres  
**991,650**

Shoalhaven Regional Gallery attracts  
**40,137** guests



Ranger Services - beach patrols



Thrive Together Pop-ups



RAP launch - Shoalhaven Regional Gallery



# How we're doing

What	Measure	Baseline	Target	2024-25	Meeting Target 2024-25
Council resilience and readiness capability in emergency management	Disaster response in the Shoalhaven (rating out of 5 – community survey)	3.9	↑	—	⚡
People's feeling of connection to their community	Feeling part of your community (rating out of 5 – community survey)	4.1	↑	—	⚡
Socio-economic indicators	SEIFA (Socio Economic Indexes for Areas)	964	↑	980	✓
Use of public transport or active transport	Trips to work using public transport or active transport (walking or cycling) for residents (%)	5.2%	↑	3.6%	✗
Households in need of affordable housing in Shoalhaven	Percentage of households in housing stress	11.10%	⬇	9%	✓
Community safety	Recorded major offences against persons and property (number – decreasing, 2021 baseline) NSW Bureau of Crime Statistics and Research	7,255	⬇	8,212	✗
People's feeling of safety in their neighbourhood	How safe you feel (rating out of 5 – community survey)	4.3	↑	—	⚡
Number and / or variety of cultural activities/events	Type of events & council support of events (rating out of 5 – community survey)	3.6	↑	—	⚡
Community satisfaction with Shoalhaven arts and culture	Culture & Arts Improving -Shoalhaven Regional Gallery & Shoalhaven Entertainment Centre (rating out of 5 – community survey)	4.1	↑	—	⚡



Council engagement with the Aboriginal community	Level of engagement with the Aboriginal community on Council's projects and programs including development of the Reconciliation Action Plan	New (30)		20	
Level of volunteerism	Percentage of the Shoalhaven population doing some form of voluntary work (Baseline 2021 Census)	15.4%		15.4%	
Community satisfaction with parks, playgrounds, sporting venues, aquatic centres, public halls	Satisfaction with parks, playgrounds, sporting venues, aquatic centres & public halls (rating out of 5 – community survey – average)	3.85			
Australian Unity Personal Wellbeing Index (Aust. Ave 75.9)	Happiness Index (rating out of 5 – community survey) %	84.6%			
Community satisfaction with facilities and services for people living with a disability	Community satisfaction of facilities and services for people living with a disability (rating out of 5 – community survey)	3.5			



# Sustainable, liveable *environments*





# Highlights

61% Completed

22% On track

17% Requires Attention

## Highlights

- Critical water supply and wastewater mitigation projects are in development, including the Coonemia Recycled Water Plant (CRWP), Bamarang to Milton Stage 2 (B2M2) and the mains replacement program. Risk assessment and mitigation actions undertaken as part of Hydraulic model assessment and strategy development project.
- There were 34 actions completed within Council's Sustainability and Climate Action Plan (2023-2027) with 10 currently in progress.
- Council's Flood Alert network (rain gauges, water level gauges and repeater stations) are fully operational and all site audits and maintenance is up to date.
- All funded pathways were designed, and construction commenced on Myola Pathways project, Dolphin Point Road and Murramarang Road, River Road and Sheaffe Street Callala Beach.

## Progress snapshot





Coonemia Road Reclaimed Water Management Scheme – site

27



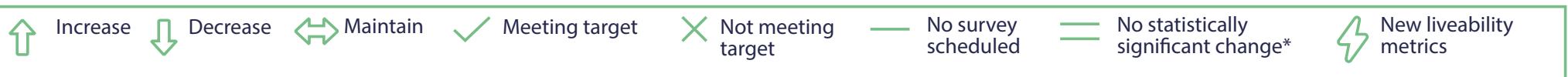


# How we're doing

What	Measure	Baseline	Target	2024-25	Meeting Target 2024-25
Community satisfaction with roads	Community satisfaction maintenance of sealed & unsealed local roads (rating out of 5 – community survey)	2.6	⬆	—	⚡
Length of footpaths and cycleways	Total length of footpaths and cycleways in kms	246.82	⬆	317.95	✓
Community satisfaction with provision of cycleways	Community satisfaction with provision of cycleways (rating out of 5 – community survey)	3	⬆	—	⚡
Backlog of repair and renewal of community assets	Infrastructure backlog as a percentage of total infrastructure assets (audited results)	2.6	⬇	3.92	✗
Community satisfaction with the strategic planning process	Community satisfaction with strategic planning within Shoalhaven (rating out of 5 – community survey)	2.8	⬆	—	⚡
Urban canopy cover on public land	Urban canopy cover on public land (%)	New	⬆	60.28	==
Community satisfaction with management of natural environment	Community satisfaction with management of natural environment (rating out of 5 – community survey)	3.2	⬆	—	⚡
Community satisfaction with environmental protection and enforcement (e.g. building site inspections, illegal dumping, tree vandalism or clearing)	Community satisfaction with environmental protection and enforcement (rating out of 5 – community survey)	3.1	⬆	—	⚡



Waterway environmental health	Percentage of water samples that meet the AS/NZ water quality guidelines as captured by Aqua Data	75%		89%	
Council's greenhouse gas emissions	Greenhouse gas emissions (tonnes CO2e-) baseline 2020-21	77,567		67,208	
Community's greenhouse gas emissions	Greenhouse gas emissions (tonnes CO2e-) (baseline to be established)	1,305,000 tCO2e		1,203,900 tCO2e	
Participation in environmental programs	Number of participants in environmental events and projects	New (262)		550	
Participation in environmental programs	Number of active bushcare groups on Council managed land	60		58	
Diversion of waste from landfill	Percentage of waste diverted from landfill	36%		37%	



# Thriving local economies that meet community *needs*



# Highlights

83% Completed

11% Requires Attention 6% Deferred

## Highlights

- There were six successful Regional Event Fund grant applications securing over \$100,000 from Destination NSW (DNSW) through advocating and supporting events coming to Shoalhaven. The Economic Development team are actively engaging with external event organisers to showcase Shoalhaven's venues for large events.
- Nowra and Ulladulla Visitor Centres maintain strong Google ratings of 4.3 and 4.4 stars, achieving a solid average of 4.35 and consistently delivering high-quality service throughout 2024-25.
- Key Council staff continue to participate in the Illawarra Shoalhaven Joint Organisation (ISJO) facilitated projects including the recently launched Community Renewables program which is making it easier for residents and small businesses to access affordable solar and battery solutions, helping cut bills and boost energy resilience.
- Economic Development participated in events and networking opportunities to build relationships with external networks, organisations and government agencies. This included showcasing the region's capabilities at the Illawarra Career Expo and supporting the School Steer Spectacular to promote a career in the local agriculture sector.
- During 2024-25 Council submitted 77 grant applications to external funding sources with 26 successful grants that have brought in over \$3.2M in additional funding to help deliver projects to the community.

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## Progress snapshot

Number of events  
on Council owned or  
managed land

**245**

Number of Council  
grant applications

**77**

**356**  
Business  
networking  
opportunities  
attended

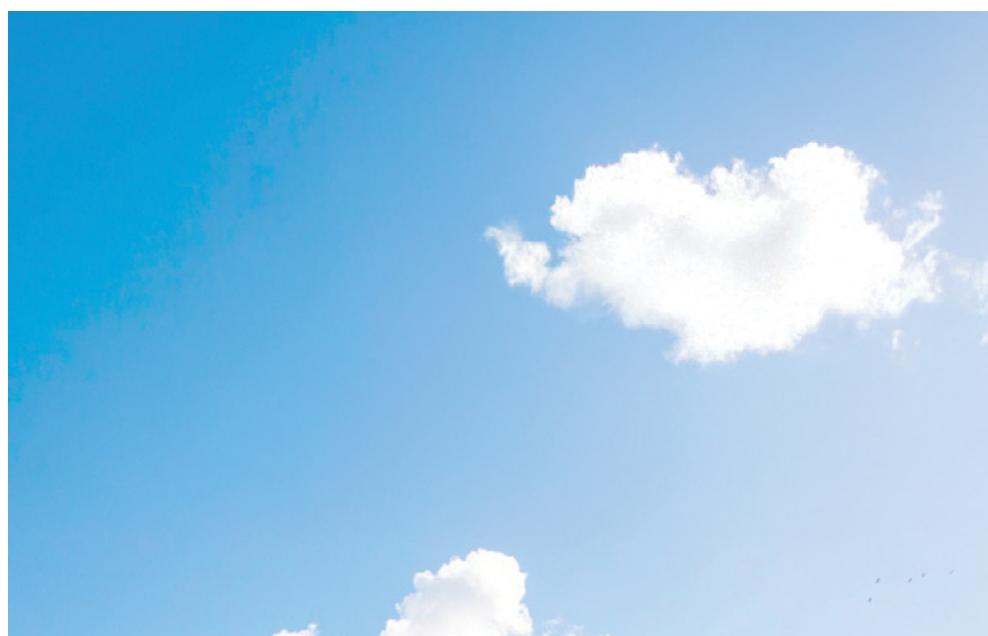
**4.35/5 stars**

Shoalhaven Visitor Centre  
Rating





Illawarra Career Expo 2025



32



Illawarra Shoalhaven Joint Organisation (ISJO)



Ulladulla Civic Centre



# How we're doing

What	Measure	Baseline	Target	2024-25	Meeting Target 2024-25
Shoalhaven economic indicators	Gross regional product \$M	6,040	⬆️	8,322	✓
Shoalhaven economic indicators	Total number of people employed in the Shoalhaven (id profile)	38,909 (46.7%)	⬆️	44,477 (48.8%)	✓
Shoalhaven economic indicators	Total value of construction and complying development certificates issued (\$M)	\$462.7M	⬆️	\$720M	✓
Shoalhaven economic indicators	Number of new businesses that employ one or more people	New 8,085	⬆️	8,281	✓
Shoalhaven economic indicators	Percentage of total jobs across the top 10 employing industries (%)	83%	↔️	88%	✓
People's perception of Shoalhaven as liveable city	People's perception of Shoalhaven as liveable city (% community survey)	81%	⬆️	—	⚡
Community satisfaction with Shoalhaven's CBDs	Community satisfaction with Shoalhaven's CBD (rating out of 5 – community survey)	3.1	⬆️	—	⚡
People's perception that the Shoalhaven is a vibrant place to live and work	Shoalhaven is a vibrant city (rating out of 5 – community survey)	3.4	⬆️	—	⚡



Effective, responsible  
& authentic *leadership*



# Highlights

86% Completed

6% On track 4% On Hold 4% Requires Attention

## Highlights

- The Community Engagement Strategy and Framework has been adopted by Council which now includes the updated Community Participation Plan.
- Several engagement activities were completed this year, including the Community Infrastructure Strategic Plan, proposed Special Rate Variation, Margie Sheedy Memorial Project, Draft Community Strategic Plan 2035, Draft Delivery Program Operational Plan and Budget 2025-26, and initial Disability Inclusion Action Plan review.
- Shoalhaven Animal Shelter works tirelessly to ensure minimal returns of adopted animals with 487 adoptions and an overall adopted animal return rate of 6.1%, well below the 10% target.
- Council's self-insurance case management activities have shown sustained strong performance over more recent audits. Compliance for the 2024 claims period audit is 98%, up from 97% in 2023.
- Strategic Work Health & Safety Plan initiatives implemented included the Inspection Testing and Monitoring system in OneCouncil, 908 staff attended the 'Let's Talk About Safety' events, and 120 leaders trained in Managing for Team Wellbeing.

## Progress snapshot

**112.2** Seconds  
Average wait time at  
Nowra Customer Service  
Centre  
(5 min target)

**84.1%**  
of IT service desk  
requests completed  
within SLAs

Customer service  
enquiries resolved  
at first contact  
(80% target)  
**82.2%**

**182**  
Number of  
media releases



The Community Engagement Strategy and Framework



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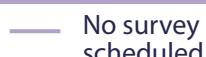
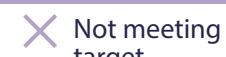


Shoalhaven Animal Shelter with 487 animal adoptions



# How we're doing

What	Measure	Baseline	Target	2024-25	Meeting Target 2024-25
Community satisfaction with Council services	Overall satisfaction with Shoalhaven City Council (rating out of 5 – community survey)	3.34	⬆️	—	⚡️
Community expectations about customer service	Overall performance of council in dealing with your request (rating out of 5 – community survey)	3.6	⬆️	—	⚡️
Community expectations about customer service	Timeliness of council responding to community requests (rating out of 5 – community survey)	3.5	⬆️	—	⚡️
Development Applications assessment times	Percentage of Development Applications determined within 40 days (council records – %) Target 65%	62%	⬆️	44%	✗
Identified positions within Council	Number of identified positions within Council	6	⬆️	7	✓
Council's financial benchmarks	Number of financial benchmarks that meet the six target ratios (baseline 2020-21)	5	⬆️	6	✓
Community's satisfaction with Council's leadership	Community satisfaction with Council's leadership (new survey question rating out of 5)	2.6	⬆️	—	⚡️
Community's awareness of initiatives that affect their lives	Community's awareness of community engagement projects and initiatives (percentage – community survey)	34%	⬆️	—	⚡️
Community's participation in decisions that affect their lives	Active participation in community engagement projects/initiatives (percentage – community survey)	26%	⬆️	—	⚡️



New liveability  
metrics

# Resilient, safe, accessible & inclusive *communities*





# Resilient, safe, accessible and inclusive *communities*

Completed

On Track

On hold

Requires Attention

Deferred

Objective	Description	Status	Comment	Responsible Manager
<b>1.1.01 – Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies</b>				
1.1.01.01	Coordinate Local Emergency Management Committee (LEMC) meetings and collaborate with combat agencies and functional areas to educate and prepare communities		The LEMO is working with new/additional stakeholders to ensure that the LEMC is working collaboratively across all organisations and agencies to ensure that the LEMC is working to its potential.	Manager – Works & Services
1.1.01.02	Develop community profiles in consultation with each town and village within the Shoalhaven identifying hazards, critical infrastructure and vulnerable facilities/groups		<p>An Emergency Management Expo was presented in Conjola with additional expos scheduled in other communities.</p> <p>The Emergency Management Expo for Sussex Inlet, Vincentia/Huskisson and Kangaroo Valley have been booked and there has been a good uptake from the members of the Local Emergency Management Committee to engage with these communities.</p> <p>Additional locations such as Bomaderry, Nowra, Berry and Shoalhaven Heads will be added if resources and finances allow</p>	Manager – Works & Services
1.1.01.03	Liaise with the Rural Fire Service Strategic Planning Committee to deliver assigned and future projects for emergency service facilities as per allocated funding		RFS Strategic Planning Committee & District Liaison Meetings were conducted on 7 Aug 2024, 27 Nov 2024, 26 Feb 2025 and 28 May 2025. Monthly Project Update Meetings were held and status of all current projects discussed and recorded in corresponding minutes.	Manager – Building & Property Services

1.1.01.04	Inspect Asset Protection Zones and fire trails for compliance against bushfire mitigation guidelines		<p>100% of all the APZ sites have been inspected, and approx. 90% compliant in 2024-25. Planning is now underway for the 2025-26 financial year of all APZ with additional requests being received for inclusion of new APZ's.</p> <p>Fire Trails are required to be inspected annually or after a severe weather event. Currently Fire Trails are approx. 95% serviceable in 2024-25, with maintenance &amp; repair work identified.</p>	Manager - Works & Services
1.1.01.05	Annual audit of Council's responsibilities within the Shoalhaven District Bushfire Plan		<p>Bushfire Mitigation Officers have been in regular meetings with RFS District staff to ensure compliance with the Shoalhaven Bush Fire Risk Management Plan.</p>	Manager - Works & Services
<b>1.1.02 – Support communities to become safer and more resilient through positive and effective planning, partnerships and programs</b>				
1.1.02.01	Work with the NSW Government to progress the Crown Lands Plans of Management		<p>All plans of management assigned to Open Space &amp; Recreation Planning (11 in total) have been submitted to Crown Lands for review, with permission to exhibit received for all documents.</p>	Manager - Technical Services
1.1.02.02	Work with community to improve sense of identity and belonging through the support of relationship building, inclusion and community pride		<p>The team have provided promotional support for the Seniors Festival via posters and socials. The team have formed a planning committee to plan and deliver a Southern focused Thrive pop-up in the second half of the year.</p> <p>The team have worked with local clubs, Department of Communities and Justice (DCJ), NSW Health and community organisations to facilitate the ClubGRANTS Round 2025.</p> <p>The Community Capacity Builder, Aboriginal started in June 2025 and has been working with Council teams, other local Councils and external organisations to plan NAIDOC Week events and the Local Government Regional Awards which were held in July 2025.</p>	Manager - Cultural & Community Services

**1.1.03 – Develop plans and strategies which help to create an inclusive community and improve equitable access to opportunities**

1.1.03.01	Collaborate across departments to provide a range of programs to activate Destination Parks and showgrounds		Teams prepared destination parks and showgrounds for monthly markets and events at Huskisson, Ulladulla, Milton, Berry, Nowra, Kangaroo Valley and Mollymook. Collaborated with Tourism to prepare for events such as, Jervis Bay Ultratrail, Fine Wine Festival Berry, Group 7 Magic Round Footy Festival at Artie Smith Oval, Milton Folk, Jazz and Blues Festival, South Coast Beef School Steer Spectacular, Blessing of the Fleet Ulladulla Harbour and Anzac Day memorial services across the LGA.	Manager – Shoalhaven Swim Sport Fitness
1.1.03.02	Conduct accessibility audits of public & community buildings		2 audits completed this year (Berry School of Arts & 4 McIntyre Way). Funded works that include Accessibility improvements to 4 McIntyre Way building have commenced and planned for completion prior to September 2025.	Manager – Building & Property Services
1.1.03.03	Work with community to foster an inclusive Shoalhaven where everyone has equitable access to opportunities and continue to deliver priorities from the Disability Inclusion Action Plan (DIAP)		The team provided support to Council's Social Planner to implement a review of the DIAP. Engaged with young people through Youth Week and a workshop with the Youth Advisory Committee. The Disability Expo Committee continue to plan for the 2025 Disability Expo, with our team supporting.	Manager – Cultural & Community Services
1.1.03.04	Provide social planning advice to improve understanding of social needs and inform decision-making		Coordinated Reconciliation Action Plan (RAP) Yarning and Working Group agendas, prepared EOI for additional Working Group members. Participated in Reconciliation Australia RAP Learning Circle to investigate implementation strategies. Commenced consultation for implementation of Social Planner RAP actions and guidelines for staff with actions. Reviewed current Disability Inclusion Action Plan with all staff and community surveys, engagement presentations with Council's Inclusion and Access, Youth and Aboriginal Advisory Committees. Completed Review Report in line with NSW government requirements.	Manager – Cultural & Community Services



<b>1.1.04 – Advocate for improvements to public transport services and provide support for community-led initiatives that improve transport options</b>				
1.1.04.01	Provide feedback and input into cross government strategy development and implementation that aligns with key regional priorities related to public transport and improved transport connectivity		Council staff continued to be involved and provided input and feedback into a range of strategic transport planning projects being undertaken by Transport for NSW including the following projects - Nowra Bypass, Illawarra Shoalhaven Strategic Regional Integrated Transport Plan, South East and Tablelands Strategic Regional Integrated Transport Plan, Princes Highway upgrade, and Milton-Ulladulla Bypass.	Manager - Strategic Planning
<b>1.1.05 – Develop plans which will enable a variety of affordable and appropriately serviced housing options</b>				
1.1.05.01	Update the Affordable Housing Strategy and commence the preparation of a City-wide Housing Strategy		Affordable Housing Strategy adopted by Council in August 2024. Expressions of Interest sought for membership of the proposed Taskforce that will be established to assist with the Actions in the Strategy. EoI process concluded in April 2025 and reported to Council for consideration.  Strategic Growth Principles to inform and provide the basis for the proposed City-wide Housing Strategy adopted by Council in Dec 2024. Incorporated into the Local Strategic Planning Statement (LSPS). Housing Strategy background work continued.	Manager - Strategic Planning



## 1.1.06 – Use Council's regulatory powers and government legislation to enhance community safety and deliver community safety programs and projects

1.1.06.01	Implement an inspection regime required to ensure the satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health	!	Environmental Health Officers are implementing the inspection regime for on-site sewage management systems. Where systems have failed the inspection appropriate compliance action is undertaken to achieve compliance which is supported by education on the operation of the respective system and the associated health and environmental risks associated with poorly performing or managed systems.	Manager – Environmental Services
1.1.06.02	Undertake environmental health regulatory inspections to ensure compliance with legislative standards	✓	The following Environmental Health inspections were completed: 472 On-site sewage management systems 257 Food hygiene inspections 4 Underground petroleum storage systems 63 Construction sites audited for adequate sediment and erosion controls	Manager – Environmental Services
1.1.06.03	Undertake swimming pool inspections in accordance with the adopted program	✓	In 2024-25, Compliance completed 395 swimming pool inspections. 149 certificates of compliance and 129 certificates of non-compliance.	Manager – Certification & Compliance
1.1.06.04	Ranger Services undertake proactive patrols in order to meet the needs of the community and council	✓	Rangers completed a total of 6,434 proactive patrols during 2024-25. These included beach patrols, other patrols (council showgrounds, camping hot spots, boat ramps, vegetation vandalism, illegal dumping, asset inspections and inland reserves), parking patrols and school zone patrols. End of year results exceeded the yearly target of 3,000 patrols.	Manager – Certification & Compliance
1.1.06.05	Undertake retail food premises regulatory inspections to ensure compliance with legislative standards	✓	A total of 810 food hygiene inspections, re-inspections and pre-opening inspections were undertaken during 2024-25. The yearly average food safety ratings were: 42.75% excellent, 38.75% very good, 12.5% good with 6% no rating given).	Manager – Environmental Services

**1.2.01 – Develop partnerships and services to support active participation in a vibrant and inclusive arts community**

1.2.01.01	Increase visitation to the Shoalhaven Regional Gallery		Visitation numbers for Shoalhaven Regional Gallery increased between June 2024 and June 2025 by 30%. Key factors driving this increase has been a targeted connection between exhibition and public programming, for example, the May to July exhibition of First Nations artists and the Reconciliation Action Plan launch.	Manager - Cultural & Community Services
1.2.01.02	Shoalhaven Entertainment Centre will curate and deliver inclusive annual seasons of performing arts, events and public programs reflective of our diverse community		<p>Attendances were down 37% and ticket sales down 23% on the same period for 2023-24 [12 performances].</p> <p>The full year reporting as at June 30 2025 is actually the last half of the 2024 season and the first half of the 2025 season.</p> <p>For the past 12 months 8,421 patrons attending 25 performances of curated shows. This is down from 15,256 patrons in 2023-24 [30 performances]</p> <p>New genres introduced this year were a sing-a-long movie "Wicked" and a unique dining experience on the main stage "Behind the curtain".</p> <p>The largest 3 grossing events were</p> <ul style="list-style-type: none"> <li>-Sydney Symphony Orchestra [Classical Music]</li> <li>-1984 [Classic theatre]</li> <li>-The Visitors [Indigenous theatre]</li> </ul>	Manager - Commercial Services
1.2.01.03	Shoalhaven Regional Gallery will diversify and increase income generated by profitable programming initiatives		Over the past twelve months, the Shoalhaven Regional Gallery has experienced a transition with the retirement of a long-term watercolour art educator, creating an opportunity to explore fresh and innovative workshop offerings. Key new initiatives that have diversified income for the Gallery have come from working with artists engaged with exhibitions and public programs to supply items for the shop.	Manager - Cultural & Community Services

**1.2.02 – Provide and maintain cultural facilities to meet community needs**

1.2.02.01	Progress development of a new Library at Sanctuary Point in line with adopted position of Council		A report outlining the outcomes of feasibility investigations was presented to Council on 15 April 2025. At this meeting, Council determined to abandon the project, and directed staff to investigate alternative sites including Francis Ryan Reserve (owned by Council) and the location of the existing Sanctuary Point Library (owned by NSW Dept. of Education) - ref. MIN25.175.	Manager - Technical Services
1.2.02.02	Staged implementation of Shoalhaven Entertainment Centre's Strategic Business and Marketing Plan		The Strategic Plan continues to be on hold pending the service review and any adopted changes.	Manager - Commercial Services



## 1.2.03 – Recognise, protect and celebrate our local history, cultural heritage and diversity

1.2.03.01	Work with community to improve the recognition, protection and celebration of the diverse community, history and cultural heritage of the Shoalhaven		Throughout 2024-25, the Community Connections team worked with the community and neighbouring councils to improve the recognition, protection and celebration of our Aboriginal community, including the history and cultural heritage of the Shoalhaven with the delivery of the Local Government Regional NAIDOC Awards in partnership with ISJO Councils community development teams. The awards sold out in the first week of ticket sales launching and attracted 430 attendees including VIP guests; 80 Elders, 20 Platinum Sponsors, CEOs, Mayors and MPs. The team are working to build a database of key stakeholders in the multicultural space to build stronger relationships and progress to developing initiatives that support the diverse strengths of our Culturally and Linguistically Diverse (CALD) community. The Annual Aboriginal Year 12 Graduation and the Nowra NAIDOC family funday were also supported. The Community Connections team continue to sit on the Local Government Regional NAIDOC Awards Planning Committee and supported the 2025 event hosted by Shellharbour Council, and have also supported the development of Council's Reconciliation Action Plan. Harmony Week has been an opportunity for the team to support inclusion and belonging in our community with several events hosted. There was wonderful collaboration between our First Nations and CALD communities, as well as Council, service providers, businesses and community groups.	Manager – Cultural & Community Services
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## 1.3.01 – Support communities to access opportunities for lifelong learning and help others

1.3.01.01	Shoalhaven Libraries will create opportunities for diverse communities to be welcomed and celebrated in appropriate ways through a range of events		Library events are held at all our main branches to create opportunities for diverse communities to be welcomed and celebrated for adults and children alike including inclusive storytime, Seniors Week celebrations, LGBTQI+ Q&A events and NAIDOC celebrations. Numbers of events have been reduced due to staff shortages across all branches. An internal Library Services Review is currently underway to assist with future guidance and planning of events and services.	Manager – Cultural & Community Services
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**1.3.02 – Provide and maintain recreation and leisure facilities to meet community needs**

1.3.02.01	Deliver improved playing surfaces at Precincts and Destination Parks in the Shoalhaven		<p>100% Complete. Playing surface improvements program successfully completed:</p> <ul style="list-style-type: none"> <li>- Broadleaf herbicide: 41 precincts</li> <li>- Spring fertilizer and soil amendments: 28 precincts</li> <li>- Top Dressing: 2 precincts (Thomson St, Sussex Inlet &amp; Frogs Hollow, Milton)</li> <li>- Aeration: 17 precincts</li> <li>- Growth Regulator: 10 Precincts</li> <li>- Turf Pesticide Control: 3 precincts</li> <li>- Autumn Seed over-sowing - 9 fields</li> <li>- Autumn fertilizer - 11 fields</li> </ul>	Manager – Shoalhaven Swim Sport Fitness
1.3.02.02	Continue to progress delivery of a new Community Infrastructure Strategic Plan by December 2025, in accordance with agreed methodology		<p>65% complete (overall). Community Infrastructure Audit 100% complete. Community Infrastructure Needs Analysis: 60% complete. Draft CISP 25% complete. Community Engagement 75% complete (3 of 4 engagement activities). Timeline for delivery of CISP has been revised and accepted by Council. Project is on track for completion in June 2026.</p>	Manager – Technical Services
1.3.02.03	Support Parkcare Group Volunteers to improve local parks and reserves		<p>The current Parkcare Group Volunteer numbers throughout 2024-25 included 51 groups, 326 volunteers and 2,147 volunteer hours.</p>	Manager – Works & Services
1.3.02.04	Implement the Shoalhaven Swim Sport Fitness Business Plan		<p>The Shoalhaven Swim Sport Fitness (SSF) Business Plan was completed and implemented in Q4 2023-24. The business plan has been reviewed throughout 2024-25 to ensure it remains current. Following the implementation of the 'All Things Green' restructure in July 2025, which initiated the amalgamation of all Council's open space and reserve assets into SSF, the Business Plan will be further reviewed in 2025-26 to reflect the revised operational functions.</p>	Manager – Shoalhaven Swim Sport Fitness
1.3.02.05	Progress the delivery of agreed open space and recreation projects		<p>Open Space and Recreation projects were completed in accordance with the capital works program 2024-25. Key projects included Frogs Holla Reserve Drainage, Elliot Reserve Playground Replacement, Artie Smith Oval and reactive capital works at our Swim, Sport and Fitness centres. Work on the Sanctuary Point Library was paused whilst staff undertook further investigation on the preferred site location as per the resolution of Council.</p>	Manager – Technical Services

**1.3.03 – Provide opportunities for our community to be healthy and active**

1.3.03.01	Provide a range of programs and services to cater for community demand for aquatics, health and fitness programs		<p>Throughout 2024-25 Swim Sport Fitness continued to provide an extensive range of services and programs, catering to the vast majority of target demographics and remaining responsive to community expectations. This includes Learn to Swim and Squad Programs, 24/7 gymnasium access, Group Fitness classes (gymnasium, aqua aerobics and boot camp), Personal Training sessions, Teen Gym and other school-aged fitness programs along with programs / classes catered for aging demographics. Swim Sport Fitness continued to experience growing participation in all areas, while also looking to non-traditional sporting activities to further activation of the facilities.</p> <p>With the rising demand for pickleball in the Shoalhaven, Swim Sport Fitness invested in the introduction of pickleball at the Indoor Sports Centre which after 8 months has led to the inception of the Shoalhaven Pickleball Association in June 2025.</p>	Manager – Shoalhaven Swim Sport Fitness
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**1.3.04 – Work with the community to build safe, resilient and connected neighbourhoods**

1.3.04.01	Support local networks and encourage knowledge sharing to improve equitable access to information and opportunities		<p>Regular communication and two-way information sharing with Community Consultative Bodies (CCBs) including any upcoming grant opportunities, connecting CCBs with ongoing information to foster rapport and provide Council strategic updates and ongoing support with community group queries. Additionally, CCB meeting minutes are documented to ensure the group is aligning with the CCB guidelines.</p>	Manager – Cultural & Community Services
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# Sustainable, liveable environments





# Sustainable, livable environments

Completed

On Track

On hold

Requires Attention

Deferred

Objective	Description	Status	Comment	Responsible Manager
<b>2.1.01 – Solve road and drainage problem areas and partner with the State Government to improve road conditions across the region</b>				
2.1.01.01	Complete the Local Road Repair Program as listed in the 2024-25 adopted capital works program		Local Road Repair Program Works undertaken this year have been largely funded from Disaster related funding but also included final stages of Roads to Recovery and LRCI. Major projects involved Yalwal Rd, Lake Conjola Entrance Rd and Brinawarr St.	Manager - Technical Services
<b>2.1.02 – Provide flood and stormwater management to prevent or minimise the impacts of flooding</b>				
2.1.02.01	Undertake Flood Studies and develop Floodplain Risk Management Studies and Plans		Floodplain Risk Management Studies and Plans (FRMSP) were completed for the Clyde River and Willinga Lake in March 2025. The Lower Shoalhaven River and St Georges Basin FRMSP's are underway and expected to be completed in late 2025. Flood investigations are also underway for Broughton Creek and Callala Creek.	Manager - Environmental Services
2.1.02.02	Complete the Stormwater Drainage Program as listed in the 2024-25 adopted capital works program		All Districts completed Pipe Inspection / Renewal / Refurbishment at various locations. Roskell sinkhole project and Harry Sawkins pond were completed.	Manager - Technical Services
2.1.02.03	Review the flood mitigation asset database and ensure it is up to date		Ongoing review with Floodplain Engineering team to be undertaken for the remainder of 2025.	Manager - Technical Services
2.1.02.04	Manage Council's Flood Alert Network		Council's Flood Alert network (rain gauges, water level gauges and repeater stations) are fully operational and all site audits and maintenance is up to date. Site upgrades are being undertaken as budget permits.	Manager - Environmental Services



**2.1.03 - Plan, design and deliver cycleways, pathways, walking trails and other pedestrian movement infrastructure to maximise access, inclusion and mobility for the whole community**

2.1.03.01	Complete the Pathways Program as listed in the 2024-25 adopted capital works program		All funded pathways were designed and construction commenced on Myola Pathways project, Dolphin Point Road and Murramarang Road, River Road and Sheaffe Street Callala Beach.	Manager - Technical Services
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**2.1.04 - Ensure sufficient projects are planned and 'shovel ready' to maintain a workflow across the financial year and meet capital expenditure targets**

2.1.04.01	Stage works greater than \$250,000 with a Design/Approval stage and Construction/Commissioning Stage in separate financial years		With the formal creation of the Enterprise Project Management Office, major projects are now required to have separate design phases to ensure thorough planning and budgeting. Exceptions are made on a case by case basis.	Manager - Technical Services
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**2.1.05 - Infrastructure assets, with a focus on transport and stormwater assets, are accurately captured and condition assessed to facilitate strategic asset renewal planning**

2.1.05.01	Analyse roads condition inspection data to inform asset renewal planning		Comprehensive road inspection data received with condition information being loaded against the relevant asset components to support the revaluation. Councillor and community briefings conducted to highlight the key findings and the renewal strategy underway utilising the data. Work is underway to compile a detailed 4-year renewal and reseal plan, prioritised through a system based on safety, speed and condition.	Manager - Technical Services
2.1.05.02	Support the organisation to review and update Asset Management Plans		As part of the City Services restructure, responsibility for developing Asset Management Plans (AMP) has been centralised within the Asset Strategy team. An action plan is in place to streamline the number and content of our AMPs, ensuring efficient development and ongoing maintenance. A comprehensive project plan has also been prepared to guide the review of the entire suite of AMPs, organised into a rationalised structure and prioritised streams for delivery. Roads is the priority, and this year has seen the delivery of an updated roads condition assessment.	Manager - Technical Services
2.1.05.03	Establish the Maritime Commercial Services Unit, identify key assets and determine future actions and performance measures		A restructure has established a Maritime Unit under City Services. This is now with the Works and Services department.	Manager - Commercial Services

## 2.1.06 – Plan for sustainable and resilient water and wastewater infrastructure and resources for the Shoalhaven

2.1.06.01	Investigate asset resilience and security of water supply opportunities		<p>The Bamarang WTP electrical upgrade project is in early development, with design and investigation work currently underway. The mains replacement program is in its 3rd year, with \$12M invested over 16 projects.</p> <p>The Bamarang to Milton Stage 2 (B2M2) design project is well underway, with constructability assessment and investigations underway.</p>	Manager – Water Asset Planning & Development
2.1.06.02	Identify and mitigate risk to critical water supply and wastewater assets		<p>Critical water supply and wastewater mitigation projects are in development, including the Coonemba Recycled Water Plant (CRWP), Bamarang to Milton Stage 2 (B2M2) and the mains replacement program.</p> <p>All projects are currently underway, with early works on CRWP and B2M2, with the constructability assessments and concept options. The mains replacement program is well advanced.</p>	Manager – Water Asset Planning & Development
2.1.06.03	Plan for Sewer & Water infrastructure to support West Culburra & Mundamia Urban Release Areas		<p>Both projects are on track for delivery in line with development delivery. West Culburra is now in the delivery phase, well in advance of the subdivision delivery.</p> <p>The Mundamia water and sewer projects are currently in detailed design and is on program for delivery in line with the developer's works certificate.</p>	Manager – Water Asset Planning & Development
2.1.06.04	Implement new regulatory and assurance framework for local water utilities		<p>Annual check-in submitted to DCCEEW for assessment and reviewed with a follow up Request For Information (RFI) received. Response to RFI provided along with response to RAF review and interviews.</p> <p>Current assessment is still in place on DCCEEW Website.</p>	Manager – Water Asset Planning & Development



## 2.1.07 – Operate and maintain infrastructure to meet agreed levels of service while complying with regulatory requirements

2.1.07.01	Implement the funded Building Fire Compliance Action Plan		<p>Essential fire safety measures within Council Buildings are being maintained to 100% funding.</p> <p>The annual fire safety statement program is on track. 55% of Council Buildings with a current Fire Safety Schedule are compliant.</p>	Manager – Building & Property Services
2.1.07.02	Ensure serviceability of public amenity buildings to budget and or community expectations		<p>A total of 44 customer feedback forms assisted in staff maintenance and corrective actions.</p>	Manager – Building & Property Services
2.1.07.03	Implement initiatives to reduce the number of dry weather sewage overflow events		<p>Manhole 'Internet Of Things' devices have been installed in Shoalhaven Heads, Culburra Beach, Vincentia and Ulladulla. Manhole installations are being prioritised based on sensitivity of receiving waters.</p>	Manager – Water Operations & Maintenance



## 2.2.01 – Develop land use plans which reflect current and future community needs and ongoing population change

2.2.01.01	Finalise the local planning documents to guide the development of the Moss Vale Road North Urban Release Area	!	<p>Public Exhibition outcomes for Draft Development Control Plan Chapter and Infrastructure Funding Options Paper for the Urban Release Area reported to Council in February 2025 for consideration. Council resolved to 'defer' the matter to a briefing.</p> <p>Council Briefing occurred May 2025, involving representative of Owners Group. Continued dialogue with the Owners Group via Working Group Meetings and associated Technical Workshops in an attempt to resolve issues.</p>	Manager - Strategic Planning
2.2.01.02	Develop planning controls and character statements to manage the contribution new development makes to neighbourhood or local character, including contemporary development and heritage controls for Berry	!	<p>Work progressing including:</p> <p>City Wide LEP Character aims/objectives - Council resolved in June 2025 to discontinue the work and consider a possible character provisions in the DCP as part of Stage 2 work on the New Land Use Planning Scheme.</p> <p>Strategic Growth Principles - adopted by Council in Dec 2024 following public exhibition. Local Strategic Planning Statement (LSPS) document updated to incorporate.</p> <p>Additional Heritage Conservation Area and listings in Berry - Planning Proposal to amend the LEP submitted to NSW Government for required initial Gateway Determination in Dec 2024 - response received June 2025 requiring consultation with RFS.</p> <p>New Development Control Chapter, Berry East - Council resolved in April 2025 to exhibit draft DCP Chapter alongside the related PP. Awaiting advancement of the Planning Proposal (PP).</p>	<p>Manager - Strategic Planning</p> <p>53</p>
2.2.01.03	Preparation of a new local infrastructure contributions scheme and governance framework	!	Work continued on the preparation of the new Local Infrastructure Contributions Scheme (Contributions Plan) for Shoalhaven. Progress reports provided to Council's Executive Management Team. The infrastructures projects review and basic needs analysis is now complete. Work to determine new infrastructure list is close to completion. Staff resources taken off line to enable focus on this key project. Internal Developer Contributions Advisory Group established to assist with finalization of the plan and associated matters.	Manager - Strategic Planning



## 2.2.02 – Facilitate the provision of environmentally sound and climate resilient development that meets the changing needs and expectations of the community

2.2.02.01	Assess and determine development applications within legislative timeframes and community expectations	!	The average percentage of DAs in 2024-25 which have been determined within 40 statutory days is 48%. Notwithstanding, the overall performance of Development Services has officially complied with the Minister's Statement of Expectations Order for 2024-25, the purpose of which is to provide an increased focus on total assessment days as opposed to statutory days.	Manager - Development Services
2.2.02.02	Resolve Subdivision and Subdivision Works Certificates to meet applicant and community expectations	!	Throughout 2024-25, staff resolved 100% Subdivision Certificates within 14 days, and an average of 44% of Subdivision Works Certificates to meet applicant and community expectations.	Director - Development Services

## 2.2.03 – Manage development to ensure compliance with approvals and environmental protection

2.2.03.01	Provide development compliance services to the community	✓	During 2024-25, Compliance team received 498 development non-compliance requests. This consisted of 342 requests for development related issues, 74 requests relating to stormwater concerns and 82 swimming pool requests. The majority of swimming pool requests were referrals from private certifiers.	Manager - Certification & Compliance
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## 2.2.04 – Advocate and influence on behalf of our community on the strategic land use vision for the Shoalhaven

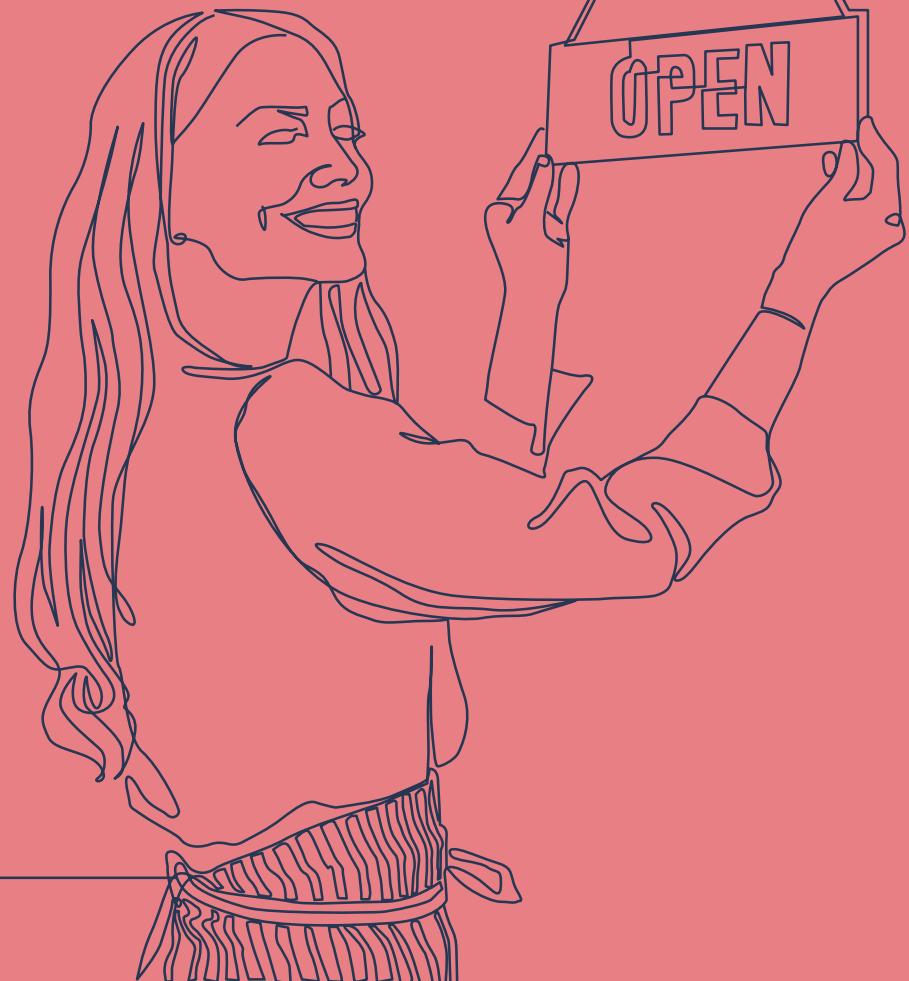
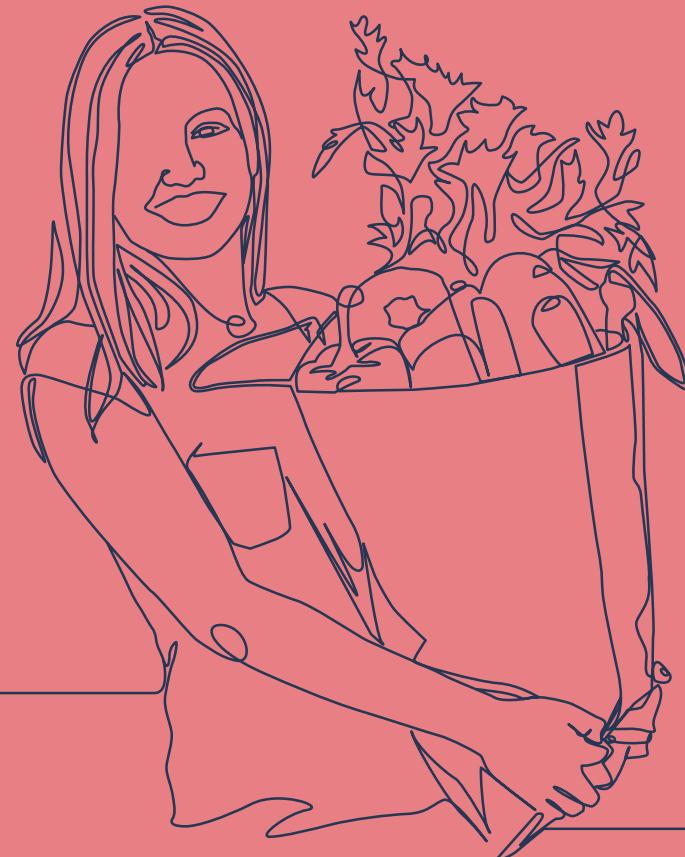
2.2.04.01	Provide strategic feedback to Government and others on policies and strategies impacting on strategic land use in Shoalhaven		<p>During 2024-25, feedback and submissions provided on/to:</p> <ul style="list-style-type: none"> <li>- Proposed Low &amp; Mid Rise Housing Reforms</li> <li>- Inquiry into Historical Development Consents</li> <li>- Planning for future housing - NSW Housing Targets</li> <li>- Draft Bushfire Prone Land Package</li> <li>- Minister Statement of Expectations (planning)</li> <li>- Inquiry into key worker accommodation</li> <li>- Stricter Planning Regulation of Tobacco and Vape Stores (Council res)</li> <li>- Regional Housing Strategic Planning Fund</li> <li>- Proposed Housing Delivery Authority</li> <li>- Development not supported by contemporary studies</li> <li>- NSW Housing Delivery Authority</li> <li>- Cultural State Environmental Planning Policy</li> <li>- NSW Housing Taskforce</li> <li>- Gateway process for Planning Proposals</li> <li>- Community Improvement Districts</li> <li>- Bushfire Risk Audit</li> <li>- Planning Pathways for Affordable Housing Pattern Book</li> <li>- OLG Affordable Housing Guide</li> <li>- DHPI Bushfire Planning Audit</li> <li>- Nowra City Centre Strategic Planning Roadmap</li> <li>- Proposed reforms: Illegal Tree and Vegetation Clearing</li> <li>- Exempt &amp; Complying SEPP Changes</li> <li>- Industrial Lands Action Plan</li> <li>- Planning Responses to Climate Risk</li> <li>- Illegal Tobacco Trade Inquiry</li> </ul>	Manager - Strategic Planning
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<b>2.3.01 – Prepare for and respond to a changing climate by reducing Council's carbon footprint and implement strategies to address climate impacts and ensure a sustainable future</b>				
2.3.01.01	Deliver the Shoalhaven Adaptation Plan		Delivery of the Shoalhaven Adaptation Plan is ongoing, with individual risks rolled into Council's risk management system.	Manager - Environmental Services
2.3.01.02	Continue implementation of Council's Sustainable Energy Strategy 2020-25 to reduce carbon emissions and increase the uptake of renewable energy to achieve Sustainability and Climate Policy targets		Delivery of key actions within the Sustainable Energy Strategy continues including Towards Net-Zero Annual energy review. Strategy due for update in 2025.	Manager - Environmental Services
<b>2.3.02 – Develop strategies to reduce energy and resource use and improve sustainability across Council operations</b>				
2.3.02.01	Delivery of the Sustainability and Climate Action Plan		The Sustainability and Climate Change Action Plan is a multi-year plan (2023-2027) that contains both business-as-usual and project-based actions. 34 of 80 actions have been completed to date.	Manager - Environmental Services
<b>2.3.03 – Protect the natural environment by developing strategies to enhance and maintain biodiversity, urban green cover and ensure coastal protection</b>				
2.3.03.01	Undertake works within natural area reserves to improve biodiversity		Around 75 reserves have been worked on each season by either Bushcare volunteers, Council's Bush Regenerators, or contractors.	Manager - Environmental Services
2.3.03.02	Support organisational environmental due diligence		This action includes the completion of environmental assessments by Council's Land Management Unit to support the activities of Council. For this year, a Review of Environmental Factors (REF) was completed for the existing dog off-leash access area at Cormorant Beach. The Shoalhaven Heads Seven Mile Beach REF has been updated and undergoing management review. There remains a number of REFs to be completed for dog off-leash areas. Land Management has also actively been involved in the DA referral process providing advice on biodiversity matters. 29 Development Application referrals were assessed in the last quarter. In total, 103 were completed in the 2024-25 financial year (99 new referrals were received).	Manager - Environmental Services

2.3.03.03	Implement water quality monitoring program of Shoalhaven's estuaries, lakes, rivers and beaches to ensure the cleanliness of waterways for public and environmental health		<p>During 2024-25, there were 22 catchments sampled including the Jervis Bay, Shoalhaven River, Clyde River and Burrill Lake, Curleys Bay, Shoalhaven River, Swan Lake, St Georges Basin, Lake Wollumboola, Currawong creek, Lake Conjola, Lake Tabourie and Narrawallee Inlet. Sampling was also undertaken for Environmental Protection Licenses at the Shoalhaven Heads Bores, Tilbury Cove and Lake Conjola Bores, and Shoalhaven River.</p>	Manager - Environmental Services
2.3.03.04	Develop Coastal Management Programs as per the requirements of the NSW Coastal Management Act 2016 and the Coastal Manual		<p>The Open Coast &amp; Jervis Bay CMP is in Stage 5 - Implementation. The Lake Conjola CMP, Lower Shoalhaven River CMP, and Sussex Inlet, St Georges Basin, Swan Lake and Berrara Creek CMP are currently progressing through Stage 4. These three (3) estuary CMPs have all been endorsed by the relevant CMP Advisory Committee and been reported to Council.</p> <p>At 30 June 2025, still waiting for Council endorsement of the Lower Shoalhaven River CMP.</p>	Manager - Environmental Services
2.3.03.05	Prepare new, or review existing Bushcare Group Action Plans in consultation with community		<p>Eight Bushcare Group Action Plans were completed during the 2024-25 financial year.</p>	Manager - Environmental Services
2.3.03.06	Undertake all actions required under Council's responsibility as Local Control Authority for weeds under the Biosecurity Act 2015 (NSW)		<p>Programs for controlling state-priority weeds for eradication have been ongoing. These weeds include Parthenium Weed, Salvinia, Boneseed, Alligator Weed, Bitou Bush, Frogbit, Kidney-leaf Mud Plantain and two species of Ludwigia. One new incursion of State Prohibited Matter species Frogbit was found on private property and controlled. Monthly inspections throughout the year are being conducted. The priority weed Inspection Plan was reviewed and updated with priority inspection areas, High Risk Sites and High Risk Pathways. Capacity Building and education included updating Council's Weed Management website pages, and engagement activities with community groups and residents.</p>	Manager - Environmental Services
2.3.03.07	Progress finalisation of Council's Urban Greening Strategy		<p>Canopy Study supplier selected. Urban Tree Strategy project brief in development.</p>	Manager - Environmental Services

2.3.04 - Support our community to adopt sustainable living practices and deliver programs to increase understanding of our natural environment				
2.3.04.01	Deliver the Sustainable Living Program for community members		Sustainable living guide readily available for residents along with energy saving kits, sunspot solar program and website resources.	Manager - Environmental Services
2.3.05 - Increase diversion of waste from landfill into reuse opportunities which support the circular economy				
2.3.05.01	Maximise recycling opportunities at Council's waste facilities		During 2024-25, in conjunction with the NSW EPA, a trial of the collection of embedded batteries began at the Nowra recycling centre. The new rubber crumb plant is now processing used tyres into rubber crumb. Soft plastics and embedded batteries have been added to the range of materials collected for diversion from landfill	Manager - Waste Services

# Thriving local economies that meet *community needs*





# Thriving local economies that meet *community needs*

Completed

On Track

On hold

Requires Attention

Deferred

Objective	Description	Status	Comment	Responsible Manager
<b>3.1.01 – Work with business, government and other partners to build a diverse local economy which provides employment opportunities for all</b>				
3.1.01.01	Actively participate in events and networking opportunities with industry groups and businesses that support growth of the Shoalhaven economy		<p>During 2024-25, the team participated in 356 meetings, events and networking opportunities to build relationships with external networks, organisations and government agencies.</p> <p>Some of the many examples, the team showcased during the year are the region's capabilities at the Illawarra Career Expo and supported the School Steer Spectacular in order to promote a career in the local agriculture sector. Meetings and collaboration occurred with external organisations such as RDA Illawarra Shoalhaven, DSSS, Destination NSW, and TfNSW.</p>	Manager Cultural & Community Services
3.1.01.02	Develop and implement a combined Tourism and Economic Development strategy		<p>The Economic Development and Tourism Strategy 2025 has developed a full communications plan, with stakeholder engagement scheduled for August/September 2025. Completion of this project was deferred and carried forward into the 2025-26 financial year.</p> <p>This strategy is being developed wholly in-house due to financial resources, and therefore the timelines may be constrained due to staff capacity.</p>	Manager Cultural & Community Services
3.1.01.03	Support business networks and industry groups to allow businesses and employees to establish, develop and thrive in the Shoalhaven		<p>The Economic Development and Tourism team support individuals/networks/groups within the region in order to assist businesses and the Shoalhaven economy.</p> <p>Council collaborates and partners with individuals and organisations to realise our shared goals for supporting and growing the Shoalhaven economy with business development.</p>	Manager Cultural & Community Services



3.1.01.04	Progress work to unlock the economic growth and employment generating opportunities of zoned but undeveloped land in the South Nowra Industrial Area		<p>Matter reported to Council (Jan 2025) to determine continued work to attempt to progress this matter, including the possible preparation of an 'interim' Development Control Plan Chapter.</p> <p>Continued to also liaise with NSW Government staff on the Regional Plan project related to this important area. Council briefed on progress in April 2025.</p>	Manager - Strategic Planning
3.1.01.05	Actively engage with industry groups: Defence, Manufacturing, Farming, Construction, Administration, Tourism.		<p>Regular check-ins and meetings with industry groups and individuals assist the team to advocate on their behalf such as agriculture, tourism and aquaculture during disaster events.</p> <p>Council remains on the Steering Committee of the Illawarra Shoalhaven Regional Defence Network, which are delivering a schedule of events over the 2025 calendar year.</p> <p>Liaison with organisations such as Flagstaff, Transport for NSW, Department of Home Affairs, Department of Primary Industries and Regional Development, Regional Development Australia assist in connecting industry with resources.</p>	Manager Cultural & Community Services
3.1.01.06	Develop and create InvestShoalhaven.com website as a hub for resources, news and connection for Shoalhaven businesses		<p>The new business website <a href="http://investshoalhaven.com">investshoalhaven.com</a> was launched in May 2024 and includes news, toolkits and resources for local businesses and investors. The Economic Development and Tourism Teams continue to maintain, update and promote the website to increase engagement and promote the region through networking and development opportunities for businesses of all sizes with 1,400 active users and 10,483 page views in 2024-25.</p>	Manager Cultural & Community Services

**3.1.02 – Advocate and promote the Shoalhaven to attract increased investment and new businesses**

3.1.02.01	Provide advice and support to Council on external funding opportunities that are aligned to strategic objectives		Year to date Council has submitted 77 grant applications to external funding sources with 26 successful. The successful grants have brought in over \$3,200,000 in additional funding to help deliver projects for Council and community. The Grants Officer continues to provide an ongoing service to Council, researching and scanning both state and federal landscapes and briefing internal teams on funding opportunities that align with strategic projects.	Manager - Cultural & Community Services
3.1.02.02	Advocate for key initiatives and strategic projects that will assist in attracting investment and boosting the Shoalhaven economy		Advocacy actions and feedback into policy from the Economic Development team are ongoing such as: a Key Moves project for Nowra is managed by the team to create actions that will enhance the CBD, supporting businesses in the Uptown Project Districts to enhance vibrancy through the office of the 24-hour Commissioner, and Visitor Economy Workshops with neighboring regions. Promotion of available employment land at Albatross Technology Park. Feedback and involvement in policy making such as Special Entertainment Precinct, Community Improvement Districts and Short term Rental Accommodation. Assisting to advocate for resilience across several sectors such as local dairy and beef farmers, retail, hospitality and oyster growers.	Manager - Cultural & Community Services
3.1.02.03	Maintain Council's Key Projects Advocacy Document as a living prospectus to drive government investment		The team compiled and published the one digest of game-changing projects for the region focused on Federal priority areas and in time for the election. The project included an interactive landing page, press release and video overview. This document was the talking point of meetings with Federal Candidates to advocate for the key projects for our City. The document has been distributed and discussed throughout many stakeholder groups via the Mayor and CEO.	Manager - Cultural & Community Services
3.1.02.04	Advocate on behalf of businesses and community for connectivity upgrades and expansion of mobile and internet networks		Council has continued to liaise with Telstra to update the action-oriented connectivity plan, with actions both for Telstra and Council.  Council has a predominate role of advocacy in relation to telecommunications connectivity, where Council regularly relays concerns and difficulties being experienced by the community and businesses.	Manager - Cultural & Community Services

### 3.1.03 - Promote and service the Shoalhaven as a diverse year-round tourist destination

3.1.03.01	Promote the Shoalhaven as a diverse region with a focus on off-season visitation	!	Data shows that spend is down between 15-20% year on year, although visitation remains stable. However a co-operative marketing campaigns such as "Go Grand" and support from Destination NSW with inclusion in the winter Feel New campaign assisted with brand exposure. Huskisson won Top Tiny Town in NSW for the third year running, and one of our team represented the region and its products at Australian Tourism Exchange in May.	Manager Cultural & Community Services
3.1.03.02	Advocate for and support events coming to Shoalhaven in the off-season to increase visitation, provide employment and boost the visitor economy	✓	Following the removal of the Tourism Event Support Program, the team has adopted a new approach to support Shoalhaven event organisers. They assist by promoting grant funding, providing letters of support, economic and tourism data, and conducting one-on-one marketing and sponsorship workshops. This led to six successful Regional Event Fund grant applications, securing over \$100,000 from Destination NSW (DNSW). The team is also actively engaging with external event organisers to showcase Shoalhaven's venues for large events.	Manager - Cultural & Community Services
3.1.03.03	Deliver Visitor Servicing Strategy including operational centres, mobile tourism services, industry support and merchandise sales	✓	The Shoalhaven Visitor Services team delivered a strong performance in the 2024–2025 financial year, successfully implementing the Visitor Servicing Strategy. Merchandise sales totaled \$61,701, with Nowra surpassing Ulladulla in retail performance. The online store attracted 7,206 visits and generated \$4,826.80 in revenue. The tourism van distributed over 50,000 guides, strengthening industry engagement. Staff actively participated in community events like the Viking Festival and Ulladulla High School careers day, promoting tourism careers. Visitor centres maintained solid performance amid financial sustainability efforts, while the team's presence at events helped foster stronger connections with locals and operators, enhancing the visitor experience.	Manager - Cultural & Community Services
3.1.03.04	Deliver support to aboriginal tourism operators in developing tourism businesses	✓	There are nine Aboriginal Cultural products and experiences in our region, all who work with the team on building the presence of product in the region and jobs for our community. Many of these businesses are working with Destination Sydney surrounds South, Destination NSW and Tourism Australia to build capacity whether it be in getting marketing ready, developing product for the international market or simply discussing product ideas. The Council team ensures they work alongside and at the pace that the businesses require.	Manager - Cultural & Community Services

### 3.2.01 – Undertake strategic infrastructure planning and support transformational City projects

3.2.01.01	Investigate opportunities for strategic development of key projects in our City		<p>The team is collaborating with the Strategic Planning team to investigate opportunities for Special Entertainment Precincts and are participating in Webinars and Training with office for the 24 Hour Economy Commissioner, to help develop and grow the Night time Economy in Nowra.</p> <p>Industrial land sales in Flinders Industrial Estate have recently settled and Albatross Aviation Technology Park are in open for EOI. This will attract businesses to expand or relocate to the region.</p> <p>The team created Council's new advocacy guide featuring key game-changing projects for the city to attract external funding.</p>	Manager – Cultural & Community Services
3.2.01.02	Support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives		<p>Key Council staff continue to participate in ISJO facilitated projects including the recently launched Community renewables program which is making it easier for residents and small businesses to access affordable solar and battery solutions, helping cut bills and boost energy resilience.</p>	Manager – Corporate Performance & Reporting

### 3.2.02 – Strengthen our commercial centres and support strong and active CBDs

3.2.02.01	Progress master planning for the Nowra Riverfront Precinct and planning reviews to assist the revitalisation of the Nowra City Centre		<p>Council continued its involvement in planning for the Nowra Riverfront Precinct through the NSW Government's Nowra Riverfront Advisory Taskforce, with a key meeting held in March 2025. In January 2025, Council secured a \$5 million grant under the Australian Government's Regional Precincts and Partnerships Program to complete master planning, with early project work commencing ahead of funding release in June.</p> <p>The NSW Government announced a State Significant Rezoning Proposal in March for the western part of the precinct adjacent to Bridge Road/Hyam Street, enabling accelerated studies and potential rezoning for mid-rise housing, which could allow for up to 270 homes.</p> <p>Homes NSW is preparing a rezoning proposal for the Mandalay Avenue sub-precinct to potentially deliver around 260 social and affordable homes.</p> <p>The NSW Government's Illawarra-Shoalhaven Regional Plan includes the development of a Strategic Road Map for the Nowra City. Council reaffirmed its support for this project and noted it would await its outcomes before undertaking any planning review.</p>	Manager - Strategic Planning
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### 3.2.03 – Provide opportunities for our community to participate, celebrate and commemorate in the civic and cultural life of the City

3.2.03.01	Facilitate and support the delivery of community and tourism events striving to achieve engaged, activated and liveable communities		<p>During 2024-25, there were 132 events processed and approved on Council land that facilitated and supported the delivery of community and tourism events through engaging our local communities. In an effort to support events in the Shoalhaven, the team have developed a toolkit, that includes an Event Management Plan, Event Marketing Plan, Sponsorship Prospectus Template as well as samples of site maps, risk assessments and parking plans. This toolkit has been developed to assist with the event application process and promote best practice event management across the region. Some of the events held throughout the year were regular Markets and Foodie events, Youth Week Markets, Film Premieres, the Milton, Jazz and Blues Festival, and a Magic Round Beer, Food and Footy Festival.</p>	Manager - Cultural & Community Services
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# Effective, responsible and authentic *leadership*





# Effective, responsible and authentic *leadership*

Completed

On Track

On hold

Requires Attention

Deferred

Objective	Description	Status	Comment	Responsible Manager
4.1.01 – Provide an excellent customer experience through responsive and inclusive communication channels and processes				
4.1.01.01	Provide an excellent customer experience by meeting Council's customer service standards for Contact Centre Operations		<p>In 2024-25, the Contact Centre answered 70% of calls within the 30 second target (average answer time of 36 seconds) and we are consistently achieving above 80% first contact resolution. The calls abandoned rate is 3%, which is an excellent result as industry standard is 7%. 34.85% of customer requests were created by customers online via the website. Average customer wait time at the Nowra counter is 2 minutes. Customer satisfaction was measured via customer requests and by phone resulting in a score of 86%.</p>	Manager – Customer Experience
4.1.01.02	Run 'Voice of the Customer' programme by responding to feedback and identifying process improvements to close the feedback loop		<p>Customer Satisfaction (CSAT) surveys were enabled in customer requests for the full year and enabled for phone calls for part of the year. A process is in place to review the feedback and identify improvements. In 2024-25, the overall CSAT score was 86%.</p>	Manager – Customer Experience
4.1.01.03	Provide graphics and cartography support to the organisation and issue 10.7 planning certificates and dwelling entitlement certificates		<p>Throughout 2024-25, there were 5,256 certificates issued. Range of mapping and graphic support provided to projects in the Strategic Planning Team and also elsewhere in Council.</p>	Manager – Strategic Planning

4.1.02 - Provide an accessible quality Family Day Care service				
4.1.02.01	Coordinate the delivery of a high quality Family Day Care service		In spite of the impending closure of the service, the team remained dedicated to coordinating the delivery of a high-quality Family Day Care program. The service continued to align with sector best practices and responded proactively to the evolving policy and regulatory environment to ensure ongoing compliance.	Manager - Cultural & Community Services
4.1.03 - Provide a quality Bereavement Services primary facility at Shoalhaven Memorial Gardens and Lawn Cemetery Worrige				
4.1.03.01	Review and update the Bereavement Services Business Plan to reflect updated licencing requirements and legislation		Service Review in progress. Business Plan will be updated once service review completed and outcomes considered. Interment Industry Scheme and Licencing requirements will be included in the updated plan	Manager - Commercial Services
4.1.04 - Provide care for abandoned and neglected animals				
4.1.04.01	Ensure minimal returns of adopted animals to the Shoalhaven Animal Shelter		In 2024-25, there were 487 adoptions with a yearly return rate of 6.1% (lower than the 10% target). Staff continue to conduct dog-on-dog meetings prior to approving an adoption; however, a dog's behaviour (adopted or existing) may change in a home environment, which is not predictable. Meeting prior to adopting cats is challenging and due to adopted cats and existing animals not getting along. These processes are continually refined to ensure adoptions are placed in the most appropriate environments possible.	Manager - Certification & Compliance
4.1.05 - Deliver an efficient waste and recycling collection service to the community				
4.1.05.01	Provide excellent customer service for waste and recycling collection services		<p>Council's Waste and Recycling Collection Services strive to provide high levels of customer service to the community.</p> <p>For 'compliments' received, the full year target has been achieved.</p> <p>For 'complaints' received, the inclusion of complaints made direct to the contractor about missed bin collections, which are generally acceptably rectified within 2 days per contract requirements, has added a transparency level that has made the target rates more difficult. The exclusion of these, except where contract requirements were not met, reduces complaints to 387 for the year, or 6% above the full year target of 365.</p>	Manager - Waste Services



#### 4.1.06 - Provide reliable and safe water supply and wastewater services

4.1.06.01	Provide potable water supply in accordance with Australian Drinking Water Guidelines		Council continues to provide the community with water that meets the Australian Drinking Water Guidelines.	Manager - Water Operations & Maintenance
4.1.06.02	Ensure effective and efficient recording of water consumption through continuation of water meter replacement program		Two key programs of work are in progress: 1. The annual Water Meter Replacement Program for meters aged >20 years and 2. The quarterly meter performance analysis reviewing historical consumption and identifying water meters < 20 years that are potentially under recording and require replacing. Work continues on the two streams of work under this program. We have implemented a change in the criteria to use high volumes of water recorded as opposed to the previous criteria of Age 20yrs+. This change is anticipated to maximize the benefits derived from the replacement program.	Manager - Water Business Services
4.1.06.03	Increase the community awareness of the Shoalhaven Water financial support program and provide additional support and training to all key agencies that administer the Payment Assistance Scheme on behalf of Shoalhaven Water		This work continues with the focus on training for support agencies and general promotion of the Payment Assistance Scheme to raise awareness in the community of the support that is available.	Manager - Water Business Services

#### 4.2.01 - Strengthen Council's governance, audit and planning frameworks to ensure high levels of decision making, integrity and accountability

4.2.01.01	Manage the organisational corporate planning and reporting needs and continue to provide improvements in business planning and reporting		During 2024-25, the Quarterly Delivery Program Operational Plan Performance reports (Q1 – Q4) were adopted and uploaded onto Council's website. The Annual Report and Financial Statements 2023-24 were adopted on 26 November 2024. Exhibited the updated Resourcing Strategy 2022-26 and Special Rate Variation proposal, reported to 17 December 2024 Ordinary Meeting. The new DPOP 2025-26 Actions and KPIs were developed in collaboration with Senior Leadership Team ready for Q1 2025-26. The new Community Strategic Plan 2035 was adopted by Council on 19 June 2025.	Manager - Corporate Performance & Reporting
4.2.01.02	Coordinate Audit, Risk and Improvement Committee functions and responsibilities and deliver the planned internal audits		ARIC is discharging their responsibilities as per the adopted ARIC Charter and the ARIC annual plan. All the meetings have occurred as planned. Internal audits are progressing as per the approved internal audit plan.	Chief Executive Officer (Acting)



4.2.01.03	Process application requests for access to public information		Council continues to receive high numbers of both informal and formal GIPA applications. A four day per week Information & Privacy Officer has been recruited to assist with the workload which is reducing the processing times. Council continues to see a year on year increase in the number of both informal and formal access applications under the GIPA Act.	Manager - Business Assurance & Risk
4.2.01.04	Review and update Council's Business Continuity Planning Documents		The Business Continuity Planning documents were reviewed and endorsed by the Executive Leadership Team on the 15 September 2024. In May ELT updated the Continuity Management Team representatives and contact list. BCP Directorate Plans to be reviewed and finalised.	Manager - Business Assurance & Risk
4.2.01.05	Complete review and update of the key strategic business documents and plans of Shoalhaven Water as required under the Regulatory and Assurance framework for local water utilities		Council have endorsed the Development Servicing Plan that is progressing through public consultation, this will inform the Long term Financial plan of each fund and the finalisation of the Shoalhaven Water Strategic Business Plan. Upon appointment of Shoalhaven Water Director the draft Plan will be presented to Council during the next financial year for consideration and approval.	Manager - Water Business Services

#### 4.2.02 – Promote Enterprise Risk Management to protect Council services, assets, business functions and reputation

4.2.02.01	Ensure currency of Council's Risk Management Framework		On 15 Oct 2024, Executive Leadership Team reviewed the Risk Management Policy, ERM Framework overview document, and the strategic risk register and drafted the Risk Appetite Statement. ARIC reviewed all documents at the following meeting on the 4 November 2024. Council approval will be required for the Risk Management Policy and finalisation of the Risk Appetite Statement. The operational risk register is under constant review with the management team.	Manager - Business Assurance & Risk	70
4.2.02.02	Manage Workers Compensation Self-Insurers Licence		Council's self-insurance case management activities have shown sustained strong performance over more recent audits. ProCare's last audit of Council was for the 2023 period of claims. Compliance for the 2024 claims period audit is 98% (up from 97% in 2023), case management practice 96% (up from 93% in 2023) and data quality 95% (up from 94% in 2023). The overall audit score was 96.3%.	Manager - Business Assurance & Risk	

## 4.2.03 – Support the needs of the community through a skilled, motivated, productive and safe Council workforce

4.2.03.01	Annual review and update of Council's Workforce Plan to ensure strategies are updated and implemented		The review of the Workforce Plan was completed in October 2024.	Manager – People & Culture
4.2.03.02	Implement initiatives identified in the Work Health Safety & Injury Management Strategic Business Plan		<p>During 2024-25, Work Health and Safety implemented several organisation-wide safety initiatives. Highlights include the commencement of the internal Respect campaign, which is part of Council's Zero Tolerance Policy. The silica risk assessment project commenced. A focus on safety culture through the Safety Awards presentation where 21 individual and 37 teams were recognised along with the launch of the Leader Safety Walks which focus on at risk and positive safety behaviours. The 7 Safety Essentials was launched and provides workers with clear legislated safety requirements. The newly established Inspection Testing and Monitoring (ITM) system is live, and allows for consistency and reporting of plans.</p> <p>The revised depot site safety training video was issued to all workers and included creation of a new video, reinforcement of site safety rules and review questions. One High Risk Work Permit book has replaced 4 previously required books and supports meaningful and adequate completion of site-specific safe work method statements.</p>	Manager – People & Culture
4.2.03.03	Provide effective, proactive and strategic support to the organisation for Human Resources		A project to deliver streamlined onboarding process for new employees has commenced. A workplace change consultation process to update the HR business partner model to align to the current organisation structure has commenced.	Manager – People & Culture
4.2.03.04	Continue to improve operating efficiencies in Payroll Unit		Continuing to improve operating efficiencies in Payroll, through ongoing training and upskilling of all staff. Procedures and process notes are continually reviewed for currency and accuracy.	Manager – People & Culture

4.2.04.01	Implement an effective business partnership structure in supporting corporate information systems		The Business Partnership Model was presented to Senior Leadership Team in March 2025. Inaugural Business Partner meetings held in June with all four directorates. Feedback from the participants on our engagement was mostly positive, with staff appreciative of introducing the IT business partner role. Most participants did not have the need to meet each quarter and would prefer to meet as required.	Chief Information Officer
4.2.04.02	Provide spatial services including Council's cadastre and land information maintenance, online GIS, mapping systems integration, road and place naming and property addressing		Throughout 2024-25, Council has processed Road Naming and Addressing applications in timely manner. Council's Cadastre has been maintained, and Land and Property has been created in GIS and OneCouncil. Addressing SOP and Instruction documents have been developed, along with guidance documents for Addressing and Road Naming procedures. Developed a series of maps and datasets to support the Community Infrastructure Plan (CISP).	Chief Information Officer
4.2.04.03	Maintain and improve Council's corporate business systems to ensure legislative compliance, effective operation and security		OneCouncil access is continuously reviewed and refined to ensure access is secure as per staff delegations and privacy considerations, whilst staff are able to perform their delegated tasks appropriately. An internal technical working group has been established to review report queries, access to create them and governance to ensure reports are written robustly and do not affect the integrity of the system performance.	Chief Information Officer
4.2.04.04	Provide effective, secure and efficient record keeping frameworks and services to meet strategic, legislative and operational requirements of the organisation		Council continues to meet its record keeping obligations in an increasingly challenging environment. Statistical monitoring is showing correspondence processing times have fallen during this period due to loss of staff resourcing and freeze on staff appointments. Financial constraints have hampered further advancement in record keeping digitisation program.	Chief Information Officer
4.2.04.05	Provide efficient and secure Information Technology Support Services and Systems		Information Technology Support and Services continue to be delivered in an efficient and secure manner. Continual improvements are being made to enhance our cyber security posture and maturity in line with the ASD Essential 8 framework.	Chief Information Officer



4.2.05 – Promote informed decision making through clear and timely communication of the financial implications of decisions with a focus on long-term financial sustainability

4.2.05.01	Council's principles of Financial Sustainability are considered in financial decision making		<p>As part of Council's financial sustainability focus, Finance has regular engagement with the Senior Leadership Team on budget principles, long-term financial planning, current financial results, and budget management expectations.</p> <p>The implementation of the Enterprise Project Management Office (ePMO) to review business cases before funding capital works projects has supported financial decision making, along with business case reviews for grant applications, with additional approval required for grants needing council co-contributions not in the current budget. Cost saving measures endorsed by Council through the Quarterly Budget Reviews, demonstrate our focus on improving financial sustainability.</p>	Chief Financial Officer
4.2.05.02	Meet legislative and statutory requirements for financial reporting		<p>The 2023-24 financial statements, together with the auditor's reports, were presented to Council on 26 November 2024.</p> <p>Nil submissions were received from the public on the financial statements or the auditor's reports.</p>	Chief Financial Officer
4.2.05.03	Coordinate delivery of the Financial Sustainability Project to address the recommendations outlined in the 2023 financial review across key pillars of Asset and Project Management, Financial Management and Service Planning		<p>This year, the Sustainable Financial Futures Plan (SFFP) was developed to document Council's action plan to deliver a minimum of \$10 million in operational savings over the next 4 years. Progress against the Plan has been communicated monthly to Council and the community through Council's website and CEO video updates. The implementation of the SFFP is now well underway, with 40 of 75 key actions completed in 2024-25.</p>	Project Manager - Financial Sustainability



#### 4.2.06 - Develop and implement a service review program to support Council's continuous business improvement

4.2.06.01	Deliver Council's Business Improvement and Service Review Program		The delivery of endorsed 2024-25 service review program included Bereavement Services, Shoalhaven Entertainment Centre, Work Health and Safety, Libraries and Communications and Engagement. The Customer Experience and Holiday Haven service reviews are still in progress and will complete in 2025-26.	Manager - Corporate Performance & Reporting
4.2.06.02	Continue the identification and delivery of Business Improvements initiatives to support the efficient operation for Shoalhaven Water		For 2024-25, 10 new improvements were identified, with 5 successfully completed and 3 currently in progress. In total, 12 improvements were completed, including previously identified initiatives	Manager - Water Business Services

#### 4.2.07 - Reduce the age of Council's plant/vehicle fleet to ensure efficient, safe and compliant operations across council

4.2.07.01	Analyse fleet replacement schedule, ensure appropriate budget planning and order completion		In accordance with the AEC report on Fleet and Plant, the replacement program for leasebacks and operational vehicles has been extended to improve utilisation and reduce capital expenditure.	Manager - Commercial Services
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#### 4.2.08 - Identify opportunities for investment in property and proactively manage Council's property portfolio

4.2.08.01	Actively monitor and maximise tenancy rates to ensure council's property are let		All habitable buildings are occupied under agreement (100% tenanted) NB: Uninhabited buildings that are vacant: - 16 Berry Street Nowra- long term vacant and demolition order issued 12/11/24	Manager - Building & Property Services
4.2.08.02	Create a strategy with measurable actions for Council's strategic property assets, including investigation into alternate revenue streams		The strategy was prepared, presented and completed at the 8 April 2024 Ordinary Meeting. The work on selling land is continuing with 12 properties sold in 2024-25. Further properties are being prepared for sale 2025-26. Moving forward community land identified within the strategy requires reclassification and rezoning, and this is underway.	Manager - Building & Property Services

4.2.09 - Adopt and implement the Holiday Haven Business Plan to ensure sustainability of the business to contribute towards Council's Crown Land operations and provide value-add to the community				
4.2.09.01	Review and update the Holiday Haven Business Plan to reflect the current operating environment	>	Strategic plan currently being reviewed and in the process of being finalised after inclusions of proposed future capital works programs that will enable the completion of the draft ready for review and input. This shall enable the finalisation of the business plan going forward.	Manager - Commercial Services
4.2.09.02	Finalise Holiday Parks Plans of Management ready for Crown Lands approval	>	Plans of Management are progressing with stage 2 works in progress which is the strategic direction document that supports the POM outcomes and provides the detail of what is proposed within in parks going forward. Both documents are in the final stages and shall be ready for peer review and input in Quarter 1 2025-26.	Manager - Commercial Services
4.2.10 - Support the organisation to achieve their goals by managing budgeting and procurement process efficiently and effectively within acceptable levels of risk				
4.2.10.01	Establish an Enterprise Project Management Office to oversee and support project governance through management of the corporate Project Management Framework and assess project readiness for inclusion in capital budgets	✓	Enterprise Project Management Office established formally in October 2024. Projects now being assessed and managed through Project Lifecycle Management (PLM) for readiness and prioritisation.	Manager - Technical Services
4.2.10.02	Provide accurate information to Council and the community on Council's financial activities	✓	For 2024-25, the Quarterly Budget Review Statements (Q1-Q4) and the 2026 Budget were completed and adopted prior to the required due date.	Chief Financial Officer
4.2.10.03	Develop a fair and equitable rating system that also improves Council's financial sustainability	!	Council engaged with the community via the draft DPOP placed on public exhibition, showing both rate-peg and special variation rating scenarios. On 16 May 2025, IPART approved Council's application for a 12% special variation increase to Council's rate base for 2025/2026, from 1 July. A single year, permanent increase. Council at their meeting of 19 June 2025, adopted the DPOP with the 12% special variation increase to 2025-26 rates.	Chief Financial Officer
4.2.10.04	Ensure best practice procurement and contract management that is focused on value for money outcomes, compliance and sustainability	✓	The Procurement Unit monitors purchases across the organisation for compliance with internal policies and external legislation. Individual purchases are being evaluated to identify opportunities for bulk procurement, savings and improved cost/benefit outcomes. All formal procurement processes are required to include sustainability as a key evaluation criterion. An Internal Audit Report on procurement was completed in April 2025. The report has been presented and endorsed by the Executive Leadership Team. Internal resources have been allocated to implement the agreed management actions to enhance procurement outcomes across the organisation.	Chief Financial Officer

4.3.01 - Provide opportunities for the community to have genuine engagement on Council planning and decision making				
4.3.01.01	Facilitate staff education and awareness of the International Association for Public Participation (IAP2) Framework	II	Executive Leadership Team is now considering budget for any possible IAP2 training for key staff members who engage with the community on a regular basis. The Community Engagement Officer position has been advertised and recruitment to proceed in July/August.	Manager - Media & Communications
4.3.01.02	Explain to our local community the impacts of strategic planning and ensure appropriate consultation is undertaken and information is available	✓	During 2024-25, community engagement was held throughout the year, to support the development of the Reconciliation Action Plan, the Proposed Special Rate Variation, the Community Infrastructure Strategic Plan (CISP), Community Strategic Plan 2035, the Margie Sheedy Memorial Project and the Draft DPOP and Budget 2025-26. An interactive online workshop with disability service providers from the Shoalhaven was held as part of the Disability Inclusion and Access Plan review. Work has also started on the Tourism and Economic Development Strategic Plan engagement program.	Manager - Strategic Planning
4.3.01.03	Support staff to develop community engagement programs that provide authentic consultation activities	✓	<p>Range of detailed exhibitions and consultations undertaken on key proposed strategic land use planning, including the Draft Shoalhaven Affordable Housing Strategy, Draft Strategic Growth Principles, Character Controls Planning proposal and the detailed Release Plans for the Moss Vale Road North Urban Release Area.</p> <p>Formal strategic land use planning related exhibitions and consultations undertaken during 2024-25 included the Planning Proposal PP076 (131 St.Vincent Street, Ulladulla) and Draft Amendment No.56 (45 Degree Rule) to Shoalhaven DCP2014, the Planning Proposal PP078 (17 Prince Alfred Street, Berry), the draft Shoalhaven Community Participation Plan (CPP), the draft Shoalhaven Local Approvals Policy (LAP) 2025, the Variation to Planning Agreement, Subdivision, Suncrest Ave, Sussex Inlet and the draft Shoalhaven Local Approvals Policy (LAP) 2025.</p>	Manager - Media & Communications
4.3.01.04	Support the conduct of the 2024 Local Government elections	✓	2024 Local Government Election conducted and completed, countback for vacancy also complete and induction arranged and being completed and will be reported in annual report. Awaiting invoice to close out expected this month.	Manager - Business Assurance & Risk

## 4.3.02 – Provide clear, consistent, relevant and accessible information to the community

4.3.02.01	Produce written and visual content that is informative and readily available to its target audience		<p>For 2024-25, 435 design requests were completed to produce content for static and dynamic media that educates and interests the audience. This year, the designers updated the visual brand to be more accessible, appealing and contemporary. The cohesive use of an updated colour-palette, font, imagery and illustration techniques has been used to generate documents, flyers, posters, reports, digital screen imagery and video content for the year. Some of the major documents produced included the Community Strategic Plan, Community Engagement Strategy and Framework and annual reports. We've produced a range of in-house videos for campaigns that have had broad appeal. Videos included monthly financial update videos by the Acting CEO for both internal and external audiences, Mangrove ecosystems promotion and four Pet Talk videos. Our staff member also voiced the advocacy campaign video and the protocols for the Council meetings. During two extreme weather events, we updated the community information digital screens with current SES messaging for the duration.</p>	Manager - Media & Communications
4.3.02.02	Optimise communication channels to directly reach target audiences		<p>Social media was leveraged to reach target audiences during the heavy rain events of the April long weekend and flooding that occurred in June.</p> <p>Weekly newsletters were directly distributed to Councillors and a weekly message from the Mayor was published on the website and sent to subscribers.</p> <p>Monthly videos of the Acting CEO providing an update about how Council is tracking against the financial sustainability action plan, was shared on social media platforms.</p> <p>The new email signature has been updated to provide a direct link to educational or promotional information about a community engagement activity or initiative.</p> <p>A new Leaders Pack was initiated to share information with people-leaders in the organisation to share with their staff. A webpage was developed that provides lists of roads that could potentially be flood affected in a rain event, ready to promote during an event. Other website improvements include a new Community-Led projects webpage, a new interactive map to support the CISPA engagement, created a 'Check Outages' map and button for Shoalhaven Water, and rebuilt the Rates Calculator for 2025-26.</p>	Manager – Media & Communications

## 4.3.03 - Enhance Council's reputation within the community and throughout the region

4.3.03.01	Provide accurate and timely information to promote activities, programs and policies of Council		<p>Large scale business and operational requirements of Council have been promoted through media throughout the year.</p> <p>Council's response and the impacts of the rain events during the April long weekend were promoted through several social media posts, media releases, and emails to Councillors during the event. This included the mechanical intervention to open Lake Conjola and the series of media enquiries that resulted. A webpage was developed after the event that provides lists of roads that could potentially be flood affected in a rain event, ready to promote during an event. This occurred late June when the Shoalhaven experienced significant rain. Council supported the SES messaging during this time with constant updates to the community information hub digital screens, social media and multiple media releases.</p> <p>The team constructed weekly newsletters to Councillors, providing information of interest, as well as a weekly message from the Mayor to the community. Monthly video updates were completed for the Acting CEO to inform staff and communities about the financial sustainability action plan, which was shared on relevant platforms.</p>	Manager - Media & Communications
4.3.03.02	Proactively respond to misinformation and provide factual information on all media platforms		<p>Responding to misinformation continues to be a challenge, with inaccurate information being dispersed about Council's management of the mechanical opening of Lake Conjola; potential for Council redundancies and ongoing questioning about Council finances.</p> <p>Council contacted journalists directly to clarify that the opening of Lake Conjola had been done appropriately and in accordance with the NSW Government issued license, and that Holiday Haven was not being evacuated.</p> <p>Council monitored social media pages to respond wherever possible to concerns communities had to water over roads and regularly posted SES updates and provided links to Live Traffic for road closure information.</p>	Manager - Media & Communications
4.3.03.03	Create engaging and interesting media opportunities and events that appeal to the community and is promoted more broadly		<p>Interesting and engaging media opportunities were held throughout the year, with some of the highlights including the Reconciliation Action Plan launch event, the opening of both the Manyana and the Lake Conjola fire stations; the Community Australia Cricket award for Artie Smith Oval and the IAS Mayor reception.</p>	Manager - Media & Communications



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