



Shoalhaven 2035

Community Strategic Plan

Draft for exhibition





Acknowledgement of *Country*

Walawaani (welcome),

Shoalhaven City Council recognises the First Peoples of the Shoalhaven and their ongoing connection to culture and country. We acknowledge Aboriginal people as the Traditional Owners, Custodians and Lore Keepers of the world's oldest living culture and pay respects to their Elders past, present and emerging.

Walawaani njindiwan (safe journey to you all)

This acknowledgment includes Dhurga language. We recognise and understand that there are many diverse languages spoken within the Shoalhaven.

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Message from the Mayor

Shoalhaven has plenty to offer. Rich in diverse natural landscapes of coastal and bushland settings, we are home to passionate and motivated communities. This Community Strategic Plan is derived from a culmination of consultation gathered through conversations, online surveys and workshops to establish a shared vision for the region and the steps we can take now toward achieving it.

Economic pressures present today requires that we carefully invest in what's most important to the Shoalhaven's future. The Community Strategic Plan provides the roadmap for all levels of government, public and private sector to deliver collaboratively. This plan is the highest order strategic document to which Council sets its own goals and objectives. Specifically, the plan sets out what we are trying to achieve, the strategies we are using to achieve it, and the outcomes that will indicate that we have reached our goals.

These targets are expressed within four main focus areas:

- Vibrant, active and safe communities
- Sustainable environments and liveable communities
- Resilient local economies and enabling infrastructure
- Transparent leadership with good governance.

Preserving the natural, built and cultural heritage of the Shoalhaven is important as we plan for population growth during the next 10 years and beyond. We know from listening to you that affordable housing, access to health services, quality roads and footpaths to traverse areas across the city are what's most needed.

With everyone working together, we will be able to overcome the challenges and embrace opportunities to make the Shoalhaven an even better place to live.

Patricia White

P.K. White

Mayor, Shoalhaven





About this *plan*

The Shoalhaven City Community Strategic Plan outlines our vision and describes how we will achieve our community's goals, priorities and aspirations. The plan outlines where we are now and identifies the key challenges facing our community over the next 10 years. Its purpose is to outline how we can address these issues while working towards achieving our long-term goals.

The plan is based on feedback from residents who participated in online surveys, pop-up information stalls, advisory committee and industry workshops held between November 2024 and March 2025. It is also based on a review of the State of our City Report and the previous Community Strategic Plan 2027.

The plan is for everyone in the Shoalhaven. While Council will lead implementation, partnerships with other levels of government, industry groups, community groups and individuals are crucial to achieving our long-term goals and aspirations.



“

A place of natural beauty with
compassionate, resilient and
thriving communities.

– Vision statement

”

Council's Guiding Principles

Access

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



Participation

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



Equity

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



Rights

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



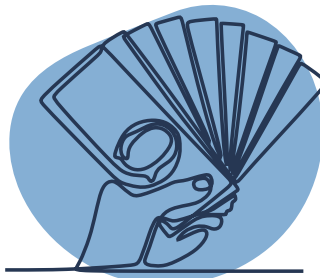
Environmental

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



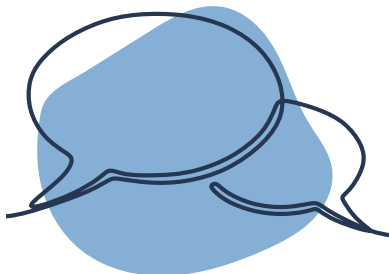
Economic

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



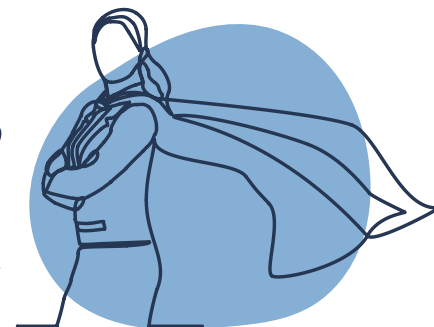
Social

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



Civic Leadership

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



Our Shoalhaven

Shoalhaven is a special place with beautiful natural surroundings, a growing population and a strong economy. It's a great place to live, work, visit and have fun. From Berry in the north to Durras in the south, the coastal area is home to a variety of places, people and environments.

Located on the south coast of New South Wales, Shoalhaven's main centre is Nowra-Bomaderry, about 160 kilometres south of Sydney. Most people live along the coast, which is connected by the Princes Highway. Major towns include Nowra-Bomaderry, Milton-Ulladulla, Huskisson-Vincentia, St Georges Basin District, Culburra Beach and Sussex Inlet.

Shoalhaven covers 4,531 square kilometres and includes national parks, state forests, bushland, beaches and lakes. Its natural beauty attracts new residents, holidaymakers and day-trippers.

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

Shoalhaven boasts some of the most beautiful landscapes on Australia's east coast including rainforests, woodlands, rocky areas, coastal plains, farmland and floodplains. It has over 165 kilometres of coastline, the longest of any local government area in NSW.

The coast features major estuaries, coastal lakes, long beaches, small pocket beaches, coastal dunes, sandstone headlands and rugged bluffs.

The people of Shoalhaven have a strong sense of community, are friendly, welcoming and caring. Many residents participate in council and community activities, as seen in the large attendance at key events throughout the year.





Our *places*



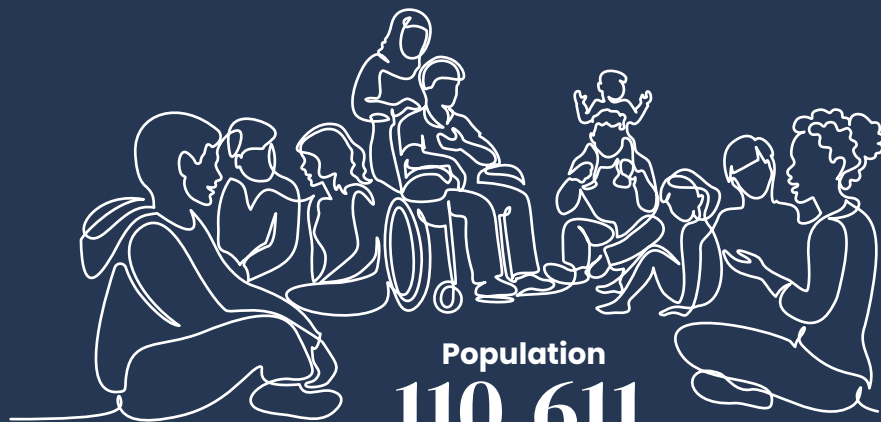
“

Shoalhaven boasts some of the most beautiful landscapes on Australia's east coast, including rainforests, woodlands, rocky areas, coastal plains, farmland and floodplains. It has over 165 kilometres of coastline, the longest of any local government area in NSW. The coast features major estuaries, coastal lakes, long beaches, small pocket beaches, coastal dunes, sandstone headlands and rugged bluffs.

”



Where are we *now*?



Population
110,611

(ABS ERP 2024)

13.5% born overseas
8.1% need disability assistance

Median age

48

19.2% aged 0-17
36.1% Population of avg. age 60+



Labour Force

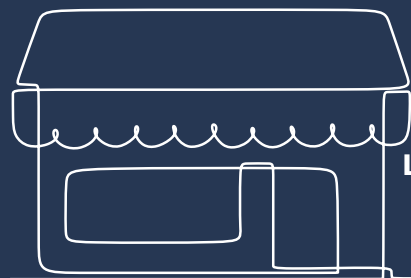
49,164

In workforce

50.1%

Unemployed

4.9%



Local Businesses

8,281



Largest Industry

Health care and social assistance



21%

of households are made up of couples with children

18%
Older couples without children

26%
Single person

5.2%
Single parent

Total Households

45,894

(ABS 2021)

25.8%
Mortgage

23.1%
Renting

3.4%
Social housing



6.5%

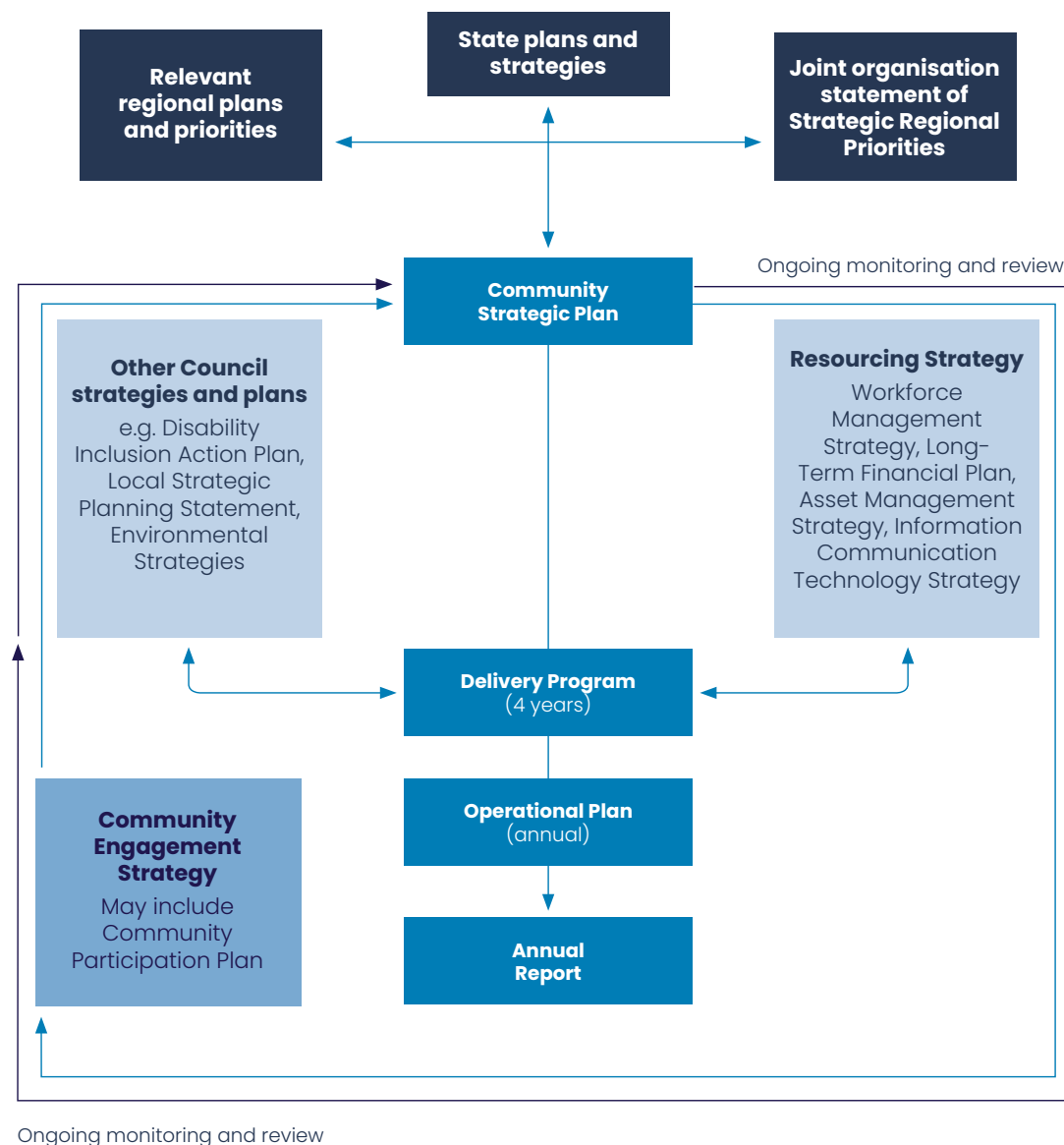
identify as Aboriginal and Torres Strait Islander



Integrated Planning and Reporting Framework

Communities everywhere strive for the same goals: a safe and healthy living environment, sustainable practices, ample job opportunities and dependable infrastructure. Shoalhaven City Council's strategic direction and day-to-day planning are guided by the NSW Government's Integrated Planning and Reporting Framework. The framework outlines a suite of interrelated planning documents and how they fit together.

Each element of this framework is reviewed and adopted by the elected Council and then actioned by Council staff. The framework acknowledges that Council plans and policies should not function independently but rather collaborate to create a brighter future for everyone.





What are the *key elements*?

Community Strategic Plan

The community plan for the Shoalhaven over the next 10 years is captured in the Community Strategic Plan (CSP). The purpose of the plan is to identify the community's main aspirations and priorities for the future. While Council will use the plan to develop its objectives and actions, not everything in the plan is Council's responsibility. Other government and non-government organisations can and will use the CSP to align their activities to meet Shoalhaven's needs.

Delivery Program

The Delivery Program covers the four-year term of an elected Council. To create the program, we look at the Community Strategic Plan and the Resourcing Strategy and ask what we can achieve over the coming term for each of our community's goals to bring us closer to the community's vision.

Operational Plan

The one-year Operational Plan details what will be completed over the next 12 months to address the Delivery Program objectives. Budget, staff resources and assets are allocated to ensure the actions are delivered. The Operational Plan is published each year alongside the Delivery Program and referred to as the Delivery Program Operational Plan (DPOP).

Resourcing Strategy

While the CSP describes the long-term goals of our community, the Resourcing Strategy outlines how we will help achieve these in terms of time, money, assets and people. It is used to address the budget needs through the Long Term Financial Plan, assets required through the Asset Management Framework, technology needs through the Information and Communication Technology Strategy and Council's workforce through the Workforce Strategy.

Community Engagement Strategy, including Community Participation Plan

Community engagement and feedback influences every part of what we do, including our day-to-day activities and overarching goals and strategies. We ask for community input around the plans and strategies that make up our Integrated Planning and Reporting Framework, as well as individual projects and initiatives. While community engagement does not replace final decision-making of the elected Council, it plays an important role, ensuring the final recommendations made by staff are equitable and well-informed.

≡ Council roles and *responsibilities*

Leader

Sets 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 and access appropriate funding opportunities.

Service provider

Delivers facilities, services and infrastructure in an efficient and financially responsible 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.

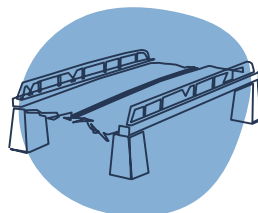


Key challenges

The following outlines some of the challenges which are felt across our communities and have been considered in framing priorities in the Community Strategic Plan.



Cost of living pressures and housing affordability.



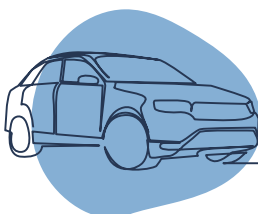
Renewal and maintenance of infrastructure.



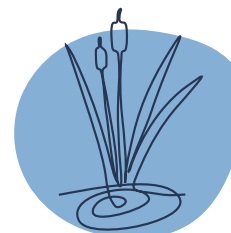
Climate change, natural disasters and environmental sustainability.



Resilience, wellbeing and inclusion.



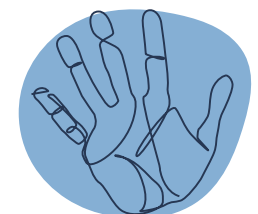
Traffic, transport and connectivity.



The natural environment.



Community involvement in decision making.



Recognition of and support for Traditional Owners.



Sustainable tourism.



Key challenges

Cost of living pressures and housing affordability

Cost-of-living crisis: Utilities, groceries and essentials are rising faster than wages.

Housing shortage: Limited crisis and short-term housing options for those in immediate need.

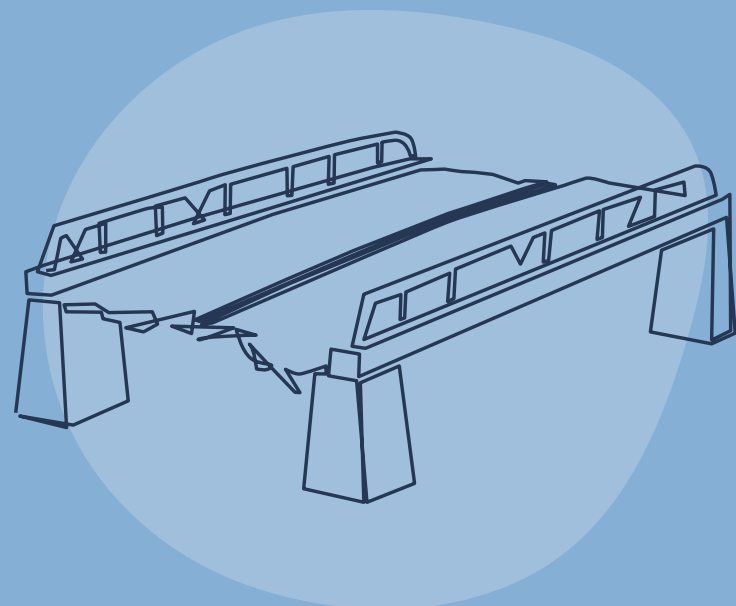
Affordable housing: Increasing housing prices and lack of affordable options, especially for low-income individuals, people with disabilities and young people.

Housing stress in Shoalhaven: More than 4,100 households in housing stress, with 2,100 needing affordable housing (2021 Census).

Demographic disparity: Shoalhaven has fewer people under 18 and more people over 60 compared to the rest of the state, with one in five property owners being pensioners.



12



Renewal and maintenance of infrastructure

Infrastructure maintenance: Maintaining infrastructure, especially roads, transport and stormwater assets, is an ongoing challenge for the Council.

Road network responsibility: Council manages over 1,800 km of roads, averaging 30 meters per rateable property (60,000 properties).

Inflation impact: High inflation has increased the cost of infrastructure projects, with an estimated 6% inflation over the 12 months to June 2024.



Key challenges



Climate change, natural disasters and environmental sustainability

Extreme weather events: Increased frequency and severity of storms, bushfires and droughts, posing risks to life and property.

Natural disasters in Shoalhaven: Fifteen natural disaster declarations between 2019 and 2024, the highest among regional NSW councils.

Sea level rise: Impacts on local flooding and coastal management.

Heatwaves: Potential health risks for vulnerable populations.

Biodiversity decline: Threats from extreme temperatures, pest plants and feral animals.

Erosion: Risks to property, infrastructure and natural areas.

Droughts: Regular droughts affecting the community, agriculture and industry.

Resilience, wellbeing and inclusion

Social isolation: Risk particularly affects older people and those with disabilities.

Health services access: Need for equitable access to health, family and aged care services in Shoalhaven.

Community cohesion: Importance of fostering a sense of community and social cohesion in growing areas.

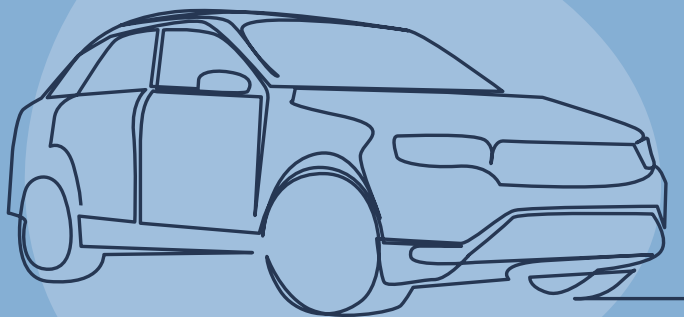
Substance abuse: Impacts of drug and alcohol intake on public health and safety.

Mental health: Increased prevalence of mental health issues in the community.

Inclusion awareness: Lack of knowledge on supporting the inclusion of people with disabilities, dementia and other vulnerable groups.



Key challenges



Traffic, transport and connectivity

Connectivity challenges: Distance between settlements and single road access during emergencies.

Public transport: Limited connectivity in several areas.

Infrastructure investment: Need for continued investment in transport infrastructure, including the Milton–Ulladulla and Nowra bypasses.

Tourism impact: Increased traffic and road pressure during peak summer tourism.

Sustainable transport: Importance of providing footpath and cycleway networks.

The natural environment

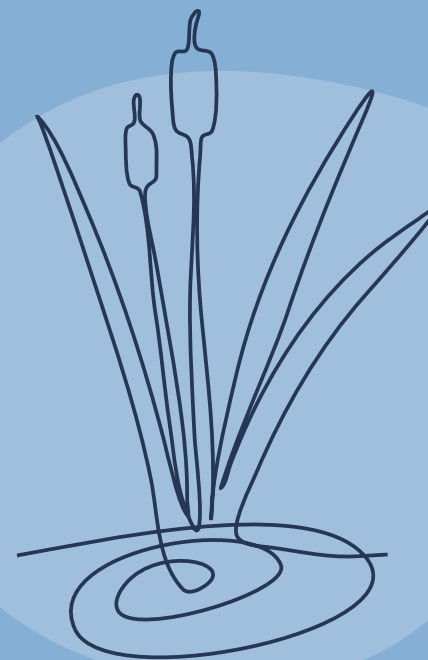
Urban development impacts: Pollution, sedimentation and habitat loss affecting beaches, creeks and lagoons.

Erosion and landslips: Effects on public and private properties.

Hazard reduction balance: Managing back burning, flood mitigation and seawalls while protecting environmental values.

Property owner opposition: Resistance to hazard mitigation development controls like risk mapping and planning.

Bushland and biodiversity pressure: Loss of core vegetation areas due to development and illegal land clearing.





Key challenges

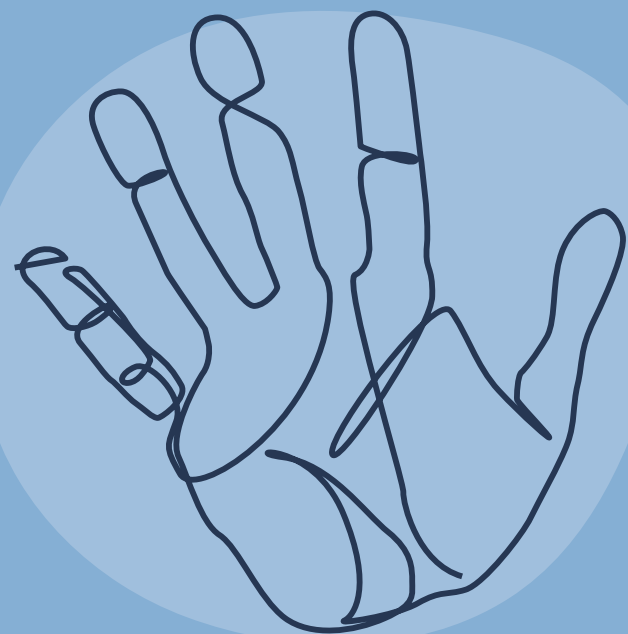
Community involvement in decision making

Inclusive participation: Everyone should have the opportunity to shape the city's future through dialogue and genuine discussion.

Trust in government: Maintaining trust is challenging due to perceived lack of transparency, accountability and responsiveness.

Understanding through engagement: Engagement may not always lead to agreement but can enhance understanding and mutual respect for different views.

Accessibility: Community engagement processes must be accessible to all, considering diverse values and perspectives.



Recognition of and support for Traditional Owners

Commitment to relationships: Council is dedicated to building respectful and collaborative relationships with Aboriginal and Torres Strait Islander communities in Shoalhaven.

Aboriginal Protocol Guide: Council has adopted a guide to assist staff with local Aboriginal practices and protocols.

Reconciliation Action Plan: Council has recently started implementing a Reconciliation Action Plan.



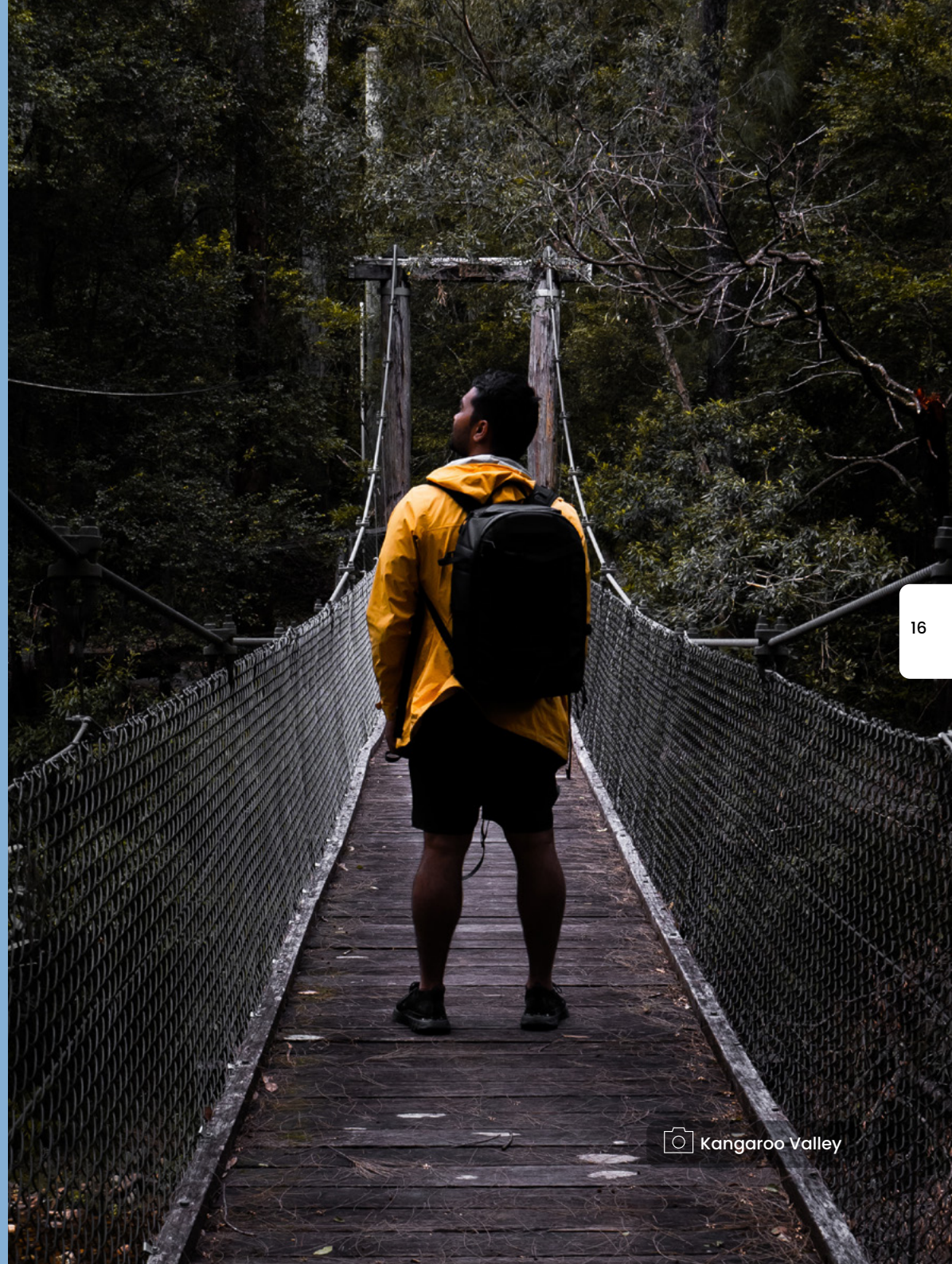
Key challenges



Sustainable tourism

Investor and visitor attraction: About one-third of property owners in Shoalhaven live outside the area, leading to low permanent occupancy rates in some suburbs.

Seasonal population surge: The population doubles in summer, straining community infrastructure and scenic tourist destinations.



What we heard from our community

Building on findings from previous Community Strategic Plan engagements in 2017 and 2021, Council undertook further consultation with the community between November 2024 and March 2025. Consultation included workshops, drop-in sessions and an online survey on Council’s engagement platform, Get Involved.



Council held workshop sessions with the Community Consultative Committee Executive, Council’s Inclusion and Access Committee and a business and industry online session. Further engagements will occur with Council’s advisory committees in the refinement of the plan. Another opportunity for community feedback on the draft suite of documents will be held during public exhibition in May 2025.

Engagement activities were focused on asking our community stakeholders:

- What do you love about the Shoalhaven?
- What would make the Shoalhaven a better place for everyone?
- What priorities are most important to you?
- What are the biggest challenges facing our community?



What we heard from our *community*

We love

- Beaches, waterways and coastline
- Environment and bushland
- Natural beauty
- Lifestyle
- Friendly community

What is most important?

1. Roads, shared paths, drainage
2. Access to health services
3. Environment and biodiversity
4. Green spaces
5. Affordable housing options

What would make Shoalhaven better?

- Better planning and development
- Improve the roads
- Accessible council services
- Council amenities and facilities
- Public transport

We are concerned about

- Cost of living
- Demand on health services
- Housing affordability
- Drug and alcohol abuse
- Over-development

These images, submitted during the consultation period, showcase what our community love most about the Shoalhaven.





Where do we want to be in 2035?



Where do we want to be in 2035?

The four key pillars and related priorities have been drafted following community engagement. They describe where our community would like the city to be in 10 years' time.

Vibrant, safe and *active communities*

- 1.1.** Community life, civic engagement and community support
- 1.2.** Creativity, culture and lifelong learning
- 1.3.** Active lifestyles
- 1.4.** Safe behaviour and relationships
- 1.5.** Preparedness for disasters and emergencies

Sustainable environments and *liveable communities*

- 2.1.** Sustainable management of the natural environment
- 2.2.** Liveable neighbourhoods and sustainable development
- 2.3.** Safe built environment and business operations

Resilient local economies and *enabling infrastructure*

- 3.1.** Economic opportunity and diversity
- 3.2.** Transport facilities and services
- 3.3.** Housing for all

Transparent leadership with *good governance*

- 4.1.** Financial sustainability
- 4.2.** Transparent leadership
- 4.3.** Effective collaboration and engagement

How to read the *plan*



Community Outcome

These are the community's long-term aspirations for the City. Alongside Council, other partners such as individuals, community groups and State and Federal agencies have an important role to play in realising these outcomes.



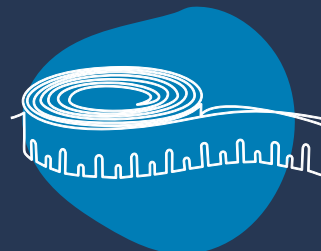
Our Partners

This lists the key groups that are most important in delivering the desired outcomes. Council may also have a role in advocating for other levels of government to act in support of positive community outcomes.



How will we get there?

These are the strategies that Council will undertake to achieve the long-term outcomes. Council's Delivery Program Operational Plan elaborates on the specific activities within these strategies.



How will we measure our progress?

These are the measures that will help us track our progress toward our long-term outcomes. The data source for each measure is indicated.

Vibrant, active and *safe communities*



1.1 Community life, civic engagement and *community support*



Community outcome

- People are engaged in community activities that build a sense of connection, inclusion, pride and belonging.
- People have access to well-resourced local health and support services.



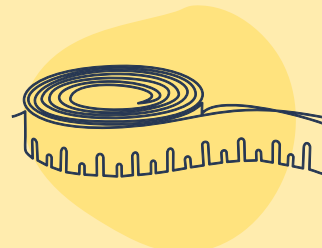
How will we get there?

- Deliver plans and strategies which help to create an inclusive community and improve equitable access to opportunities.



Our partners

- Neighbourhood centres
- Community groups
- Local businesses
- NSW Government



How will we measure our progress?

- Satisfaction with belonging in the community (Australian Liveability Census).
- Satisfaction with family and community services (aged, disability and home care, protection and support services etc.) (Australian Liveability Census).
- Satisfaction with community being welcoming to all people (Australian Liveability Census).



“

I feel supported and have access to the health services I need.

”

1.2 Creativity, culture and lifelong learning



Community outcome

- Community acknowledges, values and celebrates creative and cultural expression through initiatives that reflect the community's heritage and character.
- People have access to education, training and volunteer opportunities throughout life, enhancing their sense of purpose and community participation.



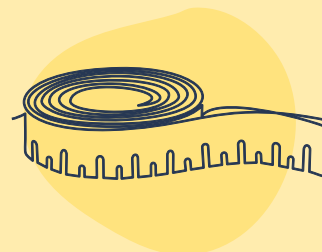
Our partners

- Cultural groups
- Artists
- Community groups
- NSW Government



How will we get there?

- Develop partnerships and services to support active participation in a vibrant and inclusive arts community.
- Support communities to access opportunities for lifelong learning and encourage volunteering to foster community wellbeing.



How will we measure our progress?

- Satisfaction with cultural and/or artistic community (Australian Liveability Census).
- Percentage of the Shoalhaven population doing some form of voluntary work (Australian Bureau of Statistics).

“

I can access opportunities that help me grow and help others.

”



“

I can express my culture
and creativity.

”

1.3 Active *lifestyles*



Community outcome

- Community can use green spaces and recreational areas for play, exercise and relaxation.
- Everyone in the community has access to a range of sports and active recreational activities.



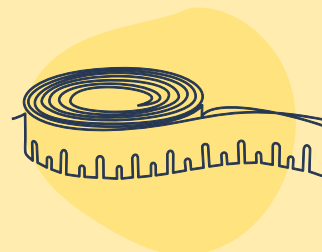
How will we get there?

- Provide and maintain recreation and leisure facilities and programs to meet community needs.



Our partners

- Local sporting groups
- Community groups
- NSW and Federal Government



How will we measure our progress?

- Spaces suitable for play (from toddlers to teens) (Australian Liveability Census).
- Satisfaction with spaces for group or community activities and/or gatherings (sports, picnics, performances etc.) (Australian Liveability Census).

“
I can enjoy my
local area.
”



“

I can play sports and
be active.

”

1.4 Safe behaviour and relationships



Community outcome

- People feel safe in their interactions and relationships with others.
- Community is supported to foster safe and respectful relationships.



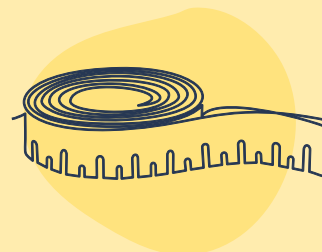
How will we get there?

- Support communities to become safer and more resilient through positive and effective planning, partnerships and programs.



Our partners

- Community groups
- NSW Police
- NSW Government



How will we measure our progress?

- Sense of personal safety (for all ages, genders, day or night) (Australian Liveability Census).



“

I feel safe with others in my community.

”

1.5 Preparedness for disasters and emergencies



Community outcome

- Community members have the knowledge and resources to respond effectively in times of crisis and supported to recover and rebuild their lives.
- Emergency managers are equipped with skills and resources to protect people and property during disasters and emergencies.
- Effective flood management prepares communities to better withstand and recover from flood events.



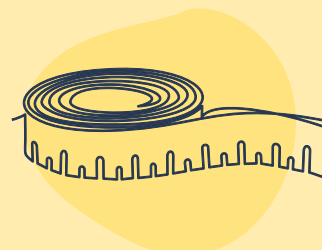
Our partners

- Community
- Response agencies – SES, RFS, Police
- NSW Government



How will we get there?

- Support communities to prepare for, respond to and recover from natural disasters, extreme weather and other emergencies.
- Provide effective flood management to prevent or minimise the impacts of flooding.



How will we measure our progress?

- Neighbourhood spirit/resilience (from external impacts, storms, economic downturns etc.) (Australian Liveability Census).



“

I am prepared for potential disasters and I am supported to recover.

”

Sustainable environments and *liveable* *communities*



2.1 Sustainable management of the *natural environment*



Community outcome

- Everyone is committed and able to care for the environment to ensure it is preserved and can be enjoyed by future generations.
- People can access natural resources in a way that supports their long-term sustainability.



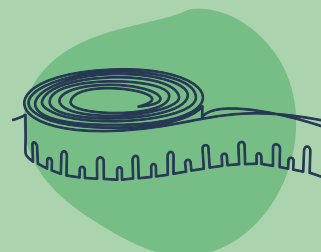
Our partners

- Businesses
- Community groups
- Volunteer groups
- NSW Government



How will we get there?

- Protect the natural environment by developing strategies to enhance and maintain biodiversity, urban green cover and ensure coastal protection.
- Address, adapt and build resilience to climate change.
- Increase diversion of waste from landfill into reuse opportunities which support the circular economy.



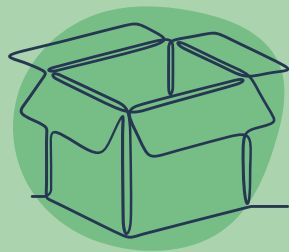
How will we measure our progress?

- Satisfaction with protection of the natural environment (Australian Liveability Census).
- Satisfaction with sustainable behaviours in the community (water management, solar panels, recycling etc.) (Australian Liveability Census).
- Council's corporate greenhouse gas emissions (Council).
- Diversion of waste from landfill (%).

“
I am able to use natural resources in
a sustainable way.
”

“ I enjoy my natural surroundings and help preserve them for the future. ”

2.2 Liveable neighbourhoods and sustainable development



Community outcome

- Development is environmentally, socially and economically responsible and creates resilient, well-planned neighbourhoods with good access to infrastructure, jobs and services.
- Everyone has access to community places that are well-maintained.



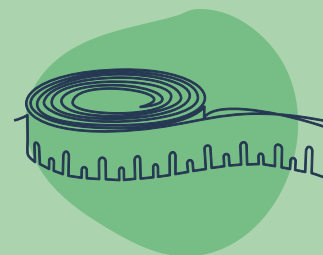
Our partners

- Property developers
- Land and Housing Corporation of NSW
- Community housing providers
- NSW Government



How will we get there?

- Facilitate sustainable development that considers current and future needs of our community and environment.
- Maintain liveability through provision of infrastructure, services and facilities across the City.



How will we measure our progress?

- Number of dwellings (Australian Bureau of Statistics).
- Satisfaction with access to neighbourhood amenities (cafes, shops, health services, etc.) (Australian Liveability Census).
- Satisfaction with general condition of public open space (street trees, footpaths, parks etc.) (Australian Liveability Census).
- Infrastructure Backlog Ratio (Council).



“

My local area has responsible, well-planned development.

”

2.3 Safe built environment and *business operations*



Community outcome

- People feel safe in public and community spaces.
- Buildings, developments and business operations meet legislative standards to ensure safety.



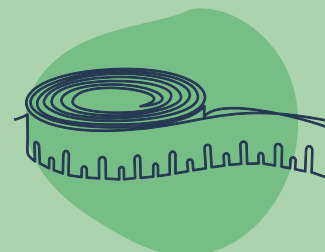
How will we get there?

- Work with the community to build safe, resilient and connected neighbourhoods.
- Use Council's regulatory powers and government legislation to enhance community safety.



Our partners

- Local businesses
- NSW Government



How will we measure our progress?

- Sense of neighbourhood safety (from crime, traffic, pollution etc.) (Australian Liveability Census).



“

I feel confident
in the safety of
buildings and
developments.

”

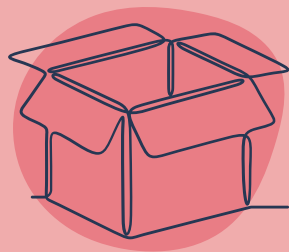




Resilient local economies and *enabling* *infrastructure*



3.1 Economic opportunity and *diversity*



Community outcome

- People have sufficient income and equitable access to material and social resources to meet their household needs.
- People have access to secure local jobs in a range of industries, with access to the training opportunities and support they need.
- Local business owners can access training and support to grow their businesses, create jobs and strengthen the local economy.
- Visitors to the Shoalhaven help grow the economy and provide local job opportunities.



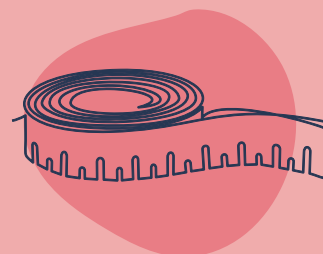
Our partners

- Local businesses
- NSW and Federal Government
- Regional Development Australia
- NSW Government



How will we get there?

- Support local organisations and networks to continue to provide essential services to vulnerable communities.
- Work with business, government and other partners to build a diverse local economy which provides employment opportunities for all.
- Advocate and promote the Shoalhaven to attract increased investment and new businesses.
- Promote and service the Shoalhaven as a diverse year-round tourist destination.



How will we measure our progress?

- Socio Economic Indexes for Areas (SEIFA).
- Employment diversity (Australian Bureau of Statistics).
- Number of businesses that employ one or more persons (Australian Bureau of Statistics).
- Satisfaction with locally-owned and operated businesses (Australian Liveability Census).

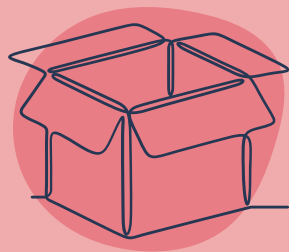
“
Our local businesses thrive.
”



“
I can get a
secure local
job.”



3.2 Transport facilities and services



Community outcome

- People can use a variety of transport options to get around easily and safely in areas with good connectivity, including walking, cycling and public transport.
- People can safely and efficiently use the roads which connect our communities.



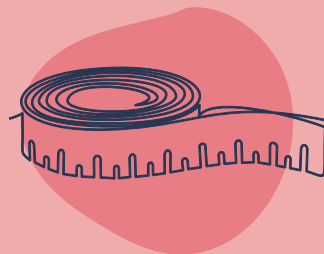
Our partners

- Transport for NSW
- Public transport providers



How will we get there?

- Active transport infrastructure is maintained for its current purpose and for future generations.
- Provide and maintain local roads, bridges and parking infrastructure to allow safe and easy movement around our City.



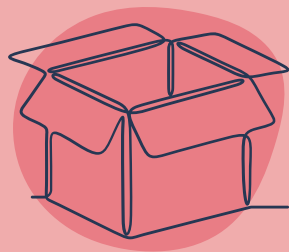
How will we measure our progress?

- Number of trips undertaken by walking and cycling (Transport for NSW Household Travel Survey).
- Satisfaction with access and safety of walking, cycling and/or public transport (signage, paths, lighting etc.) (Australian Liveability Census).
- Satisfaction with ease of driving and parking (Australian Liveability Census).



“Our road network is well-maintained and meets community needs.”

3.3 Housing for *all*



Community outcome

- People can live without housing stress in homes that are affordable and accessible with the support they need. Everyone has access to a range of suitable and safe housing options.



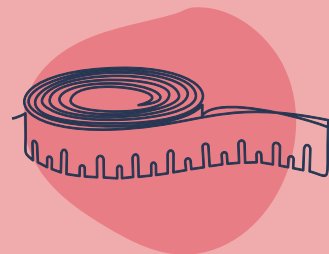
How will we get there?

- Develop and implement plans which will enable a variety of affordable and appropriately serviced housing options within the City.



Our partners

- Community housing providers
- NSW Government



How will we measure our progress?

- Satisfaction with the range of housing types and sizes (Australian Liveability Census).
- Diversity of housing types in the City (Australian Bureau of Statistics).



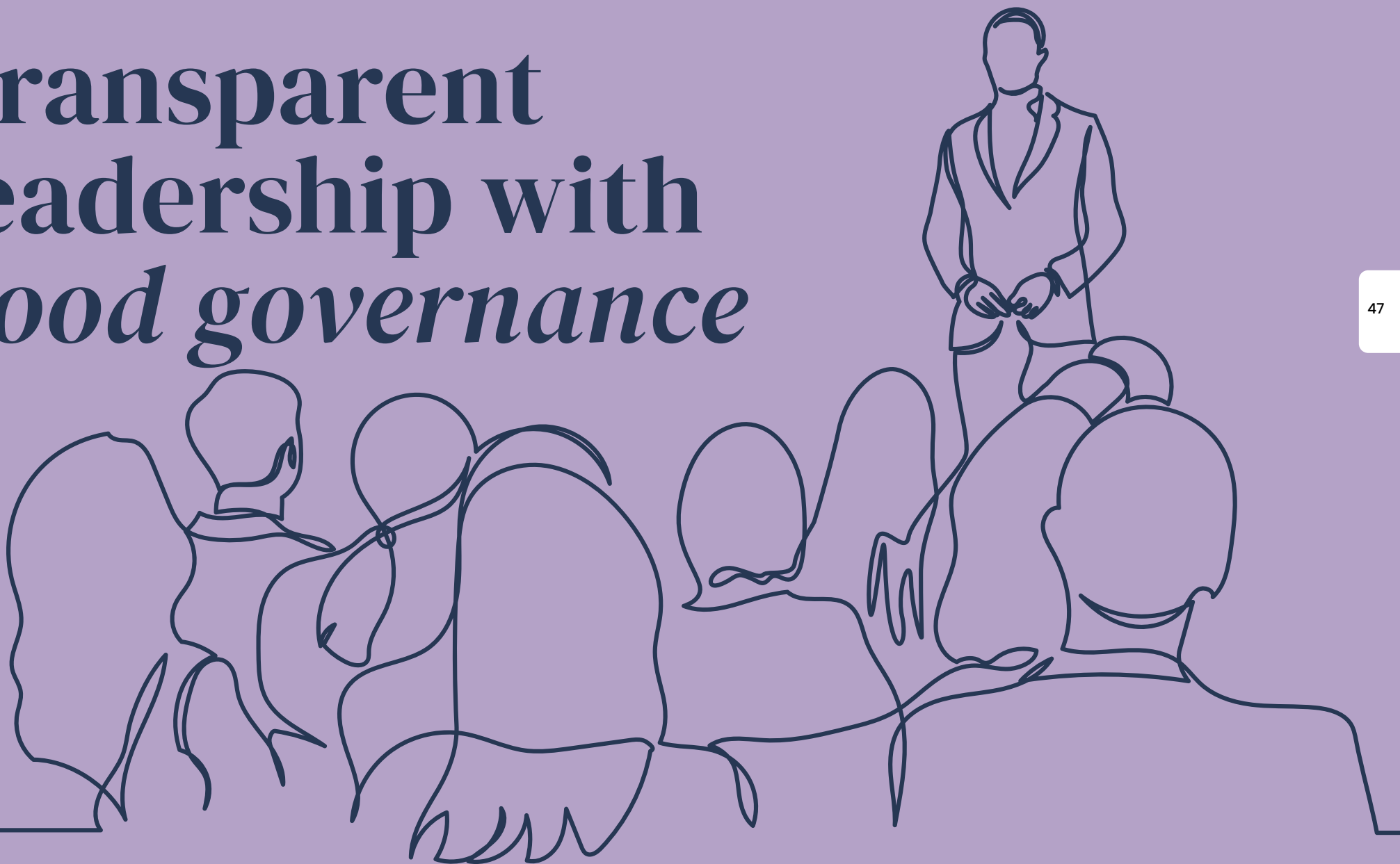
“

I can live in
a safe and
affordable
home with
the support I
need.

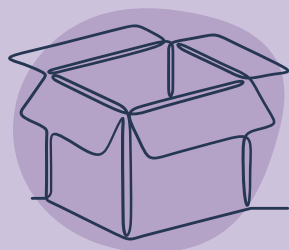
”



Transparent leadership with *good governance*



4.1 Financial *sustainability*



Community outcome

- Council is financially sustainable and provides services that meet community needs.



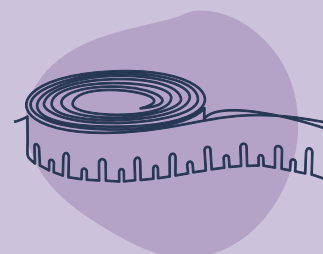
How will we get there?

- Support Council's sustainable delivery of projects and corporate services through sound financial management and control.



Our partners

- Office of Local Government
- Financial institutions
- Grant bodies



How will we measure our progress?

- Office of Local Government Financial Performance ratios.



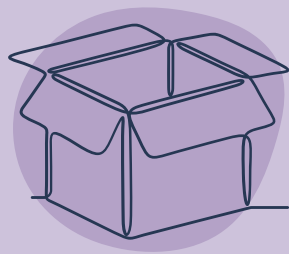
“

My Council
is working
towards
financial
sustainability.

”



4.2 Transparent *leadership*



Community outcome

- Council provides transparent leadership through effective governance and administration.



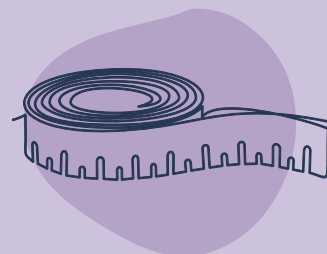
How will we get there?

- Provide support to the elected Council to enable effective leadership.



Our partners

- Community
- Local businesses



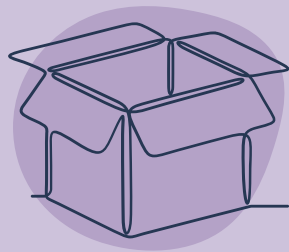
How will we measure our progress?

- Quality of customer service provided through customer satisfaction (CSAT) (Council).



“
My Council
provides
transparent
leadership
through good
governance.”

4.3. Effective collaboration and *engagement*



Community outcome

- Council collaborates with businesses, government organisations and the community to improve our City.
- People help shape their community and feel responsible for it.



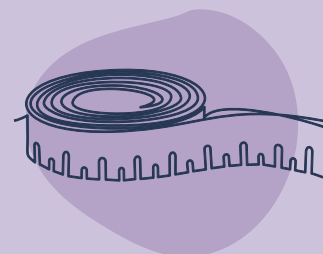
How will we get there?

- Develop community trust and respect through transparent interactions and reporting.
- Provide opportunities for the community to have genuine engagement on Council planning and decision making.



Our partners

- Community
- Local businesses
- NSW and Federal Government



How will we measure our progress?

- Number of key engagement projects (Council).
- Number of people engaged (Council).



“
I feel
prepared to
participate
in my
community.”





Review of Other Plans and *Strategies*

As part of the development of the CSP2035, a review was undertaken of the following strategies and plans to identify opportunities and risks for Shoalhaven City.

Community Led Plans

Bay and Basin Community Led Strategic Plan 2021
Berry Community Strategic Plan 2016
Cambewarra Resident and Ratepayers Association Business Plan 2022
Community Led Adaptation and Resilience Strategy for Shoalhaven
Conjola District Strategic Action Plan 2014-2030
Red Head Villages Association Community Plan 2024-2030
Shoalhaven Heads - Our Future - Strategy 2018
Sussex Inlet and District strategic Action Plan 2015-2030 (2019)

Regional

Illawarra South Coast Regional EMPLAN (Regional)
Illawarra-Shoalhaven Regional Plan 2041
Illawarra-Shoalhaven Regional Transport Plan
Shoalhaven Regional Economic Development Strategy – 2023 Update
South Coast Regional Conservation Plan
South East Local Strategic Plan – Local Land Services

State

2026 Road Safety Action Plan
24 Hour Economy Strategy
Active Transport Strategy
Ageing Well in NSW – Seniors Strategy
Better Placed
Connecting with Country Framework
Create NSW: Cultural Infrastructure Plan 2025+
Future Health 2022-2032
Future Transport Strategy
Greener Places
Illawarra Shoalhaven Sport & Active Recreation Plan 2018 – 2023
NSW Arts, Culture and Creative Industries Policy 2024-2033
NSW Marine Estate Management Strategy
NSW State Health Plan
NSW Visitor Economy 2030
Regional Health Strategic Plan
Shoalhaven and Illawarra Enabling Regional Adaptation Plan
South East Regional Strategic Pest Animal Management Plan
South East Regional Strategic Weed Management Plan

Federal

National Road Safety Strategy
Thrive 2030 – Tourism Australia



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