SHOALHAVEN 2023

Community Strategic Plan

Shoalhaven 2023

(Text Only Version)

Contents

INTRODUCTION

Shoalhaven City is a unique area combining a spectacular natural environment with a growing population and economy.

Stretching from Berry and Kangaroo Valley in the north to Durras in the south, the City takes in a diverse range of places, people and environments.

The beautiful qualities of Shoalhaven come from, in part, the distinct characteristics of the City's protected areas such as Jervis Bay, Morton, Conjola and Murramarang National Parks as well as the area's many un-spoilt lakes, rivers, beaches and mountain ranges.

The Shoalhaven is a place where residents are able to enjoy a range of lifestyle options, recreational activities and work opportunities. The area is also an extremely popular destination with both domestic and international visitors.

It is important that the distinct character of the Shoalhaven and the environmental values that make the area such an attractive place, are retained into the future to ensure the best possible outcomes for present and future generations.

Shoalhaven City Council has crafted, in collaboration with the community, a vision for the Shoalhaven in 2023.

Community feedback provided a clear view of Shoalhaven's great attributes which included: our natural environment, accessibility to major centres, availability of services and 'atmosphere'. In addition to these attributes a number of challenges were identified by the community, which included such things as improving Council services and the built environment, fostering active, healthy, safe and prosperous communities, managing the natural environment, providing effective governance and improving transport. A clear sense of how we can retain the values and character of the City while meeting the needs of future growth will enable Council to ensure that we create a better future for the residents, businesses and visitors to our City.

SHOALHAVEN PROFILE

OUR PLACE

Shoalhaven City is located approximately 160 kilometres from the centre of Sydney, on the south coast of New South Wales.

As one of the largest coastal Local Government Areas in the State, Shoalhaven City Council covers 4660 square kilometres over an area approximately 120 kilometres long and 80 kilometres wide.

Shoalhaven's picturesque coastline covers approximately 170 kilometres and comprises 19 major water catchments including rivers, bays, lakes and major creeks. Nearly 70 percent of the Shoalhaven is National Park, State Forest or vacant land.

Shoalhaven City's significant environmental qualities stem from its extensive natural areas, vast biodiversity and relatively small area of settlement.

The natural and rural landscapes form part of the cultural heritage and 'sense of connection' for the community, and are an important tourism and economic asset.

Nowra/Bomaderry, regarded as the major centre of Shoalhaven City, is located on the banks of the Shoalhaven River, providing administrative, commercial and other high order services for the area.

The other major centres are Milton/Ulladulla in the south as well as the group of towns and settlements that make up the Bay and Basin area.

OUR PEOPLE

The local community has a higher average age than many other areas in NSW.

An ageing population is a typical feature of coastal locations in NSW, given the high retiree population and the fact that younger people often migrate to other locations for educational or work pursuits.

Approximately seven in every 10 Shoalhaven City households are a family, with two in 10 a single person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low density housing.

Shoalhaven City has a rich Aboriginal cultural heritage, with nearly one in 20 residents identifying as Aboriginal or Torres Strait Islander. These strong links with Aboriginal culture are further reflected in Council's recognition of the strong spiritual ties that the traditional owners continue to have with the land.

OUR PROSPERITY

The City's economy features a varied range of small to large businesses located within the major town centres, with tourism and smaller businesses generally located in the rural and coastal areas.

The main employment sectors are defence, tourism, manufacturing, government services, agriculture, education and health.

EXTERNAL INFLUENCES

Council's continued strategic planning recognises that the future of the Shoalhaven will be shaped by significant external factors, most of which are beyond the direct control of the Council and the wider community.

These include:

- A continuation of the 'sea change' phenomenon that sees people relocating to coastal areas from capital cities
- An ageing population
- Increasing population growth
- Impact of tourists during peak tourist times on resources and services
- The effects of climate change on extreme weather events, temperatures and sea level
- A contracting workforce
- A continued decline in the agricultural sector, which maybe countered by increasing food production and food security opportunities
- New production technologies and changing skill requirements
- Defence activities and investment
- Advances in communications and information technology
- Government cost shifting and limited Local Government financial capacity
- Access to Commonwealth and State funds
- Major reform of the Local Government sector and legislative framework.

CONTROL – INFLUENCE – CONCERN

The Community Strategic Plan (CSP) has been created in conjunction with the local community as a way of reflecting the concerns and aspirations of local residents. While Council has a major role in meeting community expectations we also know that not all aspects of the CSP are entirely controllable by Council.

In saying that, Council does seek to strategically influence other situations and organisations on the community's behalf and takes an interest in a range of issues and matters of importance to the community, even though they may be outside the scope of Council's mandate or resources. Figure 1 provides a graphic representation of Council's control, influence and concern.

Core business, statutory responsibilities, service provision, Council facilities and services, building and other assests.

CONTROL

Direct decision-making and action is possible (and necessary).

Areas of partial or shared responsibility or influence

INFLUENCE

Most aspects of LGA activity in cities and urban areas. Advocacy, lobbying, education and communication are possible.

Action may be possible in collaboration with other organisations / levels of government.

Wide range of issues of importance to the community

CONCERN

Awareness / understanding imporatant. Incorporation into strategic vision possible (e.g. *health and education*). Possible educative, advocacy, lobbying roles.
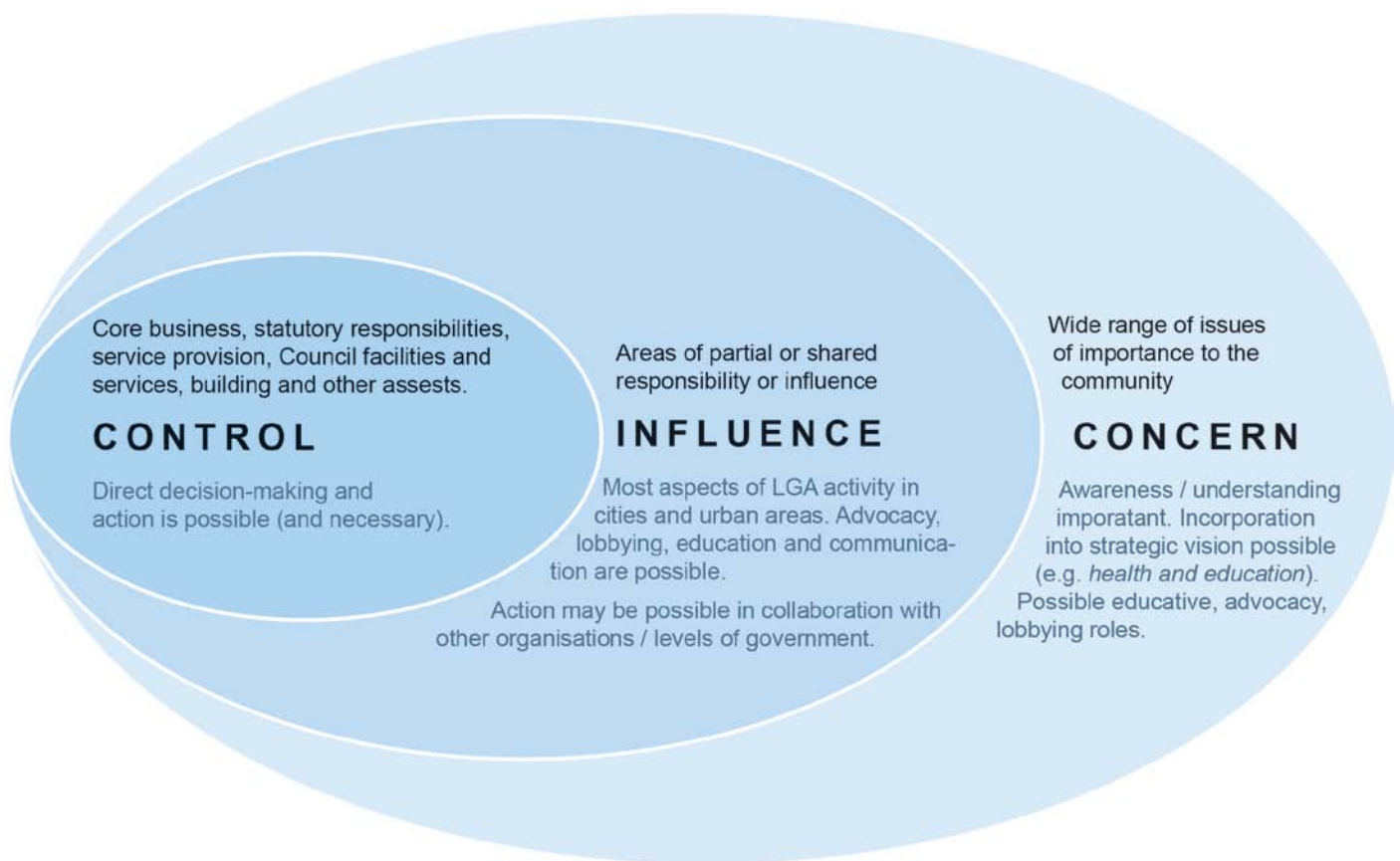
Figure 1: Council's areas of control, influence, concern in achieving the community's outcomes (IP&R framework – community indicators project – Community Strategic Planning Indicators Resource, Feb 2011)

Council's current strategic risks were investigated as part of the CSP Review process. The revised CSP Objectives and Strategies have been designed to address identified strategic organisational risks, while the 2013 – 2017 Delivery Program and 2013 – 2014 Operational Plan will also contain actions to manage risks to the achievement of Council's key objectives.

THE COMMUNITY STRATEGIC PLAN

All Councils across NSW are required by the Local Government Act to develop a CSP, forming part of an Integrated Planning and Reporting framework.

The Community Strategic Plan sits at the top of Council's planning hierarchy and identifies the community's main priorities and expectations for the future and ways to achieve these goals.

The plan must:

- Have a long term focus with a minimum of 10 years
- Address key issues relating to social, environmental, economic and civic leadership objectives
- Be developed using an adopted community engagement strategy that enables Council to communicate and consult with the community
- Outline the principles on which the plan is based
- Provide for measuring, monitoring and reporting on progress in implementing the plan.

The Council must also develop a Resourcing Strategy, a Delivery Program and an Operational Plan to guide and support the implementation of the CSP. Figure 2 shows how the CSP forms part of the wider Integrated Planning and Reporting framework.

Figure 2: Integrated Planning and Reporting Framework

STATE PLANS AND REGIONAL STRATEGIES

The CSP preparation has carefully considered the alignment of objectives and strategies with the strategies and directions contained within the NSW State Plan (NSW 2021), the Illawarra/South Coast Regional Action Plan and other relevant federal, state and local plans and strategies.

A summary of the CSP's alignment with the specific key directions of the NSW 2021 and the Illawarra/South Coast Regional Action Plan is included within Appendix 2.

State Government agency inputs were sought and considered as part of the CSP engagement strategy. An extensive review of a range of relevant external and internal documentation on key strategic issues was also undertaken and included within the 'Issues Paper' prepared as part of Phase 1 consultation.

PLAN STRUCTURE

Adoption of the first CSP in June 2010 and the extensive community engagement that was undertaken at the time have limited the need for major changes to the current CSP objectives and strategies.

However, a number of structural changes have been introduced to better align the CSP 2023 with Council's operations and help make the CSP a more strategically focused document.

The CSP 2023 includes:

- A review of the Objectives and Strategies from the previous CSP
- A vision for the Shoalhaven in 2023, reflecting clear aspirations validated through community feedback
- Five Key Result Areas (KRAs) of People, Place, Prosperity, Leadership and Sustainable Services and Programs
- Objectives, focusing on community outcomes to which tactical and city-growth activities and service programs and asset provision will be directed
- Strategies for both on-going service and works programs and strategic and tactical actions
- A commitment to measuring and progressing outcomes.

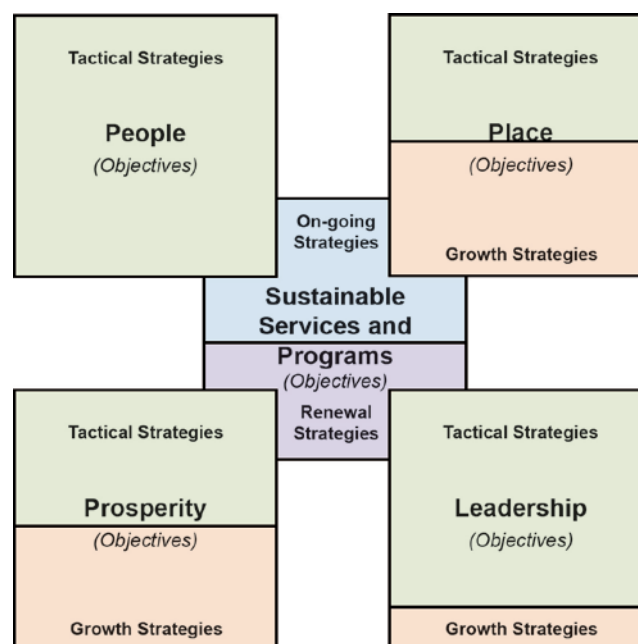Figure 3 provides a graphical representation of the new CSP Framework.

Figure 3: CSP – Shoalhaven 2023 Framework

COMMUNITY ENGAGEMENT

To ensure the CSP best reflects meaningful involvement and consultation with the community, a three phase engagement strategy was undertaken as part of the CSP Review commencing in 2012.

Over 1000 members of the community took part in the CSP engagement process, which included:

- Phase 1 – 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 – engaging directly with specific sections of the community to shape planning directions and priorities, based on a draft revised CSP
- Phase 3 – informing the community about the revised CSP as adopted.

Council carefully considered the outcomes of Phases 1 and 2 of the engagement process before determining the way forward and adopting the CSP 2023.

Relevant stakeholders and communities of interest were invited to participate in the CSP Review, including:

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

The engagement processes were based on Council's Community Engagement Policy and the IAP2 framework principles.

Each engagement phase was subject to detailed communications planning with the following outline indicative of the engagement techniques 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
- Street stalls
- On-line survey
- Social media: Blog, twitter, Facebook
- Reply-paid postcards
- Submissions
- Facilitated Workshops – North, Central and South.

The CSP Review engagement strategy will be evaluated in relation to:

- The number of citizens aware of (and those who actively participated in) the CSP Review project
- The number of citizens believing the Council has listened to them during the CSP Review project
- The number of citizens rating Council's reputation as an organisation that understands their concerns and represents community aspirations as good or excellent.

These evaluation measures will be assessed by way of an independent survey representing different sections within the community.

MEASURING AND REPORTING ON PROGRESS

The Integrated Planning and Reporting framework requires that Council measure and report to the community on progress in implementing the CSP.

Council will monitor its progress towards achieving the Objectives of the Community Strategic Plan using three sets of measures.

These are:

Community Indicators: These include the 'big picture' measures of the community's progress towards the CSP objectives, at least once every four years.

Strategic Progress Indicators: Council will measure results and progress in implementing the CSP strategies in the Annual Report each year.

Operational Performance Measures: Key Performance Indicators (KPIs) will be used to report on Council's performance in delivering the activities contained within the Delivery Program and annual Operational Plan. These Indicators will also inform Council and the community of progress in the implementation of CSP Strategies.

Council will review Delivery Program progress at least every six months.

Data to measure the Community Indicators, Strategic Progress Indicators and Operational Performance Indicators will be drawn from Council operational data, survey results, State Government data and Australian Bureau of Statistics.

This collection of indicators will be reviewed for statistical reliability and appropriateness on a regular basis. Data collected over a period of time will be utilised to improve Council's performance. Council will continue to further develop and improve the way performance and results are measured and reported. Further details of the measures are found in Appendix 3.

MISSION AND CORE PRINCIPLES

COUNCIL'S MISSION

To enhance Shoalhaven's strong communities, natural, rural and built environments and appropriate economic activities through strategic leadership, effective management, community engagement and innovative use of resources.

CORE PRINCIPLES

The core principles applied in the development of the objectives and strategies of the Plan are:

ECOLOGICALLY SUSTAINABLE DEVELOPMENT PRINCIPLES

Ecologically Sustainable Development (ESD) can be defined as: using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.

Effective ESD requires the integration of economic and environmental considerations in decision making processes.

ESD can be achieved through the implementation of the following principles and programs:

- The precautionary principle - where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental damage
- Intergenerational equity
- Conservation of biological diversity and ecological integrity
- Improved valuation, pricing and incentive mechanisms.

Council has used its existing document "Guidelines for Integrating the Principles of Ecologically Sustainable Development (ESD) Into Shoalhaven City Council Activities" and the requirements of the Local Government Act to ensure that ESD is carefully and meaningfully included in the CSP.

SOCIAL JUSTICE PRINCIPLES

Priorities identified within the Community Strategic Plan are based on the social justice principles of:

- Equity – All people are treated equally while also recognising that there are situations where application of the same rules to disadvantaged and marginalised groups can generate unequal results

- Access and connectedness – This can be achieved through both improved transport options, mobility, connections with each other, connections with the environment, provision of facilities and services that meet community need and through business connection opportunities
- Participation – The creation and implementation of the objectives and strategies within the plan must have the full participation and support of the community
- Rights – The CSP includes strategies which will deliver the basic rights and freedoms to which all humans are entitled.

EFFECTIVE GOVERNANCE

Council must continue to provide mature and strategic leadership while striving for continued improvement in the sustainable delivery of the community's aspirations.

CUSTOMER SERVICE EXCELLENCE

Council is committed to customer service excellence in all its operations and dealings with Shoalhaven City residents, visitors and stakeholders.

The following customer service principles will be embraced:

- The provision of effective communication channels and methods
- Staff who are supported and skilled in high quality customer service
- Building trust with the community through maintaining commitments and accepting responsibility for errors.

FINANCIAL SUSTAINABILITY

Council's long-term financial performance and position will be sustainable. Planned long-term service and infrastructure levels should be met without unanticipated increases in rates or disruptive cuts to services.

Council's Core Sustainable Resourcing Principles include:

- Program sustainability – Maintaining priority service and infrastructure renewal programs
- Rate predictability – Stability and predictability in the setting of rate revenue
- Inter-generational equity – Sharing fairly the use of resources, and the associated cost burden between current and future users of services and infrastructure

- Meeting growth needs – New revenue attributed to the City's growth is directed to growth-based services and infrastructure.

COMMUNITY INDICATORS

Community Indicators will provide a snapshot of progress towards the CSP objectives. Council will conduct a community survey to collect information on a range of indicators to be used together with other Council data in measuring progress at the end of the current Council term.

The indicators are:

- Community satisfaction with Council's overall performance and progress in working towards achieving the objectives of the CSP
- Overall community health and wellbeing
- Environmental sustainability actions implemented at home and work
- Access to information and services
- Awareness of Council's strategic direction
- Feeling safe at home and in the community
- Community participation in consultation programs
- A Council that is accountable and financially sustainable.

KEY RESULT AREAS, OBJECTIVES AND STRATEGIES

PEOPLE

As Shoalhaven evolves, grows and changes it will be vital for Council to provide for and help create sustainable, resilient and adaptable communities across the diverse settlements of the City. This Key Result Area focuses on providing services and facilities that enhance equity, social inclusion and cultural diversity; enhanced lifestyle opportunities and community engagement.

OBJECTIVES

1.1	Diverse, united and connected communities
1.2	Creative, engaged and learning communities
1.3	Healthy and active communities that feel safe
1.4	Sustainable and socially responsible communities

WHAT THE COMMUNITY TOLD US

Through the community engagement process, the community identified issues and challenges for action. These are to:

- enhance and improve recreational and leisure facilities to support lifestyle opportunities that meet the needs of the community
- support and increase provision of events, festivals and celebrations with particular attention to Shoalhaven's youth
- embrace programs, initiatives and development that improves the health of the community
- encourage involvement in the arts and culture
- create safe communities
- continue to embrace and learn from Shoalhaven's rich Aboriginal culture
- provide greater support for volunteers
- support ways to reduce homelessness
- improve public transport services
- support grass roots community development programs
- do more for children and youth.

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for People using the following measures:

- Performance against targets of the Delivery Program and Operational Plan
- Level of volunteering in consultation bodies or committees, recreation, sporting and environmental activities
- Use of Council libraries and other facilities
- Education and skill levels in the community
- Number of events
- Attendance at events
- Levels of use of community facilities
- Population growth.

Additional details about these measures can be found in Appendix 3 –Indicators for Measuring and Reporting Progress.

PEOPLE – STRATEGIES

No.	Strategy
1.1.1	Support activities, events and festivals where communities in Shoalhaven can gather and celebrate
1.1.2	Develop partnerships and advocate for enhanced public and community transport services
1.2.1	Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, people with disabilities, multicultural communities and older people
1.2.2	Support initiatives that help to reduce the negative impacts of homelessness in the Shoalhaven
1.3.1	Develop community, cultural and recreational facilities that are accessible, safe and provide for community needs
1.3.2	Develop sporting and recreation facilities for maximum community use and value
1.3.3	Integrate health initiatives into Council's strategies, policies and practices

1.3.4	Advocate for health care facilities that will meet the changing needs of the Shoalhaven community
1.3.5	Develop safer communities and help reduce crime in the City
1.4.1	Support the development of community leadership and local place-making initiatives
1.4.2	Develop a volunteer management strategy to maximise the benefit of volunteering to the community

PLACE

Shoalhaven contains unique and diverse environments that provide a significant lifestyle, community and economic asset for the City. Shoalhaven is susceptible to environmental change and natural disasters that can negatively impact our extensive natural qualities and manmade structures. Management and mitigation of these risks is required.

Place focuses on enhancing, managing and maintaining Shoalhaven's distinct and exceptional natural and built environments. This will be achieved by adequately funding maintenance and renewal programs for its built assets, supporting biodiversity, planning for future impacts of climate change and population expansion, pursuing innovative, ecologically and economically sustainable policies and approaches to development and community living, and where required creating new infrastructure to meet the growing needs of Shoalhaven's people.

OBJECTIVES

2.1	A city which values, maintains and enhances its natural and cultural environments
2.2	Population and urban settlement growth that is ecologically sustainable and carefully planned and managed
2.3	Reduced global warming impacts and increased resilience to the effects and impacts of climate change
2.4	Community infrastructure that is environmentally responsible and ecologically sustainable
2.5	Major town centres that are attractive, vibrant and popular destinations
2.6	Settlements that are resilient to the unexpected impacts of natural hazards

WHAT THE COMMUNITY TOLD US

Through the community engagement process, the community identified issues and challenges for action. These are to:

- improve provision and awareness of pedestrian paths, cycle ways and facilities across the City
- improve roads and related infrastructure
- improve green waste management
- manage development to ensure that growth is sustainable, in keeping with the character of the unique villages and does not significantly impact on the ecological value of natural environments
- plan for the impacts of climate change and natural hazards

- provide more attractive and user friendly urban environments particularly; town centres, entrances to townships and our foreshore environments
- improve public transport options for the City
- resolve the lakes management strategy
- continue to lead by example on reducing environmental impacts
- create a greener and cleaner image
- build on the community's connection to and care for the local environment and ecology.

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for Place using the following measures:

- Performance against targets of the Delivery Program and Operational Plan
- The length and condition of cycle ways and footpaths constructed and maintained
- Total length of road in fair or better condition
- Length of sealed and unsealed roads
- Number of new dwellings approved
- Trend of 16 community and corporate State of the Environment themes
- Number of complaints relating to loss of water / sewer service
- Number of complaints relating to poor service provision
- Number of management and adaption plans which include coastal processes, natural hazards and the impact of climate change
- Council's water and energy consumption
- Use of public transport to work and school.

Additional details about these measures can be found in Appendix 3 –Indicators for Measuring and Reporting Progress.

PLACE – STRATEGIES

No.	Strategy
2.1.1	Support and enable the sustainable use of the natural environment for education, research and recreation
2.1.2	Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management
2.2.1	Plan and implement a corporate carbon emissions management strategy

2.2.2	Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use
2.3.1	Develop solar, wind and other renewable energy sources for Council
2.4.1	Develop and acquire new infrastructure and assets to meet the needs of the City's growing population and economy while maintaining current asset service levels
2.4.2	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
2.4.3	Prioritise the continued development of new and improved pedestrian and cycle paths to help improve transport, public health and environmental outcomes
2.4.4	Plan for future water and sewerage network expansion and enhancements to meet City growth requirements, and implement capital works only in response to the known location, scale and timing of new development
2.4.5	Implement sustainable and responsible stormwater management measures
2.4.6	Manage the City's limited landfill capacity, including improved management of green waste and consideration of future landfill options
2.4.7	Develop priority transport networks and associated infrastructure to meet the changing needs of the city
2.5.1	Develop the City's major town centres of Nowra, Ulladulla and Vincentia to include attractive public spaces, retail shopping, entertainment and recreation options for the community
2.5.2	Improve the urban design and landscape appearance of City and town entrances and major thoroughfares
2.6.1	Develop management and adaptation plans to mitigate and manage community exposure to coastal processes, natural hazards, climate change and resulting risks

PROSPERITY

To support a changing and growing community the City must build a sustainable, varied and competitive economy. This Key Result Area focuses on creating an economy that is linked to the unique characteristics and advantages of Shoalhaven, ensuring that a variety of employment and training opportunities are available, the workforce is supportive of innovation and business excellence and in which skill-based and sustainable operations, transactions and development will occur.

OBJECTIVES

3.1	An economy with growing employment opportunities based on Shoalhaven's distinct characteristics, advantages and natural qualities
3.2	An economy that supports and is supported by growing, diverse and changing communities
3.3	Effective promotion of Shoalhaven's investment, business, tourism and job opportunities, lifestyle attractions and vision

WHAT THE COMMUNITY TOLD US

Through the community engagement process, the community identified issues and challenges for action. These are to:

- provide tourist accommodation that meets a range of visitor preferences
- provide additional and enhanced retail facilities within major centres
- create employment opportunities and advocate for improved educational facilities and programs throughout the City especially for the youth
- improve higher education services and the ability to access them
- provide and maintain infrastructure that supports economic activity
- continue to advocate for improvements to the Princes Highway
- encourage diversity of businesses
- encourage environmentally sustainable and eco-friendly businesses to the region
- support the provision of sustainable food production initiatives
- continue to recognise and support the tourism industry and promote tourism opportunities

- continue to promote major investment in the City
- promote Shoalhaven in a positive way
- develop the Shoalhaven River waterfront and surrounds.

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for Prosperity using the following measures:

- Performance against the targets of the Delivery Program and Operational Plan
- Number of domestic and international visitors
- Value of new commercial construction and business investment
- Residential development approvals
- Labour force status and number of new jobs created
- Number of connections to the NBN
- Number of development applications approved for commercial development
- Number of government services in the Shoalhaven
- Number of good news stories
- Number of vacant shops in the CBD area.

Additional details about these measures can be found in Appendix 3 –Indicators for Measuring and Reporting Progress.

PROSPERITY – STRATEGIES

No.	Strategy
3.1.1	Implement strategies to support and increase agricultural production
3.1.2	Develop the Shoalhaven River waterfront and surrounds to make the River a feature of the Shoalhaven region, a place to gather and a place which provides for a range of community uses
3.2.1	Encourage the development of a range of tourist facilities and accommodation which meet the future needs of Shoalhaven's visitors
3.2.2	Advocate for improved employment outcomes and educational facilities, programs and opportunities that help retain young people, attract new workers and improve work opportunities for the unemployed
3.2.3	Advocate for the best possible broadband services throughout the City and enhance community and business ability to use broadband services when available
3.2.4	Plan and advocate for infrastructure improvements to support economic activity and investment

3.3.1	Promote a positive image of Shoalhaven and the work, investment and lifestyle opportunities that it provides
3.3.2	Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare, small business and government
3.3.3	Identify and help progress key major developments that align with and support the CSP Vision and Objectives
3.3.4	Advocate for the location of government service providers in the Shoalhaven

LEADERSHIP

Leadership in practice must involve engagement with the community and other stakeholders. It can involve making hard decisions, often balancing a number of different interests, including the role of the City in the wider regional, national and international communities. This Key Result Area focuses on excellence in leadership, governance, community engagement and asset and resource management, while acknowledging Council's financial and legislative limitations within which it works.

OBJECTIVES

4.1	Active engagement between Council and the community and other stakeholders
4.2	Collaborative and rewarding partnerships and effective advocacy
4.3	Respectful, professional, trusted and united community and Council leadership
4.4	A Council that is accountable and ecologically and financially sustainable

WHAT THE COMMUNITY TOLD US

Through the community engagement process, the community identified issues and challenges for action. These are to:

- support an inclusive and engaged community
- focus on the City's future
- develop professional, independent and transparent external relationships
- continue to improve working relations with State Agencies
- maintain existing assets rather than build new ones
- create a Council which is more efficient and effective
- ensure Council's actions and decisions are honest, transparent, and financially sustainable
- ensure Council is trustworthy
- make the most of Council's property portfolio.

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for Shoalhaven Leadership using the following measures:

- Performance against targets of the Delivery Program and Operational Plan
- Budget operating surplus or deficit, excluding capital grants and contributions

- Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings by members of the public and Councillors
- Number of Code of Conduct complaints with substance
- Number of Complaints to Division of Local Government (DLG)
- Respond timely to complaints and requests received from the community
- Number of new initiatives and opportunities undertaken
- Number and dollar value of grants received.

Additional details about these measures can be found in Appendix 3 –Indicators for Measuring and Reporting Progress.

LEADERSHIP – STRATEGIES

No.	Strategy
4.1.1	Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement Policy principles
4.2.1	Continue to develop and maintain productive relationships with the community, Government and other organisations
4.3.1	Provide timely and effective advocacy and leadership on key community issues
4.3.2	Where possible, align Council's plans with the State Plan – NSW 2021 to improve community benefits and minimise detrimental impacts
4.3.3	Embrace ethical principles and governance guidelines in serving the community
4.4.1	Develop appropriate responses to local government reform proposals including Council amalgamations and resource and service sharing
4.4.2	Be prepared to identify and respond to unforseen issues, influences and opportunities
4.4.3	Make sure that new infrastructure and assets will provide social, environmental and economic benefits that exceed the costs of this infrastructure, on a whole of life basis
4.4.4	Provide financially sustainable levels of resourcing for the achievement of Council's CSP Objectives
4.4.5	Implement the IPR Framework to consistently manage and integrate Council's planning and operations
4.4.6	Ensure that the properties held in Council's ownership are financially viable, suitable and necessary to meet community needs
4.4.7	Improve Council's access to and ensure the best use of funding from other spheres of government

SUSTAINABLE SERVICES AND PROGRAMS

Sustainable services and programs are fundamental to long term financial sustainability.

Council is committed to the continuity of its core services to the community and business and to the responsible maintenance and renewal of community assets and infrastructure. These on-going service and program activities will be regularly reviewed for current relevance, efficiency and effectiveness.

A clear focus on service and program continuity will provide a foundation for the tactical and city-growth focus of the Strategies set out in the People, Place, Prosperity and Leadership Key Result Areas.

OBJECTIVES

5.1	Financially sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs
5.2	Operational cost savings

WHAT THE COMMUNITY TOLD US

Through the community engagement process the community identified issues and challenges for action. These are to:

- look after existing community assets and infrastructure as a priority over building new ones
- identify in asset and infrastructure maintenance and renewal the most important areas are roads, paths, recreational facilities and buildings
- improve customer service and where possible reduce red tape
- respond timely to complaints and requests received from the community
- maintain and improve the on-going activities of Council.

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for Sustainable Services and Programs using the following measures:

- Performance against targets of the Delivery Program and Operational Plan

- Financial sustainability measures

- Asset sustainability measures

- Best practice Water and Sewer Management rating

- Percentage of Asset Management Plans reviewed within the previous 4 years

Additional details about these measures can be found in Appendix 3 – Indicators for Measuring and Reporting Progress.

SUSTAINABLE SERVICES and PROGRAMS – STRATEGIES

No.	Strategy
5.1.1	Establish excellent customer service as an organisational norm, with reduced red tape and measured results
5.1.2	Provide timely, efficient and cost effective on-going services to the community and business through well managed service programs (Appendix 1)
5.1.3	Provide timely, efficient and cost effective internal and corporate service programs that support the delivery of Council's community and business services (Appendix 1)
5.1.4	Monitor and report on the delivery of operational and asset maintenance and renewal programs
5.1.5	Implement the Best Practice Water and Sewer Management Guidelines through the Shoalhaven Water Strategic Business Plan
5.1.6	Increase funding of asset and infrastructure maintenance and renewal programs as the primary capital expenditure priority, directed by Council's Asset Management Policy, Strategy and Plans
5.1.7	Prioritise expenditure on asset maintenance and renewal to address the need for more investment in roads, pedestrian and cycle paths and the backlog of renewal works
5.1.8	Review Asset Management Plans having particular regard to the levels of service required from infrastructure and assets, guided by the Community Strategic Plan and community engagement responses
5.1.9	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
5.2.1	Continually review all service programs for best value, efficiency and effectiveness, improvement opportunities, operational cost savings, service level and the impact of visitors during peak tourist times on resources and services
5.2.2	Engage with the community about the need for additional funding of maintenance and renewal of priority assets and infrastructure

APPENDIX 1: SERVICE PROGRAMS*

Group	Profile area	People	Place	Pros-perity	Leader-ship	Internal Service
CS&O-1	Arts	Y				
CS&O-2	Beach Patrol Service	Y	Y			
CS&O-3	Community Facilities	Y	Y			
CS&O-4	Aquatics	Y	Y			
CS&O-5	Shoalhaven Bereavement Services	Y	Y			
CS&O-6	Community Development	Y	Y			
CS&O-7	Family Day Care	Y				
CS&O-8	Library Services	Y	Y			
CS&O-9	Emergency Management Obligations		Y		Y	
CS&O-10	Strategic Project Delivery		Y		Y	Y
CS&O-11	Waste Services		Y			
CS&O-12	Asset Construction and Maintenance		Y			
CS&O-13	Natural Areas		Y			
CS&O-14	Parks Operations		Y			
D&ES-1	Building Services					Y
D&ES-2	Development Services	Y	Y			
D&ES-3	Project and Policy Services				Y	Y
D&ES-4	Environmental Services		Y			Y
D&ES-5	Parking Patrol		Y			
D&ES-6	Ranger Services		Y			
D&ES-7	Subdivision Services		Y			
F&CS-1	Building Management Services					Y
F&CS-2	Holiday Haven Tourist Parks		Y			
F&CS-3	Printing and Graphic Design					Y
F&CS-4	Shoalhaven Entertainment Centre	Y				
F&CS-5	Shoalhaven Mechanical Services					Y
F&CS-6	Governance and Executive					Y
F&CS-7	Information Services	Y				Y
F&CS-8	Records Services					Y
F&CS-9	Security					Y
F&CS-10	Accounts Payable					Y

Group	Profile area	People	Place	Pros-perity	Leader-ship	Internal Service
F&CS-11	Financial Services - Budget Accounting					Y
F&CS-12	Payroll					Y
F&CS-13	Financial Services - Financial Accounting					Y
F&CS-14	Fleet Services					Y
F&CS-15	Revenue Services				Y	
F&CS-16	Supply					Y
F&CS-17	Legal Services					Y
F&CS-18	Insurance Management					Y
F&CS-19	Risk Management					Y
F&CS-20	Human Resources					Y
F&CS-21	Injury Management					Y
F&CS-22	Training and Development					Y
F&CS-23	Work Health and Safety					Y
F&CS-24	Communications and Electrical Services					Y
F&CS-25	Information Technology					Y
F&CS-26	Tourism			Y		
F&CS-27	Visitors Centres			Y		
F&CS-28	Events	Y				
GM-1	Governance and Executive				Y	Y
GM-2	Media					Y
GM-3	Internal Audit				Y	
GM-4	Economic development			Y		
SW-1	Customer Services - SW		Y			
SW-2	Support Services - SW		Y			
SW-3	Water and Wastewater - Management					Y
SW-4	Water and Wastewater Operations		Y			
SW-5	Planning and Development - SW		Y			
SW-6	Water and Wastewater Capital		Y		Y	
SPI-1	Roads and Facilities Management		Y			
SPI-2	Asset Management		Y			
SPI-3	Property Services Management				Y	Y
SPI-4	Geographic Information Systems					Y

Group	Profile area	People	Place	Pros-perity	Leader-ship	Internal Service
SPI-5	Survey					Y
SPI-6	Contributions Planning				Y	
SPI-7	Natural Resources and Floodplain Management		Y			
SPI-8	Recreation Planning and Policy	Y				
SPI-9	Urban Design and Heritage		Y			
SPI-10	Environmental Planning		Y			
SPI-11	Small Lot Rural Subdivisions		Y			
SPI-12	Strategic Planning Management				Y	Y
SPI-13	Integrated Planning and Reporting				Y	Y

* Service Programs outlined in this table are based on Council's Service Profiles, which are subject to review from time to time.

APPENDIX 2: STATE AND REGIONAL PLANS ALIGNMENT

ALIGNMENT WITH NSW 2021

NSW 2021 Goal	CSP 2023 Objectives	CSP 2023 Strategies
Rebuild the economy	3.2 - An economy that supports and is supported by growing, diverse and changing communities 3.3 - Effective promotion of Shoalhaven's investment, business and job opportunities, lifestyle attractions and vision	3.2.4 - Plan and advocate for infrastructure improvements to support economic activity and investment 3.3.1 - Promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides 3.3.2 - Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare, small business and government 3.3.3 - Identify and progress key major developments that will align with and support the CSP Vision and Objectives
Return Quality Services • Transport • Health • Family & community services • Education • Police and Justice	1.1 - Diverse, united and connected communities 1.2 - Creative, engaged and learning community 1.3 - Healthy and active communities that feel safe 3.2 - An economy that supports and is supported by growing, diverse and changing communities	1.1.2 - Develop partnerships and advocate for enhance public and community transport services 1.2.1 - Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, people with disabilities, multicultural communities and older people 1.3.3 - Integrate health initiatives into Council's strategies, policies and practices 1.3.5 - Develop safer communities and help reduce crime in the City 3.2.2 - Advocate for improved employment outcomes and educational facilities, programs and opportunities that help retain young people, attract new workers and improve work opportunities for the unemployed
Renovate infrastructure	2.4 - Community infrastructure that is environmentally responsible, ecologically sustainable 2.5 - Major town centres that are	2.2.2 - Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use 2.4.3 - Prioritise the continued development of new and improved pedestrian and cycle paths to help facilitate improved transport, public health and environmental outcomes

	attractive, vibrant and popular destinations 5.1 - Financially sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs.	2.4.4 - Plan for future water and sewerage network expansion and enhancements to meet City growth requirements, and implement capital works only in response to the known location, scale and timing of new development 2.4.7 - Develop priority transport networks and associated infrastructure to meet the changing needs of the city 2.5.1 - Develop the City's major town centres of Nowra, Vincentia and Ulladulla to include attractive public spaces, retail shopping, entertainment and recreation options for the community 2.5.2 - Improve the urban design and landscape appearance of City and town entrances and major thoroughfares 3.1.2 - Develop the Shoalhaven River and surrounds to meet the needs of the community and provide a showpiece and focal point for the Shoalhaven region 3.2.4 - Plan and advocate for infrastructure improvements to support economic activity and investment 5.1.6 - Increase funding of asset and infrastructure maintenance and renewal programs as the primary capital expenditure priority, directed by Council's Asset Management Policy, Strategy and Plan's
Strengthen our local environment and communities	1.4 - Sustainable and socially responsible communities 2.1 - A City which values, maintains and enhances its natural and cultural environment 2.6 - Settlements that are resilient to the unexpected impacts of natural hazards	1.1.1 - Support activities, events and festivals at which communities in Shoalhaven can gather and celebrate 1.4.1 - Support the development of community leadership and local place-making initiatives 1.4.2 - Develop a volunteer management strategy to maximise the benefit of volunteering to the community 2.1.1 - Support and enable the sustainable use of the natural environment for education, research and recreation 2.6.1 - Develop management and adaption plans to mitigate and manage community exposure to coastal processes, natural hazards, climate change and resulting risks
Restore accountability to government	4.1 - Active engagement between Council and the	4.1.1 - Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement

	community and other stakeholders 4.3 - Respectful, professional, trusted and united community and Council leadership 4.4 - A Council that is accountable and ecologically and financially sustainable 5.1 - Financially Sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs	Policy principles 4.3.2 - Where possible, align Council's plans with State Plan - NSW 2021 to improve community benefits and minimise detrimental impacts 4.4.4 - Provide financially sustainable levels of resourcing for the achievement of Council's CSP Objectives 5.1.1 - Establish excellent customer service as an organisational norm, with reduced red tape and measured results 5.1.4 - Monitor and report to the community on the delivery of operational and asset maintenance and renewal programs 5.2.2 - Engage with the community about the need for additional funding of maintenance and renewal priority assets and infrastructure

ALIGNMENT WITH ILLAWARRA/SOUTH COAST REGIONAL ACTION PLAN

Regional Priorities	CSP Objectives	CSP Strategies
Revitalise the economy by attracting new industry, supporting business and creating jobs	3.2 - An economy that supports and is supported by growing, diverse and changing communities 3.3 - Effective promotion of Shoalhaven's investment, business tourism and job opportunities, lifestyle attractions and vision	3.1.1 - Implement strategies to support and increase agricultural production 3.2.2 - Advocate for improved employment outcomes and educational facilities, programs and opportunities that help retain young people, attract new workers and improve work opportunities for the unemployed 3.2.4 - Plan and advocate for infrastructure improvements to support economic activity and investment 3.3.1 - Promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides 3.3.2 - Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare, small business and government
Deliver infrastructure to support population needs	2.2 - Population and urban settlement growth that is ecologically sustainable and carefully planned and managed 2.4 - Community	2.4.1 - Develop and acquire new infrastructure and assets primarily to meet the increasing service needs of the City's growing population and economy while maintaining current asset service levels 2.4.3 - Prioritise the continued development of new and improved pedestrian and cycle paths to help facilitate improved transport, public health and environmental outcomes

	infrastructure that is environmentally responsible and ecologically sustainable	2.4.4 - Plan for future water and sewerage network expansion and enhancements to meet City growth requirements, and implement capital works only in response to the known location, scale and timing of new development 2.4.6 - Manage the City's limited landfill capacity, including improved management of green waste and consideration of future landfill options 2.4.7 - Develop priority transport networks and associated infrastructure to meet the changing needs of the city
Deliver improved health and community services particularly for vulnerable communities	1.3 - Healthy and active communities that feel safe	1.2.1 - Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, people with disabilities, multicultural communities and older people 1.2.2 - Support initiatives that help to reduce the negative impacts of homelessness in the Shoalhaven 1.3.4 - Advocate for health care facilities that will meet the changing needs of the Shoalhaven community
Safeguard the natural environment	2.1 - A City which values, maintains and enhances its natural and cultural environment	2.1.1 - Support and enable the sustainable use of the natural environment for education, research and recreation 2.1.2 - Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management 2.2.1 - Plan and implement a corporate carbon emissions management strategy

APPENDIX 3: INDICATORS FOR MEASURING AND REPORTING PROGRESS

KRA	Outcomes	Measure	Source
People	Use of Council's School of Arts and Arts Centre	Number of attendances at Arts Centre and Nowra School of Arts	Council records
	Use of Council's community facilities	Number hours per week, booked for community use of facilities	Council records
	Use of Council's aquatic facilities	Number of attendances at Council's aquatic and leisure centres	Aquatic records
	Use of the Shoalhaven Entertainment Centre	Number of attendances at the Shoalhaven Entertainment Centre	Entertainment Centre records
	Use of Council's libraries	Number of attendances at Council's libraries	Library records
	Use of Council's Bereavement services	Number of funeral services	Bereavement Services records
	Use of Council's Bereavement services	Number of bereavement services clients	Bereavement Services records
	Education and skill levels in the community	Residents aged over 15 have completed Year 12	Census
	Education and skill levels in the community	Residents aged over 15 years with vocational qualification,	Census
	Education and skill levels in the community	Residents aged over 15 years with a Diploma	Census
	Education and skill levels in the community	Residents aged over 15 years with a Bachelor degree or higher	Census
	The health of the community	Community health	Community Survey
	Use of public transport to work and school	Number of people who caught public transport to work	Census
	Use of public transport to work and school	Shoalhaven's working population who caught public transport	Census

KRA	Outcomes	Measure	Source
People	Shoalhaven population	Shoalhaven population	ABS data
	Shoalhaven population	% increase in population	ABS data
	The level of volunteering	Number of Bushcare Groups operating on Council-owned and managed land.	Council records
	The level of volunteering	Number of Landcare groups working on other land	Council records
	The level of volunteering	Number of Parkcare groups	Council records
	The level of volunteering	Number of Community Consultative Bodies	Council records
	The level of volunteering	Number Council Management Committees (Facilities & Sportsgrounds).	Council records
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan

KRA	Outcomes	Measure	Source
Place	Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	Number of SoE indicators improved	SoE Report
	Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	Number of SoE Indicators that remained stable	SoE Report
	Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	Number of SoE Indicators worsened	SoE Report
	Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	Number of SoE targets	SoE Report

KRA	Outcomes	Measure	Source
Place	Trend of 16 community and corporate State of the Environment themes (12 Community Indicators, 4 Council Indicators)	Number of SoE targets met	SoE Report
	Community's use of renewable energy	Number of solar photo voltaic systems	SoE Report
	Community's use of renewable energy	Number of solar hot water systems	SoE Report and OEH data
	Greenhouse Gas emissions	Tonnes Greenhouse gas emissions for Council	SoE Report
	Shoalhaven estuaries health rating	Number of sampled estuaries	SoE Report
	Shoalhaven estuaries health rating	Number of estuaries receiving a good or higher health rating	SoE Report
	Residential water use	National Water Commission performance indicator rating	Shoalhaven Water records
	Energy management	Number of Energy Management Plan actions	Council records
	Renewable energy generation capacity	Total available capacity of renewable energy generation by Council	Council records
	Council's water and energy consumption	Total energy consumption	Council records
	Council's water and energy consumption	Total water consumption	Council records
	Council's greenhouse gas emissions	Council greenhouse gas emissions per resident	Council records
	Renewable energy generation	Total renewable energy generation by Council	Council records
	Accessibility to transport other than cars	Number of kerb ramps constructed	Council records
	Accessibility to transport other than cars	Current number of kerb ramps in the Shoalhaven	Council records
	Accessibility to transport other than cars	Number of bike racks installed	Council records
	Accessibility to transport other than cars	Number of pedestrian crossings and refuges constructed	Council records
	Accessibility to transport other than cars	Current number of pedestrian safety facilities	Council records
	Accessibility to transport other than cars	Number of bus stop improvements	Council records

KRA	Outcomes	Measure	Source
Place	Accessibility to transport other than cars	Current number of bus shelters	Council records
	Accessibility to transport other than cars	Current number of bus stop posts	Council records
	The length of cycle ways and footpaths	Current total Km of cycle ways and footpaths	Council records
	The length of cycle ways and footpaths	Constructed cycleway and footpath per year	Council records
	Sustainability Action Plan	Percentage of Plan implemented	Council records
	Sustainability Action Plan	WaSIP funding expended on sustainability actions	Council records
	Threatened plant and animal species	Number of threatened plant and animal species	Council records
	Waste diverted from landfill	% of waste diverted from landfill	Council records
	Green waste	Tonnes of green waste collected	Council records
	Length of roads	Sealed road	Council records
	Length of roads	Unsealed road	Council records
	Shoalhaven housing	Number of new dwellings approved (combined, dual occupancies, Secondary Dwellings and units/flats)	Council records
	Shoalhaven housing	% change over last year	Council records
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan

KRA	Outcomes	Measure	Source
Prosperity	Agricultural production	$ value of Agricultural production in the Shoalhaven	Census
	Residential development approvals	Value of new residential development approvals	Council records
	Development Applications received	Number of Development Applications received	Council records
	Local economic activity, major capital infrastructure investment	Major capital infrastructure investment	Economic Development records
	Labour force status	Number of people employed	Economic Development records
	Labour force status	Unemployment rate	Economic Development records
	Access to broadband services.	Percentage of people when asked about broadband services who stated access was easy or better	Community Survey
	Visitors to Shoalhaven	Number of domestic overnight, day and international visitors	Tourism Research Aust. National Visitor Survey
	Spend by Visitors to Shoalhaven	Total economic impact of direct expenditure by all visitors to the Shoalhaven	SCC Statement of Economic impact
	New commercial construction and business investment	Value of Non-Residential Development Application approvals	Council records
	New commercial construction and business investment	Value of part 3A Development Application approvals	Council records
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan

KRA	Outcomes	Measures	Source
Leadership	Community engagement	Number of active email addresses for community engagement	Council records
	Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings	Councillors' attendance at meetings	Council records
	Attendance at Council, Committee, Advisory Committees, Council Board meetings and briefings	Community members' attendance at meetings	Council records
	Timely responses to complaints and requests received from the community	Formal GIPA Act applications received	Council records
	Timely responses to complaints and requests received from the community	Formal GIPA Act applications processed within legislative timeframe	Council records
	Timely responses to complaints and requests received from the community	Informal GIPA Act applications received	Council records
	Timely responses to complaints and requests received from the community	Informal GIPA Act applications processed within 28 days	Council records
	Timely responses to complaints and requests received from the community	Correspondence items received	TRIM records
	Timely responses to complaints and requests received from the community	Correspondence items answered within 28 days	TRIM records
	Complaints about Council	Number of complaints received per 1000 residents	Division of Local Government - complaints Stats
	Complaints about Council	Percentage of complaints declined by DLG	Division of Local Government - complaints Stats
	Actual operating surplus or deficit, excluding capital grants and contributions	Operating surplus (deficit)	Council records
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan

KRA	Outcomes	Measure	Source
Sustainable Services and Programs	Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit.	% compliance	Shoalhaven Water records
	Timely responses to complaints and requests received from the community - Shoalhaven Water	Shoalhaven Water Average Frequency of unplanned interruptions (per 1000 properties)	Shoalhaven Water records
	Timely responses to complaints and requests received from the community - Shoalhaven Water	Average duration of interruptions	Shoalhaven Water records
	Actual operating surplus or deficit, excluding capital grants and contributions	Operating surplus (deficit)	Council records
	Financial sustainability	Net debt as % of total revenue	Council records
	Asset sustainability	Infrastructure backlog ($M) as % of total infrastructure assets (estimated at fair value)	Council records
	Asset sustainability	% difference in renewal cash-fund actual to required for asset depreciation	Council records
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan

APPENDIX 4: GLOSSARY OF TERMS

Term	Definition
Accessible/ Accessibility	Accessibility ensures equal opportunities for participation in the community, so that people are not excluded from the activities of society and citizens have access to the necessary things to meet their daily needs
CSP	Community Strategic Plan – a ten year plan developed and endorsed by Council which identifies the main priorities and aspirations of the community
Connected/ Connectivity	Being connected means that something or someone is united, linked or joined together with others. Communities are connected in their common interests and supportive behaviours, both locally and more widely, and places are connected through their infrastructure, facilities and amenities
Ecologically Sustainable Development	Ecologically sustainable development requires the effective integration of economic and environmental considerations in decision–making processes. Ecologically sustainable development can be achieved through the implementation of the following principles and programs: • The precautionary principle – where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental damage. • Intergenerational equity • Conservation of biological diversity and ecological integrity and • Improved valuation, pricing and incentive mechanisms
Flexibility	Flexibility can be defined as the ability to change, to fit to particular circumstances or to accommodate and support a range of needs
IAP2	International Association for Public Participation - Promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and communicates to participants how their input affects the decision
IPR	Integrated Planning and Reporting is Legislated in the Local Government Act 1993. It was designed to: integrate and streamline statutory planning and reporting; strengthen councils' strategic focus; align with National Sustainability Frameworks; and ensure accountability and responsiveness to local communities
Key Performance Indicator	A performance indicator or key performance indicator (KPI) is a measure of progress or performance. Such measures are commonly used to help an organization define and evaluate how successful it is, in making progress towards its long-term community and organizational goals
State of the Environment Report (SOE)	A State of the Environment Report is an independent national stock take of the Australian environment. It covers five-year periods, and reports on all aspects of the environment through the themes of human settlements, atmosphere, biodiversity, coasts and oceans, inland waters, land, natural and cultural heritage, and the Australian Antarctic Territory, and a number of commissioned integrative commentaries

Strategy	Strategy is the means by which objectives are consciously and systematically pursued and attained over time
Sustainable	To meet present needs while also taking into account future costs, including costs to the environment and depletion of natural resources
Sustainability	Sustainability is the ability to provide for the needs of the current population without damaging the ability of future generations to meet their own needs. It is about ensuring that growth occurs in a resource conservative and resource efficient way.

Shoalhaven City Council

Bridge Road, Nowra | PO Box 42 Nowra 2541

Phone: (02) 4429 31 11 | Fax: (02) 4422 1816

council@shoalhaven.nsw.gov.au | http://shoalhaven.nsw.gov.au

Southern District Office

Deering Street, Ulladulla | PO Box 737 Ulladulla 2539

Phone: (02) 4429 8999 | Fax: (02) 4429 8939

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