

# Shoalhaven 2032 Community Strategic Plan



# Acknowledgement of Country



We acknowledge the traditional owners and custodians of this country and their continuing connection to the land through culture and community. We pay our respects to Elders past, present and future.

## Contents

Message from the Mayor	04
Our Future - Shoalhaven 2032	05
Our Values	06
Our Vision For the Future	07
Our Guiding Principles	09
Our Shoalhaven	10
Our People	12
Our Places	13
Community Engagement Outcomes	16
What Our Community Said	19
Key Challenges	20
Key Priorities	23
<b>Key Themes &amp; Priorities</b>	
How to Read this Plan	24
Resilient, Safe, Accessible & Inclusive Communities	26
Sustainable, Liveable Environments	28
Thriving Local Economies that meet community needs	32
Effective, Responsible & Authentic Leadership	34
Implementation	38
Alignment with Other Plans & Strategies	40
Part of a Global Community	42



## Message from the Mayor

**I am pleased to report Council have reviewed and updated the Community Strategic Plan following consultation with our community.**

We heard from residents, businesses, visitors, workers, and other key stakeholders, who provided valuable input into the Plan to ensure it reflects as closely as possible the needs and desires for our wonderful city. We heard you would like to see a balance of sustainable development, protection of our environment, affordable housing, reduced traffic and better roads.

Your Councillors understand the importance of working together on the matters you are concerned about, including the impacts from climate change, sustainable use of our resources, resilience and wellbeing. We are also committed to a renewed focus on management of our infrastructure and assets for long term sustainability.

Council are working in partnership with other levels of government, community groups and organisations, and individuals, to achieve our vision for the city.

This Community Strategic Plan contains the core themes and key priorities as outlined by our community. I look forward to working with the community, my fellow Councillors and Council staff to achieve these important goals and bring our aspirations to life.

**Amanda Findley**  
Mayor



## Our Future - Shoalhaven 2032

**Shoalhaven 2032 is the roadmap devised by our community for the future of Shoalhaven City.**

Council has collaborated closely with our community in developing this plan. The overall success of Shoalhaven 2032 relies on the participation and commitment of our community, including individuals, businesses, community groups and other levels of government working together to make the vision a reality. It emphasises that partnerships are essential to achieve the outcomes that our community wants.

Council will measure progress across each key priority through the indicators presented within each section of the plan. Measuring our progress provides an assessment of the quality of life and levels of satisfaction of our residents. We will regularly update information about current projects and report our progress and achievements at regular intervals through our progress reporting.



## Collaboration

*We enjoy working together to deliver for our community*

## Adaptability

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

## Integrity

*We are committed to maintain high ethics and standards*

## Respect

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

**Values are the fundamental beliefs of a person or organisation.**

These principles guide behaviour and help organisations to determine if they are on the right path and fulfilling their goals by creating an unwavering guide for all to follow.

Shoalhaven City Council has chosen four Core Values: Council's Core Values are reflected throughout the Code of Conduct.

# Our Vision For the Future

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





Dolphins surfing at Shoalhaven Heads

# Our Guiding Principles

Key priorities identified within this plan have been developed under the social justice principles of:



## Equity

We will apply fairness in decision making, prioritising and allocation of resources, particularly for those in need.



## Participation

Everyone will be given genuine opportunities to participate in decisions which affect their lives.



## Access

We will strive to provide fair access to services, resources and opportunities to improve the quality of life for all people.



## Rights

We will promote equal rights and provide opportunities for all people from all backgrounds.

The Community Strategic Plan also considers the principles of the quadruple bottom line, addressing social, environmental, economic and civic leadership considerations:



## Social

We will strive towards everyone having access and equity to facilities and services.



## Economic

We will contribute to maintaining a strong and stable economy and ensure the delivery of infrastructure is financially sustainable.



## Environmental

We will protect the natural, cultural and built heritage and work to decrease consumption of resources.



## Civic Leadership

We will consider decision-making principles, levels of service and community consultation and participation.

# Our Shoalhaven

## **Shoalhaven is unique with its spectacular natural environment, growing population and robust economy.**

It is a wonderful place to live, work, stay and play. From Berry in the north to Durras in the south, the coastal strip sustains diversity of places, people and environments.

Shoalhaven is located on the south coast of New South Wales, with the regional centre of Nowra-Bomaderry located 160 kilometres south of Sydney. Most of the population is concentrated along the coastal fringe, which is traversed by the Princes Highway. The major centres include Nowra-Bomaderry, Milton-Ulladulla, Huskisson-Vincentia, St Georges Basin District, Culburra Beach and Sussex Inlet.

The area encompasses 4,531 square kilometres, including substantial areas of national park, state forest, bushland, beaches and lakes. The natural amenity of the area is a strong attractor, for both new residents, holiday makers and day trippers.

Aboriginal peoples were the original inhabitants of the Shoalhaven and have lived here for many generations. European settlement dates from 1822 when land was taken up near the mouth of the Shoalhaven River.

The Shoalhaven is blessed with perhaps the most scenically beautiful landscapes on the east coast of Australia, ranging from the lush rainforests, woodlands, rocky terrain, coastal plains, farmland and floodplains. The area also has more than 165 kilometres of coastline, the longest of any local government area in NSW. The coast is very diverse in its character, with major estuaries, many coastal lakes, long wild beaches and small pocket beaches, extensive coastal dune systems, towering sandstone headlands and rugged bluffs.

The Shoalhaven population has a strong sense of community, a desire to help one another, friendly, welcoming and caring. Community involvement in Council and community activities is reflective of the large numbers attending key events held throughout the year.



Local fresh produce at Wandandian

# Our People



Population  
**108,531**

13.5% born overseas  
8.1% need disability assistance

Average Age

**48**

19.2% aged 0-17 years  
46.4% aged 60+ years

Population Increase

**+10,308**  
by 2031



**20%**  
increase for aged 65+ years



**6.5%** of the Shoalhaven's population identify as Aboriginal and Torres Strait Islander



**39.5%**  
completed year 12

25.8% vocational qualification  
12.1% university education

**35,751**  
jobs

47% in workforce  
7.3% unemployed



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

17% couples without children  
26.5% single person  
10.3% single-parent



**45,901** total households

25.8% mortgage  
23.1% renting  
3.4% social housing

279 individuals homeless

Additional Households

**+5,408**  
households  
by 2031

Single person households increasing to

**30.7%**  
by 2031



# Our Places





Curarong Beach



# Community Engagement Outcomes

The Community Strategic Plan is developed with and on behalf of the community. Council is committed to authentic and effective engagement with our community and stakeholders in the development of our plans and strategies.

This 2032 Community Strategic Plan has been built on the comprehensive engagement program that was undertaken to develop the Community Strategic Plan (CSP) Shoalhaven 2027. The purpose of the recent engagement was to review and update the current plan, rather than drafting a whole new Plan.

Council has engaged and consulted with the community on many different projects over the last few years and these consultation findings have been utilised in shaping the priorities of Shoalhaven 2032.

Engagement activities were focused on asking our community 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?



## 2017 Apr-Jun

What we did to develop the last Community Strategic Plan - Shoalhaven 2027

- 6** Workshops / Public meetings
- 8** Drop-in sessions
- 2,000** Pop-up surveys
- 305** submissions
- 70,000** Social media awareness reach

## 2020 – 2021 Jun Nov

Insights from key community engagements held over the last 18 months were used to inform the review

- 400** residents Community Satisfaction Survey 2020
- 263** submissions Local Strategic Planning Statement (LSPS)
- 120** surveys completed Disability Inclusion Action Plan (DIAP)
- 450** participants Shoalhaven Community Wellbeing Plan
- 14** communities Community Voices
- 260** surveys completed Recovery Into Resilience Project (RRP)
- 88** surveys completed

## 2021 Nov-Dec

Community Engagement to review and update CSP 2032

- 14,100** postcards to raise awareness
- 12,607** people reached through social media
- 1,000** visits to the Get Involved project page
- 350** surveys completed

## 2022 May-Jun

Engagement during public exhibition

- 17,923** reached through social media
- 1,129** visits to Get Involved webpages
- 123** discussions at **4** pop-up markets
- 81** formal submissions



Crookhaven Heads

# What Our Community Said

## We love



- Natural landscapes and bushland
- Beaches, coastline and foreshore
- Friendly people and community spirit
- Relaxed lifestyle
- Small communities and villages

## We want to see

- Balanced sustainable development
- Improved cycleways and pathways
- Protected environment and clean energy
- Reduced traffic and better roads
- More public transport services
- Affordable housing
- Jobs close to home



## We are concerned about



- Housing affordability
- Population growth and change
- Over development
- Loss of our natural environment
- Sustainable use of our resources
- Impacts of climate change

# Key Challenges

**Alongside the benefits of living in the Shoalhaven, there are many challenges that we face including accessibility to appropriate housing and employment opportunities. We will need to work in collaboration to address them.**

## Resilience, wellbeing and inclusion

- The COVID-19 pandemic has been an unexpected stress that we have had to cope with over the past two years along with impact of bushfire and floods. Building resilient communities will strengthen our ability to survive, adapt and thrive.
- Risk of social isolation particularly affecting older people and people with a disability in the community
- Equitable access to health, family and aged care services across the Shoalhaven
- Developing sense of community and social cohesion in growing communities
- Impacts of drug and alcohol intake on our public health and wellbeing, including safety risks in public places
- Increased prevalence of mental health issues amongst the community
- Lack of community knowledge and awareness on how to support the inclusion of people with a disability, people with dementia and other vulnerable population groups in community life

## Climate change and environmental sustainability

- Increase in frequency and severity of extreme storm events, bushfires and droughts with associated risks to life and property
- Impacts of sea level rise on local flooding and coastal management
- Potential impacts of heatwaves on the health and wellbeing of people vulnerable to extreme temperatures
- Decline in biodiversity caused by threats such as extreme temperatures, pest plants and feral animals
- Erosion and associated risks to property, infrastructure and natural areas
- Impacts of drought on community, agriculture and industry

## Housing affordability and diversity

- Ever increasing price of housing and lack of affordable stock and housing options, particularly for people on low incomes, people with a disability and young people
- Limited crisis and short term housing options to accommodate people in need of housing and shelter

## The natural environment

- Cumulative impacts of urban development on our beaches, creeks and lagoons including impacts of pollution and sedimentation and habitat loss
- Impacts of erosion and landslips on public and private places and property
- Balancing the impacts of hazard reduction measures on environmental values with the need for property protection (i.e. managing back burning, flood mitigation and seawalls in an environmentally sensitive way)
- Opposition from property owners to the implementation of hazard mitigation development controls (e.g. risk mapping and planning)
- Pressures on bushland and biodiversity through loss of core areas of vegetation because of development and illegal land clearing

## Traffic, transport and connectivity

- Distance between settlements presents challenges in connecting communities, including single road access during emergencies
- Limited public transport connectivity in several areas
- Ensuring continued investment in transport infrastructure to improve regional connections such as the Milton-Ulladulla bypass and Nowra bypass
- Peak summer tourism visitation results in increased traffic and pressure on road network
- Facilitating delivery of sustainable transport options including provision of footpath and cycleway networks



We want a city that has...

Burrill Lake

# Key Priorities

The community came up with several priorities that are important. These were categorised into four themes for our city.



## Resilient, Safe , Accessible & Inclusive Communities

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



## Sustainable, Liveable Environments

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



## Thriving local economies that meet community needs

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



## Effective, Responsible & Authentic Leadership

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

# How to Read this Plan

Important community priorities    Theme    What we are aiming to achieve    Council's role in delivering    Who has a role in working together to achieve outcomes



## Resilient, Safe, Accessible & Inclusive Communities

Key Priority	Outcomes	Council's Role	Our Partners
1.1 Support inclusive, safe and connected communities	<ul style="list-style-type: none"> <li>Communities are more prepared and more resilient following disruptive events</li> <li>Equitable access to opportunities to participate</li> <li>Improvement in socio-economic status</li> <li>Improvements to transport services and connectivity</li> <li>A variety of affordable housing options</li> <li>Improved community safety</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder Planner Regulator	NSW Government Resilience NSW Response agencies Developers Community housing providers Community members Community groups Council advisory committees
1.2 Preserve, support and develop cultural and creative vitality across our communities	<ul style="list-style-type: none"> <li>Active participation in an inclusive arts community</li> <li>Provision of cultural facilities</li> <li>Greater awareness, understanding and respect of local Aboriginal and Torres Strait Islander culture, heritage and histories</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder	NSW Government Community members Community groups Council advisory committees
1.3 Support community wellbeing through fostering active and healthy communities	<ul style="list-style-type: none"> <li>Improved access to opportunities for lifelong learning and to help others</li> <li>Provision of recreation and leisure facilities</li> <li>Increased opportunities to be healthy and active</li> <li>Improved access to places and activities for people with disability</li> </ul>	Service provider Facilitator Capacity builder Planner	NSW Government Community members Community groups Council advisory committees

Community indicators which show if we are making a difference

Council's existing documents to guide us

The direction we want indicators to go

Key ↓ Decrease ↑ Increase

### How will we measure our progress?

What we will measure	How we will measure	Baseline	Target
Council resilience and readiness capability in emergency management	Disaster response in the Shoalhaven (rating out of 5 – community survey)	3.9	↑
People's feeling of connection to their community	Feeling part of your community (rating out of 5 – community survey)	4.1	↑
Socio-economic indicators	SEIFA (Socio Economic Indexes for Areas)	964	↑
Use of public transport or active transport	Trips to work using public transport or active transport (walking or cycling) for residents %	5%	↑
Households in need of affordable housing in Shoalhaven	Percentage of households in housing stress	11.1%	↓
Community safety	Recorded major offences against persons and property	7,575	↓
People's feeling of safety in their neighbourhood	How safe you feel (rating out of 5 – community survey)	4.3	↑
Number and / or variety of cultural activities/events	Type of events & council support of events (rating out of 5 – community survey)	3.6	↑
Community satisfaction with Shoalhaven arts and culture	Satisfaction with Shoalhaven Regional Gallery & Shoalhaven Entertainment Centre (rating out of 5 – community survey)	4.1	↑
Council engagement with the Aboriginal community	Level of engagement with the Aboriginal community on Council's projects and programs including development of the Reconciliation Action Plan	New	↑
Level of volunteerism	Percentage of the Shoalhaven population doing some form of voluntary work	15.4%	↑
Community satisfaction with parks, playgrounds, sporting venues, aquatic centres, halls	Satisfaction with parks, playgrounds, sporting venues, aquatic centres & halls (rating out of 5 – community survey - average)	3.85	↑
Australian Unity Personal Wellbeing Index (Aust. Ave 75.9)	Happiness Index (rating - community survey) %	84.6	↑
Community satisfaction with facilities and services for people living with a disability	Community satisfaction of facilities and services for people living with a disability (rating out of 5 – community survey)	3.5	↑

### Council supporting strategies and plans that will guide us

- Arts Centre Strategic Plan
- Community Infrastructure Strategic Plan
- Crime Prevention Plan
- Disability Inclusion Action Plan
- Shoalhaven Libraries Strategic Plan
- Shoalhaven Entertainment Centre Business Plan
- Shoalhaven Affordable Housing Strategy
- Wellbeing Plan



# Resilient, Safe, Accessible & Inclusive Communities

Key ↓ Decrease ↑ Increase

Key Priority	Outcomes	Council's Role	Our Partners	
1.1	Support inclusive, safe and connected communities	<ul style="list-style-type: none"> <li>Communities are more prepared and more resilient following disruptive events</li> <li>Equitable access to opportunities to participate</li> <li>Improvement in socio-economic status</li> <li>Improvements to transport services and connectivity</li> <li>A variety of affordable housing options</li> <li>Improved community safety</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder Planner Regulator	NSW Government Resilience NSW Response agencies Developers Community housing providers Community members Community groups Council advisory committees
1.2	Preserve, support and develop cultural and creative vitality across our communities	<ul style="list-style-type: none"> <li>Active participation in an inclusive arts community</li> <li>Provision of cultural facilities</li> <li>Greater awareness, understanding and respect of local Aboriginal and Torres Strait Islander culture, heritage and histories</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder	NSW Government Community members Community groups Council advisory committees
1.3	Support community wellbeing through fostering active and healthy communities	<ul style="list-style-type: none"> <li>Improved access to opportunities for lifelong learning and to help others</li> <li>Provision of recreation and leisure facilities</li> <li>Increased opportunities to be healthy and active</li> <li>Improved access to places and activities for people with disability</li> </ul>	Service provider Facilitator Capacity builder Planner	NSW Government Community members Community groups Council advisory committees

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Australian Unity Personal Wellbeing Index (Aust. Ave 75.9)	Happiness Index (rating - community survey) %	84.6	↑
Community satisfaction with facilities and services for people living with a disability	Community satisfaction of facilities and services for people living with a disability (rating out of 5 – community survey)	3.5	↑

## Council supporting strategies and plans that will guide us

- Arts Centre Strategic Plan
- Community Infrastructure Strategic Plan
- Crime Prevention Plan
- Disability Inclusion Action Plan
- Shoalhaven Libraries Strategic Plan
- Shoalhaven Entertainment Centre Business Plan
- Shoalhaven Affordable Housing Strategy
- Wellbeing Plan



# Sustainable, Liveable Environments

Key Priority	Outcomes	Council's Role	Our Partners	
2.1	Manage our infrastructure for long term sustainability to meet community need	<ul style="list-style-type: none"> <li>Public infrastructure is maintained for its current purpose and for future generations</li> </ul>	Leader Advocate Service provider Planner	NSW Government Federal Government
2.2	Manage growth and development with respect for environmental & community values	<ul style="list-style-type: none"> <li>Improved collaborative strategic planning with the community</li> <li>Development contributes to and enhances neighbourhood character</li> </ul>	Leader Advocate Service provider Facilitator Planner Regulator	NSW Government Developers Community members Businesses
2.3	Protect the natural environment and enhance sustainability	<ul style="list-style-type: none"> <li>Greenhouse gas reduction targets for Council and community are met</li> <li>Natural environment is improved</li> <li>Community involvement in environmental enhancement programs is increased</li> <li>Resource consumption is reduced and waste minimised</li> <li>Biodiversity and urban green cover are enhanced</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder Planner Regulator	NSW Government Businesses Community members Community groups Council advisory committees

Key ↓ Decrease ↑ Increase

## How will we measure our progress?

What we will measure	How we will measure	Baseline	Target
Community satisfaction with roads	Community satisfaction maintenance of sealed & unsealed local roads (rating out of 5 – community survey)	2.6	↑
Length of footpaths and cycleways	Total length of footpaths and cycleways in kms	246.8	↑
Community satisfaction with provision of cycleways	Community satisfaction with provision of cycleways (rating out of 5 – community survey)	3	↑
Backlog of repair and renewal of community assets	Infrastructure backlog as a percentage of total infrastructure assets (audited results)	2.6%	↓
Community satisfaction with the strategic planning process	Community satisfaction with strategic planning within Shoalhaven (rating out of 5 - community survey)	2.8	↑
Urban canopy cover on public land	Urban canopy on public land (%)	New	↑
Community satisfaction with management of natural environment	Community satisfaction with management of natural environment (rating out of 5 – community survey)	3.2	↑
Community satisfaction with environmental protection and enforcement (e.g. building site inspections, illegal dumping, tree vandalism or clearing)	Community satisfaction with environmental protection and enforcement (rating out of 5 – community survey)	3.1	↑
Waterway environmental health	Percentage of water samples that meet the AS/NZ water quality guidelines as captured by Aqua Data	75%	↑
Council's greenhouse gas emissions	Council's Greenhouse gas emissions (tonnes CO2e-) baseline 2020-21, reported annually	77,567	↓
Community's greenhouse gas emissions	Community's Greenhouse gas emissions (tonnes CO2e-) (baseline to be established)	New	↓
Participation in environmental programs	Number of participants in environmental events and projects	New	↑
	Number of active bushcare groups on Council managed land	60	↑
Diversion of waste from landfill	% of waste diverted from landfill	36%	↑

## Council supporting strategies and plans that will guide us

- Asset Management Plans
- Bushcare Action Plans
- Coastal Zone Management Plan
- Coastal Management Programs
- Estuary Management Plans
- Flood Studies and Risk Management Plans
- Heritage Conservation Plans
- Local Strategic Planning Statement
- Pedestrian Access and Mobility Plan (PAMP)
- Public Domain and Open Space Plans
- Public Reserves Plans
- Shoalhaven Growth Management Strategy
- Structure plans and settlement strategies
- Sustainability Policy



Horse riding at Shoalhaven Heads





# Thriving Local Economies

that meet community needs

Key Priority	Outcomes	Council's Role	Our Partners	
3.1	Strengthen and diversify the economy	<ul style="list-style-type: none"> <li>Increased investment and new businesses</li> <li>Provision of employment for people of all ages and abilities</li> <li>Enhanced opportunities for a diverse sustainable visitor economy</li> </ul>	Leader Advocate Facilitator Capacity builder	NSW Government Businesses Chambers of Commerce
3.2	Deliver safe, vibrant & attractive public spaces	<ul style="list-style-type: none"> <li>Strong commercial centres and active CBDs</li> <li>Neighbourhoods, streets and public spaces provide quality places and facilities</li> <li>Increased participation in the civic and cultural life of the City</li> </ul>	Leader Advocate Service provider Facilitator Capacity builder	Businesses Chambers of Commerce Community members

Key ↓ Decrease ↑ Increase

### How will we measure our progress?

What we will measure	How we will measure	Baseline	Target
Shoalhaven Economic Indicators	Gross regional product (\$M)	6,040	↑
	Total number of people employed in the Shoalhaven (id profile)	38,103	↑
	Total value of construction and complying development certificates issues (\$M)	462.7	↑
	Number of new businesses that employ one or more people	New	↑
	Percentage of total jobs across the top 10 employing industries	83%	Maintain
People's perception of Shoalhaven as liveable city	People's perception of Shoalhaven as liveable city (% community survey)	81%	↑
Community's satisfaction with Shoalhaven's CBDs	Community satisfaction with Shoalhaven's CBD (rating out of 5 – community survey)	3.1	↑
People's perception, that the Shoalhaven is a vibrant place to live and work	Shoalhaven is a vibrant city (rating out of 5 – community survey)	3.4	↑

### Council supporting strategies and plans that will guide us

- Economic Development Strategy
- Nowra CBD Revitalisation Strategy
- Property Strategy
- Tourism Destination Management Plan



# Effective, Responsible & Authentic Leadership

Key Priority		Outcomes	Council's Role	Our Partners
4.1	Deliver reliable, high quality services	<ul style="list-style-type: none"> <li>Our community continues to have access to high quality public services</li> </ul>	Service provider Planner Regulator	
4.2	Provide transparent leadership through effective government and administration	<ul style="list-style-type: none"> <li>Decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way</li> <li>Provide equity of access to employment opportunities to improve the diversity of Council's workforce</li> </ul>	Leader Advocate Service provider Planner Regulator	
4.3	Inform and engage with the community about the decisions that affect their lives	<ul style="list-style-type: none"> <li>All community members have the opportunity to shape our future</li> <li>Increased awareness of the key issues impacting our community</li> </ul>	Advocate Capacity builder Planner	Businesses Community members Community groups

Key ↓ Decrease ↑ Increase

## How will we measure our progress?

What we will measure	How we will measure	Baseline	Target
Community's satisfaction with basic council services	Overall satisfaction with Shoalhaven City Council (rating out of 5 – community survey)	3.3	↑
Community expectations about customer service	Overall performance of council in dealing with your request (rating out of 5 – community survey)	3.6	↑
	Timeliness of council responding to community requests (rating out of 5 – community survey)	3.5	↑
Development Applications assessment times	Percentage of Development Applications determined within 40 days (council records - %) Target 65%	62%	↑
Identified positions within Council	Number of identified positions within Council	6	↑
Council's financial benchmarks	Number of financial benchmarks that meet the six target ratios (2020-21)	5	↑
Community's engagement in decisions that affect their lives	Community's awareness of community engagement projects and initiatives (percentage – community survey)	34%	↑
	Active participation in community engagement projects/initiatives (percentage – community survey)	26%	↑
Community's satisfaction with Council's leadership	Community satisfaction with Council's leadership (rating out of 5 - community survey)	New	↑

## Council supporting strategies and plans that will guide us

- Community Engagement Policy and Strategy
- Community Participation Plan
- Resourcing Strategy
  - Long Term Financial Plan
  - Asset Management Policy, Strategy and Plans
  - Workforce Strategy
  - Information Communications Technology Strategy



# Implementation

Council does not have the sole responsibility for implementing or resourcing all the community aspirations identified within the Plan. While Council takes a lead role in the development and implementation of the Plan, responsibility for achieving our long-term objectives rests with the collective commitment of all levels of government, businesses, industry groups, community organisations and individuals.

## Integrated Planning & Reporting Framework

Council's role in the delivery of services, facilities and programs is outlined in the Delivery Program and Operational Plan as well as Council's supporting strategies and plans. These strategies must be developed through consultation and engagement with our community.

Council is committed to understanding our community's desired level of service and demand for key facilities and programs via genuine engagement. The desired level of service is the balance between the service provided; the level of service the community expect and what the community is prepared to pay for. The desired level of service will inform and the actions within all of Council's plans.

Councils are required by the NSW Government to undertake long-term planning based on community

engagement and backed up by comprehensive plans for finances, assets and workforce. This is known as the Integrated Planning and Reporting (IP&R) framework. Council operates in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 NSW and Commonwealth Government agencies.

The IP&R framework allows councils to navigate these complexities in a meaningful and purposeful way and to:

- integrate community priorities into council strategies and plans
- support community and stakeholders to play an active role in shaping the future of their community
- articulate the community's vision and priorities
- assign resourcing to support delivery of the vision and priorities, while also balancing aspirations with affordability
- maintain accountability and transparency by regular monitoring and reporting

The Delivery Program and Operational Plan are the focus of how Council will act to implement our 2032 vision. These plans detail the actions and projects that will be delivered to work towards the Shoalhaven 2032 key priorities.

Document	Purpose
Shoalhaven 2032 - Community Strategic Plan	Articulates the community's vision and aspirations for the next 10 years for our community, environment, economy and civic life
Delivery Program	Defines Council's objectives to support Shoalhaven 2032 over a four-year period
Operational Plan	Details what Council will do over the next 12 months to deliver on the objectives defined in the Delivery Program and allocates budget and resources to achieve them
Resourcing Strategy	Addresses how Council will implement and resource the Delivery Program through planning for our finances, assets and workforce
Supporting Strategies & Plans	Inform priority actions in the Delivery Program and Operational Plan with more detailed strategic activities

## Reporting and Accountability

Council is accountable to the community on progressing towards the community's vision. The quarterly performance and annual reports detail progress against the objectives and actions in the Delivery Program and the Operational Plan. The Community Strategic Plan will also be evaluated through the State of the City report which is produced at the end of each Council term and presented to the incoming Council. The Plan will also be updated at the commencement of each Council term to ensure it remains relevant and continues to reflect community aspirations.

## Council's many different roles

Council plays many different roles in helping achieve our Community vision and aspirations. These are varied and evolve over time.

**Leader** - plans direction through developing and implementing policy and strategy, guides the way forward to achieve our community's vision

**Advocate** - elevates concerns to different levels of government reinforcing community needs

**Service Provider** - delivers facilities, services and infrastructure in an efficient manner to meet community needs

**Facilitator** - connects diverse interests and encourages activities to achieve positive community outcomes

**Capacity builder** - mentors, motivates and funds community-led initiatives which help deliver the community vision

**Planner** - works with our community stakeholders to develop well-researched solutions to our community needs

**Regulator** - implements legislation to work towards environmental protection and community wellbeing



# Alignment with Other Plans & Strategies

As part of the development of the CSP2032, a review was undertaken of the following strategies and plans to identify opportunities and risks for Shoalhaven City.

National	
Australian Water Safety Strategy	
Indigenous Advancement Strategy	
Standards and guidelines for Australian Public Libraries 2020	
Strategic Plan 2020-23 - National and State Libraries Australasia	
Australia Council for the Arts Strategic Plan 2014-2019 and Corporate Plan 2019-2023	
Australia's Youth Policy Framework	

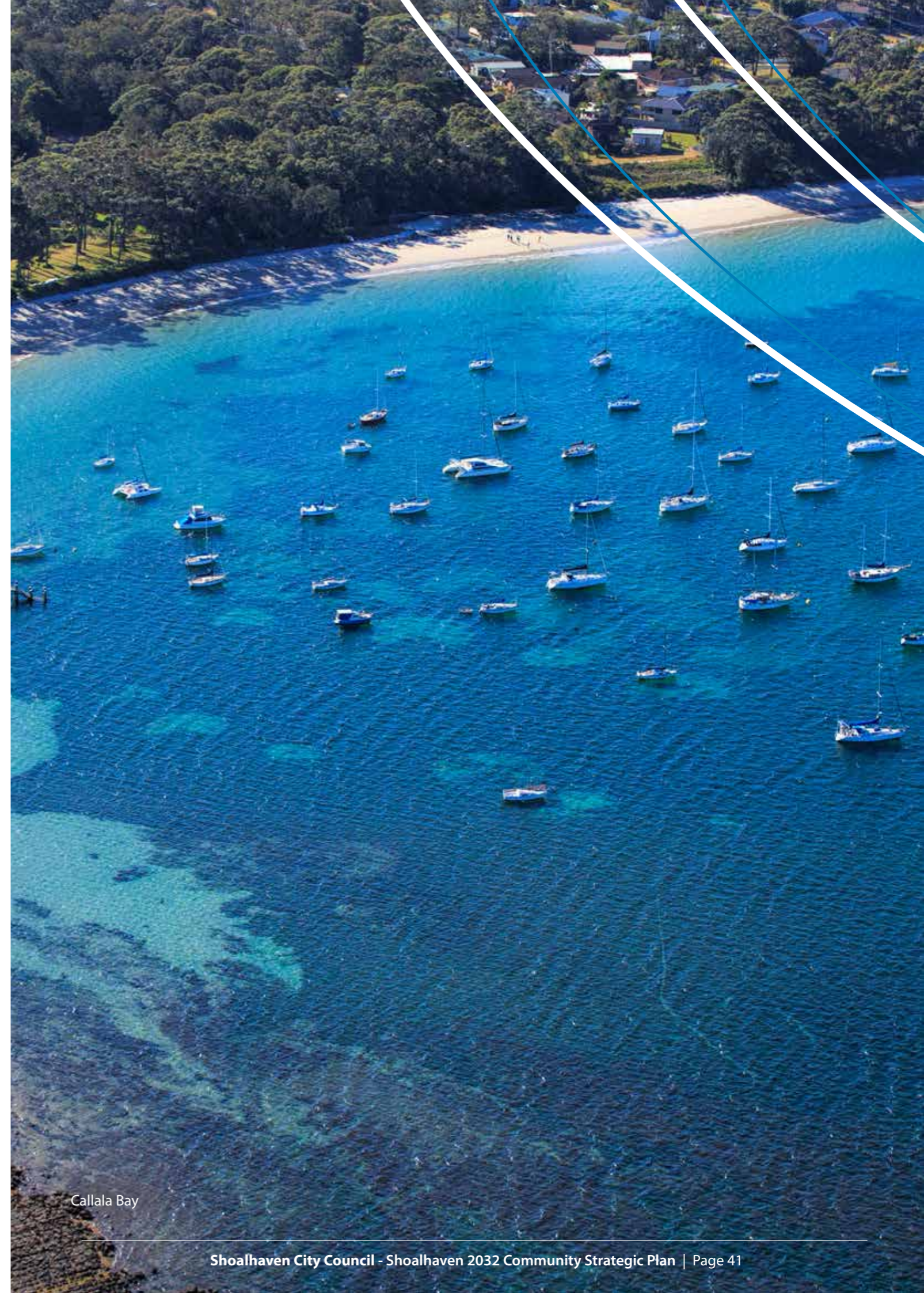
Regional	
Illawarra-Shoalhaven Regional Plan 2041	
Illawarra-Shoalhaven Regional Transport Plan	
Regional NSW Services and Infrastructure Plan	
Southeast Regional Strategic Pest Animal Management Plan	
Southeast Regional Strategic Weed Management Plan 2017 - 2022	

State	
Regional Economic Development Strategy	Premiers Priorities
State Infrastructure Strategy	Practice Note 15 water safety
Future Transport Strategy	NSW Coastal Water Safety Council
NSW Marine Estate Management Strategy	Her sport her way
Better Placed	NSW Heritage Act 1977
Greener Places	Indigenous spaces in library places - NSW public libraries
NSW Energy Efficiency Action Plan	Building on the Bookends Scenarios
Net Zero Plan Stage 1	Living Learning Libraries 7th edition 2020 update
Shoalhaven and Illawarra Enabling Regional Adaptation Plan	Create NSW: Arts and Culture Policy Framework
South Coast Regional Conservation Plan	Create NSW: Cultural Infrastructure Plan 2025+
NSW State Health Plan	Office of Sport Strategic Plan 2020-2024
NSW Health Strategic Priorities	Future Directions 2019-2022 (Sport NSW)
NSW Department of Education Strategic Plan	Ageing Well in NSW – Seniors Strategy
NSW Higher Education Strategy	NSW Volunteering Strategy
Department of Communities and Justice Strategic Direction	NSW Disability Inclusion Plan
NSW Aboriginal Health Plan	NSW Biodiversity Values mapping
NSW Implementation Plan for Closing the Gap	EPA Resource Recovery
NSW Intergenerational Report	

Community – Led Plans	
Bay and Basin Community Led Strategic Plan 2021	
Berry Community Strategic Plan 2016	
Conjola District Strategic Action Plan 2014-2030	
Shoalhaven Heads - Our Future - Strategy 2013	
Sussex Inlet and District strategic Action Plan 2015-2030	



Callala Bay

# Part of a Global Community

Australia has joined with 192 other countries and committed to a global roadmap to work toward a better world for current and future generations.

The Sustainable Development Goals (SDGs) were developed by the United Nations to work towards a more sustainable future which promotes prosperity and protection of the planet. The 17 Goals guide efforts to increase global well-being through addressing some of society's key challenges. The key priorities and actions outlined in this Community Strategic Plan will help to realise global goals through local action.



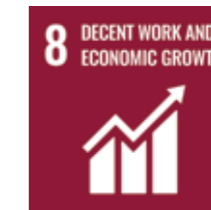
**Resilient, Safe,  
Accessible  
& Inclusive  
Communities**



**Sustainable,  
Liveable  
Environments**



**Thriving Local  
Economies**



**Effective,  
Responsible  
& Authentic  
Leadership**





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