

Discussion Paper

Contents

1. About the Shoalhaven.....	4
2. Why is Council talking about a “Community Strategic Plan?	5
3. What does a Community Strategic Plan Contain?.....	7
4. What does the Current Community Strategic Plan Say?	8
5. What is planned for the new Community Strategic Plan?	9
6. What do each of these themes mean?.....	9
7. What do we have to think about when setting priorities for these themes?.....	10
8. What has the community already told Council?.....	19
9. What have Councillors and Senior Staff said during workshops on the Community Strategic Plan?	20
10. What are Council proposing as the Key Priorities for the next 10 years?.....	22

1. About the Shoalhaven

Shoalhaven LGA is approximately 160km from Sydney, with 170kms of coast line, 109 beaches and a land area of 4660 square kms. Seventy per cent (70%) of Shoalhaven is national park and state forest. Our population areas are concentrated into 49 towns and villages that are spread across the LGA mainly on the coastal fringe.



Figure 1: Map of Shoalhaven showing towns and villages

While the space and natural beauty of Shoalhaven is attractive to many including 3.1 million overnight visitors, it has some challenging issues, including maintaining our:

- 1771kms of council roads;
- 12 pools,
- 5 libraries and a mobile library;
- 10 waste depots;
- 13 cemeteries;
- 4 water treatment plants;
- 6 sewerage treatment plants;
- 1200 reserves;
- 128 playgrounds
- 12 holiday parks.
- Entertainment Centre
- Art Centres

With a relatively small population (100,000) and some of the lowest council rates in the state, Shoalhaven City Council continues to struggle with the need to maintain current service levels and build appropriate infrastructure for Shoalhaven's future.

Given Council's current level of income, there is a growing gap between what infrastructure needs to be repaired and what can be repaired. This gap will continue to widen without changes to Council's income stream or services provided to the community.

2. Why is Council talking about a “Community Strategic Plan?”

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the *Local Government Act 1993* (Act) and the *Local Government (General) Regulation 2005* (Regulation). The Act and Regulation provides guidelines for councils to follow to ensure the community can get involved in being part of planning for the City's future.

The Integrated Planning and Reporting Framework (Figure 1) is the name given to that section of the Act and Regulation that deals with Council's planning processes and the community's involvement. The structure of this framework is outlined in figure 1 which shows how the different plans fit with one another.

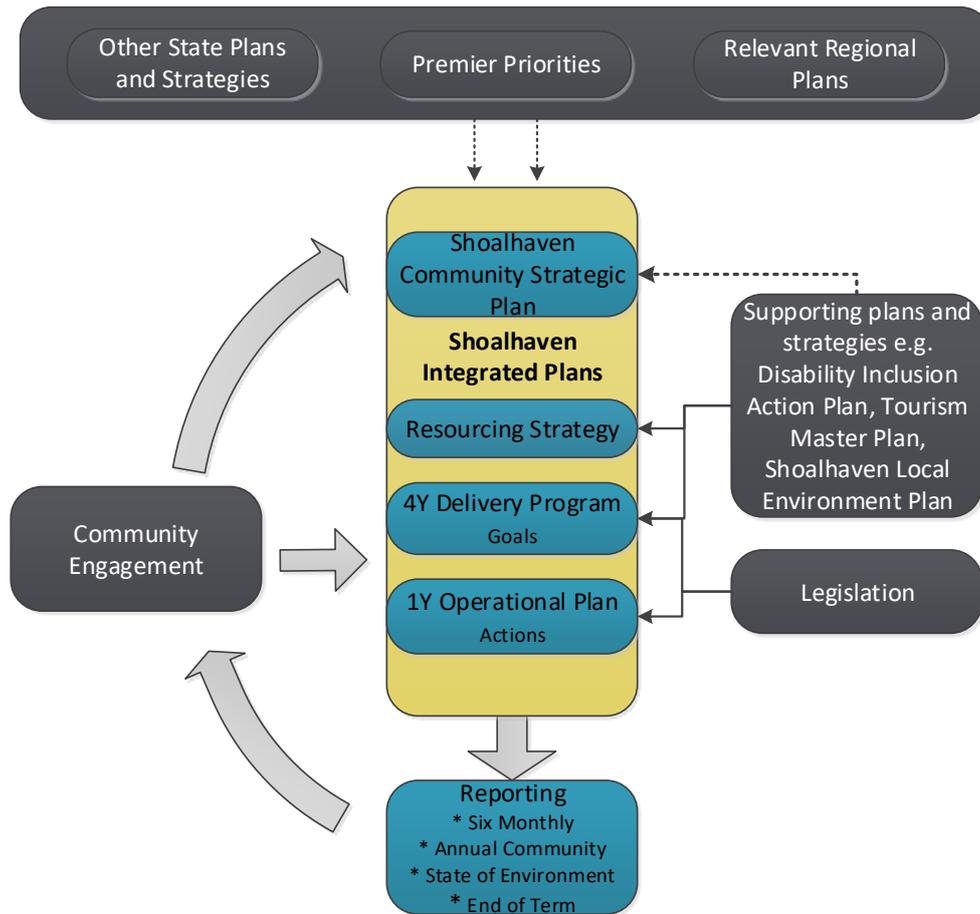


Figure 1: Integrated Planning and Reporting Framework

The Community Strategic Plan (CSP) is the community’s plan for Shoalhaven. It has a minimum ten year timeframe and shows the community’s aspirations (needs and wants) for Shoalhaven. Council’s undertakes discussions with the community to seek their input and is responsible for the creation of the Community Strategic Plan document.

Council will use the Community Strategic Plan as a guide for creating other plans within Council. It is important to note that other State and Federal Agencies will also use the Community Strategic Plan to also develop their own Strategies and Plans for the Shoalhaven. Figure 2 shows who owns each of the plans that form the Integrated Planning and Reporting (IP&R) Framework documents.

When complete, the Community Strategic Plan will provide direction for Council and help in determining it’s four-year Delivery Program. Council must take on board other supporting plan requirements as well as any legislative obligations when developing its Delivery Program. To achieve the Delivery Program, a one year Operational Plan with associated resources (budget) is developed. The Operational Plan details what will be achieved in the Delivery Program throughout the coming twelve months.

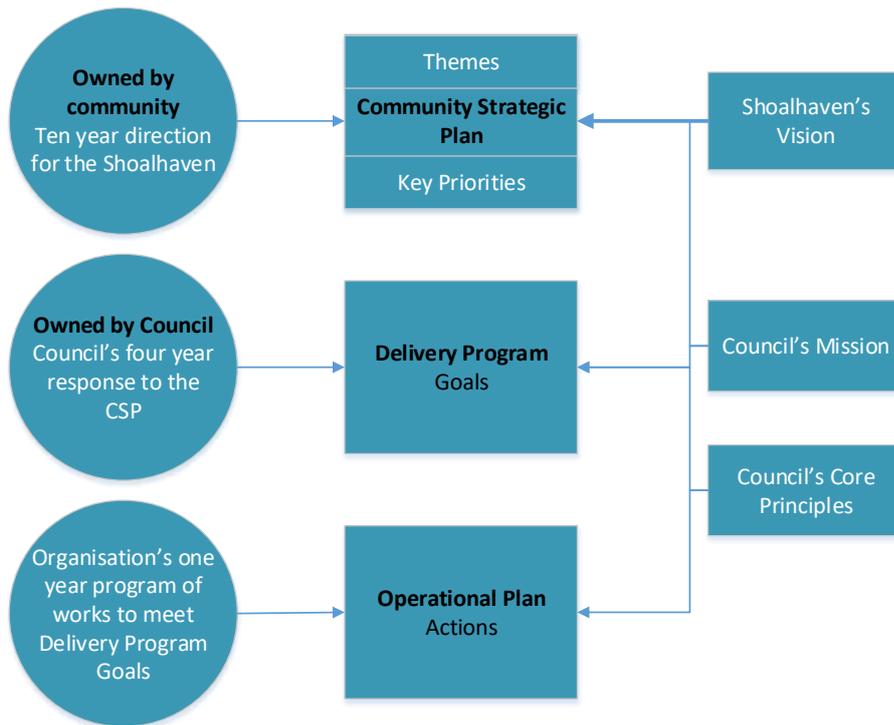


Figure 2: IP&R Framework ownership distinctions

To help maintain focus for Council and feedback for the community, regular reporting is undertaken. Six monthly reports on the status of the Delivery Program are prepared along with Annual Reports and an End of Council Term Report that covers the past four years. The reports are provided to Council and Community.

3. What does a Community Strategic Plan Contain?

The basic structure of the Community Strategic Plan includes:

- A community vision statement
- Key priorities for the community
- Strategies for achieving the key priorities
- Ways to measure whether the key priorities are being achieved

To build this structure, Council will engage with the community using the core principles of:

- Ecologically sustainable development
- Social justice principles
- Effective governance
- Customer Service excellence
- Intergenerational equity – making sure impacts on generations are considered
- Financial sustainability

4. What does the Current Community Strategic Plan Say?

The current community vision statement says:

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

The current Community Strategic Plan (Shoalhaven 2023) themes include: People; Place; Prosperity; Leadership and Governance. The current CSP Key Priorities are:

People

- Engage the Shoalhaven community in all we do
- A safe and caring community

Place

- Bring CBDs alive and activate our waterfronts
- Build road and footpath connections
- Showcase our unique environments

Prosperity

- A "destination" for tourists, business and events
- Partner with industry, government and business
- Promote Shoalhaven's positives

Leadership

- Transform the organisation to 'can do'
- Be excellent at customer service

Governance

- Deliver sustainable services
- Continuously improve and cut red tape
- Maintain our infrastructure
- Financial sustainability

The current Community Strategic Plan is now three years old and it is time to relook at the priorities that have been set in the past.

Council has examined feedback from the community and Councillors to set some suggested priorities for the future. This discussion paper provides some background that can be considered when putting forward your thoughts on the priorities that should be set for the community for the next 10 years.

5. What is planned for the new Community Strategic Plan?

It is proposed that four themes be used in the new Community Strategic Plan. These themes simply help to group the priorities into similar areas. The proposed themes are:

- People,
- Place,
- Economy and
- Stewardship

6. What do each of these themes mean?

People: Relates to the people of the Shoalhaven and the things that impact on our population such as community services, the demographic make up of the community and the services required

Place: Relates to physical make up of the Shoalhaven, such as housing, the environment, management of our rivers and estuaries, our roads, infrastructure coastline and other physical aspects of our area.

Economy: Relates to the way in which people make money in our city, business enterprises, jobs, the make up of town centres, business networks and other economic impacts for the city.

Stewardship: Represents both the leadership and governance aspects of government functions, such as they way Council provides support to our community , managing the community assets entrusted to Council, providing strong leadership (direction) as well as provide good governance (process).

Questions

- Do you like the themes?
- Do they make sense to you?
- Would you like a different theme?

7. What do we have to think about when setting priorities for these themes?

There are a number of things that need to be considered when setting the priorities for the future. Council undertakes an assessment of the key issues facing the community, looks at the population and demographics of the City and existing plans and strategies that are already in place.

A number of the key considerations and statistics for each of the themes are outlined below as well as the existing plans and strategies that need to be included in any

7.1 People -Key Considerations and Statistics

Key Statistics for the Shoalhaven related to the theme “People” that need to be considered in determining the priorities for the future include:

- The Shoalhaven community has a higher average age than many other areas in NSW. An ageing population is a typical feature of coastal locations in NSW, given the high retiree population and the fact that younger people often migrate to other locations for educational or work pursuits.
- Approximately seven in every 10 Shoalhaven City households are a family, with two in 10 a single person. Nearly all occupied dwellings in the City are single houses, with most of the population living in detached low density housing.
- Shoalhaven City has a rich Aboriginal cultural heritage, with nearly one in 20 residents identifying as Aboriginal or Torres Strait Islander. These strong links with Aboriginal culture are further reflected in Council’s recognition of the strong spiritual ties that the traditional owners continue to have with the land. A number of issues face the Shoalhaven community including: unemployment; transport; bulk billing medical and specialist services; homelessness; affordable housing; rental properties; availability / cost of funding for reforms of community front line services; and National Disability Inclusion Scheme (NDIS) rollout.
- In Shoalhaven City between 2011 and 2026, the number of persons aged under 17 is forecast to increase by 1,692 (8.1%), and will comprise 20.8% of the total population.
- The number of persons aged over 60 is expected to increase by 8,394 (28.6%) and comprise 34.9% of the total population.
- The largest service age group in 2026 is expected to be 'seniors (70 to 84)', with a total of 17,716 persons. (SCC Profile id, 2017)
- Percentage of the population over the age of 65 years – 33%
- Percentage of children in the population (under 18 years) – 22%
- Analysis of household income levels in Shoalhaven City in 2011 compared to Regional NSW shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$600 per week).
- Technicians and trades workers are the largest occupation group accounting for 47% of the working population
- Number of attendances at the Arts Centre – 11,259
- Number of attendances at the Shoalhaven Entertainment Centre – 52,324

- Number of attendances at Council's libraries – 365,732
- Number of in-kind hours contributed by volunteer Bushcare groups – 6,512
- Number of individual volunteers involved in Bushcare – 634
- Number of volunteer hours contributed by volunteer Parkcare Groups – 2515
- Number of individual volunteers involved in Parkcare - 370

7.2 People - Existing Plans and Strategies

Existing Plans and strategies also need to be considered and included in any priorities that are set for the future they include:

- NSW Premier's Priorities for People include:
 - Improving service levels in hospitals
 - Protecting our kids
 - Reducing domestic violence
 - Reducing youth homelessness
 - Tackling childhood obesity
- Disability Inclusion Action Plan
 - To overcome some of the disadvantage that persons with a disability face every day, the NSW government introduced new legislation in 2014 that now requires all government agencies, including councils to produce a Disability Inclusion Action Plan by July 2017.
- Illawarra Pilot Joint Organisation Strategic Priorities
 - Ensure regional focus on education and skills development, and link to job growth
- Partnership opportunities with Illawarra Shoalhaven Local Health District
 - Making drinking water accessible to the community especially in facilities where people gather such as playgrounds.
 - Introducing healthy food and catering policies and reduce the availability of sugar-sweetened drinks at Council facilities e.g. vending machines.
 - Promotion of supportive environments for breastfeeding
 - Promotion walking, cycling and active transport
 - Promoting smoke free environments.
 - Supporting the development of community cooking skills programs at sites such as Farmers Markets.
 - Sustaining support for school and community gardens.
 - Partner with schools to promote physical activity by developing active travel maps especially maps that connect the schools.
 - Continued support and development of community-based moderate exercise and walking programs.

Question

Are there other issues or items that should be considered for the theme "people"?

7.3 Place- Key Considerations

Key areas for consideration in the theme “place” include:

- Shoalhaven’s significant environmental qualities, extensive natural areas, vast biodiversity and relatively small area of settlement.
- The natural and rural landscapes form part of the cultural heritage and ‘sense of connection’ for the community, and are an important tourism and economic assets.
- Road condition is a critical issue for the Shoalhaven community and its ongoing maintenance and improvement a priority of Council. There is more than 5% of the total road network in either 'poor' or 'very poor' condition. Roads in poor condition are more susceptible to wet weather as they typically already have cracks or pot holes which let in water and accelerates further deterioration.
- Road renewal costs also increase as the rate of reconstructing roads does not keep pace with the rate roads are falling into poor condition.
- Shoalhaven has experienced significant growth in recent years. Shoalhaven Local Environmental Plan 2014 identifies 7 urban release areas: Moss Vale Road North, Moss Vale Road South, Mundamia, Worrigee, Badgee Lagoon, Cram Road and Cabbage Tree Lane. A number of other release areas are located throughout Shoalhaven.
- Shoalhaven will continue to experience growth in the form of high density in existing centres, towns and villages but also within the identified urban release areas. Some of these developments have been well received by the community however there is some concern that the unique character of Shoalhaven will be compromised, especially in the coastal villages and historic towns.
- A large proportion of the infrastructure is under embellished, ageing and/or lacks a variety of play / multiuse options
- An oversupply of small parks / reserves which have little community use
- Some sports parks are not utilised to full capacity – due to the seasonal nature of sport.

Some key statistics for the Place theme

- Length of sealed roads – 1372kms
- Length of gravel roads – 340kms
- Total length of paths – 218kms
- Total length of storm water pipe drainage – 450kms
- The replacement cost of roads \$1.2 billion, paths \$65 million and pipes \$184 million
- Yearly maintenance costs: \$10 million on roads; \$4 million on parks and \$6 million on buildings
- Income generated from Council’s Pools and Aquatic / fitness centres – \$ 3.97 million
- Costs associated with providing pools and Aquatic / fitness centres – \$8 million
- Total number of development applications 2015/16 – 1,712
- Total number of construction certificates 2015/16 – 806
- The median processing time for all applications was 22 days and the average 44 days
- The median processing time for construction certificates was 48 days with an average of 67 days.
- Amount of land for recreation and sports parks – 620 hectares (1,200 reserves)

- Number of community buildings - 90

7.4 Place- Links to other Plans and Strategies

- NSW Premier's Priorities for Place include:
 - Building infrastructure
 - Faster housing approvals
 - Keeping our environment clean
- Illawarra Shoalhaven Regional Plan
 - Economic development and employment growth
 - Housing and settlement
 - Natural environment and agriculture/resource lands
 - Transport and networks
- Illawarra Pilot Joint Organisation Strategic Priorities
 - Support the Illawarra Regional Transport Strategy

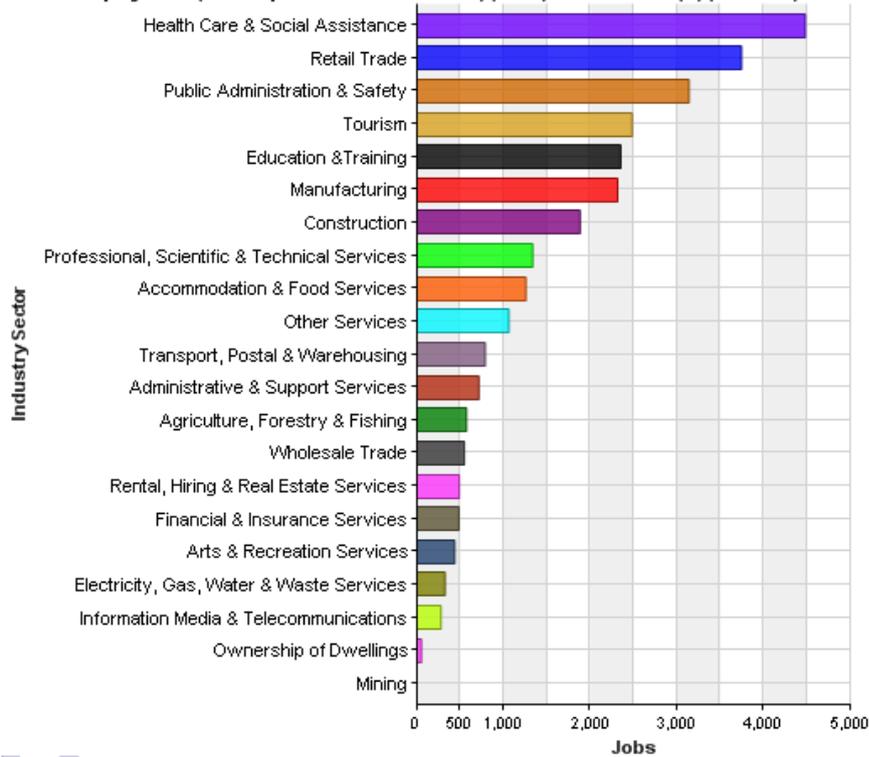
Question

Are there other issues or items that should be considered for the theme "place"?

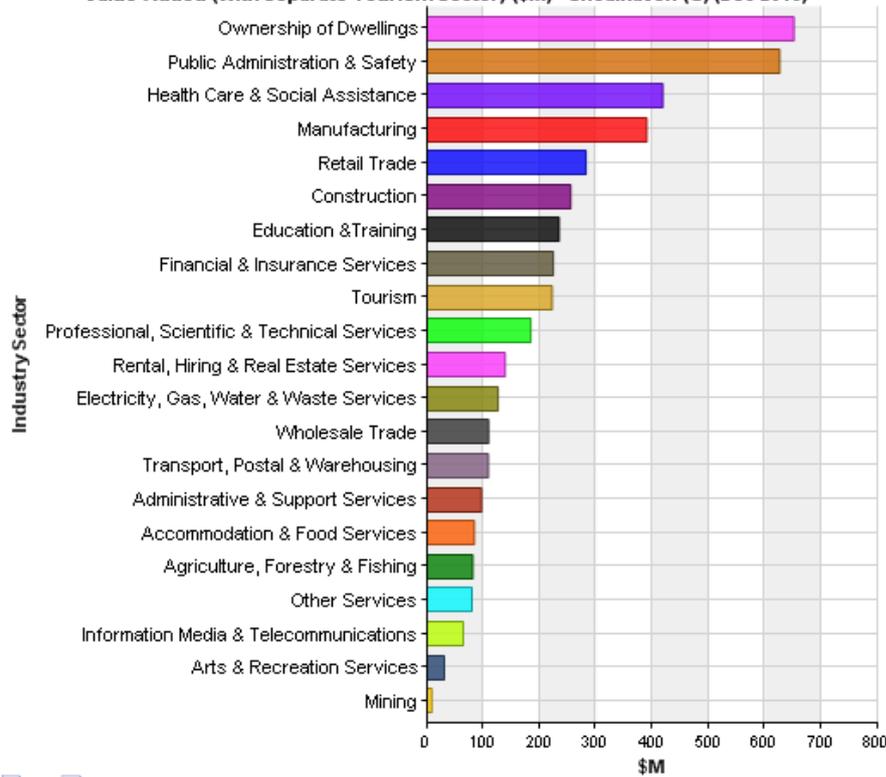
7.5 Economy – Key Considerations and Statistics

- The City's economy consists of a range of industry sectors resulting in a robust and resilient economy. Key industries that have, and will continue to have a significant role in maintaining and growing our economy include Defence and Public Administration; Manufacturing; Professional and Technical Services; Transport, Logistics and Wholesale Trade; Agriculture and Aquaculture; Health Care and Human Services; Education and Training; Tourism, Accommodation and Food Services; and Retail Trade.
- Some of the smaller employing sectors still play an important role to the overall economy. For example, while Wholesale Trade employs only 547 people this industry sector is an important contributor to the economy of the Shoalhaven with a much higher than average value add per job.
- For this reason, it is important to not only support our larger employing industries but to also support those industries that will increase our per capita output.
- Our economy is not like other regional areas. It is diverse and robust. For example manufacturing has remained relatively stable with a reduction of 35 jobs (or 3%) despite the significant decline in other areas.
- Council's economic development strategy includes:
 - Sustaining and Improving Productivity – business support, training, networks and connections
 - Leadership and Innovation – Engaging with technology, Council taking a leadership role in key areas (e.g. affordable housing / seniors living), leveraging partnership, being responsive
 - Creating liveability and place – Ensuing that the Shoalhaven is a great place to live, visit and do business – incl. CBD, youth, affordable housing, activation
 - Council's Employment Lands – Continuing to drive Council's land interests and its connections to business networking
 - Communicating Economic Development – both internally and externally within the Shoalhaven to raise knowledge of Council's roles / activities in economic development
 - Marketing and Promotion – Externally to attract business, raise the profile of the Shoalhaven and to highlight our success stories
 - The development and implementation of key industry sector strategies

Employment (with separate Tourism Sector) (Jobs) - Shoalhaven (C) (Dec 2016)



Value-Added (with separate Tourism Sector) (\$M) - Shoalhaven (C) (Dec 2016)



7.6 Economy- Links to other Plans and Strategies

- NSW Premier's Priorities for Economy include:
 - Creating jobs
 - Improving education results
- Economic Development Strategy 2017
- Illawarra Pilot Joint Organisation Strategic Priorities
 - Support an agreed Illawarra Regional Growth and Infrastructure Plan
 - Design, develop and deliver regional strategies that support local activity

Question

Are there other issues or items that should be considered for the theme "economy"?

7.7 Stewardship-Key Considerations

Council provides several critical services to the community including:

- Management of roads and road infrastructure, paths, drainage, boat ramps and jetties
- Waste (solid) management
- Water and sewerage services
- Community development – youth, aboriginal, seniors
- Day care services
- Parks, reserves, showgrounds and sporting fields management
- Swimming pools, aquatic centres and gym facilities management
- Library services
- Arts and cultural development
- Tourist parks
- Cemeteries and crematorium services
- Economic development (job creation)
- Shoalhaven Entertainment Centre
- Environmental services, food business checks/inspections, endangered species, on-site sewerage management
- Development application assessment
- Strategic planning
- Regulation enforcement and ranger services
- Counter services

Some key statistics for the Stewardship theme – 2015/16

- Formal GIPA Act applications
 - Received - 34
 - Processed within 28 days – 88%
- Informal GIPA Act applications:
 - Received - 336
 - Processed within 28 days – 98%
- Total number of correspondence items received – 81,395
- Correspondence items answered within 28 days – 90.43%
- Number of complaints about Council received per 1000 residents – 0.2
- Infrastructure backlog as % of total infrastructure assets (estimated at fair value) – 1.6%
- Debt service cover ratio – 3.88:1 (*measurement of an entity's (person or corporation) ability to produce enough cash to cover its debt, needs to above 1*)
- Actual operating surplus or deficit, excluding capital grants and contributions - -\$6.1 million
- Number of Community Consultative Bodies – 24

7.8 Stewardship- Links to other Plans and Strategies

- NSW Premier's Priorities for Stewardship include:
 - Driving public sector diversity
 - Improving government services
- Illawarra Pilot Joint Organisation Strategic Priorities
 - Design, develop and deliver regionally agreed policies procedures and services in areas of local government activity
 - Establish the IPJO as a capable and robust organisation

Question

Are there other issues or items that should be considered for the theme "economy"?

8. What has the community already told Council?

Through past community engagement processes and as part of the annual community survey the community has told Council the following:

People

Support and increase provision of events, festivals and celebrations; Encourage involvement in the arts and culture; Continue to embrace and learn from Shoalhaven's Aboriginal culture

Embrace programs and initiatives to improve community health; Create safe communities; Provide greater support for volunteers; Support ways to reduce homelessness; Support grass roots community development; Do more for children and youth; Advocate for improved educational facilities and programs; Support and inclusive and engaged community;

Place

Embrace programs and initiatives to improve community health; Create safe communities; Provide greater support for volunteers; Support ways to reduce homelessness; Support grass roots community development; Do more for children and youth; Advocate for improved educational facilities and programs; Support and inclusive and engaged community;

Improve public transport services; Improve provision and awareness of paths; Improve roads and related infrastructure;

Plan for impacts of climate change and natural hazards; Resolve the lakes management strategy; Continue to lead by example on reducing environmental impacts; Create a greener, cleaner image, build on the community's connection to and care for the local environment and ecology; Encourage environmentally sustainable and eco-friendly business to the region; support the provision of sustainable food production initiatives;

Enhance and improve recreational and leisure facilities....; Identify in asset and infrastructure maintenance and renewal the most important areas are roads, paths, recreational facilities and buildings

Economy

Provide tourist accommodation that meets a range of visitor preferences; Create employment opportunities; Continue to promote major investment in the City;

Encourage diversity of businesses; continue to recognise and support the tourism industry and promote tourism opportunities; Develop professional, independent and transparent external relationships; Continue to improve working relationships with State Agencies;

Stewardship

Continue to advocate for improvements to the Princes Highway; Promote Shoalhaven in a positive way; Create a Council which is more efficient and effective; Ensure Council's actions and decisions are honest, transparent and financially sustainable; ensure Council is trustworthy; Improve customer service and where possible reduce red tape; Respond timely to complaints and requests received from the community;

Maintain existing assets rather than build new ones; Make the most of Council's property portfolio; Identify in asset and infrastructure maintenance and renewal the most important areas are roads, paths, recreational facilities and buildings; Maintain and improve the on-going activities of Council

9. What have Councillors and Senior Staff said during workshops on the Community Strategic Plan?

Councillors and senior staff held a number of workshops to discuss the key priorities of the Community Strategic Plan. The key areas for focus outlined in these workshops are listed in the points below.

People

- *Culture - Aboriginal, heritage, activities planning*
- *Education*
- *Healthy cities - mix of activities, passive and active places*
- *Affordable housing - homelessness, good design, Tiny housing*
- *Access - safe and inclusive community, facilitating community building and ownership*
- *People - transparency, engagement, collaboration*
- *Diversity in voice - to council; migrants; indigenous; other minority groups*
- *Community participation - Innovative ways to work with community (not just CSP time); harness community involvement*

Place

- *Healthy cities - mix of activities, passive and active places*
- *Land supply (housing and industrial land)*
- *Affordable housing - homelessness, good design, tiny housing*
- *Access - safe and inclusive community, facilitating community building and ownership*
- *People - transparency, engagement, collaboration*
- *Diversity in voice - to council; migrants; indigenous; other minority groups*
- *Community participation - Innovative ways to work with community (not just CSP time) ; harness community involvement*
- *Transport*
 - *Nowra*
 - *Villages*
 - *Around town*
 - *What's able to be activated?*
- *Transport - roads, cycle ways, public*
- *Climate change – Coastal Zone Management Plan (CZMP); renewables; management plans; education, impacts and mitigation*
- *Showcase and protect our natural environments*
- *Quality services and liveability that support community (eg Facilities, Education, Health, Aged Care)*
- *Healthy cities - Mix of activities; good design; passive and active places; aged care*

Economy

- *Job opportunities - appropriate development, business invests in community*
- *Tourism "unspoilt", jobs, environment, infrastructure*
- *Create robust and diverse economy - grow tourism (product, marketing, investment); Support business and job growth*
- *Network's upscaling*
- *New business - Entrepreneurs; jobs renewables, centre of excellence, open Wi-Fi*

- *Encourage a range of services*
- *Partnerships 3 tiers*

Stewardship

- *Audit - existing services; gaps; duplications*
- *Making Council - financially sustainable; Efficient/effective; return on investment*
- *Advocacy for good links to "markets" (Sydney, Canberra) - Road; rail; marine; communications*
- *Continue to foster a continuous improvement culture within the organisation*
- *Transparency - Facts, decision making; Tenders; Day to day ops; elected body*
- *Set the organisation direction with clear priorities and act in a united way (Councillors and staff) to deliver*
- *Be leaders of and advocates for, the city*
- *Make tough decisions, the right decisions*
- *Setting the example - walking the talk; proactive; issues based; culture of openness and approachable*
- *Quality services and liveability that support community*
- *Infrastructure / service first*
- *Waste Management - litter; green waste; street recycling*
- *Provide consistent and realistic advice to the community*
- *Don't over promise and under deliver, beyond the squeaky wheel, say no when needed*
- *Be excellent in customer service*
- *Communication - community participation (regular); consensus from groups during meetings*

10. What are Council proposing as the Key Priorities for the next 10 years?

People

1.1 A city that builds inclusive, safe and connected communities

Definition

Includes: Disability Inclusion Action Plan (DIAP) outcomes; housing options; involvement in the Arts; arts programs; homelessness; road safety; food safety; waste collection; street lighting; policing; illegal dumping; health services; youth and community development; rangers; regulation enforcement; emergency services; beach patrols, a safe neighbourhood

Measure

Community's sense of belonging – rating, determined by the annual community report

1.2 Activated communities through arts, culture and events

Definition

Includes: visual and performing arts; building social capital; cultural heritage; library services

Measure

Number of programs implemented – determined using Council records

1.3 Active, healthy liveable communities

Definition

Includes: facilities for cultural activities; parks and sporting venues; aquatic centres; public halls; schools, educational services; volunteers,

Measure

Community satisfaction with parks sporting venues, aquatic centres, public halls and beach patrols – determined through the community survey

Question

Do you agree with these key priorities for the theme people?

PEOPLE

Place

2.1 Continually improving our road and transport infrastructure

Definition

Includes: roads; paths; cycle ways; parking; transport options (public and private); bridges; drainage; main roads; rail and bus services; boat ramps and jetties

Measure

Community perception of Council roads - determined through the community survey

2.2 Manage and plan sustainable development and design

Definition

Includes: Providing for population growth; land supply and quality residential development; development applications and contribution processing; town centre and waterway activation; energy efficient design; natural hazards

Measure

Community satisfaction with strategic planning within Shoalhaven – determined through the community survey

2.3 Showcase and protect the natural environment

Definition

Includes: Maintenance and renewal; renewable energy; land and waterway quality; endangered species protection; noxious weed control; national parks

Measure

Community perception of the health of the natural environment – determined through the community survey

PLACE

Question

Do you agree with these key priorities for the theme place?

Economy

3.1 Attracting, retaining and growing business and partnerships

Definition

Includes: business networks; building business potential; partnering with government and industry

Measure

- To increase the level of Gross Regional product per worker
- To sustain, as far as possible, the level of workforce participation despite an aging population

3.2 Maintaining an innovative and robust economy and vibrant towns and villages

Definition

Includes: business training; enhancing labour force capabilities; business growth; employment land stock development; viable council businesses; events and activities; job creation

Measure

- Total value of construction certificates issued – determined by Council records
- Total number of people employed within the Shoalhaven
- To enhance the liveability of the Shoalhaven

Question

Do you agree with these key priorities for the theme economy?

Stewardship

4.1 Reliable services that meet daily community needs

Definition

Includes: Water; waste; property; cemeteries and crematorium; asset maintenance; regulatory and business performance reporting; counter services (customer and cashier services); Government Information Public Access (GIPA) service

Measure Community perception of council's services – determined through community survey

4.2 Strong leadership and advocacy through effective government

Definition

Includes: Project support and business improvement; Graphical Information System (GIS) support; records; computer and business systems; survey services; legal; insurance; risk and audit services; human resources and governance; Work Health and Safety; mechanical services; financial; revenue and investment management; supply services; payroll; contract supervision; civil engineering and design services; traffic; transport and road safety investigations; asset management; media; web; local, state and federal government agencies; integrated planning and reporting support; community leadership

Measure

Financial sustainability – Fit for the future ratio

Question

Do you agree with these key priorities for the theme stewardship?

Participate and be counted

We need your feedback to ensure we continue to provide programs and services that meet all of our community's needs.



Online:

Fill out an online survey on Council's website at www.getinvolved.shoalhaven.nsw.gov.au/csp and leave your comments.

Join the conversation on Shoalhaven City Council's Facebook page
www.facebook.com/shoalhavencitycouncil



Mail: Provide your comments in writing to:
Shoalhaven City Council
P.O. Box 42, Nowra NSW 2541



Email: Your thoughts on the CSP directly to
Council@shoalhaven.nsw.gov.au



In Person: Council are holding face to face workshops which will be advertised



Phone: Call 4429 3654 for an information pack.