

Community Strategic Plan Review

Community Engagement Report - Stage 1

1. Project Overview

The Community Strategic Plan (CSP) is the community's plan for the Shoalhaven. It has a minimum ten-year timeframe and should reflect the community's main priorities and aspirations (needs and wants) for the Shoalhaven.

Council's role in the production of the CSP is to facilitate its development and produce the document.

As per legislative requirements, the CSP must be reviewed and adopted each Council term. Therefore, following the December Council elections, Council must:

- review and update the CSP (10 year)
- create the Delivery Program (4 year)
- adopt a Resourcing Strategy (10 year Long Term Financial Planning; Workforce Planning and Asset Management Planning)

The whole suite of documents is to be adopted by Council before 30 June 2022.

The Community Engagement and Communications Plan for the CSP Review was presented and endorsed by Council at the October Strategy & Assets meeting (MIN21.712).

Unfortunately, due to the COVID-19 public health restrictions, face to face engagement methods were explored, but did not eventuate. The Engagement Plan utilised printed collateral and physical touchpoints to offset the over-reliance on digital methods, and to accommodate community members who do not have access to the internet or with low digital literacy.

2. Key Messages and Questions

The following key messages were integrated as part of all communications materials and correspondence:

- Council is reviewing the Shoalhaven Community Strategic Plan
- The Plan sets out the community's goals and priorities for the next 10 years
- Let us know your thoughts – visit getinvolved.shoalhaven.nsw.gov.au

The engagement included activities to get community members to think about and answer the following questions:

- What do you love about Shoalhaven City?
- What would you like to see in Shoalhaven City by 2032?
- What would you like to see less of in Shoalhaven City by 2032?

- What are the challenges facing Shoalhaven City in the next 5-10 years?
- From the 10 Key Priorities in the current CSP, select the 3 most important priorities to you

3. Overview of Engagement Methods





The following table outlines the engagement methods employed and summarises the number of responses or awareness statistics.

Method	Tool/Platform	Summary Response/Outcome
Consultation Methods		
Webpage	Get Involved Shoalhaven - Council's official online engagement platform. Tools included: <ul style="list-style-type: none"> • Survey • Places (mapping tool) • Q&A • FAQs • Documents 	<ul style="list-style-type: none"> • 1,000 visits to the Get Involved project page • 305 survey responses • 26 contributions to the Places City map (from 22 people) – What do you love about Shoalhaven City? • 53 Children's Activities provided (24 downloaded, 31 mail out requests) • 8 FAQ visits
Survey	Survey for completion: <ul style="list-style-type: none"> • Online via Get Involved • Over the phone • Hardcopy (on request) 	<ul style="list-style-type: none"> • 288 online survey responses • 18 responses via returned postcards
Social Media	Seek feedback on Facebook via comments and photos	6 Facebook posts over the period: <ul style="list-style-type: none"> • 12,607 people reached • 979 "post engagements" (times people engaged through reactions, comments, shares, views and clicks) • 41 reactions, 26 hide posts, 16 shares Results: <ul style="list-style-type: none"> • 86 comments – 44 will be considered as submissions • 24 pieces of feedback via Get Involved • 92 links clicked

Method	Tool/Platform	Summary Response/Outcome
Crowd Sourcing Activity	Get Involved Page – Places widget (interactive map tool)	<ul style="list-style-type: none"> 26 contributions from 22 contributors – posted photos/comments
Photo Visioning Children’s Activity	Printed Activity Pack	<ul style="list-style-type: none"> 25 packs sent to primary schools and through all Family Day Care centres 11 activities competed by St Michael’s Primary School students 6 completed by family
Focused Conversation	CCB Executive Meeting Youth Advisory Committee	<ul style="list-style-type: none"> Nov/Dec meeting not held - survey email sent instead YAC online meeting - completed the survey questions together
Post Card	Post Card	<ul style="list-style-type: none"> 14,100 distributed & 18 returned
Communication Methods		
Digital		
Electronic Direct Mail (EDM)	Council’s Weekly e-Newsletter - In Your Neighbourhood Email to Get Involved registrants	<ul style="list-style-type: none"> 11 Nov 2021 - 1,801 subscribers opened the newsletter, 87 article link clicks 16 Nov 2021 – 2,030 users opened the newsletter, 378 link clicks
Project Page on SCC Website	SCC Website	Published – 67 views, 6 link clicks, 4 document downloads
Social Media	Facebook posts to promote the engagement and seek feedback directly from users	6 Facebook posts over the period: <ul style="list-style-type: none"> 12,607 people reached 979 “post engagements” (no. of times engaged with posts through reactions, comments, shares etc.) 41 reactions, 26 hide posts, 16 shares 86 comments – 44 submissions 24 pieces of feedback Get Involved 92 links clicked
Media		
Media Releases	Radio, Newspapers, Community Newsletters, TV	<ul style="list-style-type: none"> 1 Media release – 9 Nov 2021 1 article in South Coast Register and Milton Ulladulla Times 2ST news piece

Method	Tool/Platform	Summary Response/Outcome
Radio	Radio	<ul style="list-style-type: none"> 10 November 2021 – interview with Kevin Voegt on 2ST
Print		
Flyers	Available at Council facilities	850 flyers distributed to: <ul style="list-style-type: none"> Nowra, Bomaderry, Ulladulla Pool, Bay and Basin Leisure Centre, Bomaderry Indoor Sports Centre Nowra, Ulladulla, Sanctuary Point Libraries Art Gallery, SEC & Encore cafe
Reception Information Display	Displayed on digital screen and on poster boards	<ul style="list-style-type: none"> A1 poster in reception area Postcards available from customer service counters and info board
Staff Newsletter Digital Workspace	Fortnightly staff newsletter (EDM and hard copy) News item on the intranet to inform staff	<ul style="list-style-type: none"> 11 November 2021 – opened by 563 staff, 16 link clicks 126 hardcopies, provided to 7 work sites

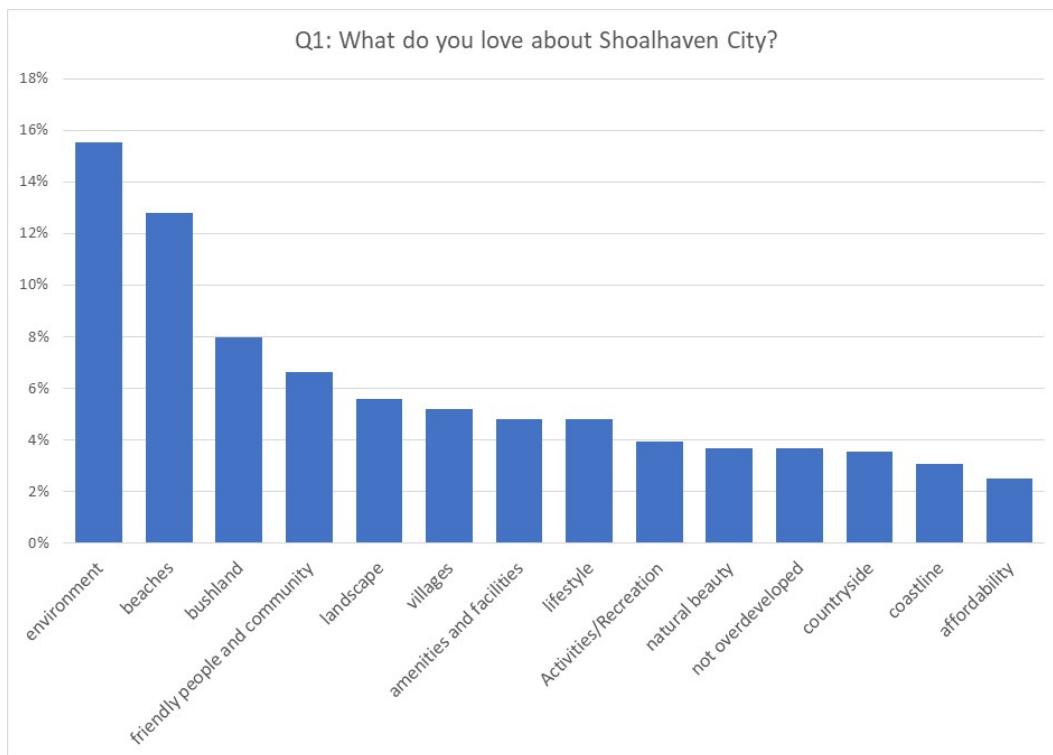
Facebook posts and reach

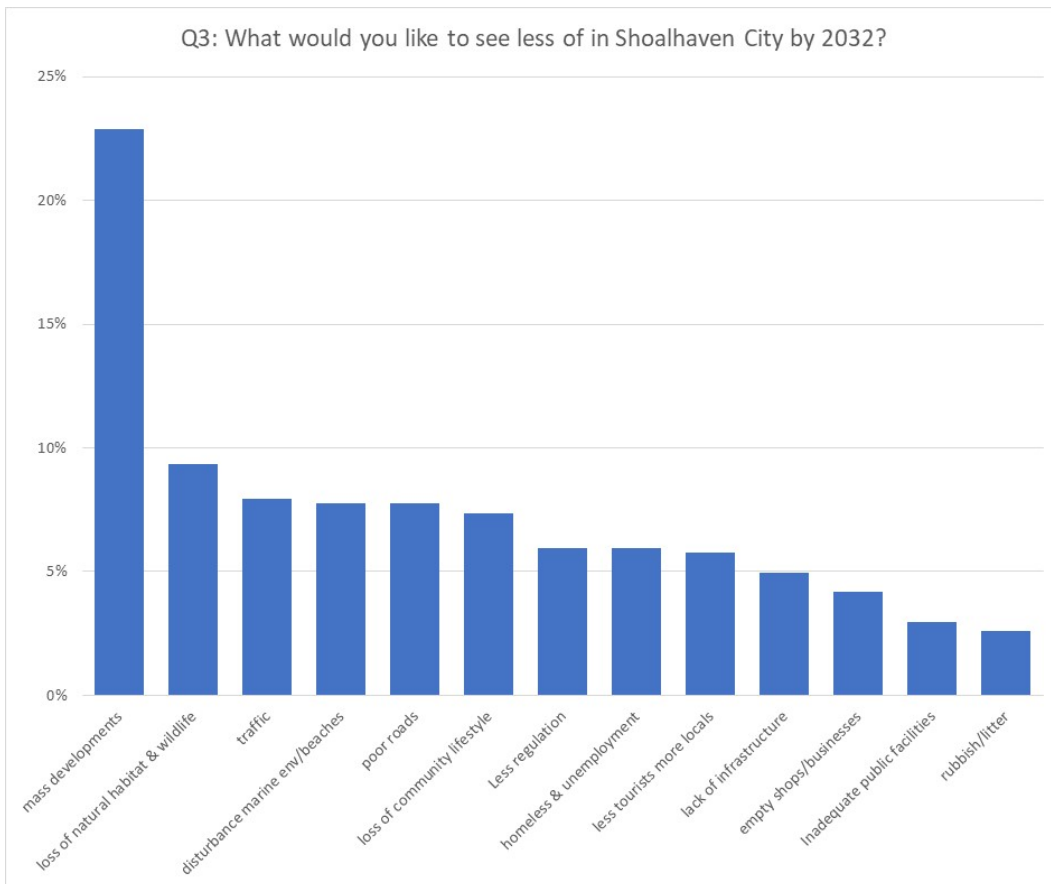
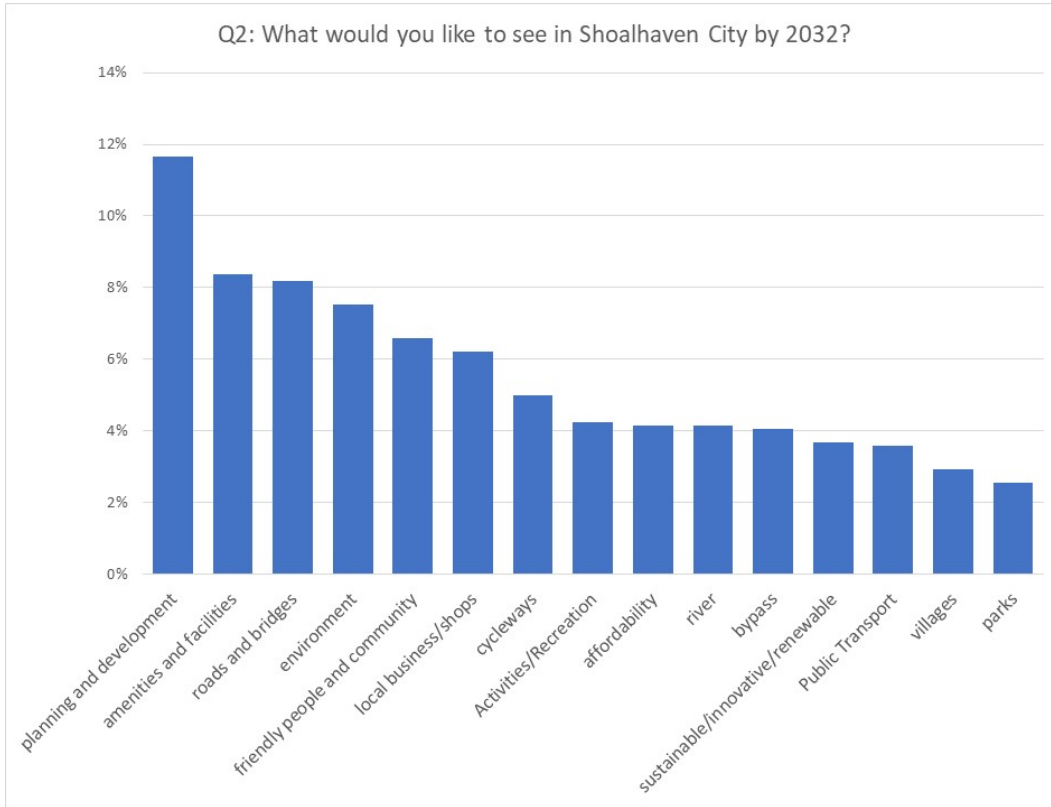
	<p>🗣️ What's your vision for Shoalhaven City 2032? Council is encouraging the community to find out what improvements they want to see in Shoalhaven City by 2032. And, we want to know...</p> <p>9 Nov 2021</p>	<p>Post reach 8862</p> <p>Engagement 568</p>
	<p>🌈 We want the children of Shoalhaven to help shape the future of our beautiful City - because after all, it is their future more than anyone else's! Get your kids to draw, paint or creative wha...</p> <p>17 Nov 2021</p>	<p>Post reach 245</p> <p>Engagement 54</p>
	<p>What are the challenges facing Shoalhaven City in the next 5-10 years? Post a comment with your thoughts and help inform our Community Strategic Plan Review. The Plan is a long-term...</p> <p>22 Nov 2021</p>	<p>Post reach 2155</p> <p>Engagement 129</p>
	<p>🗣️ What would you like to see in Shoalhaven City by 2032? Also, what would you like to see less of in our City by 2032? Comment below and help inform our Community Strategic Plan – a long-...</p> <p>24 Nov 2021</p>	<p>Post reach 295</p> <p>Engagement 129</p>

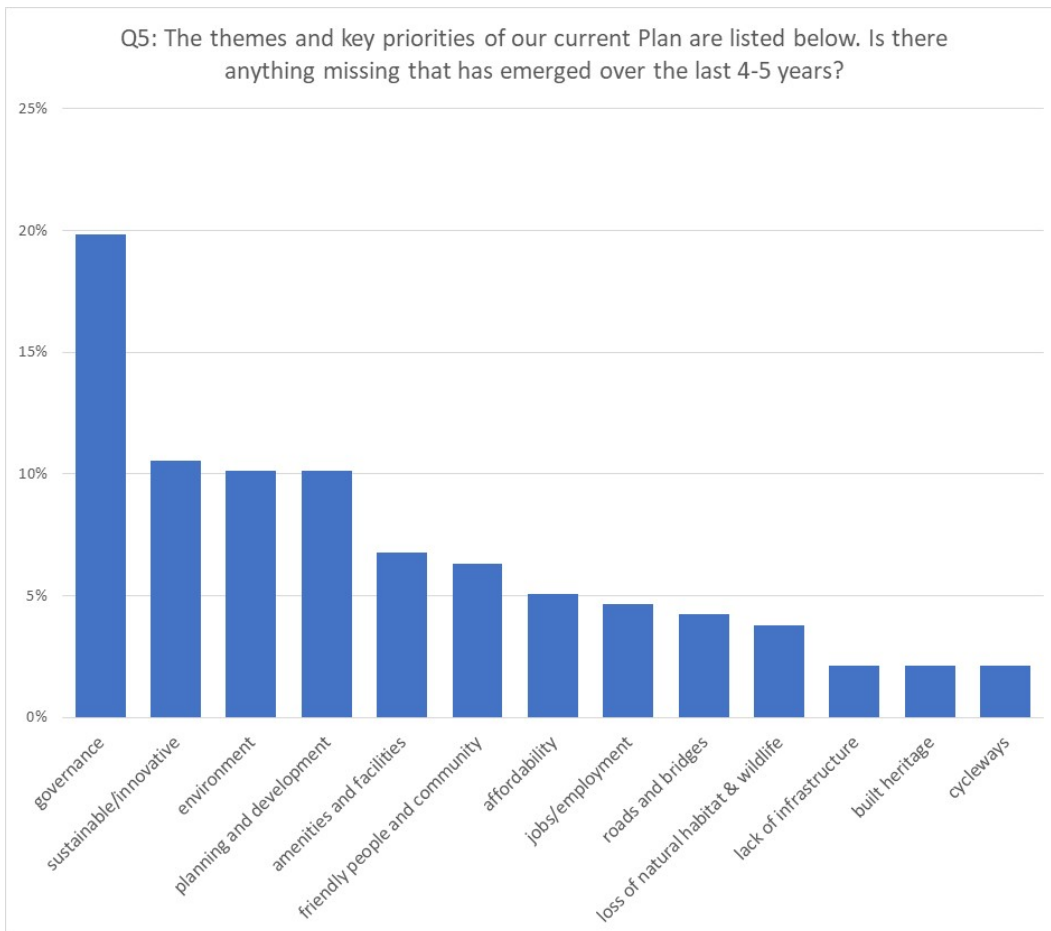
	<p>♥ What do you love about Shoalhaven City? Post a comment or photo below and help inform our Community Strategic Plan Review. Alternatively, post it to the map on our project page an... 30 Nov 2021</p>	<p>Post reach 435</p>	<p>Engagement 71</p>
	<p>🔔 REMINDER: Consultation on our Community Strategic Plan Review closes tomorrow night, 3 December! It's easy to contribute – simply complete the survey or pin a post to the Cit... 2 Dec 2021</p>	<p>Post reach 615</p>	<p>Engagement 28</p>

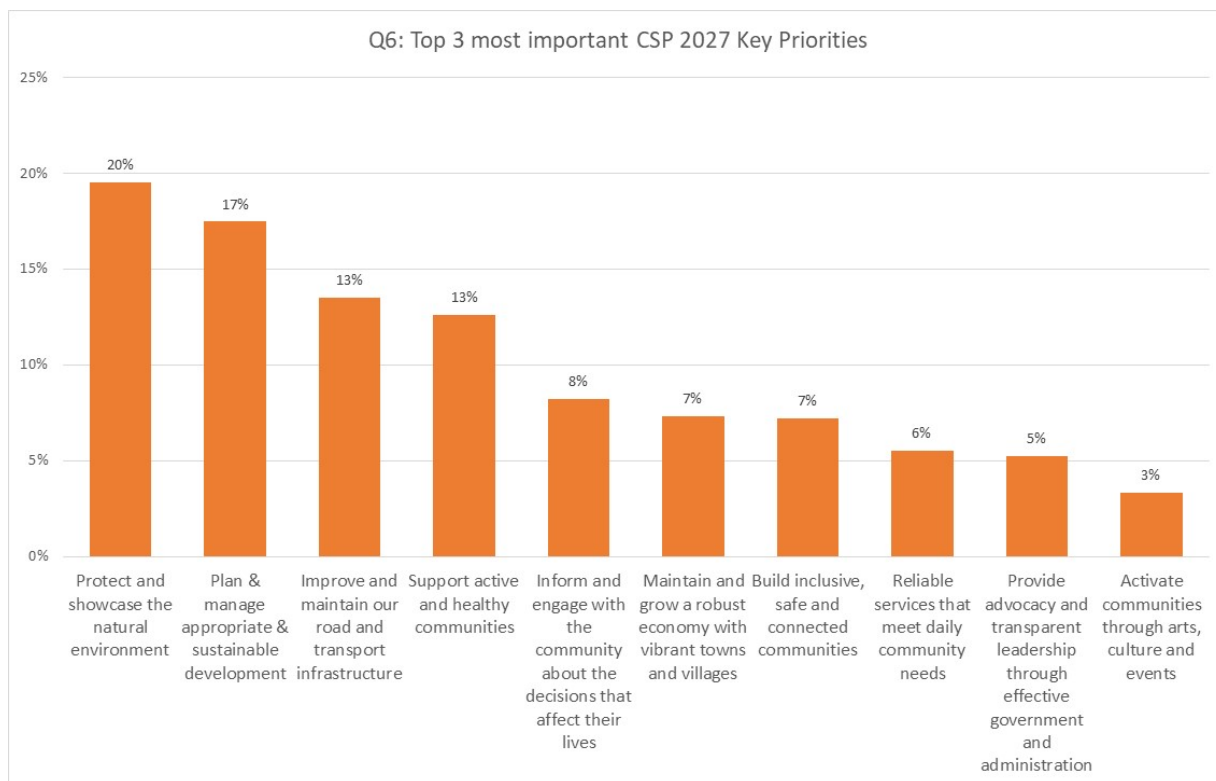
4. Survey Responses

The combined survey responses from the online survey and the returned postcards were analysed to create summary charts detailing the percentage of comments into broad themes. These charts summarise the percentage of responses for each question and greater analysis was undertaken across each response to inform the review and update of the CSP and Council’s Delivery Program Objectives.









Comparison to 2017 CSP consultation

A similar rating question was asked of our community as part of the 2017 CSP consultation to develop the Community Strategic Plan 2027. The table below compares the changes in overall importance rating position:

CSP Key Priority	Position 2017	Position 2021
Protect and showcase the natural environment	2	1 ↑
Plan and manage appropriate and sustainable development	3	2 ↑
Improve and maintain road and transport infrastructure	1	3 ↓
Support active, health liveable communities	4	4 -

5. Consideration of Previous Council Consultations

A significant number of community engagement activities and consultations have been undertaken since the current CSP - Shoalhaven 2027 was developed and adopted by Council in 2017.

Analysis was undertaken from relevant engagement activities that have taken place over the last 18 months so that findings could be incorporated into the CSP review. This exercise helped mitigate against engagement fatigue in the community and demonstrates the appreciation Council has for the valuable feedback our community provides to us.

The following consultations involved over the input of over 1600 participants:

- Community Satisfaction Survey 2020
- Local Strategic Planning Statement (LSPS)
- Disability Inclusion Action Plan (DIAP) (in development)
- Shoalhaven Community Wellbeing Plan (in development)
- Community Voices Survey
- Recovery Into Resilience Project (RRP) Survey

The following table summarises some of the key themes which were considered in the review and update of the Themes and Key Priorities in the updated Community Strategic Plan.

Council Engagement	Key themes for consideration in CSP Review
<p>Community Satisfaction Survey 2020</p> <ul style="list-style-type: none"> - 400 phone surveys (28% mobile phone) ensuring statistically valid results June 2020 	<ul style="list-style-type: none"> • Overall Council satisfaction has had no significant change since 2016 (3.34/5 in 2020) • Services related to roads, planning, and development are generally lower performing • Improvements in ‘appearance of CBDs (major town centres)’ and ‘Council’s actions are in-line with community expectations’ will have the biggest impact on increasing overall satisfaction • ‘Informing the community of Council decisions, activities and services’ and ‘elected Council decision making’ are underperforming relative to similar councils
<p>Local Strategic Planning Statement</p> <ul style="list-style-type: none"> - 263 submissions Sept 2020 	<p>Feedback asked Council to recognise the challenges of:</p> <ul style="list-style-type: none"> • planning and adapting to a changing climate and associated impacts, such as sea-level rise • the COVID-19 pandemic, including the need to tackle social isolation and diversify the economy, avoiding over-reliance on the visitor economy • providing social housing and affordable housing strategies • protecting the visual and environmental amenity of Shoalhaven’s villages as development occurs <p>Community feedback also asked Council to:</p> <ul style="list-style-type: none"> • pursue the delivery of Nowra-Bomaderry and Milton-Ulladulla road bypasses • encourage well-designed infill housing rather than enabling urban sprawl

Council Engagement	Key themes for consideration in CSP Review
	<ul style="list-style-type: none"> • recognise the contribution heritage items and places make to local character • acknowledge the development of community-led strategic plans and provide guidance on the preparation of such plans • revitalise the Nowra CBD and deliver the waterfront precinct • recognise the importance of involving the community in 'place-based' planning to build resilience and connectedness • balance environmental protection with development, giving greater priority to protecting the environment over development profitability
<p>Disability Inclusion Action Plan (DIAP) (in development)</p> <ul style="list-style-type: none"> - 120 survey responses and stakeholder workshops June 2021 	<p>Key messages from engagement:</p> <ul style="list-style-type: none"> • Recreation facilities & parks praised for good access • Council buildings need improved accessibility • Pathways, kerbs, parking - biggest access concerns • Raise community awareness of needs of people living w/ disability • Better promote the inclusive work we do • Council not seen as an inclusive employer - recruitment process not accessible
<p>Shoalhaven Community Wellbeing Plan (in development)</p> <ul style="list-style-type: none"> - Combined 450 participants through survey, workshops etc. July 2021 	<p>Key Wellbeing Challenges</p> <ul style="list-style-type: none"> • Housing affordability (financial stress) • Inefficient public transport - access to services • Health services • Impacts of holiday rentals • Employment and training opportunities • Mental illness • Pathways and active transport - connected communities • New role of open spaces & community facilities
<p>Community voices pop-up visits</p> <ul style="list-style-type: none"> - 14 Community Voices visits before COVID restrictions - 88 surveys collected through an online survey or postcard between April and August 2021 	<p>The purpose was to hear from community members on what they like about their community and suggestions for improved community life. This information can then be used to inform potential future projects.</p> <p>Biggest challenge for your community (Q1):</p> <ul style="list-style-type: none"> • Poor condition of the roads, issues with planning & development and provision of amenities and facilities were the most frequently mentioned challenges • Other challenges include environmental protection, and impact of tourism and over development <p>Ideas to help build stronger community (Q2):</p> <ul style="list-style-type: none"> • Suggestions for more events and recreation facilities • Improved community transport • More public amenities • Opportunities for community to connect and build community spirit

Council Engagement	Key themes for consideration in CSP Review
<p>Recovery Into Resilience Project Survey</p> <ul style="list-style-type: none"> - 260 complete survey responses targeted at adults Nov 2021 - Youth survey still to be released 	<p>Q11 asked “What do you think is unique, special, and important about the Shoalhaven region?”</p> <p>Survey respondents identified, almost unanimously, the natural environment and the community as the key attributes that make the Shoalhaven a unique, special and important place to live and visit.</p> <p>Q16/17 asked participants to reflect on the areas that can be improved and to describe the Shoalhaven they would like to see 20 years from now. Participants identified a broad number of issues that can be grouped under eight key themes:</p> <ul style="list-style-type: none"> • Protection of the natural environment • Enhanced community preparedness and response to natural disasters • Improved infrastructure & services • Promote and support a diversified economy • Foster better relationship with First Nations people • Improve governance and explore ways to enhance the community’s input into planning • Maintain current population density • Develop sustainable and affordable housing for all

6. Assessment of Community Led Strategic Plans

There are several community-led strategic plans which have been developed by communities across the Shoalhaven. An assessment was undertaken on the alignment of these Community-led strategic plan priorities as part of update of the CSP and development of Council’s Delivery Program. Council staff will continue to work with community groups to support these initiatives where appropriate.

Shoalhaven Heads - Our Future - Strategy 2013

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Town Centre Strategy	to activate our town centre through better connection and care for exiting assets, and to complement them through new development, better planning and creation of a place that you want to visit, not just because you need to	3.2-Deliver safe, vibrant & attractive public spaces
Tourism Strategy	to use our natural assets, and other attractions, to entice tourists to the area, who then stay and return because of the experience of the village lifestyle including its people and its places	3.1-Strengthen and diversify the economy
Infrastructure Strategy	to establish a clear and transparent process for Council and the community to understand what	2.1-Manage our infrastructure and assets for long term

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
	standard of infrastructure is possible, and when and where it would be implemented	sustainability to meet community need
Open Space and Recreation Strategy	to highlight the potential for high quality open space and recreation opportunities through co-ordinated planning, lasting improvements and meeting appropriate levels of service	1.3-Support community wellbeing through fostering active and healthy communities
River Strategy	to create a focus on a sustainable interaction between the community and the river, which celebrates its role in our community, revitalises its health and brings the recreational and economic potential associated with its use in a positive manner	2.3-Protect the natural environment and enhance sustainability
Environmental Strategy	to engage proactively and respect our environment, the impacts that we have on it and the impacts that it may in-turn have on our community	
Community Strategy	to build on the existing caring and creative community through stronger relationships, improvement and maintenance of existing community infrastructure, better interaction between old and young, and through mutual respect for one another	1.1-Support inclusive, safe and connected communities

Berry Community Strategic Plan 2016

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Theme 1 - Town Centre Improvements	Objective: To develop an inviting town centre that highlights Berry’s atmosphere and appeal, providing a pleasurable experience for both residents and visitors.	3.2-Deliver safe, vibrant & attractive public spaces
Theme 2 - Infrastructure and Assets	Objective: To provide a high level of well-maintained infrastructure appropriate to the needs of both the local community and visitors arriving at the gateway to the Shoalhaven.	2.1-Manage our infrastructure and assets for long term sustainability to meet community need
Theme 3 - Recreation,	Objective: To build a strong and engaged community through the provision of	1.3-Support community wellbeing through fostering

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Community and Cultural Facilities	quality sporting, leisure and cultural facilities and activities.	active and healthy communities
Theme 4 - Town Planning	Objective: To maintain the history, setting and unique character of the Berry area through careful planning and development.	2.2-Manage growth and development with respect for environmental & community values
Theme 5 - Sustainability	Objective: To establish Berry as an environmentally aware community looking to adopt sustainable practices.	2.3-Protect the natural environment and enhance sustainability
Theme 6 - Tourism	Objective: To promote Berry as a tourist destination through the planned provision of a broad range of activities, experiences and information.	3.1-Strengthen and diversify the economy
Theme 7 - Business and Employment	Objective: To strengthen the local economy by encouraging innovation and growth of the business and industry sector.	

Conjola District Strategic Action Plan 2014-2030

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Social and Community Well Being	Promote ownership and management of community affairs	4.2-Provide transparent leadership through effective government and administration
	Maintain a safe, healthy and friendly town	1.1-Support inclusive, safe and connected communities
	Improve Communication Services and Infrastructure	2.1-Manage our infrastructure and assets for long term sustainability to meet community need
	Encourage and promote cultural life and events in Conjola District	1.2-Preserve, support and develop cultural and creative vitality across our communities
	Recognise and respect Aboriginal culture	
	Highlight the natural values of Conjola District and promote an	2.3-Protect the natural environment and enhance sustainability

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
	acceptance of living with natural processes	
	Develop a Volunteer Succession Strategy	1.2-Preserve, support and develop cultural and creative vitality across our communities
	Develop a Conjola District Skills Register	1.3-Support community wellbeing through fostering active and healthy communities
Preserving Natural Beauty and Environment	Professional management of Lake Conjola entrance and navigation channels	2.3-Protect the natural environment and enhance sustainability
	Professional management of Lake Conjola usage and foreshore rehabilitation	
	Promote the lake foreshore as a primary asset of Conjola District	
	Reduce the impact of storm water runoff on the environment, infrastructure and residences	
	Develop a multi-faceted interpretation of Conjola District values, qualities and features	
	Develop and implement a Council Managed Register of Conjola District Assets and Services	2.1-Manage our infrastructure and assets for long term sustainability to meet community need
	Develop and implement a register of Aquatic and Marine Floras and Faunas	2.3-Protect the natural environment and enhance sustainability
	Develop and implement a Pollution Register	
	Promote a culture of sustainable living	
	Improve Opportunities for Sustainable Tourism Activities	3.1-Strengthen and diversify the economy

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Resilience/ Emergency/ Disaster and Risk Management	Proactively manage the Conjola District Community Disaster Management Plan	1.1-Support inclusive, safe and connected communities
Economic Development and Sustainable Solutions	Promote sustainable development and maintenance consistent with the Conjola District Vision	2.2-Manage growth and development with respect for environmental & community values
	Develop and implement a water conservation	2.3-Protect the natural environment and enhance sustainability
	Improve Opportunities for the use of Sustainable and Renewable Sources of Energy	
	Establish a network of Conjola District Business Enterprises	3.1-Strengthen and diversify the economy
	Acquire Higher Ground	2.2-Manage growth and development with respect for environmental & community values

Sussex Inlet and District strategic Action Plan 2015-2030

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Disaster Management	It is important to have community involvement to supplement the existing statutory incident management system and improve the community's resilience to future disasters, including its preparedness and recovery.	1.1-Support inclusive, safe and connected communities
Economic Development	A strong economy is a prerequisite to the success of all policies included in the Sussex Inlet & District strategic Action Plan 2015-2030.	3.1-Strengthen and diversify the economy
Tourism	Tourism is the main draw card for the District; hence it is important to ensure the area is desirable, welcoming, accessible and safe to visitors and residents alike.	

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
Environment	The Sussex Inlet & District host a wonderful natural environment which needs to be protected and appreciated to enhance the experience of visitors and residents alike.	2.3-Protect the natural environment and enhance sustainability
Youth	It is vital to have more youth involved in revitalising and maintaining the future stability of the District.	1.1-Support inclusive, safe and connected communities
Community Development	The lifeblood and backbone of a community is community connection which is supported through the celebration of its history and cultural diversity.	1.2-Preserve, support and develop cultural and creative vitality across our communities
Town Planning	It is important to maintain the area's uniqueness through appropriate planning mechanisms, including its pristine diversified water system and bushland setting.	2.2-Manage growth and development with respect for environmental & community values
Infrastructure	Improving the District's infrastructure is critical for revitalising and maintaining the safety of the District.	2.1-Manage our infrastructure and assets for long term sustainability to meet community need

Bay and Basin Community Led Strategic Plan 2021

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
1. Preserve and improve the highly valued natural and cultural environment	<ul style="list-style-type: none"> o Identification and conservation of biodiversity values in the context of new development, including the urban tree canopy, waterways and foreshore lands o Conservation and enrichment of Aboriginal and European Heritage o Management of marine and land-based tourism impacts o Regional adaptation to climate-based impacts, including cumulative impacts 	2.3-Protect the natural environment and enhance sustainability

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
2. Retain and enhance village character through valuing its people and setting	<ul style="list-style-type: none"> o Development of lifestyle indicators for the region o Development of local character statements for all villages that respond to the changing needs of communities o Ongoing enhancement of village centres and open spaces within villages 	3.2-Deliver safe, vibrant & attractive public spaces
3. Increase mobility and connectivity to and within the Bay & Basin area	<ul style="list-style-type: none"> o Improvement and maintenance of the local and regional road network o Creation, improvement and maintenance of the foot / cycle path network o Improvement of public / community transport o Improvement of digital connections and communications 	2.1-Manage our infrastructure and assets for long term sustainability to meet community need
4. Provide appropriate services and facilities to meet the needs of residents	<ul style="list-style-type: none"> o Provision of increased Police and other safety/security services o Enhancement and provision of services for youth and the elderly o Enhancement and provision of health services o Implementation of a circular economy approach to waste management o Promotion of zero-carbon initiatives 	4.1-Deliver reliable, high quality services
5. Provide fit for purpose infrastructure appropriate to the needs of both the local community and visitors to the Bay & Basin area	<ul style="list-style-type: none"> o Increased community input to infrastructure planning, delivery and maintenance o Creation and implementation of a plan for infrastructure provision and maintenance during peak demand periods o Enhancement and implementation of green infrastructure o Establishment of emergency evacuation corridors for natural hazard events 	2.1-Manage our infrastructure and assets for long term sustainability to meet community need

Key Priority / Themes	Description of content	Alignment to the draft CSP 2032 priorities
6. Build a strong and engaged community that is involved in decision-making	<ul style="list-style-type: none"> o Increased collaboration between communities and local government to apply best practice community engagement principles to ensure representation in decision making (both short and long term), and including cumulative impact decision making o Advocacy for community-led planning to be embodied in local and state government policy and plans o Improvement to communication between communities and government agencies 	4.3-Inform and engage with the community about the decisions that affect their lives
7. Strengthen and support the local economy by encouraging innovation in the business sector	<ul style="list-style-type: none"> o Enable work from home and other low impact employment opportunities o Respond to the changing needs of retail and other businesses in the Bay & Basin area o Ensure tourism-based businesses protect and enhance the natural environment 	3.1-Strengthen and diversify the economy
8. Influence development that maintains a balanced settlement pattern	<ul style="list-style-type: none"> o Improved planning controls that reduce ad-hoc development outcomes whilst supporting balanced growth o Cumulative impact criteria for assessing all new development applications o Provision of infrastructure prior to new developments 	2.2-Manage growth and development with respect for environmental & community values

7. Conclusion

Stage 1 consultation on the review and update of the CSP collected a variety of inputs which were considered in the drafting of the updated CSP Themes and Key Priorities. Feedback was also utilised in development of the updated Delivery Program 2022-26 Objectives and the related actions in the Operational Plan 2022-23.

Stage 2 consultation will involve further opportunity for feedback from community and stakeholders to refine the content in the suite of Council's integrated planning documents following public exhibition.

A further Stage 2 engagement report will be provided to Council following public exhibition of the draft documents with recommendations on further changes ahead of Council adoption prior to 30 June 2022.