

Shoalhaven City Council

CSP Review – Phase 1 Engagement Report

CSP Review Team
January 2013

Contents

CSP Review Project	3
Engagement Strategy	3
Phase One Engagement Tools.....	4
Postcards, Email, Voicemail and Letters	4
Media Coverage including Social Media	5
CSP Review Webpage.....	5
Agency Interviews	5
Street Stalls and Community Workshops	6
Issues Paper.....	7
Infrastructure Survey.....	8
Community Feedback.....	10
Postcards, Email, Voicemail and Letters	10
Analysis method	10
Social Media	10
CSP Review Webpage.....	11
Agency Interviews	11
Community Workshops	11
Analysis Method	11
Infrastructure Survey.....	11
Feedback Analysis	13
Main issues raised	13
Postcards, Email, Voicemail and Letters.....	13
Community Workshops	15
Agency Interviews	21
Infrastructure Survey.....	21
Community and Stakeholder Response Consolidated.....	23
Appendix A – Engagement Strategy	26
Appendix B: Postcards	31
Appendix C: Interview Template	32
Appendix E: Infrastructure Survey	34
Appendix F: Concepts from Leximancer with supporting text.....	44
Appendix G: Leximancer concept maps	54
Appendix H: Infrastructure survey – graphical results	55

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 A). While all of the intended engagement methods and tools were employed in Phase 1, from October to December 2012, some yielded more feedback from the community than others.

Phase One Engagement Tools

Postcards, Email, Voicemail and Letters

To effectively and economically inform and involve as many stakeholders as possible, reply-paid postcards (Appendix B) were sent to individual ratepayers with the October 2012 rate notice reminder. The postcards provided a simple and effective way of obtaining information from a large cross-section of the community.

The front of the card with its bright blue graphics provided a call for people to get involved in the CSP Review process, while the back of the card asked two simple, 'open' questions and directed people to the new CSP Review Website. The card also gave details of a phone number where people could leave a response message after listening to a pre-recorded message, complete an email response or log on to Council's Facebook page and leave a post. To help increase the return rate, cards were pre-addressed and pre-paid.

While a large number of Shoalhaven land owners would have received the postcards, some particular segments of the community, such as people who rent, would not have received the postcard circulation. Minority groups including renters, youth and Aboriginal people were specifically targeted through Council's networks using different coloured cards and markings to identify the responses.

The two questions on the back of the cards were:

- 3 things that make Shoalhaven a **great** place to live, work, stay and play?
- 3 things that would make Shoalhaven a **better** place to live, work, stay and play?

Council staff postcards contained two additional questions:

- 3 issues that will impact the Shoalhaven over the next 10 years
- How often do you look at the CSP – Shoalhaven 2020 for your work?

Table 1: Breakdown of the card numbers sent and distribution methods used

Type of card	Numbers
General postcard sent with rate notice	43,000 sent with rate notice reminders
Youth postcard	600 cards delivered through Community Development Networks
Aboriginal postcard	100 cards delivered through the Aboriginal liaison officer's networks
Renters	500 cards sent to Department of Housing for distribution to Department of Housing tenants
Council Staff	400 cards printed and made available at depots, work places and tea bays

Media Coverage including Social Media

Facebook was Council's primary social media engagement method. Council's Facebook page was promoted through a number of channels including postcards, website, media releases and local media advertisements. Facebook posts were used to increase awareness of the Review and opportunities to engage, and to point stakeholders to Council's Review website.

Council distributed seven media releases regarding the CSP since October and included such subjects as:

- Community Strategic Plan review (overview of the project)
- CSP postcards
- CSP meeting dates
- CSP survey
- CSP Issues Paper

Separate releases regarding the End of Term Report and Annual Report, both of which touched on the CSP review, were also distributed during this time.

Local media picked up on all of the distributed releases, with the print media in particular giving the CSP a good coverage.

Each of the CSP meetings and drop in centres received good media coverage prior to the date while the CSP survey, postcards and issues paper each received stories in both the Milton Ulladulla Times and South Coast Register as well as on radio 2ST.

Council's Media Manager was able to highlight the 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.

CSP Review Webpage

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

- 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

Agency Interviews

The following state agencies were interviewed by members of Council's CSP Review team during the last quarter of 2012:

- State Emergency Service

- Rural Fire Service
- Office of Environment and Heritage
- National Parks and Wildlife Service
- Nowra Aboriginal Land Council
- Ulladulla Aboriginal Land Council
- Jerringa Aboriginal Land Council
- Roads and Maritime Services
- NSW Police
- NSW Health

A template (Appendix C) guided and ensured consistency between the interviews. Selection of Agencies for interview purposes was based on several factors including: previous commitment and involvement in the Community Strategic Plan process; access to Agency staff; and an understanding of the most important issues concerning Shoalhaven and State Agencies.

Street Stalls and Community Workshops

Six street stalls and three community workshops (Appendix D) were undertaken. The street stalls involved staff members who were dressed in the CSP Review logo tee-shirt, setting up a table at a number of venues and handing out postcards and surveys to passing people. Where possible, staff engaged with people, one on one, to explain the CSP and the process of review, currently underway.

The workshops provided a higher level of engagement with the community. Taking current and possible future issues into consideration, participants were asked to select 8 of the 16 issues presented that they felt were the most important and then discuss given a set of questions.

- What do you see as the important challenges with this issue?
- What opportunities do you see for this issue?
- What could be done about it in the future?

Extensive promotion of the workshops and stalls through emails, media releases, website and newspaper advertisements was carried out. While contact numbers were good at the street stalls the workshop numbers were disappointing. Table 2 provides a breakdown of the metadata associated with the street stalls and workshops.

Table 2: Stalls and workshop numbers

Event	Numbers	Comment
Nowra – Twilight Markets stall	100+ interactions, 20 surveys and 31 postcards completed	Good turnout – strong response to the engagement
Milton – Outdoor stall	22 interactions, 1 survey completed and 8 postcards completed	People were responsive, with most knowing about the CSP, and 25 - 40% having heard about the CSP Review
Ulladulla – Outdoor stall	1 interaction	

Berry – Outdoor stall	60+ interactions, 10+ surveys handed out and 40+ postcards	Strong result – disappointing that of the 40 postcards handed out no one indicated that they had previously seen the card
Bendalong – Outdoor stall	Awaiting report	
Bawley Point – Outdoor stall	Awaiting report	
St Georges Basin Country Club - Workshop	13 participants	Workable numbers, workshop format made it difficult to get through the set agenda
Nowra – School of Arts Workshop	7 participants	Disappointing numbers, however some very good information was obtained
Ulladulla – Workshop	1 participant	Very disappointing numbers, one on one discussion with the participant.

Issues Paper

An Issues Paper was prepared to provide an overview of current and future issues that may impact Shoalhaven over the next 10 to 20 years. Topics and issues identified over the previous 12 months provided an initial input to 'Discussion Cards' as the focus of the Issues Paper. The Issues Paper was placed on Council's website to both inform and promote comment from the community and the Discussion Cards provided the basis for discussion at the Community Workshops. Table 3 provides a list of the discussion topics and description.

Table 3: Discussion topics and description

KRA	Issues	Description
Community	Community Safety	Issues relating to a safer place to live
	Community Leadership	Place making projects being pushed by the community
	Community engagement	Community engagement – IAP2 (International Assoc for Public Participation), better ways to engage with the community
	Healthy community	Health issues effecting the Shoalhaven – Ageing, obesity and council infrastructure
	Young people in our community	The needs of young people in the Shoalhaven
Economy	Shoalhaven economy	Issues relating to the future Shoalhaven economy
	Digital Future	Changing technology and greater use of broadband networks
	Aligning to NSW 2021	Aligning Local Government with NSW's State Plan through the strategies of Economy, Services, Infrastructure, Environment-Community and Accountability
Infrastructure	Looking after existing	How to maintain existing infrastructure such as roads

	infrastructure	
	Building more new Infrastructure	Ensuring new infrastructure is fit for purpose and is built with whole of life in mind
	Paying for more services	What needs to be done to maintain services and facilities such as town halls
	Local accessibility and transport	Moving people in the Shoalhaven – given increasing energy prices such as buses
Environment	Changing World	Changes that will impact the Shoalhaven in the next 10 to 30 yrs
	Environmental sustainability	Issues mainly relating to the effects of climate variability
	Local Government reform	Meeting community needs, within community resources, ensuring Local Government continues to deliver better outcomes for the community
	Energy efficiency and local renewable energy	Making better use of our resources and alternate energy sources for the Shoalhaven

Infrastructure Survey

An Infrastructure Survey was conducted, seeking feedback on community concerns, priorities and level-of-service (LoS) expectations specifically in relation to Council's key infrastructure types. On-line and hardcopy versions were produced and publicised through a range of engagement methods including direct emails, media releases, local newspaper advertisements and personal handouts during Council's stalls and workshops. The complete Infrastructure Survey is shown at Appendix E, and a description and outcome for the questions is provided in Table 4.

Table 4: Rational behind the Infrastructure Survey questions

Question Number/s	Description	Outcome sought
1 to 4	Importance of maintenance and replacement of infrastructure (roads, buildings, recreational facilities, paths, kerb and gutter, Jetties and boat ramps and car parks) for Shoalhaven and the local area	Relative importance of maintenance across the key asset types, separately identifying local vs 'whole of Shoalhaven' ratings
5 and 6	Degree of satisfaction with the current quality of infrastructure in the Shoalhaven and local area	Satisfaction with the current quality of infrastructure (ie, level of service), for local area and 'whole of Shoalhaven'
7 to 12	Using photos – rating infrastructure based on a fair condition, is it good or not good enough	Extent of community tolerance of "fair condition" as a level of service target, by infrastructure type
13 to 20	Using photos – ask if Council should increase rates to improve the infrastructure condition from fair to	Community appetite for increasing Council rates to fund increased renewal programs, by infrastructure

	good	type
21 to 25	Demographic questions; sex, age, town, rate payer and email address for the prize draw	To help with the analysis of the questionnaire data and collect email addresses

Community Feedback

Postcards, Email, Voicemail and Letters

A strong response was received from the postcards which included representation in the targeted groups, ie, youth, Aboriginal, staff and people who rent. A small but significant number of emails and voice mails were also received. Table 5 provides a breakdown of the methods and number of responses.

Table 5: Methods, groups and number of responses

Groups	Collection method numbers				Totals	% of population group
	Postcard	Email	Voice mail	Letter		
General community	835	39	7	2	883	1.2%
Youth	96				96	0.6%
Aboriginal	13				13	0.3%
Staff	16	13			29	2.9%
Renters	14				14	
Totals	974	52	7	2	1035	1.1%

Analysis method

Data obtained from the Phase 1 engagement processes were recorded into Council's TRIM records system then entered verbatim into an Excel spreadsheet under headings relating to the three questions, ie 'what is great about the Shoalhaven?', 'what would make it better?', and 'what are the issues that will impact the Shoalhaven over the next 10 years?' (staff postcard and email only), together with information about the data origins.

To improve the analysis process, data was 'cleaned' by correcting spelling mistakes and adding full stops between separate points.

"Leximancer" software was used to extract the key themes and concepts from the spreadsheet response data. Council's one month licence of the software provided time to analyse the data as a group, focused on individual questions and for different respondent groups. While a small number of distinctions were found, the small number of respondents in the some of the groups meant that the output analysis was not considered statistically significant and therefore is not included in this report.

Tables (Appendix F) indicating Concepts and sub-concepts were produced by Leximancer and included supporting data from the postcards and other collection methods. Leximancer maps (Appendix G) showing concepts and their linkages were also produced.

Social Media

There were a limited number of comments regarding the CSP Review received on Council's Facebook page. The low response on this forum did not produce data that was useful for inclusion in the overall response analysis.

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 - 938 hits
- Have your Say - 227 hits
- Community Strategic Plan - 181 hits
- Information - 129 hits
- Media Releases - 20 hits

Agency Interviews

Ten interviews were undertaken, seven with Agency staff and three with local Aboriginal Land Council representatives. An interview template was used and the results were summarised in a report.

Community Workshops

Three community workshops were held - in Nowra, Sanctuary Point and Ulladulla. Overall attendance by the community at the workshops was disappointing, however, the engagement of those community members present was positive and resulted in some very constructive discussion and feedback on prioritised Discussion Card issues. Table 6 provides details of the workshop numbers and participants.

Table 6: Workshop demographics

Group	Nowra	Sanctuary Point	Ulladulla	Totals
Males	3	6		9
Females	4	7	1	12
Under 25 years		1		1
25 to 55 years	1	6		7
Over 55 years	6	6		12
Councillors	2		1	3
			Total attendance	21

Analysis Method

Verbatim data was transcribed from the large sheets of butchers paper notes and sticky labels generated during the workshops to an electronic Word document. The workshop data was then combined to form a single document to reflect consolidated feedback from all three workshops, listed under appropriate headings.

Infrastructure Survey

The Infrastructure Survey was published on Council's website on 13 November 2012, with a link to Survey Monkey and hard copies printed. As at 21 January 2013, 180 online and hard copy surveys had been completed and returned to Council. While the survey does not close until the 31 January 2013 it is unlikely that the trends will change markedly.

Analysis Method

Basic statistical analysis has been carried out using an Excel spreadsheet to identify major patterns in the survey responses in relation to relative importance of infrastructure types, differences in responses for local vs 'whole Shoalhaven', community-supported levels of service targets for the various infrastructure types, and any potential basis for increased infrastructure maintenance and renewal expenditures supported by increased rates revenue.

Feedback Analysis

Main issues raised

Postcards, Email, Voicemail and Letters

Leximancer output (Appendix F) identified concepts reflecting the issues raised in responses, which formed the basis for further data analysis and clarification. Table 7 summarises the concepts generated from the Leximancer program and resulting themes about 'what is great in the Shoalhaven'. Table 8 provides a list of 'what could be made better'.

Table 7: What is great - themes and concepts from the postcards, emails and voicemail responses

Theme	Concept	Related concept
Location	Proximity	Sydney
		Wollongong and Canberra
		Natural environment
Natural environment	Climate	
	Coast	Clean beaches
	Mountains	
	Bushland	
	Farmland	
	River	
	Air	Clean
Services	Medical	Easy access
	Health education services	
	Shopping	Helpful staff
	Variety	
Access	Facilities	Public amenities
		Shops and clubs
	Work	
	Environment	
Atmosphere	Low levels of congestion	
	Maintaining a small town feel with large town facilities	

Table 8: What could be better, themes and concepts from the postcards, emails and voicemail responses

Theme	Concept	Related concept
Improved services	Waste	Green waste bins
		Clean up days
		Free green waste drop off at tips
		Remove rubbish on beaches
	Roads	Fix and repair

		Kerb and gutter
	Parking	More parking required
		More disabled parking
	Paths and Cycle ways	More cycle ways and paths
		Join up cycle ways to create better networks
	Regulation enforcement	Better control of dogs on beaches
NBN	Free WiFi in town centre	
Getting around	Public transport	Better time tabling between bus and train
		Improve bus and train transport
		Free bus
		Workers bus
		Train service beyond Bomaderry
		Duplication of rail line to isolate freight
Highway improvements	Bypass Nowra	
	Second crossing over river	
Improving the built environment	River	More activities
		Develop the river / foreshore
	Houses	Limit high rise and intense development
		Sustainability and eco/energy friendly designs
		For the elderly
	Shopping	Better Shops
		Bigger shopping centre
		Food court
	Town centres	Improve the look and feel of the Bomaderry and Nowra CBDs
		Public toilet access
	More after hours toilets	
Town/village entrances	Improve entrances to towns and villages	
	Botanic garden	
NBN		
Active Community	Beaches	No dogs on beaches
		Relax dog restrictions on beaches
		More off-leash areas
	Paths and cycle ways	Publicise paths and cycle ways, especially for visitors
	Events	More community events
		Youth events
	Civic / Arts precinct planning	
	Improve parks	
	Open space	
	Children's facilities	
Cultural heritage	Importance of	
Tourist Accommodation		
Access	Services (transport, paths, parking)	
	Places (beaches)	
Safe Community	Police	More police
		More patrols
		Station at Sanctuary Point
Better lighting	Car parks	
Healthy Community	Community Gardens	
	Education	Youth
Access to		

	Volunteering	Grow
	Water stations	Across the city
Prosperous Community	NBN	
	Improved tourism facilities	Eco tourism – more opportunities
	Education	Training
		Cost
		Access
	Work / employment options / opportunities	Youth accessibility
		Increased focus
Natural Environment	Climate change	
	Reduce environmental impacts	CO2e reduction
		Long term sustainability
		Reduce energy and water use
	Infrastructure	Less new
		More maintenance

Community Workshops

Eight priority issues were identified and three questions answered during the community workshops. The identified issues are shown at the top of the following tables, while comments relating to the questions are provided within the tables.

Table 9: Priority issues raised during the workshops

Priority issue
Local accessibility and transport
Looking after existing infrastructure
Shoalhaven economy
Environmental sustainability
Community engagement
Young people
Community safety
Community leadership

Table 10: Questions and answers relating to the priority issues – community workshops

Local Accessibility and Transport

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Vincentia youth Migration out of the area • Bay and Basin accessibility/transport to higher education • Youth Access – into major towns – can't get to jobs • Youth Access - easier to move to capital cities with family for transport ease • Outreach program by TAFE – re-introduce for outlying areas? • No transport to the Design College at Ulladulla • Lack of public transport from smaller outlying communities to Nowra CBD

	<ul style="list-style-type: none"> • Building a new bridge across the Shoalhaven River • Train services extending beyond Bomaderry • Improved railway connection between Bomaderry-Kiama
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Reintroduce TAFE Outreach program with satellite classes for regional locations • Transport providers work with Teachers/schools • Increase public transport and subsidise its use for young people • Improve beach access for young people, particularly in Summer with the introduction of a "Summer Bus"
What could be done about it in the future?	<ul style="list-style-type: none"> • Provide wider 'City-wide' links • Transport mapping • Build more cycle paths around the city • Improve our roads • Implement "Special Event" public transport • Accept that there is likely to be limited access to public transport if living in outlying communities

Looking after existing infrastructure

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Disability access for footpaths, car parks and buildings • Trees planted that are suitable for parks to ensure safety • Public toilets available in town after hours (not necessarily in parks) • 'Sinking fund' at generation of assets for maintenance • Lack of tourism opportunities/facilities in Bomaderry • Fixing/upgrading our existing roads before building new ones • True cost of road upgrades – Council cannot afford, therefore State Government should assist • Growth needs to be supported by infrastructure • Appearance of Junction Street, Nowra • Using money wisely • Slippery pavers on walkways/footpaths
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Strategic discipline – once we build something we need to look after it on a strict managerial discipline • Manage existing assets to get maximum use • Resources and infrastructure need to match the growth • Using concrete instead of pavers • Utilise community volunteers • Sell Council's Engineering Workshop Services
What could be done about it in the future?	<ul style="list-style-type: none"> • Needs analysis before spending to maintain or replace, ie, determine that the asset is still needed • Cautious about 'user-pay' options – if this approach is used, will infrastructure always be there when we need it • Rates – consider what the community is using and what is Council spending rates income on? Does it marry and what would the community be happy to apply a user-pay approach to? • Improve Nowra's image • Focus on the infrastructure that exists – don't replace or build new roads/buildings/etc, if the existing is OK

Shoalhaven Economy

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Transport infrastructure • More hands on work for young people who don't go to Uni • Be wary of possible isolation as a result of home-based technologies • Less opportunities for young people if we stay and buy at home and not locally • Ability to actually use NBN – Is training needed or going to be provided? • Affordability of access to NBN and ability to have hardware at home to access it • Changing face of retail – less service-related jobs available • The lack of industry in the area means that a lot of young people have to leave the area to find work • How do we get the jobs to the area? • We need work opportunities and employment for all ages • There is more training, but skilled people still need to have the opportunities for employment • Ageing population • Funding mechanisms
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Icon projects • Free Wifi in town • More opportunities for young people through TAFE/Uni • Education and knowledge economy • Younger people helping older people and could also encourage engagement (especially around Computing and Technology) • More awareness of what is available to the community • Ageing population • Riverside development • Increased tourism • Jobs that relate to new opportunities – environmental based jobs
What could be done about it in the future?	<ul style="list-style-type: none"> • Eco-tourism • Create lobbying and advocacy and partnerships or advisory services • Utilise community volunteers • Economic benefits from volunteers • Work from home opportunities

Environmental Sustainability

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Supporting Carbon Trading scheme • Availability of information and being able to communicate it • Council must respond to DAs and environmental changes quickly • Council and the community to become self-sustaining (energy-wise)
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Simple advice on environmental or sustainable options when building or renovating • Community sustainability <ul style="list-style-type: none"> ○ Community gardens ○ Vegetable patches ○ Orchards • Wider respect for the environment in the community <ul style="list-style-type: none"> ○ Education

	<ul style="list-style-type: none"> ○ School programs • Advertise Council's environmental "wins" • Home Composting Program is great! • Subsidise households to encourage sustainability
What could be done about it in the future?	<ul style="list-style-type: none"> • Funding and WHS related to environmental projects in the community <ul style="list-style-type: none"> ○ E.g. issues around working on projects with children during the night. WHS issues and work hours need to match the requirements • Solar panels on all Council buildings, and appropriate vacant Council land • Wind turbines <ul style="list-style-type: none"> ○ Residential ○ Industrial • West Nowra Tip generator • Move to more eco-friendly buildings when building new structures • Limit expansion of coastal villages • Reduce the use of plastics

Community Engagement

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Getting people engaged! • Our busy lifestyles mean that people are generally time-poor • Making the community aware that their views and opinions do matter • Contact with older people • Community apathy • Cost of hiring community halls is inhibitive • Too many changes - different staff and consultants doing different things – even within council community workers • Advertising
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Continuing engagement programs in the community, even if a council worker changes jobs (don't drop the ball) • Constantly evaluate - ensure this includes both qualitative and quantitative measures – include qualitative KPI's in all reporting areas • Community Engagement Policy needs to be aligned with the CSP and shown to the community how they align • Life-long learning <ul style="list-style-type: none"> ○ Create opportunities ○ Community colleges ○ PCYC in Vincentia • More consultation with local groups • More event management for community events • Sustain programs and 'keep the funding' – otherwise encourages disengagement • Encourage community events with funding • More time to discuss things such as CSP • Advertising • Wider spectrum of community opinions/viewpoints • Less jargon

	<ul style="list-style-type: none"> Community Engagement Policy is great and is owned by council and the community – although the strategy has been completed and launched, it should be taken out to the community via workshops, CCB's and major partners, and promoted better so people are aware of it
What could be done about it in the future?	<ul style="list-style-type: none"> More public events Celebrate the River More community consultation Getting out to Community Centres to talk with community Youth Advisory Council – make it happen and consult youth Provide letters to all ratepayers on all issues Short emails More focused advertising and marketing Consider competitions to encourage community participation Community noticeboards/signage Localised community meetings – town halls Break into community networks Enlist Community Champions People need to know that they can make a difference Promotion of positive youth achievements & behaviour to try to change perceptions of young people. Strategies to encourage community engagement from a diversity of groups in a variety of mediums e.g. young people having a say via social media. Do a 'what is happening' email In an ideal world council would have a community representation group to meet with council on all issues and at all meetings

Young People

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> No bubblers are available in parks Lack of opportunities for involvement Employment concerns Transport – no licence – can't get to TAFE Flexible Learning Centre created at Sanctuary Point had to be closed down due to lack of funding Our youth leaving the area (for entertainment and study/work opportunities) Shoalhaven Youth Orchestra is losing members Engaging youth in volunteer groups Vandalism and boredom Lack of public transport Facebook, Twitter and social media
What opportunities do you see for this issue?	<ul style="list-style-type: none"> Gyms at parks Advocacy New school leaving age Meaningful education for students forced to stay at school TAFE and university expansion Shoalhaven's own university, rather than just a campus of UOW Age group mixing/mentoring

	<ul style="list-style-type: none"> • Develop opportunities for young people to work together with other groups in community to promote a more positive image of youth • More intergenerational activities/events/programs for youth and older people to close the gap • More youth-friendly and specific places for young people to hang out so that the general public do not feel so threatened, particularly in shopping areas • Facilitation of community connectedness to promote understanding between groups • More facilities for youth • Engagement of youth in the planning of community services.
What could be done about it in the future?	<ul style="list-style-type: none"> • Increase the amount of young apprentices that Council takes on • Aged Care training • Recognise and support services in schools • Eco-tourism training • Raise interest and pride in our local area • Improve public transport • Promotion of volunteers to assist with mentoring programs for youth

Community Safety

Question	Community Response
What do you see as the important challenges with this issue?	No comment provided
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • More youth-friendly and specific places for young people to hang out so that the general public do not feel so threatened, particularly in shopping areas • Facilitation of community connectedness to promote understanding between groups • More information on what, how and why to report to police
What could be done about it in the future?	<ul style="list-style-type: none"> • Ensure community is totally informed of crime stats in different towns and villages of the Shoalhaven • Encourage reporting of community safety issues

Community Leadership

Question	Community Response
What do you see as the important challenges with this issue?	<ul style="list-style-type: none"> • Council has a very demanding agenda for community re: submissions on plans, e.g. LEP, Tree Management, Green Paper on Planning, CSP review etc. It is difficult to consider issues and prepare submission etc in the time frames available
What opportunities do you see for this issue?	<ul style="list-style-type: none"> • Run workshops for the community to come together to contribute to and develop submissions
What could be done about it in the future?	<ul style="list-style-type: none"> • More promotion and good news stories needed – Council should share responsibility and use partners in this e.g. BBCRI • Do a customer satisfaction survey yearly – possibly sent out with rate notice and have an incentive to fill it in and return it e.g. \$20

	discount on your rates when you pay and hand in survey.
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Agency Interviews

Key issues / themes that arose from the interviews, that are relevant to the CSP Review, include:

- Importance of infrastructure renewal in the Shoalhaven can't be underestimated.
- Importance of environmental conservation actions in CSP.
- Importance of cultural heritage actions in CSP.
- Any Council assistance with volunteers would be appreciated, as volunteer numbers are generally in decline.
- Ongoing issues between conflicting state legislation need to be resolved – not necessarily via the CSP but to ensure the best implementation of the CSP.
- Timing of State agency review of their own strategic planning documents is not always in line with the IPR framework/ CSP review cycle for local government.
- All agencies felt that they were well-resourced to be involved in the CSP process and that they had been well-involved to date, expressing support for their ongoing relationship with Council as it helps them engage with the Shoalhaven community.
- The effect of long timeframes for DA and other Council decisions is felt by State agencies in relation to their own projects and budgets.

Infrastructure Survey

Appendix H summarises the results of the Level of Service Survey, while Figure 1 below provides an overview of some of the key elements with 'citywide' importance/dissatisfaction plotted rather than results for 'local' importance/satisfaction. (Graphs 1 and 2, Appendix H show separate results for 'importance/satisfaction'.)

About 50% of respondents were dissatisfied with the infrastructure types of Roads and Paths. Similarly, over 50% considered these to be very important infrastructure with Roads being cited by 92% of respondents. Although there was little difference between 'citywide' and 'local' views for Roads and Paths, only 45% of respondents thought that their 'local' Car Parks were important but 56% thought Car Parks were important on a 'citywide' basis.

When asked which single infrastructure type had the highest priority for maintenance and renewal, Roads had the highest ranking with 65% of all respondents stating it was their No 1 priority, (See Graph 3 of Appendix H). Paths were ranked second with 12% of responses.

The survey proposed some 'level of service' comparisons by using images of infrastructure in 'fair' and 'good' condition. The size of the circles in Figure 1 represents the relative dissatisfaction with 'fair' condition of the respective infrastructure types, when asked if it was 'good enough'. Graph 4 shows 92% responded that Paths were not 'good enough' and 62% considered that Roads in fair condition were not 'good enough'.

Graph 5 shows the percentage of respondents who would agree with increasing rates to improve infrastructure from 'fair' to 'good' condition. Paths (58%), Roads (47%) and Buildings (31%) were the infrastructure types most supported for an increase in rates.

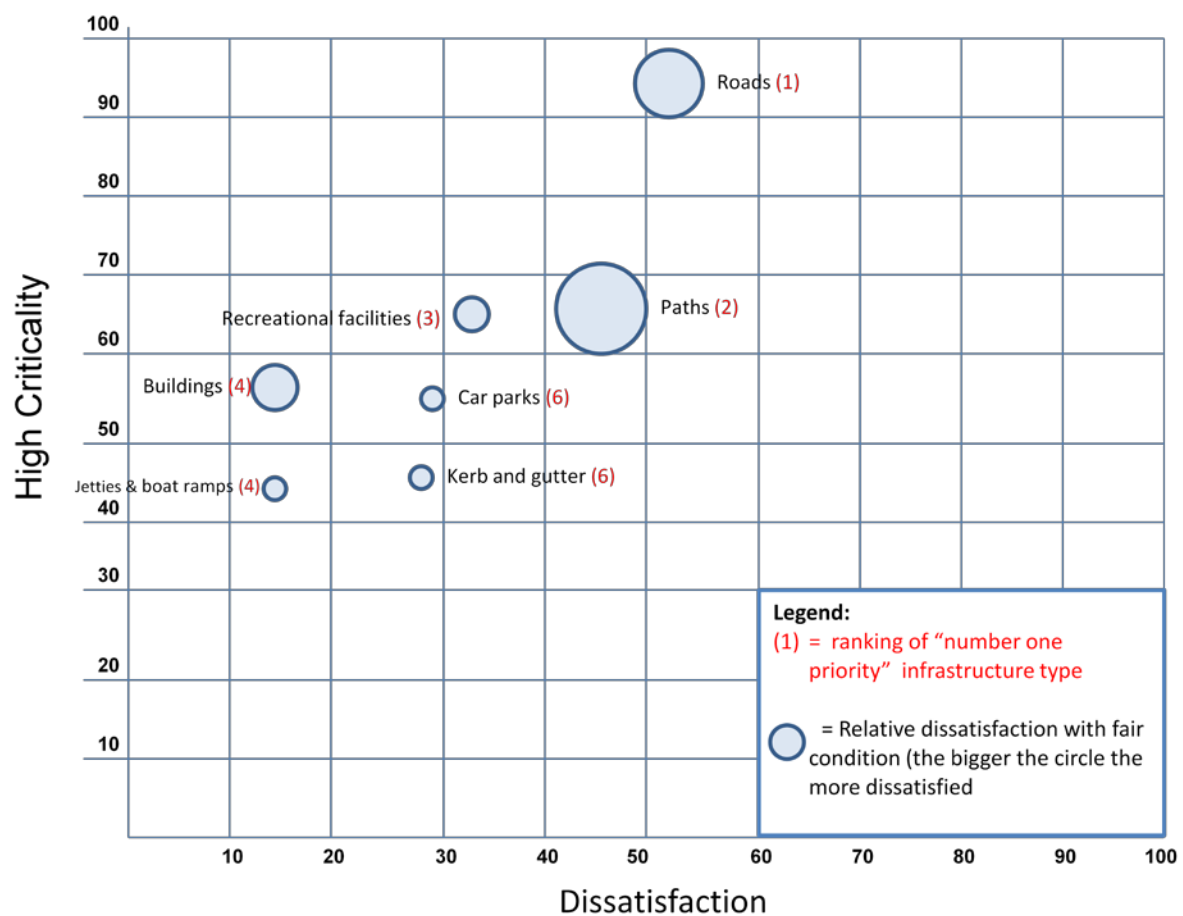


Figure 1

The survey demonstrated that the maintenance and renewal of Roads and Paths are the highest priorities. Respondents also showed a willingness to pay to improve the condition of these infrastructure types i.e. for Roads (47%) and for Paths (58%).

Community and Stakeholder Response Consolidated

The key issues and directions summarised from the postcards, emails, voicemails and letters responses were verified for completeness against original inputs through a process of sample auditing to ensure that the interpretation process had recognised and retained the issues raised. The community workshop data and Agency feedback report were also reviewed to identify any additional concepts required to reflect the breadth of community and stakeholder feedback.

Table 11 provides a consolidated list of concepts and themes arising from the community and stakeholder engagement processes.

As well as the concerns raised by the community, the CSP Review should recognise and respond to the positive attributes of the Shoalhaven identified primarily through the postcards analysis, as points of difference and likely areas of strategic advantage. Table 7 above identifies these positive aspects of the Shoalhaven for consideration when drafting the revised Community Strategic Plan.

Table 11: Themes and Concepts that reflect current community concerns

Theme	Concept	Related concept
Improved Council services	Waste	Green waste bins
		Clean up days
		Free green waste drop off at tips
		Remove rubbish on beaches
	Roads	<i>Fix and repair</i>
		Kerb and gutter
		<i>Community will pay more</i>
		<i>High Priority for the community</i>
	Parking	More parking required
		More disabled parking
	Paths and Cycle ways	<i>More cycle ways and paths</i>
		<i>Join up cycle ways to create better networks</i>
		<i>Community will pay more</i>
		<i>High Priority for the community</i>
Getting around	Regulation enforcement	Better control of dogs on beaches
	<i>Maintain existing assets</i>	<i>Rather than build new ones</i>
	<i>Volunteers</i>	<i>Better use of volunteers</i>
	<i>Strategic discipline</i>	<i>Appropriate maintenance funding for new asset</i>
	<i>NBN</i>	<i>Free WiFi in town centre</i>
	Public transport	Better time tabling between bus and train
		Improve bus and train transport
		Free bus
		Workers bus
		<i>Train service beyond Bomaderry</i>
		<i>Duplication of rail line to isolate freight</i>
Improving the	River	<i>Bypass Nowra</i>
		<i>Second crossing over river</i>
		More activities

built environment		Develop the river / foreshore
	Houses	Limit high rise and intense development
		Sustainability and eco/energy friendly designs
		<i>For the elderly</i>
	Shopping	Better Shops
		Bigger shopping centre
		Food court
	Town centres	Improve the look and feel of the Bomaderry and Nowra CBDs
		<i>Public toilet access</i>
		More after hours toilets
Active community	Beaches	No dogs on beaches
		Relax dog restrictions on beaches
		More off-leash areas
	Paths and cycle ways	Publicise paths and cycle ways, especially for visitors
	Events	More community events
		Youth events
	<i>Civic / Arts precinct planning</i>	
	<i>Improve parks</i>	
	<i>Open space</i>	
	<i>Children's facilities</i>	
	Volunteers	<i>Support</i>
		<i>State Agencies require assistance with volunteers</i>
	<i>Cultural heritage</i>	<i>Importance of</i>
	<i>Tourist Accommodation</i>	
	Access	<i>Services (transport, paths, parking)</i>
		Places (beaches)
Safe community	Police	More police
		More patrols
		Station at Sanctuary Point
	Better lighting	Car parks
Healthy Community	<i>Community Gardens</i>	
	<i>Cultural heritage actions (Agency)</i>	
	Education	<i>Youth</i>
		<i>Access to</i>
	Volunteering	<i>Grow</i>
		<i>Community</i>
		<i>Younger people helping older people</i>
	<i>Water stations</i>	<i>Across the city</i>
Prosperous Community	<i>NBN</i>	<i>Improved services</i>
	<i>Improved tourism facility</i>	<i>Eco tourism – more opportunities</i>
	<i>Education</i>	<i>Training</i>

		<i>Cost</i>
		<i>Access</i>
	<i>Work / employment options / opportunities</i>	<i>Youth accessibility</i>
		<i>Increased focus</i>
<i>Natural Environment</i>	<i>Climate change</i>	
	<i>Reduce environmental impacts</i>	<i>CO2e reduction</i>
		<i>Long term sustainability</i>
		<i>Reduce energy and water use</i>
	<i>Conservation</i>	<i>Action (Agency)</i>
	<i>Coastal management</i>	<i>Resolve the lakes management strategy/approach</i>
<i>Effective Governance</i>	<i>Engagement</i>	<i>Get people engaged</i>
		<i>Obtain wider spectrum of views</i>
		<i>Be specific with topics</i>
	<i>Reduce red tape</i>	
	<i>Infrastructure</i>	<i>Less new</i>
		<i>More maintenance</i>
	<i>Customer service</i>	<i>Improve</i>
	<i>Positive promotion</i>	<i>Advertise good news</i>
	<i>State Agencies</i>	<i>Working with Council on planning (agency)</i>
		<i>Affected by slow DA/Referral turnaround (Agency)</i>

Key

Highlight	Meaning
Plain text	Output from Leximancer software program
<i>Text in italics</i>	Themes/concepts from all feedback sources

Appendix A – 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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Peter Swan – Integrated Planning and Reporting Officer	Ph 4429 3535	swanp@shoalhaven.nsw.gov.au

Media Manager

Richard Payne	Ph 4429 3595	Richard.Payne@shoalhaven.nsw.gov.au
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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](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

Appendix B: Postcards



General postcard

GET INVOLVED

- Council's website - www.shoalhaven.nsw.gov.au/shoalhaven2023.aspx
- Make your suggestions below and return by 5 November 2012
- Facebook - facebook.com/pages/Shoalhaven-City-Council/148673858554656
- Visit your library or Council Administration centre for an information pack

3 things that make Shoalhaven a great place to live, work, stay & play?

3 things that would make Shoalhaven a better place to live, work, stay & play?

Want to say more? Go to www.shoalhaven.nsw.gov.au or phone 02 4429 3654 and leave your comments

No Stamp required
if posted in Australia

|||

Shoalhaven City Council
Reply Paid 42
NOWRA NSW 2541



Aboriginal Postcard



Youth Postcard

Appendix C: Interview Template

Interview with State Agency re. 2012 CSP Review

Agency Name:

Names of Attendees at Interview:

.....

Date:

Time:

Each time a new Council is voted in, one of the tasks required is to update the Community Strategic Plan (CSP). The CSP has been in place 2 years and this is the first review process. To ensure the new plan is representative of our community a significant effort is made to gain feedback from all stakeholders in the community, including your agency.

As you have perused the link we sent you via email, could you please focus on your agency's long term planning and the key objectives/ strategies included in the CSP when answering the following questions (provide brochure that includes the key objectives/ strategies):

1. Please provide any of your agency projects that should be referenced in the CSP, specifically those that have arisen in the past 2 years.

.....

.....

2. Please provide any of your agency policies, strategic planning documents that should be referenced in the CSP, specifically those that have arisen in the past 2 years.

.....

.....

3. Do you know of any issues (other than those raised above) your agency would like addressed in the CSP?

.....

.....

4. Further to the above, please provide your opinion on any actions/ strategies that should be reviewed or included in the CSP and why?

.....

.....

5. Do you feel that your agency is well resourced to be involved in the review of the CSP?
Why/ why not?

.....

.....

6. Do you have any other comments you would like to make?

.....

.....

Thank you for your time.

We will keep you informed of the progress of the CSP Review and the outcomes.



Appendix E: Infrastructure Survey

INFRASTRUCTURE PLANNING IN THE SHOALHAVEN

INTRODUCTION

Shoalhaven's built assets and infrastructure are vital to our vision of making this a safe and attractive community for people to live, work, stay and play. We must invest the available community funds to get the best possible results for the community, business and the environment. To help us do this we need your help through this short survey, where you can tell us your preferences and priorities around the seven key types of infrastructure.

1. For your LOCAL AREA, how important is the maintenance and replacement of the following?

	Critical	Important	Kind of important	Not so important	Doesn't matter
Roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kerb & gutter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jetties & boat ramps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Car parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. For the whole SHOALHAVEN, how important is the maintenance and replacement of the following?

	Critical	Important	Kind of important	Not so important	Doesn't matter
Roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kerb & gutter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jetties & boat ramps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Car parks ○ ○ ○ ○ ○

3. Please rank the following in order of maintenance and replacement priority for your LOCAL AREA (where 1 is your highest priority and 7 is your lowest priority)

Roads	<input type="checkbox"/>	Kerb & gutter	<input type="checkbox"/>
Buildings	<input type="checkbox"/>	Jetties & boat ramps	<input type="checkbox"/>
Recreational facilities	<input type="checkbox"/>	Car parks	<input type="checkbox"/>
Paths	<input type="checkbox"/>		

4. Please rank the following in order of maintenance and replacement priority for the WHOLE SHOALHAVEN (where 1 is your highest priority and 7 is your lowest priority).

Roads	<input type="checkbox"/>	Kerb & gutter	<input type="checkbox"/>
Buildings	<input type="checkbox"/>	Jetties & boat ramps	<input type="checkbox"/>
Recreational facilities	<input type="checkbox"/>	Car parks	<input type="checkbox"/>
Paths	<input type="checkbox"/>		

5. How satisfied are you with the current quality and/or service provided by the following in your LOCAL AREA?

	Very satisfied	Quite satisfied	Neither / nor	Quite dissatisfied	Very dissatisfied
Roads	○	○	○	○	○
Buildings	○	○	○	○	○
Recreational facilities	○	○	○	○	○
Paths	○	○	○	○	○
Kerb & gutter	○	○	○	○	○
Jetties & boat ramps	○	○	○	○	○
Car parks	○	○	○	○	○

6. What best describes the current quality and/or service provided by the following in the whole SHOALHAVEN?

	Better than I need	Really good	Good enough	Not too bad but could improve	Terrible
Roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kerb & gutter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jetties & boat ramps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Car parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Based on the image shown below, please rate the condition of the following asset.

Road in "fair" condition

Good enough Not good enough

☐

☐



8. Based on the image shown below, please rate the condition of the following asset.

Building in "fair" condition

Good enough

☐

Not good enough

☐

9. Based on the image shown below, please rate the condition of the following asset.

Recreational facility in "fair" condition

Good enough

☐

Not good enough

☐

10. Based on the image shown below, please rate the condition of the following asset.

Footpath in "fair" condition

Good enough

☐

Not good enough

☐



11. Based on the image shown below, please rate the condition of the following asset.

Kerb and gutter in "fair" condition

Good enough Not good enough

☐

☐



12. Based on the image shown below, please rate the condition of the following asset

Jetties & boat ramp in "fair" condition

Good enough

☐

Not good enough

☐



12. Based on the image shown below, please rate the condition of the following asset

Car park in "fair" condition

Good enough

☐

Not good enough

☐



14. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree **Agree** **Can't say** **Disagree** **Strongly disagree**

☐

☐

☐

☐

☐

Road in "fair" condition



Road in "good" condition



15. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree **Agree** **Can't say** **Disagree** **Strongly disagree**

☐

☐

☐

☐

☐

Building in "fair" condition



Building in "good" condition



16. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree Agree Can't say Disagree Strongly disagree



Recreational facility in "fair"
condition



Recreational facility in "good"
condition



17. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree Agree Can't say Disagree Strongly disagree



Path in "good" condition

Path in "fair" condition



18. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree	Agree	Can't say	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kerb and Gutter in "fair" condition

kerb and gutter in "good" condition

19. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree	Agree	Can't say	Disagree	Strongly disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Jetty in "fair" condition



Jetty in "good" condition

20. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

Strongly agree Agree Can't say Disagree Strongly disagree

☐

☐

☐

☐

☐

Car park in "fair" condition



Car park in "good" condition



21. Lastly, so we can make the most of the feedback we receive; please provide some basic information about yourself.

Your Sex

Male

Female

☐☐

22. Your age (years)

0 – 18 ☐, 19 – 29 ☐, 30 – 45 ☐, 46 – 60 ☐, 60+ ☐

23. Where do you live? (Town/Village/Suburb)

24. Are you a Shoalhaven City Council rate payer?

Yes ☐

No ☐

25. If you would like to participate in a prize draw for completing this survey, please enter your e-mail or postal address.

Appendix F: Concepts from Leximancer with supporting text

Make it Better

Concept	Related Concept	Supporting Text
beaches	access	better disabled beach access.
		beach access for disabled
		better disabled access to parks and beaches.
		Off leash dog access to beaches from 4/5pm-8am
	dog	Fewer dogs on 7 mile beach.
		Less dog dropping on 7 mile beach.
		No unleashed dogs on beaches around Jervis Bay
		Create dog off leash area at Culburra beach
		Less dog friendly beaches.
		Beach dog walking on 7 mile beach.
		Relaxed dog restrictions on beaches.
		More off leash or even on leash dog beaches
		more dog accessible beaches
		allow dogs on all beaches 4pm to 8am.
		more dog friendly beaches
		More beaches that have areas for dogs.
		off leash beach for dogs at Mollymook & Narrawallee between hrs 6-8am & after 6pm
		no dogs on beaches.
		Off leash dog access to beaches from 4/5pm-8am
		reduce dogs on public beaches
		allow dogs on Mollymook beach north of the swim area restricted times
	rubbish	less rubbish on beaches.
		less rubbish on beaches.
		More rubbish bins near beaches.
bins	green	free green waste collection.
		A green wast bin.
		Provide green waste bins.
		Low charge green waste bins.
		Free green waste at tips.
		green waste bins.
		green waste bins.
		green waste bins.
		Connect green orchid estate to quinn's lane
		green bins.
		green waste bins
		green bins

		green bins
		green waste bins.
		provide green bins.
		green waste collection.
		green waste bins.
		green bins
		green waste bins
		green waste bins.
		green bins.
		lower tip charges for green waste
		green bins.
		green bins or no charge for green waste at tip
		free green waste every 3 months
		free green waste to tips.
		green waste bins
		green waste bins
		green waste and clean up days.
		Council adopt more green principles.
	maintain	maintain the green corridors.
		maintain green belts on fringe of towns/villages
	waste	A Green waste bin
		Green waste bins
		Green waste bin.
		Green waste collection.
		Green waste bins
		Green bins required
		Green waste bins.
		Green waste bins.
		Green waste bins.
		Green waste bins
		Green bin
		waste collection days should be changed.
		Green waste recycling free.
		Green bins to be supplied for garden waste.
		Green waste collection.
		240Ltr Green waste fortnightly collection.
		Green recycling bin.
		A Green Waste bin &/or every day waste disposal at Callala Bay transfer station.
		Green waste bins for domestic use.
		Green waste recycling bins as part of regular collections.
		free green waste collection.
		A green wast bin.

centre		Provide green waste bins.
		Low charge green waste bins.
		Free green waste at tips.
		green waste bins.
		green waste bins.
		green waste bins.
		Connect green orchid estate to quinn's lane
		green bins.
	car	create two storey car park in cbd
		More car parking in CBD.
		Multi Story car park in cbd.
		Provide undercover car parking in cbd
		sensible location of multi storey car park in cbd.
		more car parking in cbd
		more lights at entertainment centre in car park area
		more car parking in cbd
		Two disabled parking at North Nowra shopping centre, one at each end of the car park.
	parking	45 degree parking in all cbd areas
		More parking in CBD.
		more parking spaces in CBD
		Better parking in cbd.
		4 hour parking in cbd.
		more disabled parking in cbd.
		parking in cbd.
		better parking in Nowra cbd.
		Multi storey parking CBD.
		Better parking CBD.
		Better parking in cbd.
		"CBD" parking -parking
		More parking in the CBD and Stocklands Mall
		Lack of covered/sheltered parking at shops in CBD.
		More car parking in CBD.
		fix CBD parking.
		Provide undercover car parking in cbd
		more car parking in cbd
		more car parking in cbd
		Two disabled parking at North Nowra shopping centre, one at each end of the car park.
	shops	shopping/ eating centre at Bomaderry/ Cambewarra near Sale Yards
		bigger shopping centre.
		massive shopping centre

		allow a shopping centre in Worrige
		big shopping centre
		larger shopping centre close to sanctuary point
		new shopping centre.
		big w shopping centre.
		better shops in cbd.
		A new shopping centre
		Clean up the shopping centre.
		Big central shopping centre.
		more than one fabric shop in CBD
		Turning North out of the shopping centre have to go back to the roundabout as double lines are needed.
		Larger shopping centre required with a food court
		Lack of covered/sheltered parking at shops in CBD.
		more facilities for teenagers (shopping centre etc).
		clean up sanctuary point shopping centre.
		shopping centre on Isa road Worrige.
		shopping bus from cbd to south Nowra.
		Future development of Bayswood shopping centre.
		upgrade shopping centre.
		Two disabled parking at North Nowra shopping centre, one at each end of the car park.
roads	fix	Please fix up the driveway from road South Street to units at No. 103 by grading and installing proper drainage and gutter
		fix the roads.
		fix the roads.
		fix Terara Rd. Millbank Rd. new road needed.
		fix the roads.
		fix the roads.
		fix roads.
		fix Yalwal road.
		fix the roads especially hillcrest avenue.
		fix roads and potholes
		fix roads.
		fix roads.
		fix roads.
		fix roads especially kings point drive
		fix roads.
		fix the roads
		fix the roads
		fix the roads
		fix the roads.
		fix the roads.

		fix the roads.
		fix the roads
		fix the bad state of the roads.
		get back to basics - fix roads.
		please fix our roads properly so our visitors can drive with ease + see all the beauty we have to offer.
	repair	repair roads and potholes.
		repair roads.
		repair roads
		repair Woodhill mountain road.
		repair roads.
		repair roads and drainage.
		repair all roads.
		The roads have not been constructed for such vehicles and as a consequence, the repairs required by council and property owners are continual and expensive.
		kerb and gutter on school side of Clarence street berry needs urgent repair.
		tender all work including road repair footpaths cycle ways.
		repair the boat ramp at basin road St Georges basin.
		repair shocking road surfaces in shire including princes highway
parking	car	More car parking.
		more disabled car parking
		underground car parking.
		multi storey car parking.
		multi storey car parking needed
		not enough car parking for elderly in Ulladulla
		More car parking.
		more car parking.
		more car parking.
		disabled toilets with close car parking.
		More car parking.
		more car parking facilities
		More car parking in CBD.
		Provide undercover car parking in cbd
		more car parking in cbd
		more car parking in cbd
		More public car parking in Nowra CBD.
		Nowra needs more parking spaces, multi-storey car park in Stewart Place.
		Two disabled parking at North Nowra shopping centre, one at each end of the car park.
shops		shopping mall.
		better shops

transport		better shops.
		Better shops.
		bigger shopping centres.
		More shops.
		More shops
		better shops
		Fix up the shops in Sanctuary Point.
		Bigger shopping complexes.
	bus	better train and bus transport.
		More frequent transport rail and bus.
		free bus for transport.
		improve bus and train transport to Jervis bay.
		public transport - workers bus from Basin View etc to Nowra for the 9-5 workers.
		improved public transport (bus & rail).
	public	more public housing for elderly
		Better public transport between Nowra & Outlying areas.
		public transport
		More information about public transport.
		more information about community transport.
		Reduce vandalism from public areas
		More public transport services
		More public transport.
		Better public transport.
		better public transport.
		better public transport for the elderly and disabled.
		No public disorder.
		Better public transport.
		Better public transport from outlying areas
		better public transport.
		More public toilets in kings point
		safety in public spaces.
		co-ordinated public transport
		installation of a public path/cycleway from Leo Drive to Matron Porter Drive between Libra Place and Agnes Place
		better public transport.
		better community transport
		better public transport.
		efficient public transport.
		better and regular public transport links from Nowra to Swanhaven.
		relocate private hospital next to public hospital
		accessible public transport.

		better public transport.
		better public transport from Sydney to Ulladulla.
		more detail in landscaping public spaces
		increase in public transport with better timetables.
river	activities	activities on our beautiful river
		Canoe and water activity hire on river.
		more development activities along river
		river front activities in Nowra shops eateries.
	development	river development.
		develop river.
		develop river.
		develop river.
		develop river.
		more development along Shoalhaven river.
		sympathetic retail development on the river.
		more development at the river.
		river bank development.
		develop river bank
		develop river with hotel.
		develop river.
		develop river precinct in Nowra
		develop river foreshore Cafes.
		more development activities along river
		develop river and beaches.
		develop Shoalhaven river foreshore
		develop river foreshore with cafes and walks
		develop Shoalhaven river banks like Batemans Bay (shops/boardwalk).
	foreshore	Develop river foreshore.
		better use of foreshore at river.
		eateries on foreshore of river.
		develop river foreshore Cafes.
		develop Shoalhaven river foreshore
development	foreshore	develop river foreshore with cafes and walks
		develop river foreshore Cafes.
		develop Shoalhaven river foreshore
	houses	develop river foreshore with cafes and walks
		Limit high-rise & intense development for housing
		planning / developments - ensure sustainability and eco/energy-friendly designs for new houses/buildings.

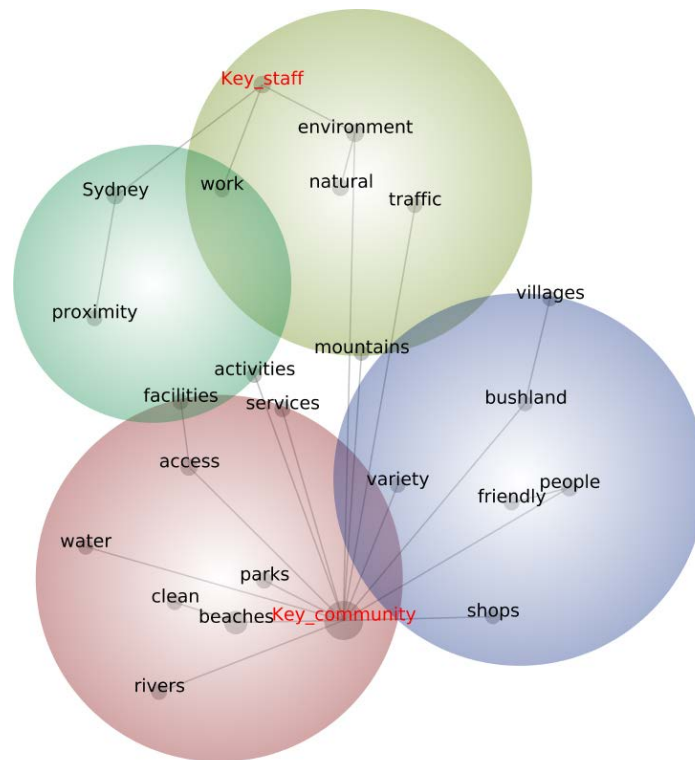
		But the Shoalhaven does not have examples of or seem to encourage/require sustainable development (especially housing given the design of new housing - no different to most other areas); does not have an open space plan which ensures that all residents and tourists will get access to quality open space and outdoor recreation opportunities which is key to their wellbeing; does not seem to value its natural.
	natural	develop the eco-friendly nature and lifestyles.
		But the Shoalhaven does not have examples of or seem to encourage/require sustainable development (especially housing given the design of new housing - no different to most other areas); does not have an open space plan which ensures that all residents and tourists will get access to quality open space and outdoor recreation opportunities which is key to their wellbeing; does not seem to value its natural.
public		cleaner community.
		Safe community
		create more work for people.
		Get rid of all the older people on the City Council.
		we need younger people on Council.
		A 40km ph Speed limit in the Nowra CBD to allow older pedestrians to cross
		More Aboriginal people employed by the Council.
		Build for community living
		support community agricultural schemes.
		community safety.

What is great

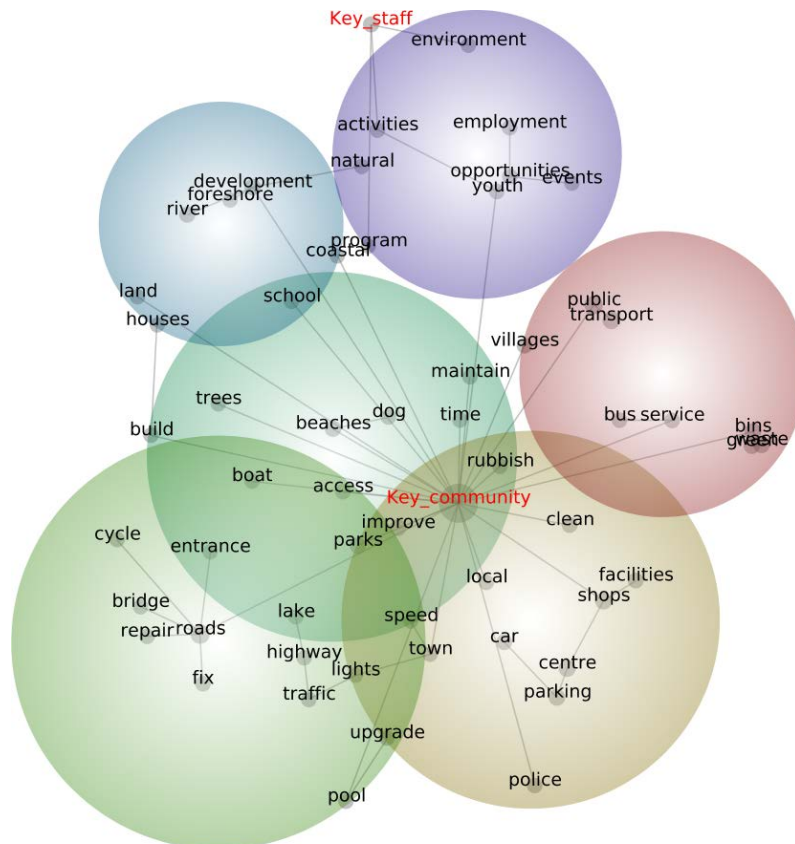
Concept	Related Concept	Supporting Text
rivers	clean	Beautiful river and clean public facilities are a great asset to the area.
	facilities	Beautiful river and clean public facilities are a great asset to the area.
	proximity	proximity to river/beach.
	water	multi storey parking-cleaning of water ways & river banks
beaches	clean	clean towns villages and beaches.
		beaches very clean.
		beaches are clean
		The clean beaches.
		clean waters of bays & beaches.
		clean beaches with good access.
proximity	sydney	proximity to Sydney.
		proximity to Sydney.
		proximity to Sydney
		proximity to Sydney
		proximity to Sydney.
		proximity to Sydney.
		Close proximity to Sydney
		proximity to Sydney.
		proximity to Sydney
parks	access	access to national parks & beaches.
		access to beaches and parks by car.
services	variety	great variety of health education services.
access	clean	clean beaches with good access.
	facilities	Seaside facilities and access.
		the Shoalhaven offers access to major facilities for residents and tourist whilst retaining a sense of being rural or NOT being metropolitan and dominated by infrastructure.
	water	access to water.
	work	easy access from home to my work
people	friendly	The people very friendly.
		the friendly people.
		The people are friendly.
		The relaxed and friendly lifestyle and general community attitudes to each other.
		large variety of shops friendly helpful people

	shops	helpful people in the shops.
		large variety of shops friendly helpful people
	variety	Large variety of community groups.
		large variety of shops friendly helpful people
sydney		Easy access to Wollongong & Sydney
		not far from Sydney
		proximity to Sydney.
		2 hours from Sydney
		proximity to Sydney.
		Distance from Sydney.
		Wollongong & Sydney close.
		less congested than Sydney.
		close location to Sydney
environment		proximity to Sydney
	mountains	mountains and climate
	natural	The natural environment.
		The natural environment.
		natural beauty of environment.
		natural beauty and environment.
		Beaches & Bush (natural environment) "Community" feeling part of a group.
		the natural environment community facilities.
natural	bushland	bushland is untouched/a lot of nature around
		areas of natural bushland and walks
	facilities	the natural environment community facilities.
	friendly	general nature of residents friendly caring.

Appendix G: Leximancer concept maps

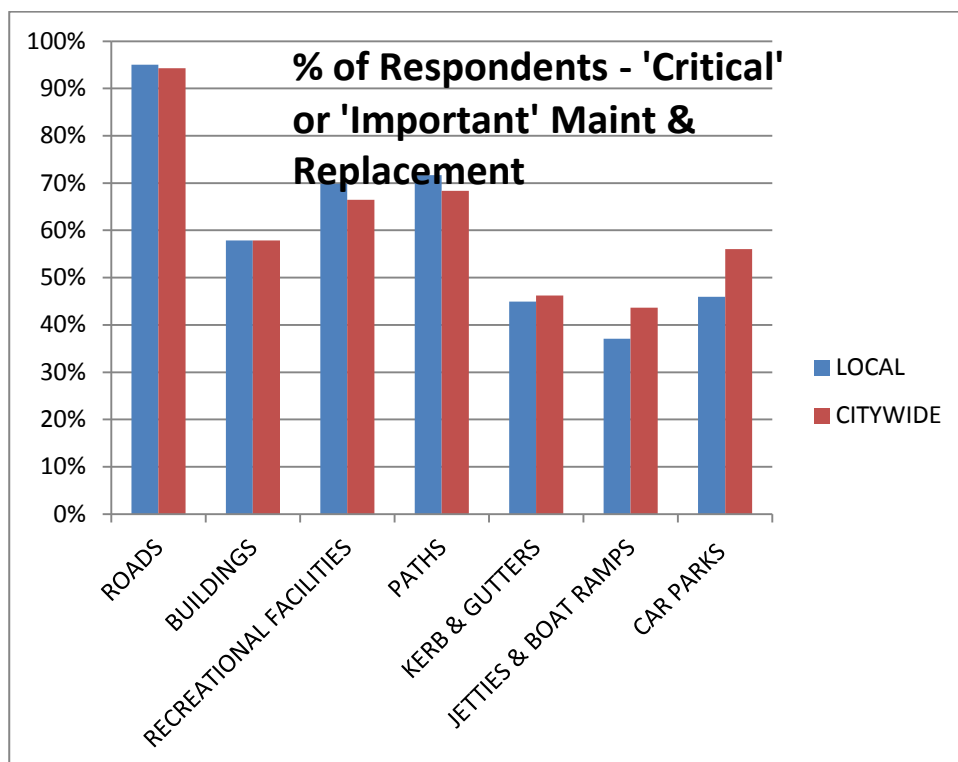


What is great about the Shoalhaven

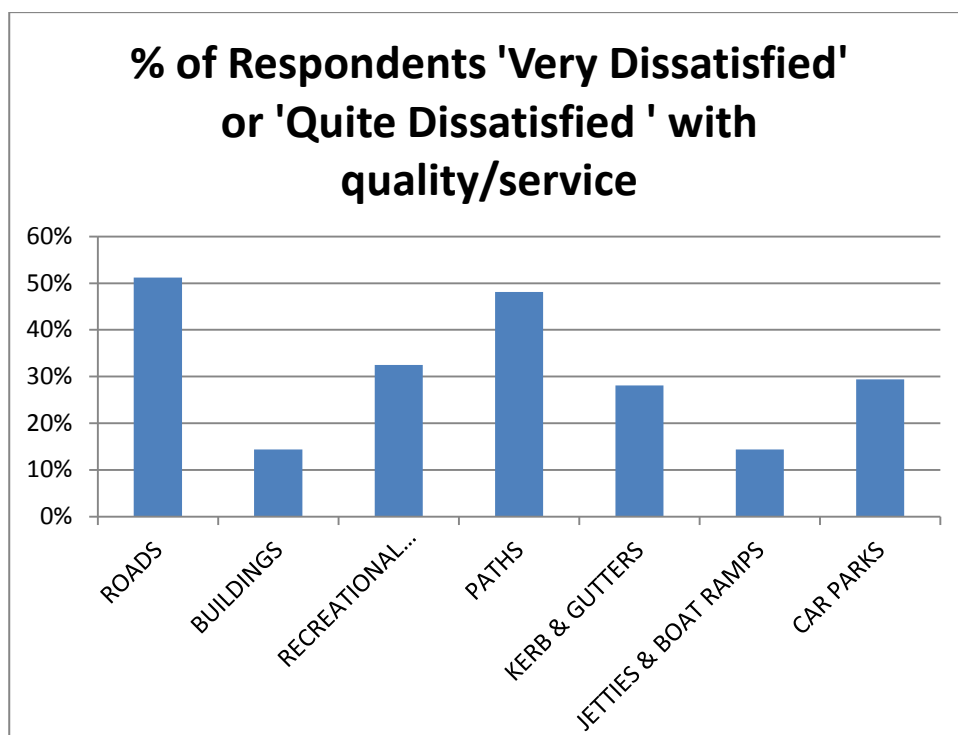


Make it better for the Shoalhaven

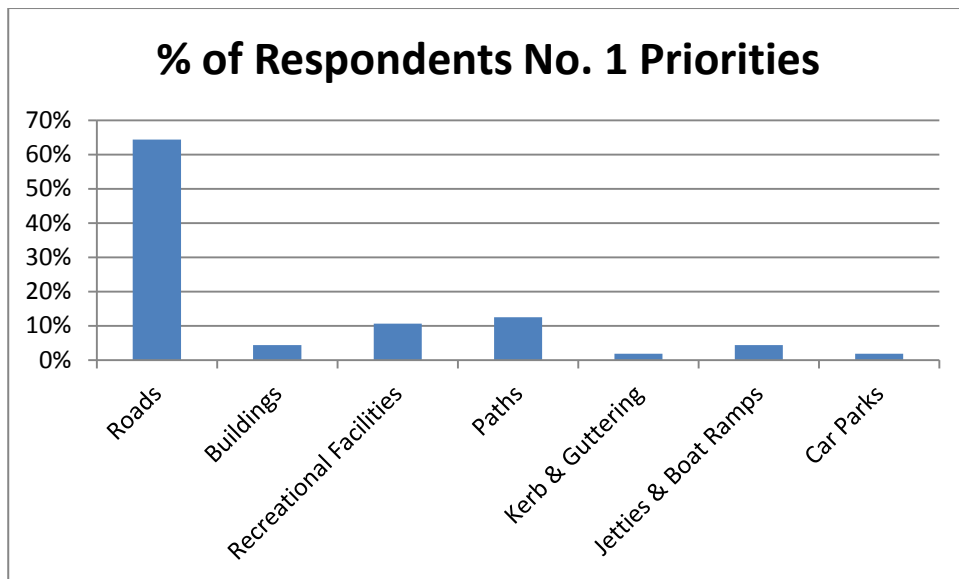
Appendix H: Infrastructure survey – graphical results



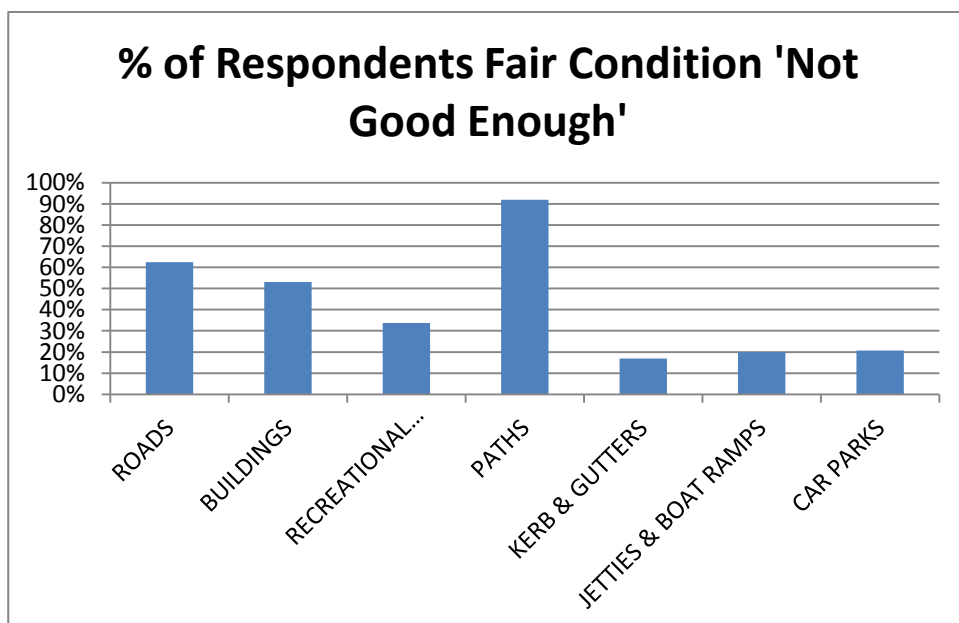
Graph 1



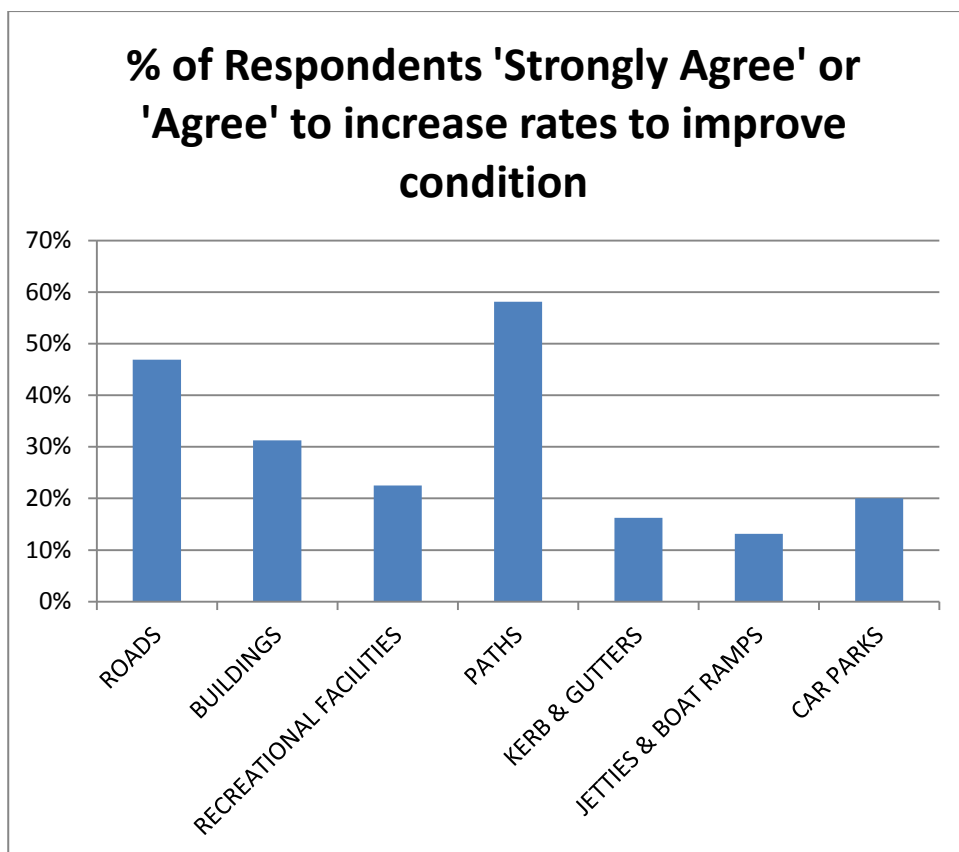
Graph 2



Graph 3



Graph 4



Graph 5

Shoalhaven City Council

CSP Review

Directions Paper

CSP Review Team

January 2013

INTRODUCTION.....	3
DIRECTIONS PAPER SCOPE	3
<i>Key inputs used for the Directions Paper.....</i>	<i>4</i>
<i>Ratings</i>	<i>4</i>
IDENTIFIED DIRECTIONS AND ISSUES	5
DIRECTION 1: IMPROVE COUNCIL SERVICES.....	5
DIRECTION 2: IMPROVE THE BUILT ENVIRONMENT	6
DIRECTION 3: FOSTER ACTIVE COMMUNITIES	8
DIRECTION 4: FOSTER HEALTHY AND SAFE COMMUNITIES.....	10
DIRECTION 5: CREATE PROSPEROUS COMMUNITIES.....	12
DIRECTION 6: MANAGE THE NATURAL ENVIRONMENT	13
DIRECTION 7: PROVIDE EFFECTIVE GOVERNANCE.....	14
DIRECTION 8: IMPROVE TRANSPORT	16
CONCLUSION	17
ATTACHMENT A - DIRECTIONS MATRIX	18

Introduction

This Directions Paper provides a key input to the draft CSP – Shoalhaven 2023. It is the culmination of more than three months work in collecting and analysing relevant information from a range of sources. These sources include previous reports, a community survey as well as current community views on a range of topics which were seeded from an extensive review of current issues that may impact Shoalhaven over the next ten years.

The community's involvement in the CSP Review process is critical. Through the Engagement Strategy a large amount of effort was made to obtain as much feedback from different parts of the community as possible. While attendance at community workshops was disappointing, responses through reply-paid postcards, emails and letters provided a substantial amount of feedback for analysis. The Phase 1 Engagement Summary Report which includes findings from the Level of Service Survey, provides a detailed review of the engagement processes undertaken in late 2012 and analysis of the outcomes.

The community's comments were analysed using specialised software. The resultant themes and concepts were then checked for completeness and relevance and considered together with the mix of issues facing the Shoalhaven over the next decade, and generated from a Councillor workshop, the 2012 End of Term Report and the CSP Review Issues Paper. The resulting Directions Matrix is provided at Attachment A.

Directions Paper scope

A series of topics have been identified (Table 1) to address the key findings arising from Phase One of the CSP Review Scope and Engagement Strategy. These issues will form the basis of this Directions Paper.

Issues
Improve Council services
Improve the built environment
Foster active communities
Foster healthy and safe Communities
Create prosperous communities
Manage the natural environment
Provide effective governance
Improve transport

Table 1: Issues discussed in this Directions Paper

Key inputs used for the Directions Paper

Key Input	Collection Method
Community	Postcards, emails, voice mail, letters and community workshops. Interviews with Agency Staff have also been included as part of the Community input. Summarised in the Phase One Report, January 2013
Councillors	Councillor strategic workshop – November 2012
Survey	Infrastructure Survey – November to December 2012, included in Phase One Report
End of Term Report	Report, completed August 2012
Issues Paper	Report, completed October 2012

Table 2: Key Inputs

Ratings

To help quantify the level of support by the community for specific issues a basic weighting system was adopted.

Weighting	Description
Weak	Less than 20 responses from the community
Moderate	20 to 100 responses
Strong	More than 100 responses

Table 3: Response weighting and description

Identified Directions and Issues

Direction 1: Improve Council services

A range of Council services were identified by the community, stakeholders and Councillors for improvement. Table 4 identifies the specific issues relating to the direction and provides commentary on its fit with the current CSP.

Specific Issue	Comment	CSP 2020 Fit
Improve road surfaces and maintain kerb and gutter	Renewal of roads and road infrastructure was the most important issue identified by all inputs to this report. There is a clear mandate from the community to renew and maintain Shoalhaven's road network in an operational and sustainable condition. This issue is also closely tied to the broader issues of "maintain existing assets rather than build new ones" and "appropriate funding for maintenance of new assets"	Current CSP Strategy 1.1.4 identifies the need to maintain and improve roads and paths. This Strategy may need to be split to distinguish programmed operational works from strategic infrastructure management functions and to address 'paths' separately.
Maintain existing assets rather than build new ones and provide appropriate funding for maintenance of new assets	Maintaining existing assets was also identified by all inputs as important. It is clear that Council will need to change its focus from asset construction to asset maintenance and renewal. Better funding models to help maintain future new assets will be required.	The CSP makes no direct mention of a "strategic discipline" to maintain rather than build new assets. A new strategy should be added.
Improve green waste management and reassess the tip voucher system	While this was a major issue raised by the community it was not reflected in either the Councillor comments or Issues Paper. Council's current land fill site has a limited life and coupled with increasing costs associated with carbon emissions pricing, critical decisions about green waste management will need to be made in the near future.	Current CSP addresses this issue only through a high level Strategy (2.5.2).
More parking in the CBD with additional disabled spots	Parking in and around the Nowra CBD was an issue raised by the community. More parking and additional disabled spots was identified. Other inputs did not express similar concerns about parking	The high level Strategy 3.1.4 is adequate and covers this issue

Table 4: Improve Council Services

Direction 2: Improve the built environment

Maintaining and improving existing assets will be a major CSP 2023 direction; however the community and Councillors also acknowledged the need to continue to plan for the future and make the most of Shoalhaven's natural assets. A large number of postcard respondents indicated that the natural environment was what made the Shoalhaven great. While Council will need to work hard to protect the natural environment it should also strive to make the most of what the Shoalhaven has to offer by planning appropriate future land use and infrastructure and supporting events.

Specific Issue	Comment	CSP 2020 Fit
Paths and cycleways	Additional paths and cycle ways were strongly supported by the community and also featured in the Infrastructure Survey and EoT Report. Improvements in paths and cycle ways have flow-on effects including healthy and active communities, as well as reducing road congestion.	Strategy 1.1.4 specifically mentions cycling and pedestrian networks. As with roads, there is a need to separate operational and strategic functions.
Improve town centres and entrances, develop the river foreshore and provide more activities	A large number of community respondents identified the need to improve the Shoalhaven River foreshore, encourage more activities in this area and improve the look and feel of the Nowra and Bomaderry CBDs. Councillors identified the need for improved CBD's but did not comment on the development of the river foreshore. This may be due to the completion of the Nowra CBD Strategy last year which included the River precinct.	Strategy 1.1.6 deals with events, while Strategies 1.3.3 and 3.1.6 capture the river development needs and 1.5.1 and 1.5.2 address the CBD and town entrances, although they could be more focused.
Limit intensive and high rise development in coastal areas	Some concern was expressed by the community regarding high rise and intensive development in coastal areas. This concern was not supported by other inputs.	Strategy 2.4.2 covers the development and planning issues, but does not specifically mention density, high-rise or coastal areas. Strategy/s referencing the Growth Management Strategy and land use planning could refer more specifically to these issues
Sustainable housing and houses designed for an ageing population	These two issues were only weakly represented in the community response; however, given the long term nature of the CSP, they will become increasingly important over the coming years.	Strategy 2.2.2 covers this issue
Develop a renewable energy generation project and/or use in key	Renewable energy generation was discussed in the Issues Paper, raised by Councillors and only weakly mentioned by the community. Given the rising energy costs and carbon targets that have been set, Council should take a lead in the use	Strategy 2.2.4 expresses a need to promote solar, wind and other renewable energy sources. However, there is no specific strategy mentioning a renewable

projects	of renewable energy.	energy project
Make full use of the NBN	While mentioned in the Issues Paper, NBN opportunities and issues were only moderately mentioned by the community. The timeframe of the CSP will see the advancement or completion of the NBN roll out. Council's current Digital Economy Strategy provides a firm basis for the Shoalhaven community to take full advantage of the NBN	Strategy 4.1.2 covers Council's use of the NBN. The CSP should specifically include a strategy to help the community and business make the most of the NBN
Improving the shopping experience	A large number of people spoke about the need for improved shopping facilities. With escape spending cutting into the community's wealth and the strength of our centres, Council could more actively facilitate the development of town centres, and related facilities that will provide the shopping experience people seek	Strategy 3.2.1 deals with the need to encourage local spending. There is no specific strategy for encouraging and supporting a greater range of shopping experiences.
Marina development	There is continuing interest in and debate about marina development in the Shoalhaven. Marina development issues had only weak interest from the community and no specific mention from other inputs. However, Councillors identified that the important long-term goal of building on our natural coastal asset features may be better delivered through a strategy of multiple, small facilities, rather than one large marina.	There are a number of Strategies (2.4.2, 3.1.2, 3.1.4, 3.1.6) that deal with development in general, and foreshore and waterfront specifically. However, there are no specific strategies focussing on a preferred approach to these kinds of development/s.

Table 5: Improve the built environment

Direction 3: Foster active communities

Shoalhaven's land use pattern is dominated by National Park, Forestry, kilometres of beautiful beaches, stunning terrain, exceptional river and water ways. Combine these with a moderate climate and easy access to major centres, Shoalhaven could be a showpiece for active living.

Specific Issue	Comment	CSP 2020 Fit
Publicise paths and cycle ways, especially for visitors	Additional paths and cycle ways had strong community support. Publicising the path networks for locals and visitors would help to create an active community and bring visitors to the area.	No specific mention of publicising paths however, Strategies 1.4.1 and 1.4.2 address the need for active open space and sporting and recreation facilities.
More community and youth events as well as Civic / Arts precinct planning	Engaging the community and especially the young people through more events was moderately supported by the community. The Issues Paper identified the importance of offering a positive experience of the Shoalhaven to help keep young people locally engaged or bring them back in later years. Events help get people out and interacting in the community. Closely tied to events planning is planning for the Civic / Arts precinct, which had only weak community support.	Strategy 1.1.6 adequately covers events, however a strategy relating specifically to the needs of youth could be developed. Strategy 1.2.3 adequately covers the planning for a Civic / Arts precinct.
Improve parks and children's play facilities	Both these areas generated limited comment from the community. While Shoalhaven's population is continuing to age, so arguably reducing the need for children's activity equipment, quality open spaces and recreation facilities will be important in maintaining and branding Shoalhaven as a highly 'liveable' community and combating the rising rate of obesity among younger people. However, Council should determine the priority locations for play equipment, and parks should be assessed for usage and future needs, and upgrade and maintenance programs adjusted.	Strategies 1.2.2 and 1.4.1 adequately cover parks and play facilities, however, a review of open spaces and confirmation of future open space needs and plans may be required.

Provide support for volunteers	While only having weak support from the community, volunteer support was mentioned during State Agency interviews. Volunteering provides a positive benefit to both the community and those who volunteer. Providing structures that support volunteers, especially younger members of the community, will have many benefits with a relatively small cost to Council. The EoT Report noted that many people do already participate in volunteer activities, and/or would like to do so (more),	Strategy 1.2.5 adequately covers this issue. More specific strategic direction could be defined if a more pro-active investment in volunteering is sought.
Provide improved dog management especially on beaches	The community was split over dog management policies and systems currently in place. Some felt the restrictions were too lenient while others felt they were too harsh. Either way there are a large number of people who maintain an active lifestyle through their pets. Council's continued refinement of dog management policy and systems should take into account the positive benefits for the community.	Strategies 1.4.1 and 1.4.2 cover the requirement to manage open space for active living. Management of dogs in open spaces/beaches should happen within the CSP context, but does not warrant a specific CSP strategy.
Improved access to beaches and other amenities	While a large number of people indicated that access to public amenities, shops, clubs and the environment was a positive aspect of the Shoalhaven, there was an equally large number who felt that transport, parking and paths to beaches and other amenities was limited. It is important that all Shoalhaven residents and visitors can gain access to the amenities that are on offer.	Strategy 3.1.6 supports recreational and community use of foreshore however, no strategy about access issues is currently included in the CSP.

Table 6: Foster active communities

Direction 4: Foster healthy and safe communities

Healthy communities closely parallel active communities; decisions and actions in one area will also impact the other. Community support for improving the community health was mainly weak, however, issues associated with improving educational facilities received moderate support.

Given the results from the postcards and other community engagement methods, including Council's End of Term Survey, Shoalhaven residents are generally happy with their ability to access health and education services and medical facilities.

Shoalhaven residents generally feel safe in and around their homes, especially during the day. However, the 2012 EoT Report identified that Shoalhaven residents felt that their community had become less safe over the past 3 to 4 years. Concerns about one's safety create many negative flow-on effects, including reduced wellbeing, health levels and capacity to be active in the community. Community comment was limited and related mainly to greater police presence in the community.

Specific Issue	Comment	CSP 2020 Fit
Establish community gardens	The establishment of community gardens received only weak support from the community. However the provision of community gardens would encourage a number of healthy activities including: fresh food, group involvement, an active pastime and opportunity to learn and pass on important life skills.	While not mentioned specifically in the CSP, Strategy 2.2.1 provides an over-arching strategy where the community garden/s idea can be considered and advanced if sufficiently supported.
Improve higher education services and the ability to access them	There was moderate community support for improving higher education services and the ability to access them. This was also a key issue in the End of Term Report. Providing improved higher education services and the ability for people in more isolated areas to access them will help to retain our young people and improve the qualification level of Shoalhaven's residents and workforce.	Strategy 3.2.2 adequately covers this issue, which is also referenced in Direction 6 below.
Future library needs	Support for this issue came from Councillors and was not identified in any other inputs. Review of the function and form of future libraries and related services would consider effectiveness, efficiency and long-term sustainability aspects together with the community's future needs based on a contemporary view of community facilities and technology.	Strategy 1.2.1 adequately covers this issue but the importance of a contemporary libraries strategy should be identified in the revised CSP.
Install water stations across	Community support for this issue was weak with no other input. Providing clean	Strategies 1.4.1, 1.4.2 and 1.4.6, while not directly

the city	drinking water at specific locations throughout the city will encourage people to be more active, helping to maintain adequate levels of hydration.	mentioning water stations, are adequate for covering this issue.
Appropriate housing and accommodation	While only having weak community support, according to Shoalhaven Homelessness Interagency, the ability to address Shoalhaven's homeless situation through appropriate housing and accommodation is important. The health of families and individuals forced to sleep rough or without appropriate accommodation can be negatively impacted.	Strategy 2.2.2 partially covers the requirements of this issue, albeit without specific reference to homelessness. An activity specifically related to homelessness may be included in the Delivery Program if necessary.
Greater police presence in the community	Community support for more police presence was moderate.	Strategy 1.3.1 adequately covers this issue. The objective of safe communities is also advanced through the integration of safety considerations on open spaces and town centres and through community participation.

Table 7: Foster healthy and safe communities

Direction 5: Create prosperous communities

Creating prosperous communities did not receive strong interest from the community. Improving tourist accommodation and the need for more eco-tourism, along with improved work / employment opportunities especially for young people were the main areas of concern. Councillors recognised the need for economic development to help address many of the issues facing the Shoalhaven.

Specific Issue	Comment	CSP 2020 Fit
Improved tourist accommodation to meet a range of visitor requirements	Shoalhaven is a tourist destination that requires a range of services to meet the needs of visitors. The community identified a need for affordable camping facilities and a 5 star hotel. While at opposite ends of the accommodation spectrum these private sector investments would help to enhance the scope of Shoalhaven's visitor accommodation offerings, consistent with the Tourism Master Plan. Building on the Shoalhaven's natural assets, greater emphasis should be placed on eco-tourism.	No strategy specifically addresses tourism directions or accommodation. An additional strategy should be included, supporting the Tourism Master Plan as the key strategic document on these issues. Strategies 3.3.1 and 3.1.2 partially cover the opportunities for greater eco-tourism
Improve work / employment opportunities especially for youth	This issue had moderate support from the community as well as being raised in the End of Term Report and Issues Paper. Employment opportunities will help to keep young people in the Shoalhaven and improve the economic prosperity of the community.	Strategy 3.2.2 adequately covers this issue, although not referring specifically to young people.
Focus on the Shoalhaven economy as a driver of change	Councillors identified the need for a greater emphasis to be placed on building the Shoalhaven economy, within the context of a slowing State economy. Economic sector strategies already adopted by Council include Defence, Digital Economy and Agri-business, and work is under way on strategies for Waterfronts-Marinas and Medical-Education. The Tourism Master Plan is addressed separately as a key economic opportunity.	Strategies 3.2.3 and 3.3.3 address the implementation of the Economic Development Strategy generally, but revised or additional strategy/s would place a focus and priority on delivering actions from the adopted sector strategies.

Table 8: Create prosperous communities

Direction 6: Manage the natural environment

Other than a moderate response by the community for better management of coastal lakes, issues relating to the natural environment were only weakly identified in the engagement phase. However, given the extremely strong positive views expressed by the community in relation to Shoalhaven's natural assets, the limited scope of 'issues' raised about the natural environment is not a basis for a reduction in focus on Ecologically Sustainable Development, conservation and enhancement. Our environmental assets represent an important point of difference that is highly valued and will be integral to Shoalhaven's future.

Specific Issue	Comment	CSP 2020 Fit
Manage the impacts of climate change	The weak community response to the climate change issue indicates that it's not an immediate priority or 'top of mind' for many people. However, the impacts of climate change may become more evident and important to the community over time, and should continue to be reflected in the CSP with its minimum ten year outlook.	Strategies 2.3.1 and 2.3.3 adequately cover this issue.
Reduce environmental impacts	The low carbon future, ability to achieve environmental sustainability / conservation and reduced use of energy and water was raised by the community and Agencies.	Strategies 2.1.1, 2.1.2, 2.4.1, 2.3.2 and 2.4.4 adequately cover these issues. Clear focus on the issues of carbon price and corporate energy use reduction may be appropriate strategic focus points.
Resolve the lakes management strategy / approach	Management of the coastal environment especially the lakes and their entrances was an issue for both the community and Councillors.	Strategy 2.1.1 broadly covers this issue. A more specific strategy would elevate the need to resolve Council's approach to management of these environmental assets and adjacent developed land, within the context of our evolving coastal zone planning policy.

Table 9: Manage the natural environment

Direction 7: Provide effective governance

Effective governance is critical to the successful review and implementation of the Community Strategic Plan. Community comment was limited to having greater input into Council's decision making processes, the need for better customer service and a reduction in red tape. The majority of the issues were generated by other inputs including: Councillors, State Agencies, the End of Term Report and the Issues paper.

Specific Issue	Comment	CSP 2020 Fit
Engage people to obtain a wider spectrum of views and encourage community leadership	Community engagement is rapidly changing as individuals and community groups increasingly seek to engage with and influence Council decisions that impact on them. Community Consultative Bodies are active and some independent groups becoming more vocal. These changes were reflected in a moderate level of community support. Council continues to address these needs through its Engagement Policy.	Strategy 4.1.1 adequately covers this issue although community engagement remains a strategic priority
Improve customer service	Customer service issues including reducing red tape and adopting a 'can do' attitude were only weakly supported by the community. Councillors however felt this was a critical area that requires attention and also wanted to instigate satisfaction surveys.	Strategy 4.5.2 partially covers this issue. A revised or new strategy should address customer service, red tape reduction and satisfaction surveys.
Positive promotion	Councillors identified the need to share and promote good news stories about council operations and progress the establishment of a City "brand".	Strategies 4.1.3 and 4.3.3 adequately cover these issues, but they may be accorded higher priority
Financial sustainability	Councillors also recognised the importance of addressing Council's long term financial sustainability. This is linked to the need to focus on asset renewal strategies together with sustainable planning for investment in the City's growth, and will require discussion with the community about future rate increases. Other inputs also identified the need for rate increases in order to achieve service and asset expenditure increases.	Strategy 4.5.1 references the Resourcing Strategy. An additional strategy should be developed to better and more directly articulate Council's financial sustainability strategies.
Amalgamation and service sharing	Councillors identified the need to contribute to sector-wide discussion on possible Council amalgamations, which would include the possibility of future service sharing between Councils.	No specific existing Strategy adequately covers this issue
Improve working relations with State Agencies	State Agencies are supportive of the CSP and open to working collaboratively with Council on improving service and project delivery. Specifically, they identified planning issues and the need to improve	Strategy 4.2.1 while broad adequately covers this issue. A Delivery Program Activity should address the specific matter raised by some

	DA / Referral turnaround.	Agencies.
Consider Council's workforce needs	The End of Term report identified the need for workforce planning for the organisation to ensure that Council can deliver its intended services, programs and projects. With the retirement of a large number of long-serving senior staff, Council may experience a knowledge void. Steps will need to be taken to ensure knowledge is retained and generational differences harnessed to improve the organisation.	Strategy 4.5.4 needs to be reworded to better address the needs of this issue.
Aligning with NSW 2021	Aligning with NSW 2021 was identified in the Issues Paper as both a compliance issue and an opportunity. Council should identify the positive and negative impacts the 2021 Plan may have on the Shoalhaven and seek to leverage community benefit and minimise detrimental impacts	Strategy 4.2.1 is limited. An additional strategy could directly commit to maintaining alignment with NSW 2021 and its future equivalents.
Consider Local Government reform	2013 will be a year of change for Local Government. Reform was identified in the Issues Paper. Many of the issues identified in the 'effective governance' section of this Paper are included in the reforms being considered by the NSW Government.	No specific Strategy covers this issue. While the change agenda is broad-ranging, it is important to recognise the potential impact of likely reforms

Table 10: Provide effective governance

Direction 8: Improve transport

While the community felt that the low levels of congestion in the Shoalhaven, coupled with good accessibility to/from Sydney (but also being just far enough away from the big city environment) were things that made it great, it is also clear that many people believe improvements are needed to public transport within the city and the Princes Highway. Effective and affordable public transport is seen as critical for young people to pursue education and employment opportunities and establish themselves in the Shoalhaven.

Specific Issue	Comment	CSP 2020 Fit
Improve public transport	The community strongly supported better public transport in the Shoalhaven – between the centres of Nowra and Ulladulla and the smaller, dispersed towns and villages. Issues on poor public transport services and coverage, timetabling between bus and rail, a workers' bus from the Bay and Basin area and a free (Nowra-Bomaderry) loop bus were put forward as possible suggestions to improve the use of public transport in the Shoalhaven.	Strategy 1.1.5 partially addresses public transport. The community feedback, consistent with earlier feedback, is that this should be given greater strategic focus in order to 'make a difference'.
Princes Highway improvements	There is moderate community support for further improvements to the Princes Highway. Specifically, a second crossing of the Shoalhaven River and a Nowra bypass were suggested.	Strategy 3.1.4 seeks to retain and improve infrastructure to support the local economy. Additional or more focused strategy/s could drive Council's advocacy for continuing improvements to the Princes Highway and planning for a Nowra bypass.

Table 11: Improve transport

Conclusion

Eight key directions and 39 specific issues have been distilled from the large amount of community, stakeholder, Councillor and staff input collected in the first engagement phase of the CSP Review. This is valuable in confirming that the current CSP identifies and provides direction on most of the important issues. There are however a number of Strategies that need to be refocused or additional Strategies included to effectively reflect and generate action on the community's concerns and aspirations

The output from this Directions Paper will be the primary input for revision of the current CSP to produce a draft CSP – Shoalhaven 2023.

In response to both the overriding financial sustainability discipline objective and the complementary community emphasis on 'looking after our important infrastructure assets', the structure and layout of the CSP-Shoalhaven 2023 should support clear and effective translation of the community's aspirations into deliverable activities and projects. The CSP should enable clear identification of the commitments intended to take the Shoalhaven 'strategically' towards its aspirational goals, while recognising the equally important commitment to continuity of service and asset management programs at sustainable levels.

Attachment A - Directions Matrix

Topic		Specific Issue	Community responses	Councillors	Infrastructure Survey	End of Term Report	Issues Paper
Improve Council services	Roads	Improve road surface	Yes – strong	Yes	Yes	Yes	Yes
		Maintain kerb and gutter	Yes moderate	Yes	Yes		Yes
	Strategic discipline	Appropriate maintenance funding for new asset	Yes – weak	Yes		Yes	Yes
		Maintain existing assets rather than build new ones	Yes – moderate	Yes		Yes	Yes
	Waste	Improve green waste management	Yes – strong			Yes	
		Reassess tip voucher system	Yes – weak				
	Parking	More parking required in CBD	Yes - moderate				
		More disabled parking	Yes – weak				
Improve the built environment	Paths and Cycle ways	Increase the length of cycle ways and paths and where possible create networks	Yes - strong		Yes	Yes	
	Town centres	Develop the river / foreshore and provide for more activities	Yes – strong				
		Improve the look and feel of the Bomaderry and Nowra CBDs	Yes – moderate	Yes			
		Public toilet access especially after hours	Yes – weak				
	Town/village entrances	Improve entrances to towns and villages	Yes – weak	Yes			
		Botanic garden	Yes – weak	Yes			
	Development	Limit high rise and intense development in coastal areas	Yes – Moderate				
	Housing	Build houses that are sustainable and have eco/energy friendly designs	Yes – weak				
		House designs for the elderly	Yes – weak				
	Renewable energy generation	Major project (CIs)		Yes			Yes
		Build into key projects (CIs)	Yes – weak	Yes			
	National Broadband Network (NBN)	Make the best use of the NBN	Yes – weak				Yes

	Shopping	Improve the shopping experience	Yes – strong				
	Big Marina	Callala Bay Marina complex	Yes – weak				
Topic		Specific Issue	Community responses	Councillors	Infrastructure Survey	End of Term Report	Issues Paper
Foster active communities	Paths and cycle ways	Publicise paths and cycle ways, especially for visitors	Yes – moderate		Yes		
	Events	More community events and youth events	Yes - moderate				Yes
		Civic / Arts precinct planning	Yes – weak				
	Beaches	No dogs on beaches	Yes – moderate				
		Relax dog restrictions on beaches	Yes – moderate				
		More off-leash areas	Yes - moderate				
	Open space	Improve parks, children's facilities	Yes – weak				
	Volunteers	Support for volunteers and improve effectiveness	Yes – weak				
		State Agencies require assistance with volunteers	Yes – weak				
	Access	Better transport, paths, parking, beaches	Yes – moderate				
		Great access to public amenities, shops and clubs, work, the environment – low congestion	Yes - Moderate				
	Cultural heritage	Importance of / actions	Yes – weak				
Foster safe communities	Police	More police / patrols	Yes – moderate				Yes
		Police station at Sanctuary Point	Yes – moderate				
Foster healthy Communities	Community Gardens	Establish community gardens	Yes – weak				Yes
	Education	Improve higher education services for the youth	Yes – moderate			Yes	
		Improve access to education facilities	Yes - moderate			Yes	
	Libraries	Form / function in the future (Clrs)		Yes			

	Water stations	Across the city	Yes – weak				
	Accommodation	Appropriate housing and accommodation	Yes – weak				
	What is great	Health education services and easy access to medical services					
Topic		Specific Issue	Community responses	Councillors	Infrastructure Survey	End of Term Report	Issues Paper
Create prosperous communities	Improved tourism facility	Eco tourism – more opportunities	Yes - moderate				Yes
	Work / employment options / opportunities	Youth accessibility	Yes – moderate			Yes	
	Economic growth	Focus on the Shoalhaven economy as a driver of change		Yes			
Manage the natural environment	Climate change	Impact of climate change	Yes – weak			Yes	
	Reduce environmental impacts	CO2e reduction	Yes – weak				
		Long term sustainability	Yes – weak				Yes
		Reduce energy and water use	Yes – weak			Yes	Yes
	Coastal management	Resolve the lakes management strategy/approach (Clrs)	Yes - moderate	Yes			
	What is great	Climate, coast, mountains, bushland, farmland, river and air	Yes - Strong				
Provide effective governance	Engagement	Get people engaged, obtain a wider spectrum of views and be specific with topics	Yes – moderate	Yes			Yes
		Community leadership					Yes
	Customer service	Improve customer service	Yes - weak	Yes			
		Satisfaction surveys (Clrs)		Yes	Yes		
		Reduce red tape	Yes – weak				
	Positive promotion	Advertise good news		Yes			
		City branding (Clrs)		Yes			
	Financial sustainability	Long term major loans (Clrs)		Yes			Yes
		Discuss rates increase (Clrs)		Yes	Yes	Yes	
	Amalgamation	Have a position on amalgamation (Clrs)		Yes			
	State Agencies	Working with Council on planning (agency)	Yes				

		Affected by slow DA/Referral turnaround (Agency)	Yes				
	Council's workforce	Baby boomer retirements and loss of corporate knowledge and generational differences will need to be appropriately managed				Yes	
	Other levels of government	Aligning to NSW 2021					Yes
	Reform	Local government reform					Yes
Topic		Specific Issue	Community responses	Councillors	Infrastructure Survey	End of Term Report	Issues Paper
Getting around	Public transport	Improve public transport; train, bus, duplication of rail line to Bomaderry	Yes – strong			Yes	Yes
	Highway improvements	Highway improvements; bypass Nowra, provide a second river crossing	Yes – moderate				
	What is great	Low levels of congestion	Yes – weak				

Key

Highlight	Meaning
Shaded text box	Poor representation in current CSP

DRAFT CSP

VERSION 2

Message

from the Mayor and
General Manager

Shoalhaven City Mayor - Councillor Joanna Gash

General Manager

Adopted by Council, April 2013

A handwritten signature in black ink, appearing to read 'Russ Pigg', written in a cursive style.

Russ Pigg

SHOALHAVEN VISION 2023

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

INTRODUCTION

Shoalhaven is a special place with a unique character that combines 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 of Shoalhaven takes in a diversity 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 and un-spoilt lakes, rivers, beaches and mountain ranges.

The Shoalhaven is a place where residents enjoy a range of lifestyle options, recreational activities and work opportunities and which is a popular visitor destination. The City and its community will continue to grow and change in the future and develop over time. It is important that the distinct character of the Shoalhaven and the environmental values that make the area such an attractive place, are retained to ensure the best possible city and community for present and future generations.

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

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 of our City.

SHOALHAVEN PROFILE

LOCATION

Shoalhaven is located on the south coast of new South Wales, approximately 160 kilometres from the centre of Sydney. As one of the largest coastal local government areas in the State, Shoalhaven City Council covers 4660 square kilometres and is approximately 120km long and 80km wide. Shoalhaven coastline is approximately 170kms, excluding all bays and inlets, and comprises 19 major water catchments including rivers, bays, lakes and major creeks. nearly 70% of the Shoalhaven is national park, state forest or vacant land.

MAJOR CENTRES

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

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 community is generally older in average age than in other places in NSW. This is a typical feature of coastal locations in NSW, which have a high retiree population and where younger people often migrate to other locations for educational or work pursuits.

Seven in every ten households are likely to be a family, and two in ten are likely to be a single person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low density housing.

With nearly 1 in 20 residents identifying as Aboriginal or Torres Strait Islanders, Shoalhaven has a rich Aboriginal cultural heritage, which is reflected by the recognition of the strong spiritual ties that the traditional owners continue to have with the land.

OUR PLACE

The significant environmental qualities of the Shoalhaven come from its extensive natural areas, vast biodiversity and relatively small area of settlement.

The extensive 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.

OUR PROSPERITY

The City’s economy features small to large businesses located within the major town centres, with tourism, food, wine and small business supporting the rural and coastal areas.

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

EXTERNAL INFLUENCES

Our strategic planning recognises that the future of the Shoalhaven will be shaped by some significant external factors, largely beyond the control of the Council and the community. These include:

- The “sea change” phenomenon
- Ageing population
- Climate change
- Contracting workforce
- Agricultural sector decline
- 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 industry and legislative framework
- Maintaining intergenerational equity through better management of our finite resources
- Future impacts from social, political and technological changes

The CSP is a community plan and as such reflects what is happening in the Shoalhaven community. 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. However, Council does seek to

strategically influence other situations and organisations on the community's behalf and takes an interest (concern) in a range of issues of importance to the community, even though they may be outside the scope of Council's mandate or resources. Figure 1.1 provides a diagrammatic representation of Council's control, influence and concern.

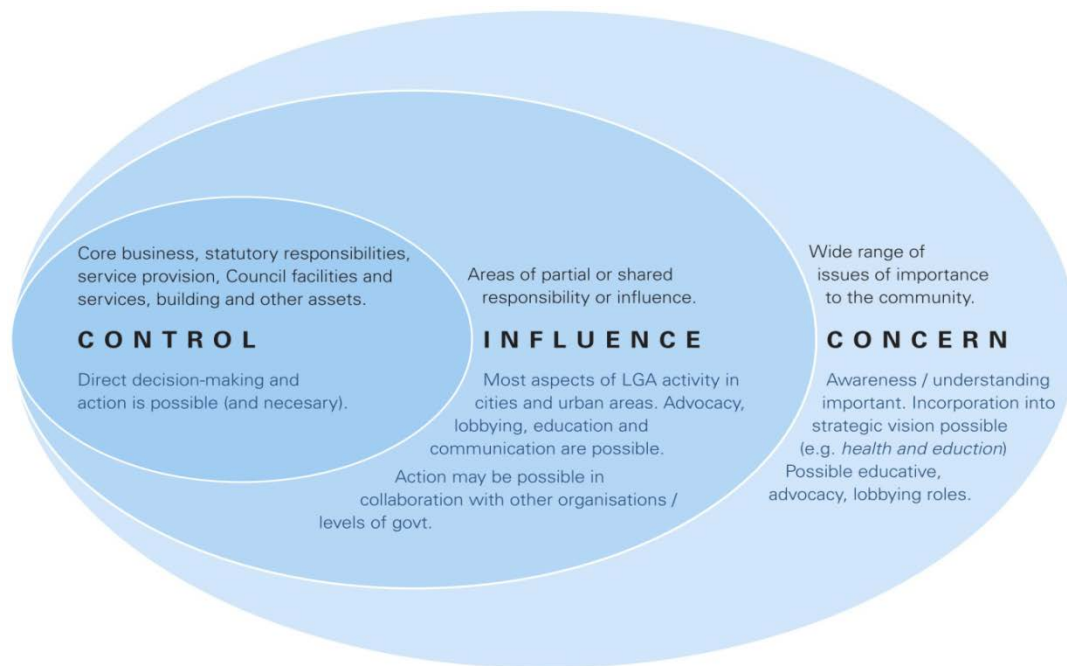


Figure 1 Council's areas of control, influence, concern in achieving the community's outcomes (IP&R framework – community indicators project – Community Strategic Planning Indicators Resource, Feb 2011)

Council's current Strategic Risks were reviewed during the CSP Review process. While the revised CSP Objectives and Strategies will address identified Strategic Organisational Risks, 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 Community Strategic Plan, 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 Community Strategic Plan.

Figure 1 shows how the Community Strategic Plan forms part of the wider Integrated Planning and Reporting framework.



Figure 1: Integrated Planning and Reporting Framework

STATE PLANS AND REGIONAL STRATEGIES

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

A summary of the Community Strategic Plan'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 Engagement Strategy. An extensive review of all relevant external and internal forward planning documents was also undertaken and is included within the "Issues Paper" which was issued 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 CSP Objectives and Strategies. However, some structural changes have been introduced to better align the CSP with Council's operations and help make the CSP a more Strategically focused document. The main changes include:

- Renaming the four Key Result Areas (KRAs) to People, Place, Prosperity and Leadership
- Removing most of the operational program and maintenance and renewal Strategies, while committing to continuity and improvement of those functions
- Focus on Strategies that deal with the City's growth and are genuinely strategic or tactical in nature

The Community Strategic Plan also includes:

- A vision for the Shoalhaven in 2023, reflecting clear aspirations validated through community feedback
- Objectives, focusing on community outcomes to which service programs and asset provision will be directed
- Strategies that are deliverable, realistic and clear
- Identification of both on-going programs and new directions
- Commitment to measuring and progressing outcomes

Figure 2 provides a graphical representation of the new CSP Framework.



Figure 2: CSP – Shoalhaven 2023 Framework

COMMUNITY ENGAGEMENT

To ensure the Community Strategic Plan reflects meaningful involvement and consultation with the community, a three phase Engagement Strategy was implemented to guide the creation of the revised CSP. Over 1000 members of the community took part in the 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 Community Strategic Plan as adopted.

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

Relevant communities, communities of interest and stakeholders 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 and the following outline is 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
- Public meetings
- On-line survey
- Social media: Blog, twitter, Facebook
- Reply-paid postcards

- Submissions
- Facilitated Workshops – North, Central and South

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;
- The proportion of citizens who rate Council's reputation as an organisation that understands their concerns and represents community aspirations as good or excellent.

These achievement measures will be assessed by way of an independent and statistically valid survey of representative sectors of 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 Community Strategic Plan.

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

Community Indicators: “big picture” measures of Council’s progress in achieving the Objectives of the Community Strategic Plan, at least once every four years.

Strategic Progress Indicators: Council will measure results and progress in implementing the Strategies of the Community Strategic Plan, 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 be informative in relation to 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.

The suite of Indicators will be reviewed for reliability and appropriateness on a regular basis. Longitudinal datasets will where possible be constructed and Council will endeavour to further develop and improve the way it measures and reports on performance and results. Further details of the measures are found in Appendix 2.

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, good 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. 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
- 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 Community Strategic Plan.

SOCIAL JUSTICE PRINCIPLES

The aspirations and 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: the community needs and wants to be connected and have equal access to services and facilities. This can be achieved through improved transport options and improved mobility, through connections with each other, through connections with the environment, through 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 Community Strategic Plan includes strategies which will deliver the basic rights and freedoms to which all humans are entitled.

EFFECTIVE GOVERNANCE

Council must provide mature and strategic leadership and strive for continued improvement in the sustainable resourcing of the practical delivery of the community's aspirations.

CUSTOMER SERVICE EXCELLENCE

Council as an organisation is committed to customer service excellence in all its operations and dealings with Shoalhaven residents, visitors and Shoalhaven stakeholders. The principles of customer service excellence principles will be embraced:

- The provision of effective communication channels and methods
- Staff who are supported and skilled in customer service excellence
- Building trust and maintaining integrity through standing by commitments and accepting responsibility for errors.

FINANCIAL SUSTAINABILITY

Financial sustainability is defined as:

The council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The 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 objectives of the Community Strategic Plan. Council will conduct a community survey to collect information on the following indicators to be used together with other Council data to measure progress against the Community Strategic Plan at the end of the current Council term.

- Community satisfaction with Council's overall performance and progress in working towards achieving the objectives of the Community Strategic Plan
- 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

OBJECTIVES

PEOPLE

- Diverse, united and connected communities
- Creative, engaged and learning community
- Healthy and active communities that feel safe
- Sustainable and socially responsible communities

PLACE

- A City that protects, values and cares for the Shoalhaven environment
- Population and urban settlement growth that is ecologically sustainable and carefully planned and managed
- Reduced global warming impacts and increased resilience to the effects and impacts of climate change
- Community infrastructure that is environmentally responsible, ecologically sustainable
- Major town centres that are attractive, vibrant and popular destinations
- Settlements that are resilient to the unexpected impacts of natural hazards

PROSPERITY

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

LEADERSHIP

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

SUSTAINABLE SERVICES and PROGRAMS

- Financially Sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs
- Operational costs savings

People

As Shoalhaven evolves, grows and changes it will be vital for Council to provide for and foster sustainable, *resilient* and *strong* communities across the diverse settlements of the City. This Key Result Area focuses on providing Shoalhaven People with equity and social inclusion, community engagement, cultural activities, excellence in the provision of services, development and support and enhanced lifestyle opportunities.

Objectives

- Diverse, united and connected communities
- Creative, engaged and learning communities
- Healthy and active communities that feel safe
- Sustainable and socially responsible communities

WHAT THE COMMUNITY TOLD US

Through the community engagement process, Shoalhaven people 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 a holistic healthy communities agenda
- 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 Shoalhaven Communities using the following measures:

- Performance against targets of the Delivery Program and Operational Plan
- The level of volunteering in consultation bodies or committees, recreation, sporting and

environmental activities

- The 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

STRATEGIES

No.	Strategy
T3	Support activities, events and festivals at which communities in Shoalhaven can gather and celebrate.
T7	Support initiatives that help to reduce the negative health impacts of homelessness in the Shoalhaven
T10	Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, older people and people from CALD communities
T11	Develop community, cultural and recreational facilities that are accessible, safer by design and address community needs
T12	Support the development of community leadership and local place-making initiatives
T13	Develop sporting and recreation facilities for maximum community use and value
T14	Advocate for health care facilities that will meet the changing needs of the Shoalhaven community
T15	Integrate health initiatives into Council's strategies, policies and practices
T29	Develop safer communities and help reduce crime in the City
T30	Advocate and develop partnerships which enhance public and community transport services
T31	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

- A City that protects, values and cares for the Shoalhaven environment
- Population and urban settlement growth that is ecologically sustainable and carefully planned and managed
- Reduced global warming impacts and increased resilience to the effects and impacts of climate change
- Community infrastructure that is environmentally responsible, ecologically sustainable
- Major town centres that are attractive, vibrant and popular destinations
- 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 have been achieved
- 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

STRATEGIES

No.	Strategy
T2	Support and enable the use of the natural environment for education, research and recreation
T5	Improve the urban design and landscape appearance of City and town entrances and major thoroughfares
T8	Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management
T16	Develop land use and related plans for the sustainable growth of the City using core principles from the Growth Management Strategy while being mindful of community concerns regarding the issues of "high-rise" and "sensitive coastal development"
T17	Develop management and adaptation plans to mitigate and manage community exposure to coastal processes, natural hazards, climate change and resulting risks

T19	Implement sustainable and responsible stormwater management measures.
G3	Prioritise the continued development of new and improved pedestrian and cycle paths to help facilitate improved transport, public health and environmental outcomes.
G4	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.
G1	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
G5	Develop solar, wind and other renewable energy sources for Council
G6	Develop priority transport networks and associated infrastructure to meet the growth needs of the city
G7	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.
G9	Create active and connected foreshores and waterfronts that support recreational and community use and respect local environmental values and conditions
G14	Manage the City's limited landfill capacity, including improved management of green waste and consideration of future landfill options
T18	Plan and implement a corporate carbon emissions management strategy

Prosperity

To support a changing and growing community the City must build a sustainable, diverse and competitive economy. This Key Result Area focuses on creating an economy that is linked to the unique characteristics and advantages of the 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

- An economy that is based on Shoalhaven's distinct characteristics, advantages and natural qualities
- An economy that supports and is supported by growing, diverse and changing communities
- 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:

- 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 and surrounds

MEASURING PROGRESS

Council will monitor its results and progress towards achieving strategies for Shoalhaven's Economy 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
- Number of connections to the NBN
- Number of development applications approved for commercial development
- Number of government services in the Shoalhaven
- Number of complaints about tourist accommodation facilities
- Number of good news stories
- Number of vacant shops in the CBD area

STRATEGIES

No.	Strategy
T4	Advocate for the best possible broadband services throughout the City and enhance community and business preparedness to use broadband services when available
T9	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
T20	Implement strategies to support and increase the capacity of agricultural production
T21	Plan and advocate for infrastructure improvements to support economic activity and investment
T22	Advocate for the location of government service providers in the Shoalhaven
T34	Identify and progress key major developments that will align with and support the CSP Vision and Objectives
G8	Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare and government
G10	Encourage the development of diversified tourist facilities and accommodation to meet the future needs of Shoalhaven's visitors
G11	Promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides
G12	Develop the Shoalhaven River and surrounds to meet the needs of the community and provide a showpiece and focal point for the Shoalhaven region

Leadership

Leadership in practice must involve engagement and 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. In offering optimistic, united leadership, Council acknowledges the financial and legislative limitations within which it works.

Objectives

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

WHAT THE COMMUNITY TOLD US

The community, through the community engagement process, have 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
- Improve working relations with State Agencies
- Maintain existing assets rather than build new ones
- Maintain strong links with State Government Plans
- Be flexible to new initiatives and opportunities
- Integrate Council operations to achieve efficient and effective outcomes
- 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 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.
- Number of Code of Conduct complaints with substance

- Number of Complaints to DLG
- Timely responses to complaints and requests received from the community
- Number of new initiatives and opportunities undertaken
- Number and dollar value of grants received

STRATEGIES

No.	Strategy
T1	Provide timely and effective advocacy and leadership on key community issues
T23	Enhance genuine and representative community engagement in Council's decisions and embrace Gov 2.0 principles
T25	Where possible, align Council's plans with NSW 2021 to leverage community benefits and minimise detrimental impacts
T26	Maintain a responsive approach to unforeseen impacts and influences.
T27	Maximise the value of Council's IPR framework
T28	Assess and rationalise Council's property portfolio to ensure that the properties held in Council's ownership are suitable and necessary to meet community needs
T32	Develop and maintain networks and relationships with the community, Government and other organisations.
T33	Develop appropriate responses to local government reform proposals including Council amalgamations and resource and service sharing
T35	Determine financially sustainable levels of resourcing that will be directed to the achievement of Council's CSP Objectives
G2	Ensure that new infrastructure and assets will provide social, environmental and economic benefits that exceed its capital and recurrent costs, on a whole of life basis.
T24	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 section has been added to the CSP to help improve the CSP's readability and distinction between higher level aspirational Objectives and Strategies and Council's ongoing service delivery work.

WHAT THE COMMUNITY TOLD US

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

- Improve customer service and where possible reduce red tape
- Timely responses to complaints and requests received from the community
- Council's actions and decisions reached are carried out with honesty, integrity, trustworthiness, transparency and are financially sustainable
- Maintain and improve the on-going activities of Council

MEASURING PROGRESS

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

- Performance against Delivery Program and Operational Plan
- Financial sustainability
- Number of Code of Conduct complaints with substance
- Number of complaints to DLG
- Best practice Water and Sewer Management rating
- Percentage of Asset Management Plans reviewed within the previous 4 years

OBJECTIVES

- | |
|---|
| <ul style="list-style-type: none">• Financially Sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs.• Operational costs savings |
|---|

STRATEGIES

C1	Continue to provide current services to the community and business through the recurrent Service Profile programs set out in Appendix 1.
C2	Provide internal and corporate services to support the delivery of community and business service programs, through recurrent Service Profile programs.
C3	Establish excellent customer service as an organisational norm, with reduced red tape and measured results
C4	Continually review all service programs for best value, efficiency and effectiveness, improvement opportunities, operational cost savings and service level or scope revision.
C5	Monitor and report to the community on the delivery of operational and asset maintenance and renewal programs.
C6	Implement the Best Practice Water and Sewer Management Guidelines through the Shoalhaven Water Strategic Business Plan
R1	Implement asset and infrastructure maintenance and renewal recurrent programs as the primary capital expenditure priority, directed by the Asset Management Policy, Asset Management Strategy and adopted Asset Management Plans.
R2	Prioritise asset maintenance and renewal recurrent program expenditure to address roads, pedestrian and cycle paths and renewal backlog works as the priority asset management tasks
R3	Increase the resourcing of asset maintenance and renewal programs through the allocation of recurrent and capital resources.
R4	Review Asset Management Plans having particular regard to the levels of service required from infrastructure and assets, guided primarily by the Community Strategic Plan and community engagement responses.
R7	Engage the community on the dedication of increased revenues to priority assets and infrastructure maintenance and renewal programs.

Appendix 1 – Service Profiles

Group	Manager	Profile area - Interplan	People	Place	Prosperity	Leadership	Internal Service
AGM-1	Swan	Integrated Planning and Reporting				Y	Y
AGM-2	Gordon	Internal Audit				Y	
AGM-3	Pullen	Economic Development		Y	Y	Y	
AGM-4	Crerar	Human Resource Management				Y	Y
AGM-5	Crerar	Injury Management					Y
AGM-6	Carmichael	Training and Development					Y
AGM-7	Crerar	Work Health and Safety					Y
AGM-8	Shearing	Communications					Y
AGM-9	Shearing	Electrical Technology Services					Y
AGM-10	Lenehan	Information Technology					Y
AGM-11	Harnwell	Tourism			Y		
AGM-12	Harnwell	Visitors Centres			Y		
AGM-13	Harnwell	Events	Y				
CS&O-1	Lewis	Arts	Y				
CS&O-2	Lewis	Beach Patrol Service	Y	Y			
CS&O-3	Lewis	Community Facilities	Y	Y			
CS&O-4	Lewis	Leisure Services Management		Y		Y	
CS&O-5	Lewis	Shoalhaven Bereavement Services	Y	Y			
CS&O-6	Lim	Community Development	Y	Y			
CS&O-7	Lim	Family Day Care	Y				
CS&O-8	Lim	Library Services	Y	Y			
CS&O-9	Paterson	City Services & Operations Management				Y	Y
CS&O-10	Paterson	Emergency Management Obligations		Y		Y	
CS&O-11	Harris	Strategic Project Delivery		Y		Y	Y
CS&O-12	Hojem	Waste Services		Y			
CS&O-13	Stewart	Asset Construction		Y			
CS&O-14	Stewart	Asset Maintenance		Y			
CS&O-15	Carter	Noxious Weeds		Y			
CS&O-16	Carter	Parks Operations		Y			

Group	Manager	Profile area - Interplan	People	Place	Prosperity	Leadership	Internal Service
CS&O-17	Stewart	Works and Services Management				Y	Y
D&ES-1	Goldspring	Building Services					Y
D&ES-2	Russell	Development Services	Y	Y			
D&ES-3	Britton	Project and Policy Services				Y	Y
D&ES-4	Gibbes	Environmental Health		Y			
D&ES-5	Gibbes	Environmental Management		Y		Y	Y
D&ES-6	Gibbes	Public Health and Amenity	Y				
D&ES-7	Russell	Development Management		Y		Y	Y
D&ES-8	Jarman	Parking Patrol		Y			
D&ES-9	Jarman	Ranger Services		Y			
D&ES-10	Fraser	Subdivision Services		Y			
F&CS-1	Wallace	Building Management Services					Y
F&CS-2	Wallace	Corporate Business Unit Management				Y	Y
F&CS-3	Wallace	Holiday Haven Tourist Parks		Y			
F&CS-4	Wallace	Printing and Graphic Design					Y
F&CS-5	Wallace	Shoalhaven Entertainment Centre	Y				
F&CS-6	Wallace	Shoalhaven Mechanical Services					Y
F&CS-7	Roberts	Governance and Executive				Y	Y
F&CS-8	Roberts	Information Services					?
F&CS-9	McCoy	Insurance and Risk Management				Y	Y
F&CS-10	Findlay-Debeck	Records Services					Y
F&CS-11	Roberts	Security					Y
F&CS-12	Marriott	Accounts Payable					Y
F&CS-13	Marriott	Contributions from other Funds				Y	Y
F&CS-14	Marriott	Financial Services					Y
F&CS-15	Marriott	Payroll					Y
F&CS-16	Marriott	Section 94				Y	Y
F&CS-17	Findlay-Debeck	Legal Services					Y

Group	Manager	Profile area - Interplan	People	Place	Prosperity	Leadership	Internal Service
F&CS-18	Dun	Finance and Corporate Management				Y	Y
F&CS-20	Marriott	Accounts Receivables					Y
F&CS-21	Spessor	Fleet Services					Y
F&CS-22	Spessor	Rates				Y	
F&CS-23	Spessor	Revenue Services				Y	
F&CS-24	Spessor	Supply					Y
GM-2	Pigg	Governance and Executive				Y	Y
GM-3	Payne	Media				Y	Y
SW-1	Holmes	Customer Services - SW		Y			
SW-2	Holmes	Support Services - SW		Y			
SW-3	Krogh	Water and Wastewater - Management				Y	Y
SW-4	McVey	Wastewater Operations		Y			
SW-5	McVey	Water Operations		Y			
SW-6	Horner	Planning and Development - SW		Y		Y	Y
SW-7	Horner	Water and Wastewater Capital		Y		Y	
SPI-1	Upitis	Facilities and Asset Management				Y	
SPI-2	Upitis	Infrastructure Planning		Y			
SPI-3	Upitis	Roads and Drainage		Y			
SPI-4	Upitis	Traffic and Transport		Y			
SPI-5	Dorahy	Property Services					Y
SPI-6	Adams	Strategic Planning and Infrastructure Management				Y	Y
SPI-7	Dorahy	Geographic Information Systems					Y
SPI-8	Clark	Graphics					Y
SPI-9	Dorahy	Planning Resources and Property Management				Y	Y
SPI-10	Dorahy	Property Services - SP					Y
SPI-11	Vacant	Contributions Planning				Y	
SPI-12	Vacant	Natural Resources and Floodplain Management		Y		Y	
SPI-13	Vacant	Policy Planning Management				Y	Y
SPI-14	Vacant	Recreation Planning and Policy	Y			Y	

Group	Manager	Profile area - Interplan	People	Place	Prosperity	Leadership	Internal Service
SPI-15	Vacant	Urban Design and Heritage		Y			
SPI-16	Clark	Environmental Planning		Y			
SPI-17	Clark	Small Lot Rural Subdivisions		Y			
SPI-18	Clark	Strategic Planning		Y		Y	
SPI-19	Clark	Strategic Planning Management				Y	Y

Key	Shaded areas indicate non-operational areas
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APPENDIX 2.

STATE AND REGIONAL PLANS ALIGNMENT

ALIGNMENT WITH NSW 2021

NSW 2021 Goal	CSP 2023 Objectives	CSP 2023 Strategies
Rebuild the economy	<ul style="list-style-type: none"> Effective promotion of Shoalhaven's investment, business and job opportunities, lifestyle attractions and vision An economy that supports and is supported by growing, diverse and changing communities 	<ul style="list-style-type: none"> Plan and advocate for infrastructure improvements to support economic activity and investment Identify and progress key major developments that will align with and support the CSP Vision and Objectives Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare and government Promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides
Return Quality Services <ul style="list-style-type: none"> Transport Health Family & community services Education Police and Justice 	<ul style="list-style-type: none"> Healthy and active communities that feel safe Creative, engaged and learning community Diverse, united and connected communities 	<ul style="list-style-type: none"> Develop priority transport networks and associated infrastructure to meet the growth needs of the city Advocate and develop partnerships which enhance public and community transport services Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, older people and people from CALD communities Integrate health initiatives into Council's strategies, policies and practices Develop safer communities and help reduce crime in the City 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	<ul style="list-style-type: none"> Community infrastructure that is environmentally responsible, ecologically sustainable Major town centres that are attractive, vibrant and popular destinations 	<ul style="list-style-type: none"> Plan and advocate for infrastructure improvements to support economic activity and investment Develop the Shoalhaven River and surrounds to meet the needs of the community and provide a showpiece and focal point for the Shoalhaven region Create active and connected foreshores and waterfronts that support recreational and community use and respect local environmental

		<p>values and conditions</p> <ul style="list-style-type: none"> • 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 • 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 • Prioritise the continued development of new and improved pedestrian and cycle paths to help facilitate improved transport, public health and environmental outcomes • Improve the urban design and landscape appearance of City and town entrances and major thoroughfares
Strengthen our local environment and communities	<ul style="list-style-type: none"> • A City that protects, values and cares for the Shoalhaven environment • Settlements that are resilient to the unexpected impacts of natural hazards • Sustainable and socially responsible communities 	<ul style="list-style-type: none"> • Support and enable the use of the natural environment for education, research and recreation • Support activities, events and festivals at which communities in Shoalhaven can gather and celebrate • Support the development of community leadership and local place-making initiatives • Develop a volunteer management strategy to maximise the benefit of volunteering to the community
Restore accountability to government	<ul style="list-style-type: none"> • Active engagement between Council and the community and other stakeholders • Respectful, professional and trusted community and Council leadership • A Council that is accountable and ecologically and financially sustainable • Financially Sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs 	<ul style="list-style-type: none"> • Enhance genuine and representative community engagement in Council's decisions and embrace Gov 2.0 principles • Where possible, align Council's plans with NSW 2021 to leverage community benefits and minimise detrimental impacts • Determine financially sustainable levels of resourcing that will be directed to the achievement of Council's CSP Objectives • Establish excellent customer service as an organisational norm, with reduced red tape and measured results • Monitor and report to the community on the delivery of operational and asset maintenance and renewal programs • Engage the community on the dedication of increased revenues to priority assets and infrastructure maintenance and renewal programs

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	<ul style="list-style-type: none"> • An economy that supports and is supported by growing, diverse and changing communities • Effective promotion of Shoalhaven's investment, business and job opportunities, lifestyle attractions and vision 	<ul style="list-style-type: none"> • 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 • Implement strategies to support and increase the capacity of agricultural production • Plan and advocate for infrastructure improvements to support economic activity and investment • Develop strategies and partnerships to enhance key Shoalhaven economy sectors including: tourism, defence, manufacturing, healthcare and government • Promote a positive image of the Shoalhaven and the work, investment and lifestyle opportunities that it provides
Deliver infrastructure to support population needs	<ul style="list-style-type: none"> • Population and urban settlement growth that is ecologically sustainable and carefully planned and managed • Community infrastructure that is environmentally responsible and ecologically sustainable 	<ul style="list-style-type: none"> • 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 • Prioritise the continued development of new and improved pedestrian and cycle paths to help facilitate improved transport, public health and environmental outcomes. • 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. • Develop priority transport networks and associated infrastructure to meet the growth needs of the city • Manage the City's limited landfill capacity, including improved management of green waste and consideration of future landfill options
Deliver improved health and community services particularly for vulnerable communities	<ul style="list-style-type: none"> • Healthy and active communities that feel safe 	<ul style="list-style-type: none"> • Develop programs that meet the needs of Shoalhaven's people, with particular attention to children, youth, Aboriginal people, older people and people from CALD communities • Advocate for health care facilities that will meet the changing needs of the Shoalhaven community • Support initiatives that help to reduce the negative health impacts of homelessness in the Shoalhaven
Safeguard the natural environment	<ul style="list-style-type: none"> • A City that protects, values and cares for the Shoalhaven environment 	<ul style="list-style-type: none"> • Ensure that the ecological and biological environments of the Shoalhaven are protected and valued through careful management • Support and enable the use of the natural environment for education, research and recreation • 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 Bereavement services	Number of funeral services	Bereavement Services records
	Use of Council's Bereavement services	Number of bereavement services clients	Bereavement Services records
	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
	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
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan
	Use of Council's libraries	Number of attendances at Council's libraries	Library records
	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
	Shoalhaven population	Shoalhaven population	ABS data
	Shoalhaven population	% increase in population	ABS data
Place	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
	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
	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
	Compliance with the Best Practice Management of Water Supply and Sewerage Guidelines through an annual independent audit.	% compliance	Shoalhaven Water records
	Length of roads	Sealed road	Council records
	Length of roads	Unsealed road	Council records

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
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
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
	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
	Percentage of waste diverted from landfill	% of waste diverted from landfill	Council records
	Residential water use	National Water Commission performance indicator rating	Shoalhaven Water 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
	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
Prosperity	Access to broadband services.	Percentage of people when asked about broadband services who stated access was easy or better	Community Survey
	New commercial construction and business investment	Value of Non-Residential Development Application approvals	Council records

	New commercial construction and business investment	Value of Section 3A Development Application approvals	Council records
	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
	Performance against targets of the Delivery Program and Operational Plan	Number of "on" and "off" track Activities in Delivery Program	Interplan
	Labour force status	Number of people employed	Economic Development records
	Labour force status	Unemployment rate	Economic Development records
	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
Leadership	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
	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
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

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.
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.
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	A State of the Environment Report is an independent national stocktake 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 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.