

Shoalhaven City Council

CSP Review – Phase 2 Engagement Report

CSP Review Team

May 2013



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CSP Review Project

Shoalhaven City Council has adopted the Integrated Planning and Reporting (IPR) framework. To meet the current IPR legislation, in particular Clauses 1.9 and 1.11 of the Department of Local Government (DLG) Integrated Planning and Reporting Guidelines (shown below), Council is required to complete a review of its Community Strategic Plan (CSP) by 30 June 2013.

1.9 The Community Strategic Plan must be reviewed every four years. From 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.

1.11 The review must include the following:

- *A report from the outgoing council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years*
- *A review of the information that informed the original Community Strategic Plan*
- *A Community Engagement Strategy, as prescribed by the Local Government Act and Essential Element 1.5.*

Engagement Strategy

Council is committed to engaging with the community on its review of the Community Strategic Plan 2020. Council adopted an Engagement Strategy that will maximise value from the level of resources available and the Review's short time frame, by informing, consulting with and involving the community through the review process.

Objectives of the CSP Review Engagement Strategy include:

- enhance community understanding of and confidence in Council's planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

Further detail on the engagement approach is included in the CSP Review Engagement Strategy (Appendix B). All of the intended engagement methods and tools were employed in Phase 2, from 13 March to 12 April 2013, yielding varying amounts of feedback from the community than others.

Phase Two Engagement Tools

Alerting potential respondents to the existence of the Draft CSP was a specific objective of the engagement process in Phase 2. A number of methods were undertaken to 'spread the word' to as many people and groups as possible. The methods included emails, mail outs, media releases and social media as well as web site notice boards and information. Displays of the Draft CSP and other relevant documents were also placed in Libraries and Council Administration buildings. In addition to the general public, Community Consultative Bodies (CCBs), Business Chambers, State Agencies and workshop participants from Phase One were targeted.

Email and phone calls

Contact through email and mail was made with all workshop participants from Phase 1 and a copy of the Draft CSP, Phase One Report and Directions Paper were sent, along with a feedback form, requesting their comments. Emails were also sent to Council's contacts for CCBs, State Agencies and Business Chambers. To ensure emails were being received by the CCBs, follow up phone calls were made to CCB group contacts.

Media Coverage including Social Media

Council distributed two media releases regarding the Draft CSP during the consultation period.

Council's Media Manager was able to highlight the Draft CSP during his weekly spot on 2UUU community radio and the Mayor gave an interview on the CSP review during her weekly spot on 2ST radio.

Facebook was Council's primary social media engagement method. Facebook posts were used to increase awareness of the Draft CSP and to encourage involvement in the feedback process and to point stakeholders to Council's Draft CSP on the CSP Review website.

CSP Review Webpage

A webpage specifically designed for the CSP Review was published on Council's internet site. The site contained links to a number of documents and resources for the community to access including:

- The Draft CSP – Shoalhaven 2023
- Directions Paper
- CSP Review – Phase 1 Engagement Report
- The current CSP – Shoalhaven 2020
- The Level of Service Survey
- Issues Paper
- Information
 - End of Term Report
 - Media Releases
 - Time table of engagement events
 - Project scope
- Ways to communicate with Council

Community Feedback

Email, Voicemail and Letters

Responses were in the form of emails and letters. All correspondence received from staff and community were recorded in Council's TRIM document recording system. Table 1 provides a breakdown of the responses

Table 1: Feedback groups, methods and number of responses

Groups	Collection method numbers			Totals
	Email	Letter	Feedback box	
CCB	0	2		2
Staff	6		1	7
Agency	1	1		2
Public	3	3		6
Anonymous	4		1	5
Totals	14	5	2	22

Table 2: Allocation of comments

CSP Area	Number of Comments
KRA	2
Structure	28
Objectives	11
Strategies	68
Measures	17
Other	20
Total	146

Analysis method

Feedback obtained from the various groups was captured in an Excel spreadsheet (Appendix A) after being entered into Council's document records system. For lengthy comments only the main points were captured in the spreadsheet with a reference to the original document. Each point within submissions was also given a letter to allow it to be tracked back to the original source. The relevant CSP section and sub-section were recorded against each comment and where applicable the relevant Objective or Strategy shown.

Council staff reviewed and considered each submission point, provided comment about each point and recommended whether or not a CSP content change was required. Appendix A shows all submission points, staff comment and staff recommendations for Council's consideration in adoption of the CSP 2023. Direction for the evaluation process was also provided from the CSP Review – Councillor Reference Group.

Social Media

No responses were received from Council's Social media site – Facebook.

CSP Review Webpage

Over the past 3 months community interaction with Council's CSP Review webpage was strong with a sizeable number of hits on pages including:

- Shoalhaven 2023 home page - 629 hits
- Have your Say - 76 hits
- Community Strategic Plan - 48 hits
- Information - 70 hits
- Media Releases - 14 hits

Feedback Analysis

Community and Staff Response Consolidated

Feedback comments were mainly aimed at Strategies and the structure of the document (Table 2). However, there were a sizable number of comments relating to how the strategies and objectives are measured. Table 3 provides a summary of the main points raised by community and staff.

Table 3: Comment on Community and staff responses

Area in CSP	Comment on Responses
KRA	Support for the additional (5 th) KRA was received and given the limited responses on this issue, helps to confirm the five KRA structure of the document
Structure	Many of the structure comments related to improving the graphics in the CSP document and applying a plain English test to the Plan. There was also support for the A3 version and contents page.
Objective	Comments on Objectives mainly focused on People, Place and Prosperity. Changes to two Objectives were made in response to community comment.
Strategy	Strategy comments received covered all of the KRAs, however, People and Place received the most. A number of the comments questioned the broad nature of the Strategies and the CSP in general. Other comments were more specific about individual Strategies and provided substantive grounds for changing and in some cases adding additional Strategies.
Measures	There were a number of comments relating to measuring the Strategies and outcomes of the CSP. Some of the comments identified specific issues that are measured through other indicator reporting that feeds into the CSP. The long four year timeframe on CSP reporting was also questioned, along with the need for some additional measures. Where appropriate additional measures have been added to the Strategic Progress indicators.
Other	Other issues dealt with the overall content of the Plan, being too vague and lacking future direction. Questions were asked about the need for such large supporting documents, improvements to the Infrastructure Survey and Engagement Strategy. However, there was also praise from the community on providing a "comprehensive and detailed document and

a wide ranging engagement strategy”.

All comments received were analysed and carefully considered in the context of the draft CSP, and for their ability to improve the CSP. At times there were competing comments that requested changes to the same area resulting in multiple changes in some instances.

Publication

The CSP, when endorsed by Council, will be published as a hardcopy (limited) and as a web based document. The A3 executive version will also be printed and added to Council’s website. Hardcopy distribution will be to Council’s libraries and Administration buildings. The printed A3 sheet will be sent to all CCBs.

Media releases, including social media, will inform the general public of the CSP’s existence and where a copy of the Plan can be viewed or downloaded.

Appendix A – Draft CSP Feedback

Doc No.	Point	Section	Submission Summary	From	Ref	Staff Comment	Recommended Change to CSP
	A	Structure	Heading required for text on page 7	Staff	Page 7	Create heading - "Control - Influence - Concern"	Add new heading
D13/857 18	I	Objectives	Ambiguities should be addressed, with "Ecologically sustainable development" used when this is intended	Public	Place Objective 2 and 2.07 (2.4.2)	ESD is embedded in the CSP2023 Core Principles. Additional reference in Strategy 2.07 could reinforce this	Amend Strategy 2.07: "Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy and ESD principles, also carefully considering community concerns and the character of unique historic townships"
D13/857 18	P	Objectives	A better objective for the first objective under place would be - "A city which values, maintains and enhances its natural and cultural environment."	Public	KRA - Place, Objective dot point 1 (2.1)	Good suggestion	Change to "Place" Objectives - "A city which values, maintains and enhances its natural and cultural environments"
D13/867 47	AC	Objectives	Look at ways to create employment not just promote or advocate	CCB	3.04 and 3.08 (Objective 3.1)	This could be considered as a community outcome at the Objective level in Prosperity KRA	Amend Prosperity Objective 1 - "An economy with growing employment opportunities based on Shoalhaven's distinct characteristics,

							advantages and natural qualities"
D13/867 47	AF	Objectives	Objective 3 should include the word "united"	CCB	KRA 3 - Prosperity Objective dot point 3 (4.3)	Addition of "united" is appropriate	Add to Leadership Objective 3 - 'united'
D13/678 39	A	Other	Value of Section 3A should be Part 3A	Staff	Page 39	Agreed	Amend reference
D13/678 39	B	Other	One of the factors for providing housing is numbers of lots approved for subdivision. The CSP is silent on this measure and it is not reflected in either of these two measures.	Staff		Include a new measure - <i>Number of new dwellings approved (combined, dual occupancies, secondary dwellings and units/flats)</i>	Amend Place measures 'Number of new dwellings approved (combined, dual occupancies, secondary dwellings and units/flats)'
D13/716 87	A	Other	As per the NSW State Plan and the NSW 2021 Illawarra/South Coast Regional Action Plan the population of the Shoalhaven is forecast to increase significantly from 96,967 persons (ABS, 2010 est. resident population) to 129,010 by 2036. This major population increase is not	Agency		Consider adding bullet point under external influences for forecast population increase	Amend - add bullet point, no change in Strategies required

			noted under External Influences or indeed anywhere else in the document. This significant residential increase will be the single most influential driver of demand for Council services however, it is not identified in the Community Strategic Plan Shoalhaven 2023. This major oversight requires attention.				
D13/75278	A	Other	Include Energy Management Plan as a measure in the Sustainable Services and Programs area	Staff		EMP annual progress measure to be included in Place	Add measure in "Place" KRA 'Energy Management Plan actions completed or underway'
D13/85718	C	Other	Other cities have redefined themselves by valuing and maintaining their existing environments and capacities and strategically working to overcome a narrow economic and social base and social disadvantage. Why not the Shoalhaven?	Public	Page 3 CSP	Include a paragraph in the introduction on this issue, based on the Postcard response analysis	Include paragraph in the Introduction
D13/85727	C	Other	Non formal settings for engagement would have been appropriate	Anony mous		Add 'street stalls' to community engagement section on page 10	Add 'street stalls' and 'attendance at markets'

D13/859 80	K	Other	Fails to actually specify or establish how the results will be used to change and improve Council practice. A commitment to change and improvement resulting... needs to be included in statement	Public	Page 13 CSP	Add a sentence to this introductory section on the use of indicator data to improve Council's performance	Amend Text - 'to improve Council's performance'
D13/867 47	AM	Other	Appendix 3 measures for KRA 5 are missing. Add measures for Pages 25/26 Sustainable Services and Programs	CCB		Agreed, measures to be added	Add measures for KRA 5
D13/867 47	K	Other	Not clear how the indicators will address those issues raised that did not get earmarked for further consideration, i.e. transport and green waste	CCB	2.11 and 2.12 (2.4.6 and 2.4.7)	Green waste and transport are mentioned in the CSP2023, measure for green waste may need to be added.	Change 'tonnes of green waste collected'
D13/867 47	L	Other	No Objective related to community engagement and only limited measure	CCB	Leader ship Objecti ve - dot points 1	Objective "Active engagement between Council and the Community" covers community engagement. Will look at additional measures for community engagement.	Change 'Number of active email addresses for community engagement'
D13/867 47	M	Other	"good management" in the Mission statement should be changed to effective, excellent or great	CCB	Page 14	Will change to "effective management"	Change 'effective'

D13/867 47	Q	Other	Feeling valued - having more of an opportunity to have a say on issues that are important	CCB	1.10 and 4.01 (1.4.1 and 4.1.1)	Three questions in the End of Term survey and reported in the end of term report	Change 'Number of active email addresses for community engagement'
D13/924 74	A	Other	Number of comments about content	Anony mous		Comments on content taken on board and added (where appropriate) to the document	Changes made during plain English test
DP/OP	A	Other	Include Gov 2.0 in glossary	Staff	4.01 (4.1.1)	Reference to Gov 2.0 removed from the document	Remove reference to "Gov 2.0"
DP/OP	A	Strategi es	Additional Strategy required for the Transformational Program and Implementation Plan	Staff	(5.1.9)	Create additional Strategy "Develop an organisation with a constructive workplace culture that is resilient and responsive to change and maintains a focus on quality customer service, compliance, asset management, project delivery and cost efficiency"	Add new Strategy
D13/716 87	B	Strategi es	The minimal two lines dedicated to Effective Governance are inadequate and do not effectively outline any governance intent or procedures to which Councillors and/or Council staff must adhere. We would suggest that this section include the phrase: Elected Councillors and Council staff must adhere at all times to the governance guidelines as identified, e.g. "in the Shoalhaven City Council	Agenc y	Leader ship Objecti ve - dot points 3 and 4 (4.4.1) page 26	Consider an additional Strategy reaffirming governance commitments	Add new Strategy 'Embrace ethical principles and governance guidelines in serving the community'

			Governance Handbook".				
D13/840 94	A	Strategi es	Add "people with disabilities" to 1.03 Strategy	Staff	1.03 (1.2.1)	Add people with disabilities to 1.03	Amend Strategy 1.03 - add "people with disabilities"
D13/857 18	K	Strategi es	Where are strategies to attract people interested in taking advantage of advances in technology that would attract them to establish internet- based enterprises, whilst living an ecologically sustainable lifestyle?	Public	2.07, 3.04, 3.05, 3.06 and 3.08 (2.4.2, 3.2.2, 3.2.3, 3.2.4 and 3.3.2)	Strategies 2.07, 3.04, 3.05, 3.06 and 3.08 directly address this point. Strategy 3.08 could also reference "small business" (which includes home based businesses)	Amend Strategy 3.08 to reference "small business"
D13/857 18	O	Strategi es	Why is Council's support for initiatives regarding homeless people confined to health effects and not extended to supporting expanded housing opportunities e.g. for young people?	Public	1.04 (1.2.2)	The focus in this Strategy is on advocacy relating to "homelessness". It is agreed that this could extend beyond "health" effects. The Delivery Program / Operational Plan can address the specifics	Remove the word "health" from Strategy 1.04

D13/857 18	R	Strategies	Regarding Strategy 2.02 I consider this should say, "ensure that the <u>physical</u> and <u>biological</u> environments of the Shoalhaven are maintained, enhanced and conserved through targeted management strategies." I understand that ecology and biology mean the same	Public	2.02 (2.1.2)	Amend: 'natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management' D13/85980 also refers to this Strategy. Also DP/OP "A"	Amend Strategy 2.02: "Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"
D13/857 18	S	Strategies	Regarding Strategy 2.04 Foreshore and water fronts. I do not agree with this. It is therefore entirely inappropriate to include strategies that give priority to reconstructing foreshores and water fronts for recreational and other community uses. Such uses should only be allowed in foreshore areas where the natural values have been lost and cannot be re-established	Public	2.04 (2.2.2)	Amend: "Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use" See also D13/85980 G and H	Amend Strategy 2.04: "Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use"
D13/859 80	E	Strategies	Current Strategy "Support and enable the use of the natural environment for education, research and recreation" Request to amend last reference to "recreation in selected locations" or "selected recreation"	Public	2.01 (2.1.1)	Add the word "sustainable" to this Strategy	Change to 'Support and enable the sustainable use of the natural environment for education, research and recreation'

D13/859 80	F	Strategies	Request to amend to: "environments of ecological and biological significance / importance" or "natural environments of ecological and biological significance"	Public	2.02 (2.1.2)	Good suggestion for change to wording, without changing the point of the Strategy - partial change	Change to 'Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management'
D13/859 80	G	Strategies	'Waterfront' is not a term used in other Council related policy / plans. Reconsider using terms that are referenced elsewhere "foreshore"	Public	2.04 (2.2.2)	Remove the word 'waterfront', add "foreshores"	Amend Strategy 2.04 - 'Create active and connected foreshores to support and promote the natural environment allowing for appropriate community recreational use'
D13/859 80	H	Strategies	Rewrite to: "Manage foreshores to support and promote the natural environment allowing for appropriate community recreational use"	Public	2.04 (2.2.2)	Consider replacing 2.04 with: Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use"	Amend to - 'Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use'

D13/859 80	j	Strategies	Should include reference to 'Community Engagement Policy' (CEP)	Public	4.01 (4.1.1)	Could update 4.01 similar to 2.07. "Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement Policy principles"	Amend Strategy - 'Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement Policy principles'
D13/867 47	AA	Strategies	Additional Strategy - protecting the character of unique townships	CCB	2.07 (2.4.2)	Add to 2.07 reference to "the character of unique historic townships"	Amend Strategy 2.07 - 'Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy, also carefully considering community concerns and the character of unique historic townships'
D13/867 47	AB	Strategies	Additional Strategy - preservation of cultural and historical heritage of the area	CCB	2.02 (2.1.2)	Consider adding reference to Strategy 2.02	Amend Strategy 2.02 - "Ensure that the ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"

D13/867 47	AD	Strategies	3.08 should include education, construction, small business and retail outlets	CCB	3.08 (3.3.2)	It is difficult to cover all groups - need to focus on what are Strategic drivers, however, small business and home businesses should be recognised as a sector.	Add to Strategy 3.08 - 'small business'
D13/867 47	B	Strategies	Greater emphasis on public transport is missing from the document	CCB	1.02 and 2.12 (1.1.1 and 2.4.7)	Transport is covered in 2.12 - "priority transport networks and associated infrastructure" includes public transport as an option, however, the word 'growth' could be replaced with 'changing' to better reflect the needs of the aging population.	Amend Strategy 2.12 - replace 'growth' with 'changing'
D13/867 47	W	Strategies	Reference the increased need for services and infrastructure during peak tourist season	CCB	5.09 (5.2.1)	Add to strategy 5.09 a reference to "peak visitor period demands"	Change Strategy 5.09 - 'Impact of tourists during peak tourist times on resources and services'
D13/867 47	Y	Strategies	being mindful" does not indicate direction of action only awareness	CCB	2.07 (2.4.2)	Will consider clarification of this Strategy	Amend Strategy 2.07 - 'Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy, also carefully considering community concerns'

DP/OP	A	Strategies	Add new Strategy "Manage local heritage in a positive manner"	Staff	2.07 (2.4.2)	Refer to change recommended in D13/86747AB	Amend Strategy 2.02 - "Ensure that the ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"
DP/OP	A	Strategies	Replace the words "through the recurrent Service Profile programs" with " in a timely, efficient and cost effective manner"	Staff	5.02 and 5.03 (5.1.3 and 5.1.2)	Add descriptive words at start of Strategy. This also applies to Strategy 5.02.	Amend Strategies 5.02 and 5.03 - "Provide timely, efficient and cost-effective". Retain reference to "service programs"
D13/65361	A	Structure	Just wondering once again if the CSP has been to an editor. I've just started reading through and I'm finding the language clumsy and confusing in places. If we want the community to read and absorb these documents they need to be as clear and succinct as possible. Plain English.	Staff		A plain English review has been completed	Changes made without changing meaning

D13/842 87	B	Structure	Document language is more complex and less precise than previous CSP 2020. Document should be rewritten in plain English	CCB		A plain English test has been applied to the document	Various changes made without changing the meaning
D13/842 87	D	Structure	Hoped graphics would be improved in final document	CCB		Graphics will be improved	Presentation of final version to be graphically improved
D13/842 87	E	Structure	Use of different styles, colours and font sizes to distinguish between various chapters, sections and sub-sections gave structure to CSP 2020 which is missing from the draft	CCB		Agreed - Graphics will be added to the document. The style of CSP 2023 will be less lavish than that of CSP 2020 to reflect the main theme of restraint	Presentation of final version to be graphically improved
D13/842 87	F	Structure	Reversion to conventional dot points, rather than ticks would further clarify draft	CCB		This point will be addressed when graphics are applied	Presentation of final version to be graphically improved
D13/842 87	G	Structure	Not apparent if the nominated Strategies for each KRA are the only Strategies for the KRA or whether they are to be added to existing Strategies already in the adopted CSP	CCB	Page 10 CSP	Additional wording to be added to clarify the process of review. Draft CSP2023 is a review of CSP2020 and will when finalised replace that document. Therefore Strategies in CSP 2023 will replace those in CSP2020.	Add text 'Includes a review of the Objectives and Strategies from the previous CSP'

D13/842 87	I	Structure	No complete list of the proposed strategies to be adopted for each KRA. No rational grouping of Strategies and no apparent method adopted for ranking relative importance of the Strategies nor linking them to their respective Objectives. This section of CSP2023 needs a rewrite based on the structure in CSP2020 plus a logical system of numbering proposed similar to that used in CSP2020	CCB	Page 32 CSP	Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can help deliver an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change required, Objectives to be numbered in the CSP and Strategies aligned on a best fit basis
D13/842 87	J	Structure	Numbering system for Objectives and Strategies should carry through to Appendix 2, so readers can quickly align Objectives and Strategies within CSP to Goals and Priorities of State and Regional Plans	CCB		Agreed	Add CSP reference numbering to Appendix 2
D13/842 97	E	Structure	Strategies are not tied directly to objectives as in CSP2020	Public		Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can help deliver an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change, include numbering structure in CSP, with Strategies aligned to Objectives on best fit basis.

D13/842 97	F	Structure	Measures in Appendix 3 don't clearly align with KRA / Strategies	Public		Appendix 3 measures can be reordered in approximate strategy order but not directly linked. Progress on strategies is not always best measured by quantitative indicators	Amend order of Appendix 3
D13/842 97	J	Structure	Transport measures shown in Place not people (1.02)	Public	1.02 (1.1.2)	Move some of the Transport measures to People	Amend measures
D13/842 97	K	Structure	Appendix 3, measures for KRA 5 are missing. Add measures from Pages 25/26 Sustainable Services and Programs	Public		Agreed - add measures	Amend measures
D13/859 80	D	Structure	Create a separate section for 'Natural Environment'	Public	Objective 1 (2.1)	Natural environment is part of "Place". Amend Objective 1 in Place to refer to "natural"	Amend Objective 1 - "Place"
D13/867 47	E	Structure	Measures in Appendix 3 don't clearly align with KRA / Strategies	CCB		Appendix 3 measures can be reordered in approximate strategy order but not directly linked. Progress on strategies is not always best measured by quantitative indicators	Changes to Appendix 3

D13/924 74	B	Structure	Comments about structure	Anonymous		Comments on structure taken on board and added (where appropriate) to the document	Changes made during plain English test
D13/857 18	T	KRA	This section is ambiguous regarding its use of the term "sustainable." I suggest it should be titled "Viable services and programs."	Public	KRA 5 - Sustainable Services and Programs	The word sustainable, with reference to Council's core operational functions links to the concept of sustainability in the Resourcing Strategy. i.e. leaving future generations with the same capacity and choices that we now have	No change
D13/867 47	AL	KRA	Emphasis on Sustainable Services and Programs is supported	CCB		Thanks	No change
D13/842 87	K	Objectives	Some of the KRA Objectives from CSP2020 have been replaced, amended or moved to a different KRA. An explanation of reasoning behind this would have assisted community input	CCB		Agreed - An explanation behind the Objective changes would have clarified the document in relation to the CSP2020. However, the Draft CSP2023 is a stand-alone document that could be read without reference to CSP2020. Changes to Objectives in the Draft CSP did not introduce any policy change	No change

D13/857 18	M	Objectives	Many of the objectives in the Plan are statements of action not outcomes. Accordingly the objectives are ineffective in guiding strategy and in defining both qualitative and quantitative indicators for assessment and evaluation of progress in meeting them	Public		The Objectives are intended to be 'outcome' focused. Most describe a 'future state' while a few describe a future way of working or behaving - all are valid as statements of future aspiration	No change
D13/857 18	N	Objectives	I would prefer that the first objective said, "communities that respect diversity of lifestyle and opinion and work to achieve consensus decisions." The potential for complex, diverse communities to be 'united' on substantive issues is rare	Public	People, Objective 1	People Objective 1 can be read with respect to people within each town, village and rural community <u>and</u> with respect to the collective communities that make up the larger city population and community. The Objective recognises and seeks 'diversity', thus acknowledging that differences will exist - however, it is reasonable to aspire to "unity" particularly when critical challenges confront communities and in believing in a positive future for the Shoalhaven	No change
D13/903 89	C	Objectives	Healthy, active and <i>connected</i> communities that feel safe	Staff	KRA 1 - People, Objective dot point 1	Already covered as dot point 1 - no change	No change

D13/903 89	D	Objectives	Replace "Climate Change" with "Natural Hazards" and "temperature variation"	Staff	2.15 (2.6.1)	Has been left as written, should not be afraid to call it what it is - retain "climate change"	No change
D13/903 89	E	Objectives	Management of Public land - should it be included?	Staff	2.02 92.1.2)	No need to distinguish between land ownership / control / tenure	No change
D13/652 28	A	Other	The whole Shoalhaven CSP website consists of links to download PDF files! Where is the web content that I can browse to and read online? How can it be called a website when there is virtually no web content? Until I can read the information in a REAL online format I am afraid that I (and I am sure many others) will not benefit greatly from the information contained in the "site".	Anonymous		Documents added to website as requested - happy to look at alternate arrangements	No change required, CSP published document to include Web based version

D13/653 61	B	Other	P3: ...'where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.' Do we manage growth, development and the environment in order to provide a relaxed lifestyle? Or do we manage growth, development and the environment for a sustainable future? Can we just use either 'growth' or 'development' rather than both words? And as the document says just a few lines further down, 'residents enjoy a range of lifestyle options'. There isn't just one unique and relaxed lifestyle here, there are many lifestyles and not all of them are relaxed or unique.	Staff		Valid point, however, the Vision was determined for the CSP 2020 after significant consultation with the community and specifically included both words.	No change
D13/842 87	H	Other	Directions Paper should list the 41 specific issues identified from first engagement phase of the review. This would assist the reader in understanding if the 41 specific issues already exist or are very similar to the 41 existing strategies in CSP 2020	CCB		Good suggestion for future CSP review processes	No change to CSP

D13/842 97	A	Other	New engagement strategies required - e.g. at significant community events	Public		This issue will be addressed as part of future CSP engagement processes. DP/OP can address systematic improvements for similar projects.	No change
D13/857 18	A	Other	I am disappointed that extensive comment from community members is not reflected in the Plan	Public	What the community told us....	Comment from the community was used to review CSP 2020. The changes made reflect current community concerns in CSP context	No change
D13/857 18	B	Other	The Plan does not say where Council hopes the Shoalhaven will be in 10 years. What do we want our landscapes and communities to look like and what about our quality of life?	Public	Shoalhaven Profile?	CSP Vision and Objectives describe the "future state" of Shoalhaven as envisaged through the CSP 2023 review process. This submission seeks more descriptive and aspirational CSP content, which would be based on further extensive engagement. Through CSP 2020 and this Review, Council has preferred to keep the CSP concise and strategically focused, setting paths to the future without extensive word-picture description.	No change

D13/857 18	J	Other	The Plan refers to its connection with other plans and strategies. Surely its relationship to the South Coast Regional Strategy, South Coast Regional Conservation Plan and the Shoalhaven Local Environment Plan should be stated. What is the central strategic intent?	Public		Alignment to State and Regional Plans been established - Appendix 2. The 'central strategic intent' of the CSP is one of sustainability and strategic priorities that support the CSP Vision	No change
D13/857 18	L	Other	SCC should follow the intent of the South Coast Regional Strategy in this respect, with its strategy of protecting our coastal and rural environments and by directing large-scale urban growth away from coastal and heritage villages, not creating new villages and instead concentrating growth and infrastructure in Nowra Bomaderry and Ulladulla.	Public	2.02, 2.07 and 2.13 (2.1.2, 2.4.2 and 2.5.1)	The Growth Management Strategy is consistent with the SCR Strategy, and is directly referenced by Strategy 2.07. Strategy 2.13 reinforces the focus of future population at the three key centres.	No change
D13/857 18	Q	Other	Where are the indicators for maintaining the environment? e.g. improvement in the status of Threatened Species and Endangered Ecological Communities; maintenance/improvement of habitat corridor connectivity; maintenance/improvement of the condition of coastal foreshores, estuaries, wetlands and rivers and riparian areas.	Public		There are specific KPIs that are included in the Annual Progress Indicators (see Appendix 3 of CSP), the annual State of the Environment report card and full SOE every four years	No change

D13/857 18	X	Other	The performance indicators should provide for qualitative assessment of Council's performance in these important aspects of decision-making. The current list focuses on process not quality, yet this is the area of greatest concern expressed by the community. • merit-based, transparent, public interest assessment and decision-making. • decision-making consistent with national, State and Council policies and strategic documents	Public	4.09 and 5.04 (4.4.5 and 5.1.4)	Qualitative measures of performance of essentially governance functions would be difficult to define and would require data gathered through community survey based on individuals' perceptions. Some of the End of Term Survey questions seek responses on 'satisfaction' with Council's activities. The DP/OP could include further development of important indicators including 'quality of Council decision-making'	No change
D13/857 27	A	Other	On Phase 1 Engagement report it would be good to provide total number of respondents for graphs in Appendix H	Anony mous		Figures for tables should be included if available - check	No change to CSP

D13/857 27	B	Other	<p>On engagement, it seems like it would have been appropriate for some engagement to have targeted people in non formal settings such as a bus stops, on bike paths, at the recycling centre and on the street. I am also concerned by how weighted the infrastructure survey was toward car users (three related questions) whereas other types of infrastructure seemed lumped under 'recreational facilities' which are undefined. What about public toilets, the recycling centre, bus tops, cityrail stations, the art gallery etc etc. Finally, the good enough/bad enough questions in the infrastructure survey don't appear particularly useful and seem to encourage respondents to prefer 'not good enough'. These questions appear useless given the lack of context. How can a respondent judge the fairness or otherwise of a public building from the outside alone, without knowing what the building is for, or what it has inside?</p>	Anony mous	<p>Comments relating to the Infrastructure Survey - will be passed on to the appropriate manager for consideration in future surveys. The draft CSP strategic emphasis on asset renewal and key asset categories appears to have broad community support.</p>	No change
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D13/857 27	B	Other	Young persons' views should also be better represented	Anony mous		Consider an approach for next time - no further action required	No change
D13/857 27	D	Other	Infrastructure Survey weighted toward car users. 3 related questions whereas other types of infrastructure seemed lumped under 'recreational facilities'	Anony mous		Deliberate choice made on which Asset class to include or not the asset classes chosen reflected where major asset value and expenditure is allocated. Not all asset categories could be included, to keep the survey manageable for respondents	No change,
D13/857 27	E	Other	Good enough / Bad enough questions not useful - lack of context, e.g. How can assessment of building be made using just a photo of outside	Anony mous		Consider for future surveys	No change

D13/859 80	C	Other	Accompanying documents are very lengthy	Public		Difficult to find the balance between providing too much information and not enough. Important to provide complete coverage of engagement outcomes	No change
D13/867 47	AH	Other	Attendance by public at Council meetings - not well attended and is a poor indication of community interest	CCB		The measure is for attendance at meetings by appointed members, not the "general" public - should be retained.	No change
D13/867 47	AI	Other	Code of conduct complaints - reference should also be made to the outcomes and process of the Code of Conduct investigations and included in the measures	CCB		Code of Conduct complaints are reported annually in accordance with Part 12 of the Procedures for the Administration of the Model Code of Conduct. Published separately in an open report to council annually (within 3 months following Sept each year).	No change

D13/867 47	AK	Other	Customer service - define what response should be received within 28 days - acknowledgement of request within 14 days, action initiated in less than 28 days	CCB		This level of detail not appropriate in CSP, however, Council may revise customer service standards at any time. Annual Report indicator shows correspondence within established standards. New quarterly KPI to be considered - number of logged customer requests and number of exceptions to the standard	No change required to CSP
D13/867 47	AN	Other	Staff should be congratulated on a comprehensive and detailed document and a wide ranging engagement strategy	CCB		Thanks	No change
D13/867 47	J	Other	Progress reporting on CSP - four years is too short	CCB		CSP is a 10 year view, can't report in too much detail, too often - it would be unproductive. The DP/OP reporting provides a mechanism for more frequent reporting. General Manager's sixth monthly report can be used for community as well as the Annual Report and Annual Community Report	No change

D13/867 47	N	Other	Monitoring the CSP, every four years is not enough	CCB		Current four year reporting is the best use of Council resources. The indicators Framework involves reporting at quarterly, annually and four year cycles, with the CSP level having the longest reporting interval	No change
D13/867 47	O	Other	Community Indicators can only be used as an effective measuring tool if there is adequate response	CCB		Agree - Aim for 400+ with stratified sampling to ensure a good cross section of the community	No change
D13/867 47	P	Other	Having Councillors attend functions in towns and villages would help build community and individual participation in socio-economic activity	CCB		Consideration can be given to an annual progress indicator, however, further work is required to define a reliable trend data set	No change
D13/101 473	A	Strategies	Endorsement of the CSP specifically relating to healthy living and the need for improved alternate transport systems.	Agency	1.01, 1.03, 1.04, 1.07, 1.08, 2.01, 2.08, 2.13, 2.14, 3.01 & 4.02 (1.1.1, 1.2.1,	Endorsement of the CSP's Engagement Strategy and health aspects of the Plan. Many of the comments are very specific and relate more to the Delivery Program and Operational Plan	No Change

					1.2.2, 1.3.3, 1.3.4, 2.1.1, 2.5.1, 2.5.2, 3.1.1 and 4.3.2)		
D13/652 30	A	Strategi es	The manage the natural environment section have many gaps. No mention of environmental weeds, nor of threats to biodiversity or threatened species. There are a number of programs Council is engaged with in conjunction with Landcare and Biodiversity groups which should be recognised and identified for action. In particular, Council gains significant State and Federal Government funding for weed control, the significance of which is not reflected in this document.	Anony mous	2.01, 2.02, 5.02 (service profile - Noxiou s Weeds) - (2.1.1, 2.1.2 and 5.1.2)	Further detail should be in Delivery Program - Activities and Operational Plan - Tasks	No change

D13/683 53	A	Strategies	Document very weak on environment	Staff	2.01, 2.02 and 2.03 (2.1.1, 2.1.2 and 2.2.1)	High level plan reflective of community comments. Four of the six "Place" Objectives address 'the environment' and five Strategies. Details regarding specific environmental concerns are in Delivery Program	No change
D13/683 53	B	Strategies	The wording in Place Strategy 2.02 could be strengthened by including the word "improvement". Currently it reads as if to just maintain the status quo.	Staff	2.02 (2.1.2)	The Strategy is already comprehensive by referring to the "...environments", elements of which may well be improved through the scope of protecting the whole.	No change
D13/683 53	C	Strategies	Place Strategy 2.10 regarding stormwater management measures funds for "stormwater management programs" ceased many years ago.	Staff	2.10 (2.4.5)	The Strategy remains relevant to various private and public works, including kerb and guttering programs.	No change

D13/683 53	D	Strategi es	In Place Strategy 2.01 the word "research" should be deleted as Council doesn't do this	Staff	2.01 (2.1.1)	Extensive Council research has taken place in relation to environmental issues such as greenhouse gas impacts and other agencies and institutions also undertake research. This is an activity with educational and economic potential that is well-suited to Shoalhaven's strengths and values.	No change
D13/785 15	A	Strategi es	Existing Strategies do not adequately address Council's business units.	Staff	5.02 (5.1.2)	Ongoing Services, whether "business unit" based or not, are covered in Strategy 5.02 with reference to Business Unit Service Profiles.	No change
D13/801 82	A	Strategi es	Priorities not clearly indicated. Broad statements fail to provide clear direction for staff and community	Public		CSP 2023 is a ten year plan and often necessarily broad in nature. Numerous specific Strategies are also included, that are reflective of community comment and strategic choices. Activities and Tasks in the Delivery Program and Operational Plan will be more detailed for action in the Council term.	No change

D13/80182	B	Strategies	Relevance of the CSP to local issues questioned	Public		Local issues cannot be specifically addressed in CSP2023, it would not be workable. However, many of the locally specific issues raised are covered by broad strategies. (e.g. 2.01,2.02, 2.07, 2.15 covers environment; 1.10 covers helping communities have a greater say in their local area) while the more specific issues can be addressed in the Delivery Program and Operational Plan.	No change
D13/80182	C	Strategies	CSP needs to contain Strategies to address Bawley Point's issues	Public		Most of the items / issues identified are covered in the CSP at a broad level. Specific items to be addressed in Delivery Program and Operational Plan - and local level works program information circulated.	No change
D13/82681	A	Strategies	Firstly, I welcome the fact that Council realises the need for more cycleways, but apart from that I found the Plan far too generalised and lacking in detail. As someone who lives in one of the southern villages (Bawley Point) it seemed to be focused more on the northern urban areas and of little relevance to concerns down here.	Public	2.08 (2.4.3)	The CSP forms part of a framework of Council Plans which incorporates Delivery Program Activities (4 year) and Operational Plan Tasks (1 year). The DP/OP can address the specific issues raised by the community where resourced by the budget	No change

D13/826 81	B	Strategies	Should have more focus on the Environment	Public	2.01, 2.02, 2.03 and 2.04 (2.1.1, 2.1.2, 2.2.1 and 2.2.2)	Several Objectives and Strategies under Place address the importance of environment - specifically 2.01, 2.02, 2.03 and 2.04	No change
D13/826 81	C	Strategies	Ranger Services based in Ulladulla	Public	5.01 and 5.02 (5.1.1 and 5.1.2)	Strategies 2.02, 5.02 (Ranger Services, Service Profile) and 5.09 enable this kind of service change and provision, where warranted and subject to resourcing in the budget. A Ranger is currently based in Ulladulla.	No change
D13/826 81	D	Strategies	Specific Plans for the community - villages	Public	1.10 (1.4.1)	The CSP is a City-wide document and therefore cannot address individual villages. Strategy 1.10 provides the basis for local leadership and place-making. Strategies in Place KRA, specifically 2.14, enable priority improvements.	No change

D13/84287	L	Strategies	There were significant submissions relating to Dogs on Beaches. There is no obvious amendment to relevant CSP Strategy to reflect diverse views on this. Assumed Council will use recent Dog Survey to formulate, a Strategy for incorporating into CSP2023. The matter should come back to the community if survey is to form a city wide Strategy. Such a Strategy should support adequate Dog Signage, bin bags at off leash beaches	CCB	2.01, 2.02 and 5.02 (Service Profile - Ranger Services) - (2.1.1, 2.1.2 and 5.1.2)	Dogs in the Shoalhaven is a community concern with very diverse views, which was evident in the community feedback. However, the CSP is a ten year vision for the Shoalhaven with sufficient high-level referencing. This issue needs to be addressed in the Delivery Program and Operational Plan	No change
D13/84287	M	Strategies	Issue of Council providing insurance cover for volunteer groups not addressed. Some volunteer groups do not come under protection of any umbrella organisation providing insurance cover. Yet those organisations entirely devoted to the task of raising funds to be spent on new infrastructure for Council. e.g. Kioloa Bawley Point Sport and Rec Club. CSP needs a Strategy to provide such organisations with insurance coverage	CCB	1.10, 1.11, 5.02 (Service Profile - Risk Management) - (1.4.1, 1.4.2 and 5.1.2)	This issue is too specific for the CSP, and is adequately covered in Strategy 1.11, "Develop a volunteer management Strategy to maximise..." Practical arrangements to provide insurance cover to these projects have been resolved.	No change

D13/842 97	B	Strategies	Different views between Council and the community	Public		CSP Review workshops sought to confirm what was most important to community, which the CSP Draft reflects. Issues and directions identified by Council are also reflected.	No change
D13/842 97	C	Strategies	Direction 8 (p16) community feedback that transport should be given higher strategic direction	Public	2.12 (2.4.7)	Strategies 1.02 and 2.12 address this concern	No change
D13/842 97	D	Strategies	Vague and all-encompassing Strategies	Public		The CSP has a number of specific Strategies e.g. bike paths, more funds on maintenance, as well as more generic Strategies, for which actions can be developed in the Delivery Program and Operational Plan	No change
D13/842 97	I	Strategies	Ageing population, Aboriginal people, youth and overcoming location and distance: - little provision in the document	Public	1.03, 1.05 and 2.12 covers transport (1.2.1, 1.3.1 and 2.4.7)	Strategies 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Strategy 2.12 covers transport. It is neither practical nor a strategic priority to include specific CSP strategies for each demographic group. DP/OP can address further detail.	No change

D13/846 60	A	Strategi es	There are broad statements concerning provision of facilities to meet community needs but these are not specified	Public		CSP 2023 is a ten year vision for the Shoalhaven, as such it is difficult to identify specific actions for every issue. Many of the issues raised relate more to the Delivery Program and Operational Plan	No change
D13/846 60	B	Strategi es	There are statements to ensure environmental protection but these seem at odds with other statements concerning business growth	Public	2.01, 2.02, 2.06 and 2.07 (2.1.1, 2.1.2, 2.4.1 and 2.4.2)	The concept of balance is reflected in the CSP Vision, Strategy 2.07 in particular Prosperity Objective 1 and Strategy 3.08 (where appropriate, sustainable economy sectors are identified). Community feedback indicated support for both outcome areas.	No change
D13/846 60	C	Strategi es	Because of the broadness of statements (see A and B above) public is at a loss to know how funding will be allocated	Public		Several Strategies provide priority - setting basis e.g. 4.07, 4.08, 4.10, 5.02, 5.06, 5.07, 5.09, 5.10, 5.11. Funding allocation for the CSP is covered in the Resourcing Strategy's Principles and Long Term Financial Plan	No change
D13/846 60	D	Strategi es	Draft CSP appears to be of little relevance to Bawley Point/Termeil/Kioloa. Local issues are not addressed.	Public		Local issues cannot be specifically addressed in CSP2023, it would not be workable. However, many of the local issues raised are covered by broad strategies. While the more specific issues should be addressed in the Delivery Program and Operational Plan.	No change
D13/846 60	E	Strategi es	If Draft CSP was used as a guide for funding purposes the	Public		The CSP2023 is a vision for the Shoalhaven over the next 10 years.	No change

			Operational Plan would only consist of paths, cycleways, road renewal, major CBDs and Nowra. Should provide Strategies for the whole City			Strategic priority is implied both city-wide and for key issues, and KRA 5 addresses on-going service delivery and improvement. Some things in the plan i.e. health care, are not the responsibility of Council. Council through its Delivery Program and Operational Plan will develop Activities and Tasks to address the Plan's requirements.	
D13/857 18	D	Strategies	How will Council address the sea change phenomenon?	Public	2.06 (2.4.1)	Strategies 2.02, 2.06, 2.07, 2.09, 2.12 and 2.13 cover this point	No change
D13/857 18	E	Strategies	How will Council address an aging population?	Public	1.03 (1.2.1)	Strategies 1.02, 1.03, 1.05, 1.07, 1.08, 1.09, 1.10 cover this point	No change
D13/857 18	F	Strategies	How will Council address and social issues such as high youth unemployment?	Public	1.03 and 3.04 (1.2.1 and 3.2.2)	Strategies 1.02, 1.03 and 3.03 cover this point, while all of the Prosperity Strategies support increased employment opportunities	No change

D13/857 18	G	Strategies	How will Council at the same time play its part in maintaining the city's most distinctive attribute, its unique, spectacular, diverse natural environment and recognize its significance for the social and economic well-being of the community?	Public	Objectives 1.4, 2.1, 2.2, 2.4, 3.1, 4.4; Strategies 2.01, 2.02, 2.04, 2.07, 2.10, 2.11, 2.14, 2.15 (2.1.1, 2.1.2, 2.2.2, 2.4.2, 2.4.5, 2.4.6, 2.5.2 and 2.6.1)	CSP2023 Vision, Mission, Core Principles and various Objectives and Strategies are directed to maintaining the Shoalhaven natural environment and recognising its inherent importance to the city's future sustainability and identity	No change
D13/857 18	H	Strategies	The introduction to the Plan acknowledges the extent to which our environment defines the Shoalhaven. However this recognition is not reflected in the vision or the strategies	Public	2.01, 2.02, 2.03 and 2.04 (2.1.1, 2.1.2, 2.2.1 and	The natural features of Shoalhaven were clearly identified in the feedback, but were not regarded as an issue to address. Strategies 2.1.1, 2.1.2, 2.2.1 and 2.2.2 address the protection and where needed, improvement, of natural areas.	No change

					2.2.2)		
D13/857 18	U	Strategies	I don't have a problem with most of the strategies except the intention to develop the Shoalhaven River and surrounds. How can this be ecologically sustainable or a safe strategy for businesses and the community when the River and its surrounds are an identified flood zone	Public	3.02 (3.1.2)	Development of the River front is about creating a focal point at Nowra in particular - an icon area - flood issues would be considered in any public realm and / or private sector development proposals, consistent with other CSP Strategies	No Change
D13/857 18	V	Strategies	I recommend inclusion of a further strategy, "enhance the capacity of council's community consultative bodies and community engagement processes to ensure that expression of the diversity of community opinion is encouraged, represented and respected."	Public	4.01 (4.1.1)	Strategy 4.1.1 addresses this point / supported by Strategy 1.10. Delivery Program can include further detail	No change
D13/857 18	W	Strategies	Many retired members of the community have a wide range of skills to offer, yet this rich source of expertise and experience is not respected or sought	Public	1.10 and 1.11 (1.4.1 and 1.4.2)	This issue addressed in Strategy 1.11	No change

D13/859 80	I	Strategies	"Major town centres" should read "Nowra, Ulladulla, The Basin and Vincentia - Huskisson. Current reference inconsistent with other parts of CSP on exhibition (Shoalhaven profile)	Public	2.13 (2.5.1)	Page 4 "major centres" references - Nowra/Bomaderry, Milton/Ulladulla and Bay and Basin. However Strategy 2.13 relates to the town centres, not the broader settlement centres, and clear focus on locations is needed for strategic value.	No change
D13/867 47	AE	Strategies	Strategies required for improved shopping experience and CBD improvements	CCB	2.13 and 2.14 (2.5.1 and 2.5.2)	These Strategies exist in Place 2.13 and 2.14	No change
D13/867 47	AG	Strategies	Terms in the Strategies are subjective rather than prescriptive and therefore not easy to measure	CCB		Strategy setting is inherently descriptive because it describes actions or activities, not outcomes. Agreed they are less measurable in quantitative terms but progress reporting and annual indicators are part of the IPR Framework	No change required - note plain English review completed
D13/867 47	H	Strategies	Synergy between CCBs and Council and CCBs and their communities could be improved	CCB	1.10, 4.01 and 4.02 (1.4.1, 4.1.1 and 4.2.1)	Good points - proposed CSP Strategies support this for future engagement exercises. Time pressure on this review made this difficult.	No change

D13/867 47	I	Strategi es	Streamlining the processes of engagement and increase the response rate	CCB	4.01 and 4.02 (4.1.1 and 4.2.1)	Noted, for action by CCB Liaison/Engagement officer	No change
D13/867 47	R	Strategi es	Ageing population, overcoming location and distance: - little provision in the document	CCB	1.03, 1.05 and 2.12 covers transport (1.2.1, 1.3.1 and 2.4.7)	Strategies 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Strategy 2.12 covers transport. Due to size limitations it is difficult to have specific strategies for all groups. Many strategies do respond to issues arising from ageing e.g. 2.07 Growth Management Strategy	No change
D13/867 47	S	Strategi es	Consider further Strategies to address isolation of people in outlying area	CCB	1.02, 1.01, 1.08 and 1.09 (1.1.1, 1.1.2, 1.3.4 and 1.3.5)	Covered in related Strategies - the Regional Strategy focus is to have increased population in consolidated centres	No change
D13/867 47	T	Strategi es	No indicator for reporting progress to address isolation of people in outlying areas	CCB		Consider adding a suitable measure for the End of Term Survey	No change
D13/867 47	U	Strategi es	Not clear how necessary activities and projects for specific Strategies will be delivered and monitored	CCB		Ten year view, this detail not possible / practical in CSP - refer to DP/OP. Six monthly progress reporting against activities links to	No change

						CSP Strategies see also response on D13/86747 - point J	
D13/86747	V	Strategies	Ageing population, Aboriginal people and youth - little provision in the document	CCB	1.03, 1.05 and 1.06 (1.2.1, 1.3.1 and 1.3.2)	Strategies 1.03 and 1.06 covers youth, 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Due to size limitations it is difficult to have specific strategies for all groups	No change
D13/86747	X	Strategies	No specific details about how increased population numbers (tourists) can be addressed - 2.06	CCB	2.07, 2.09 and 2.12 (2.4.2, 2.4.4 and 2.4.7)	Increase in population numbers is recognised and proposed strategies respond to this issue	No change
D13/86747	Z	Strategies	Transport networks - public or private? Council's role	CCB	1.02 and 2.12 (1.1.1 and 2.4.7)	Community feedback has confirmed the importance of improving transport networks, i.e. public infrastructure. Strategy 1.02 clarifies Council's role as focused on advocacy and facilitation of transport services	No change

D13/90389	A	Strategies	Replace "with substance" with "or disciplinary actions"	Staff		Code of Conduct complaints are reported annually in accordance with Part 12 of the Procedures for the Administration of the Model Code of Conduct. Published separately in an open report to council annually (within 3 months following Sept each year).	No change
D13/90389	B	Strategies	4.06 - replace "responsive" with "adaptive"	Staff	4.06 (4.4.2)	The Strategy provides for more than adaption	No change
DP/OP	A	Strategies	Add the words "through resilience planning" to the end of the Strategy	Staff	4.06 (4.4.2)	This Strategy provides for more than 'resilience planning', but does not enable such activities	No change
DP/OP	A	Strategies	Remove the words "Ensure that the", Start the sentence with "Ecological"	Staff	2.02 (2.1.2)	Strategies should begin with an "action" word	No change
D13/84287	A	Structure	Content list a welcome addition	CCB		Contents included in draft - retain	No change
D13/84287	C	Structure	KRAs: The original four (Social, Environment, Economic and Civic Leadership) were clearly aligned to the segments of CSP 2020 to which they related. Renaming KRAs (People, Place, Prosperity and Leadership) does not represent the same obvious connection ... serves to complicate the interpretation of	CCB		KRAs were renamed to more closely reflect their function - identifying the underlying or base reason for their inclusion. Other feedback is that the new KRA names are more readable and intuitive	No change

			the Plan. KRAs should be restored to original naming				
D13/842 97	G	Structure	No measure for health	Public		There are several measures for the health of the community	No change
D13/842 97	H	Structure	A3 size CSP provides a clearer picture	Public		Agreed	No change
D13/842 97	L	Structure	General and nebulous document	Public		CSP 2023 is a 10 year vision for the Shoalhaven. Difficult to cover all issues in detail in a concise, succinct document. Document becomes too big and implementation difficult to carry out.	No change
D13/859 80	A	Structure	Use graphic arts to improve format and readability	Public		Agreed, improve the final A3 sheet	No change to CSP, improve graphics in the A3 version
D13/859 80	B	Structure	Use single sheet for Website	Public		Reformatted document can be added to Council's website	No change

D13/867 47	A	Structure	Disparate views between Council and Community when providing input to the Draft CSP. Accommodating the need for financial sustainability as well as community expressed emphasis on looking after infrastructure assets.	CCB	KRA 5 - Sustainable Services and Programs	Input was received from the Community, Councillors and Staff in developing the Draft CSP 2023. The disparate views were addressed to some extent during the workshops, allowing the most important issues to surface. Five KRAs have been developed, one of which is "Sustainable Programs and Services". Financial sustainability and infrastructure assets is a major part of this KRA.	No change
D13/867 47	C	Structure	Strategies are vague and all-encompassing and provides little guidance as to specific tactics and actions	CCB		CSP2023 is a 10 year Vision for the Shoalhaven, it would be unworkable to have detailed actions for all issues - the Delivery Program and Operational Plan deal with that. However, some key issues, financial sustainability, bike paths have been highlighted as strategic matters given specific priority.	No change
D13/867 47	D	Structure	Strategies and not linked to Objectives	CCB		Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can influence an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change

D13/867 47	F	Structure	No measure for health	CCB		There are several measures for the health of the community	No change
D13/867 47	G	Structure	Develop a flow chart linking each Objective with related Strategy and measure	CCB		Refer to response D13/86747 D. Flowchart would not be additionally informative	No change

Appendix B – Engagement Strategy

Shoalhaven City Council

Engagement Strategy for Community Strategic Plan Review 2013 – 2023

Background

Engagement with the citizens, and stakeholders in the City of Shoalhaven is an essential part of Council's commitment to open and transparent governance and civic leadership. Council's Community Consultation Policy sets out its commitment to effective community engagement.

Underpinning this commitment is recognition that the concept of a civil society places duties and obligations on elected representatives, public authorities and citizens respectively to play their part in the government of the community and the development of the city for the best of all possible outcomes. In that context, community engagement is an invaluable process for enabling communities to participate in decisions that affect them, inherently strengthening and enhancing the relationship between communities and government.

The implementation of a specific Engagement Strategy is a key element in the process of reviewing the Shoalhaven Community Strategic Plan. The updated Strategic Plan will build on the previous CSP 2010 – 2020 and continue to provide the primary "vision" and strategic direction in Council's integrated planning and reporting framework. The framework will also reflect any changes to the Delivery Program, Operational Plan and Resourcing Strategies.

The Engagement Strategy aims to ensure that Council optimizes its engagement with the City's citizens and stakeholders in the review preparation of the Community Strategic Plan. Community and stakeholder contributions will help to determine the final shape of the new Strategic Plan.

This Engagement Strategy can be read together with the Project Scope statement for the CSP Review process (September 2012) and Council's Community Engagement Policy.

Vision

Shoalhaven City Council's current Vision is:

"We will work together in the Shoalhaven to foster a safe, attractive place for people to live, work, stay and play; where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle."

The first Community Strategic Plan 2010 – 2020 was adopted in June 2010. Over the past two years the Plan has been used to inform and drive Council's Delivery Program and Operational Plan. In so doing Council's service programs, capital work and strategic projects, across the four key areas of environment, community, economy and governance have been guided by the CSP.

Objectives

Citizens and stakeholders represent many kinds of collective interests on a wide range of issues and places, and collectively form “the community”. With specific reference to social justice principles, Council will invite the community to become engaged in the analysis, debate and planning processes, so that the revised Strategic Plan’s Vision and strategies reflect community aspirations, in turn supporting Council and other policy settings and decision making that direct the community and the city towards its preferred future vision.

This Community Engagement Strategy is intended to support the review of the Shoalhaven Community Strategic Plan, consistent with the provisions of the Local Government Act and associated Regulations and Division of Local Government Guidelines. It will direct Council’s engagement and communication with Shoalhaven’s citizens and stakeholders in the review of the Community Strategic Plan 2010-2020 and related plans, strategies and programs.

This strategy will:

- enhance community understanding of and confidence in Council’s planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

Principles

Council’s Community Engagement Policy, in turn based on the International Association for Public Participation (IAP2) framework, will underpin the public information, consultation and involvement processes used to ensure effective engagement with community and stakeholders aligned to the project scope.

At various stages of the Community Strategic Plan review, different engagement techniques will be used based on Council’s Community Engagement Policy:

Inform	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
Consult	Communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
Involve	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

Strategy Delivery

Three Phases

The Engagement Strategy will be implemented in three phases, reflecting the iterative progression of the Community Strategic Plan Review and its connection to other elements of the Integrated Planning and Reporting Framework.

The three phases will be:

- Phase 1 (Stages 1 and 2 of the Project Schedule) – providing early information about the CSP Review and its objectives and timeframe, then seeking wide participation on

an Issues Paper discussing external influences, key issues, framework improvements, priorities, current plans and strategies;

- Phase 2 (Stage 4 of the Project Schedule) – engaging directly with specific sections of the community to shape planning directions and priorities, based on a draft revised CSP;
- Phase 3 (Stages 5, 6 and 7 of the Project Schedule) – informing the community about the revised Community Strategic Plan as adopted.

Council will carefully consider the outcomes of Phases 1 and 2 of the engagement process before determining the way forward and hence the nature of the draft revised CSP and final CSP presented in Phases 2 and 3 respectively.

Audiences

Relevant communities, communities of interest and stakeholders to be invited to participate in the CSP Review, through the Engagement Strategy, include:

- Citizens of Shoalhaven
- Community Consultative Bodies
- Community and sporting associations
- Council staff
- Business and industry representative associations
- Defence associations and organisations
- Indigenous peoples' representative groups / traditional owners
- Representatives of government agencies and statutory bodies
- Schools and educational institutions
- Youth associations or representatives.

Engagement methods

Methods used to undertake the engagement processes will be developed based on Council's Community Engagement Policy and the IAP2 framework principles.

While each engagement phase will be subject to detailed communications planning the following outline is indicative of the engagement techniques to be used:

- Website information
- Media – media releases, newspaper editorials, advertisements, radio interviews
- Displays at libraries and Administration buildings, and at local town and village information points
- Fact sheets
- Public meetings
- Possible on-line survey
- Social media: Blog, twitter, Facebook
- Reply-paid postcards
- Submissions
- Facilitated Workshops – North, Central and South, and for 'hard to reach' community segments
- Community / Stakeholder Reference groups

Communications Plan

Linked to the Community Strategic Plan Review engagement process, it is expected that a more broadly applicable and widely used Corporate Communications Plan will be developed. This will support the consistent delivery of Council's community engagement objectives during the Strategic Plan's development.

Evaluation of this Engagement Strategy

The Community Strategic Plan Review Engagement Strategy will be evaluated in relation to:

- The proportion of citizens who are aware of (and those who actively participated in) the CSP Review project
- The proportion of citizens who say the Council has listened to them during the CSP Review project;
- 75 per cent of people affected by Council works, services or changes know of those works, services or changes;
- The proportion of citizens who rate Council's reputation as an organisation that understands their concerns and represents community aspirations is good or excellent.

These achievement measures could be assessed by way of an independent and statistically valid survey of representative sectors of the community, following the Community Strategic Plan Review project completion.

Contacts

Group

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Approvals

All communication deliverables will be approved by the Assistant General Manager before production and distribution.

Background materials and references

- For further information on background materials for communication / engagement, please review information provided in the following list.
- Shoalhaven Council's Community Engagement Policy
<http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=POL12/31>
- http://www.lga.sa.gov.au/webdata/resources/files/Community_Engagement_Handbook_March_2008_-_PDF.pdf
- An interesting case study in a local government that has changed in the UK, see <http://www.southtyneside.info/>
- See <http://www.idea.gov.uk/idk/core/page.do?pagelid=71665> for background knowledge, sharing of best practice cases in the UK local government arena.

- For further information on the NSW Department of Local Government consultation documents see
http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_generalindex.asp?sectionid=1&mi=6&mi=9&AreaIndex=IntPlanRept
- Division of Local Government's review of Shoalhaven City Council's Integrated Planning and Reporting Documentation – TRIM record number D10/286690

Boxall, Melissa (2010) **Incorporating Social Justice Principles in NSW Local Government Community Strategic Plans**, UTS Centre for Local Government Graduate Paper Series