

# COMMUNITY ENGAGEMENT REPORT

*Shoalhaven*  
City Council

Your rates  
*everybody's* future

**Special Rate Variation**  
**2017**

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## 1 Introduction

Shoalhaven City Council has been undertaking a number of community engagement processes to clearly understand the community's needs and priorities. As part of this engagement Council has also been seeking to understand the community's expectations about Council's assets and infrastructure. Council has also been explaining to the community our financial situation and the expectations of the State Government relating to the Fit for the Future requirements.

Engagement on infrastructure and service provision commenced in November 2012 as part of the Community Strategic Plan and Delivery/Operational Plan review process. At this time Council's need to ensure ongoing financial sustainability and improve in the maintenance of the City's assets and infrastructure was clearly outlined to the community and opportunities for community feedback were provided at that time in conjunction with the CSP review process.

Community engagement in relation to Council's financial sustainability position started in October 2014, when Council first considered the Financial Sustainability Report.

Consultation has also occurred as part of the Fit for the Future application process and the review of Councils Delivery Plan and Operational Plan. Throughout both of these processes specific focus was also placed on ensure our key Community Consultative Bodies were aware and informed of Councils financial position.

During the public consultation process for the proposed forced merger of Shoalhaven City Council and Kiama Council, Council again outlined its financial position and the Fit for the Future measures. In a number of submissions received, as part of this process, members of the public made it clear that there was a good understanding of the Council's financial strategy and proposal and support for this.

With the election of the new Council and changes in the rate peg and additional costs impacting the financial position of the organisation, the Financial Sustainability report was updated and presented to Council for consideration. That report outlined the recommended rate rises required to meet the Fit for the Future benchmarks and to improve infrastructure.

The proposed rate increase was clearly highlighted as part of the Public Meetings with regard to Fit for the Future. Council's Fit for the Future Application was supported by IPART who assessed Council as being fit for the future.

The proposed rate increases were included in the Public Presentations in regard to the DPOP held during April and May 2016. A number of CCB's supported the increase to rates as part of the Anti-Merger campaigns.

The Delivery Program and Operating Plan 2016/17 was placed on public exhibition from Wednesday, 23rd March 2016 to Friday, 6th May 2016 inclusive. These documents included a rate increase of 15% over and above rate peg for the 2 year

period 2017/18 and 2018/19. There were no submissions received with regard to this level of rate increase.

Council resolved to undertake further community engagement and present to the community three rate increase options for their feedback.

Specific and extensive engagement on the special rates variation options adopted by Council and contained within the SRV application proposal commenced in November 2016.

There has been extensive media coverage and debate in the community around rates, infrastructure provision and Council's financial position. Council has continued to work alongside the community and CCBs to understand the community's priorities and visions throughout this debate. The proposed rates increases attracted significant media attention and was well publicised.

In a survey, one week after the Council's announcement, 60% of respondents had directly heard about the Council's new rates proposal. Offline sources, especially radio (39%) and local newspaper (20%), were the main source of information.

Council has now completed the community engagement stages for the SRV discussion, although engagement and discussions will continue throughout the IPART application process. It was proposed that a Citizen's Panel be considered, to provide Council with recommendations about where the funds resulting from any rate increase be expended. Since the previous SRV application was submitted to IPART, and following a report on this approach being provided to Council, Council resolved not to support the development of a Citizen's Panel at this time.

The purpose of this report is to provide a detailed overview of the engagement that has occurred on the topics of financial sustainability, maintenance of infrastructure and asset renewal and future planning within the context of the SRV proposal. This report includes:

- Background information
- Overview of project stages, engagement principles and Councils approach
- A summary of communication and engagement methods
- Summary of key issues raised
- A summary of community submissions/ survey results/engagement outcomes

## 2 Stages of Engagement

Council has undertaken a detailed community engagement process to provide information to the community and to seek their feedback. The engagement has been part of a number of key Council projects and an ongoing discussions to ensure the community are involved in the future planning of Shoalhaven and understand the financial position of Council.

**Table 1 – Summary of Community Engagement Stages**

<b>Stage</b>	<b>Focus</b>	<b>Purpose</b>	<b>Year</b>	<b>What</b>	<b>Who</b>
1	Identifying Community Needs	To understand the community's needs and expectations for their City with specific focus on infrastructure provision and assets renewal	2013	Infrastructure Survey  CSP Review  Community Survey  Setting strategies and actions  Determining long Term Financial plan	All Resident and ratepayers  Govt Organisations  CCBs  Key Stakeholders
2	Meeting and explaining State Government requirements	To inform the community about Fit for the Future and the requirements for Council to meet the state Government benchmarks	2014-2016	Outlining Fit for Future proposal and application  Long Term Financial plan and Financial sustainability report  Merger proposal  Fit for the Future Outcomes	All Resident and ratepayers  Govt Organisations  CCBs  Key Stakeholders
3	SRV Options	To inform the community and seek feedback on the three options proposed by Council for a SRV	2016-2017	Focused engagement to seek community feedback on the proposed through options for a rates increase	All Resident and ratepayers  Govt Organisations  CCBs  Key Stakeholders

## 3 Identifying Community Needs and Expectations- Infrastructure Survey and CSP Review

### 3.1 Engagement Methods

There were a variety of engagement methods used throughout each stage of the engagement process. Each of these methods and the activities that were undertaken including examples is explained below. A copy the detailed report for Phase One and Phase Two of the engagement carried out for the development of the CSP and the analysis of the infrastructure is provided as Appendix 7 and 8.

#### 3.1.1 Infrastructure Survey

The first phase of the community engagement was undertaken as part of the CSP review in 2013. At this time Council included a discussion with the community on the state of our assets and infrastructure through an infrastructure survey.

The aim of the survey was to seek feedback on community concerns, priorities and level-of-service (LoS) expectations specifically in relation to Council's key infrastructure types. On-line and hardcopy versions were produced and publicised through a range of engagement methods including direct emails, media releases, local newspaper advertisements and personal handouts during Council's stalls and workshops.

**Table 2: Rational behind the Infrastructure Survey questions**

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

21 to 25	Demographic questions; sex, age, town, rate payer and email address for the prize draw	To help with the analysis of the questionnaire data and collect email addresses
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The Infrastructure Survey was published on Council's website on 13 November 2012, with a link to Survey Monkey and hard copies printed. 180 online and hard copy surveys were completed and returned to Council.

### 3.1.2 Analysis Method

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

### 3.1.3 CSP Review Webpage - Including Infrastructure Survey

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

- The current CSP – Shoalhaven 2020
- The Level of Service Survey
- Issues Paper
- Information
  - End of Term Report
  - Media Releases
  - Time table of engagement events
  - Project scope
- Ways to communicate with Council

### 3.1.4 Community Workshops

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

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

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

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

**Table 3: Stalls and workshop numbers**

Event	Numbers
Nowra – Twilight Markets stall	100+ interactions, 20 surveys and 31 postcards completed
Milton – Outdoor stall	22 interactions, 1 survey completed and 8 postcards completed
Ulladulla – Outdoor stall	1 interaction
Berry – Outdoor stall	60+ interactions, 10+ surveys handed out and 40+ postcards
Bendalong – Outdoor stall	No report
Bawley Point – Outdoor stall	No report
St Georges Basin Country Club - Workshop	13 participants
Nowra – School of Arts Workshop	7 participants
Ulladulla – Workshop	1 participant

### 3.1.5 Postcards, Email, Voicemail and Letters

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

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

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

### 3.1.6 Media Coverage Including Social Media

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

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

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

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

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

Each of the CSP meetings and drop in session received good media coverage prior to the date, while the CSP survey, postcards and issues paper each received stories in both the Milton Ulladulla Times and South Coast Register as well as on Radio 2ST. An example of a media release sent during the engagement process is shown below



## **Media Release -15 November 2012**

### Community to have their say on long term infrastructure planning

By asking how good is 'good enough'? – Shoalhaven City Council is encouraging local residents to have their say on the future direction of the City's built assets and infrastructure in an interactive satisfaction survey. Undertaken as part of the Community Strategic Plan (CSP) review process, the survey asks the City's citizens about the importance, standard and priorities of seven key types of infrastructure. Survey participants will be asked to think about and respond on the following areas

- Roads
- Buildings
- Recreational facilities
- Paths
- Kerb and guttering
- Jetties and boat ramps
- Car parks

Shoalhaven City Council Mayor, Joanna Gash said the survey will form a vital part of the CSP review, and the results will also feed into other areas of Council's future asset management planning. "Council is inviting the entire community to have their say on a better Plan for the future direction of the City, including how we manage our community assets," said Cllr Gash. "We will be hosting a number of upcoming workshops, village stalls and also asking people to take part in this survey, which is currently available on the specially designed CSP website. "With limited funding available it is extremely important that Council engages with the community to ensure the organisation's future asset management planning is in line with community priorities." "I would strongly encourage local residents to take the time to fill out the survey and in doing so have their say on the future direction of City's built assets and infrastructure." For more information, find the survey or to make further comment interested people can visit [www.shoalhaven.nsw.gov.au/Shoalhaven2023.aspx](http://www.shoalhaven.nsw.gov.au/Shoalhaven2023.aspx).

For more information on the workshops or village stalls please contact Council's Integrated Planning and Reporting Officer, Peter Swan on 4429 3535.

CONTACT: Mayor, Joanna Gash - 0427 160 172

### 3.1.7 Email and phone calls

Contact through email and mail was made with all workshop participants from Phase One and a copy of the Draft CSP, Phase One Report and Directions Paper were sent, along with a feedback form, requesting their comments. Emails were also sent to Council's contacts for CCBs, State Agencies and Business Chambers. To ensure emails were being received by the CCBs, follow up phone calls were made to CCB group contacts.

## 4 Community Feedback

### 4.1 Infrastructure Survey

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

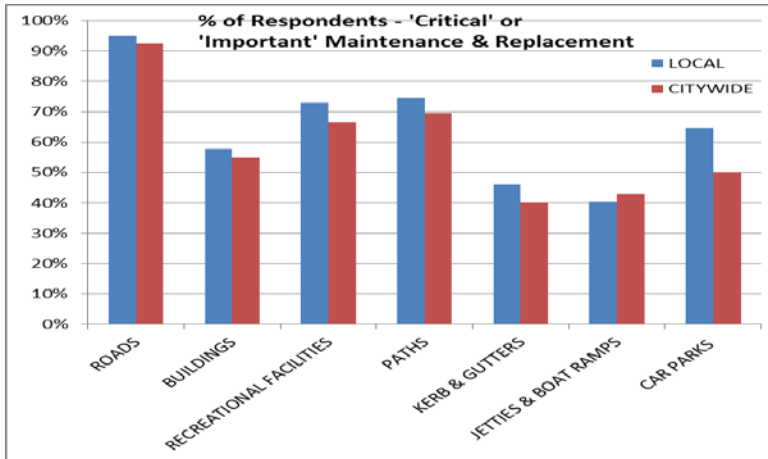
When asked which single infrastructure type had the highest priority for maintenance and renewal, Roads had the highest ranking with 65% of all respondents stating it was their No 1 priority, .Paths were ranked second with 12% of responses.

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

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

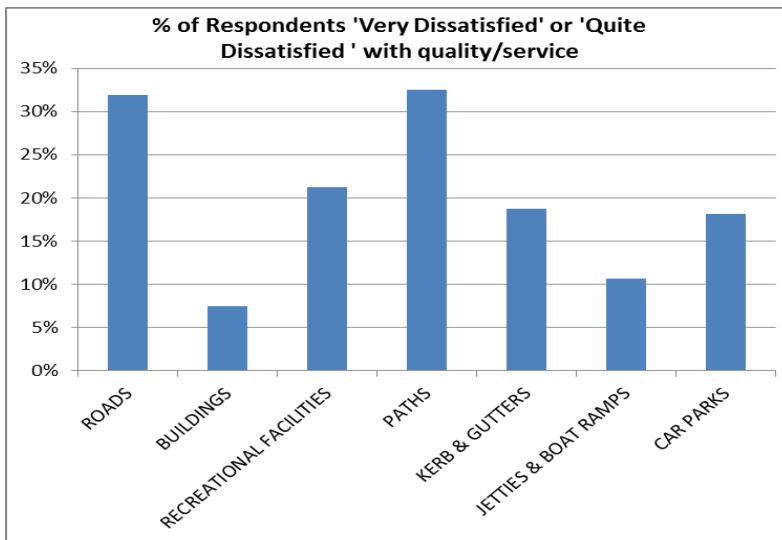
The survey demonstrated that the maintenance and renewal of Roads and Paths are the highest priorities. Respondents also showed a willingness to pay to improve the condition of these infrastructure types i.e. for Roads (47%) and for Paths (58%).

Graph 1 highlights the very high percentage of respondents that saw maintenance and renewal of various asset categories as critical or important both locally and citywide.



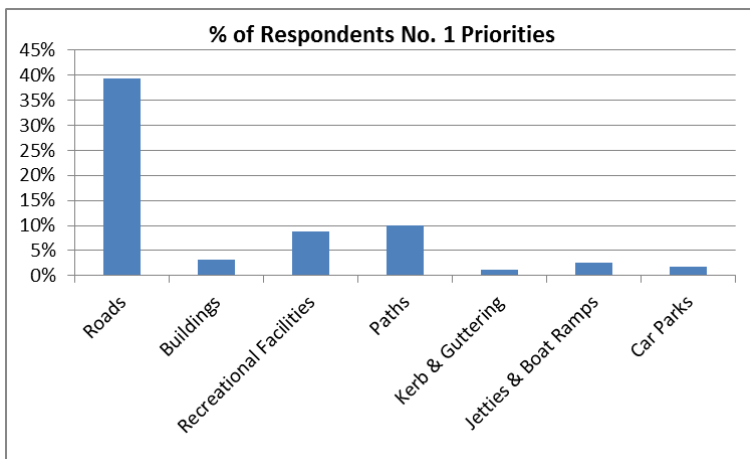
**Graph 1- Percentage of respondent’s maintenance and replacement**

The following graph shows the high levels of dissatisfaction with the current levels of service being provided across these asset categories.



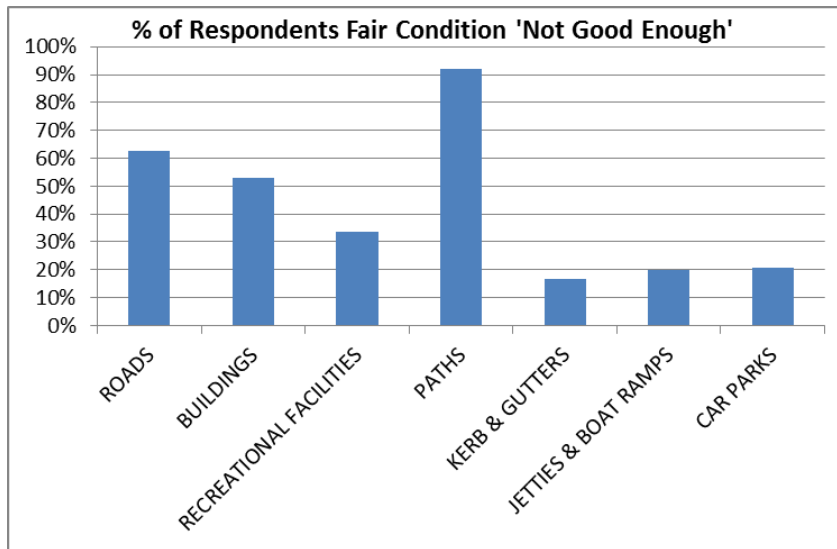
**Graph 2 – Percentage of respondents dissatisfied with quality/service**

In relation to the community’s expressed priority area the results were very clear as indicated below.



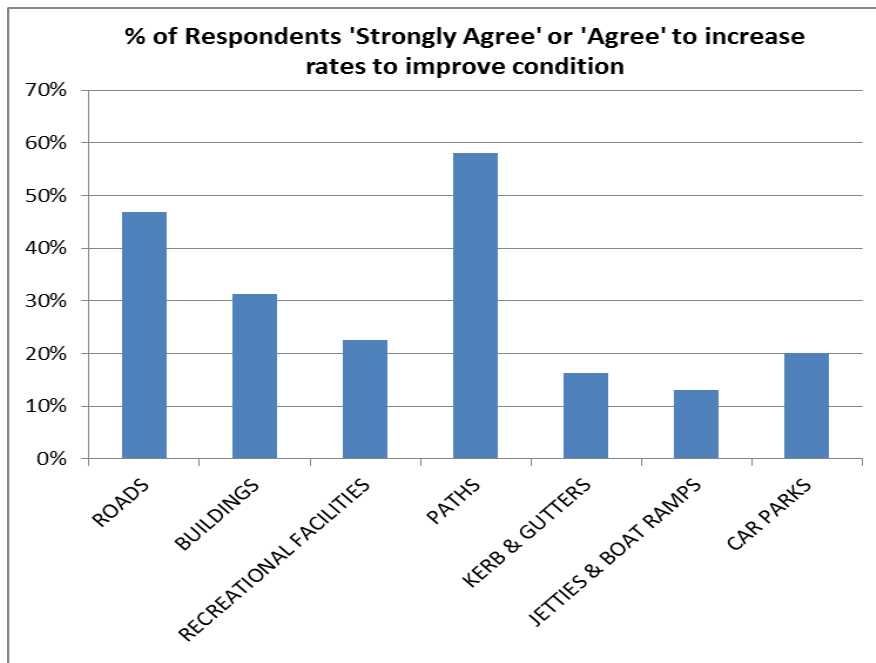
### Graph 3 - % of respondents No.1 priorities

Survey respondents were also asked if a 'fair condition' was acceptable. The graph below provides the results of these questions. It is very clear that the respondents did not think that a 'fair condition' was acceptable in a number of the asset categories.

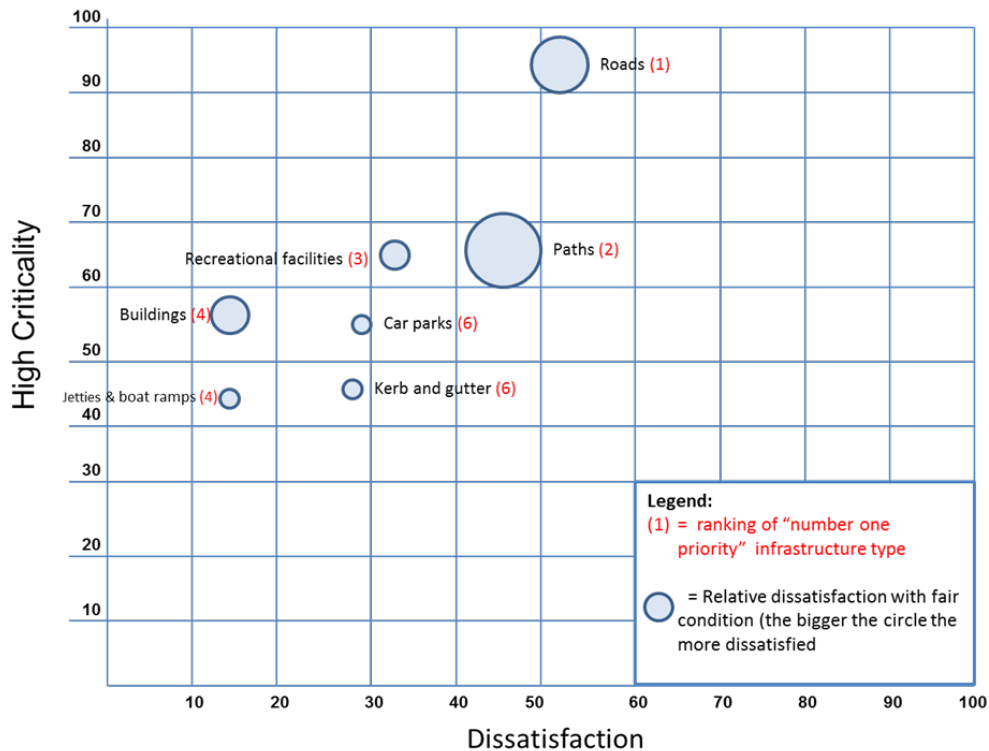


### Graph 4 - Condition

When asked "Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good'" of the various infrastructure types, the respondents were supportive in some areas such as paths and roads.



### Graph 5 - % of respondents strongly agree or agree to increase rates to improve condition



**Graph 6-Rating v Criticality**

#### 4.2 Community Workshops

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

Priority issues raised during the workshops included:

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

The comments received from community relating to looking after existing infrastructure included:

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

## 5 Community Engagement– Fit for the Future/Merger Proposal

As part of the development of Council's Delivery Plan and Operational Plan, Council undertook a community engagement process to explain the Fit for the Future requirements and the proposal to include a rate increase in order to meet these benchmarks (details of the Delivery Plan and Operational Plan engagement has been provided in question 6 of the SRV application). Council also undertook a further engagement process in December 2015 when the State Government advised Council of its intention to merger Shoalhaven City with Kiama Council.

A range of facts and considerations were provided to the community at this time, drawing on information that had been provided through the Fit for the Future application process to explain the potential impact of the merger on Council's financial sustainability. A variety of engagement methods were used to ensure that the community were informed during these processes and advised the community of the opportunity to provide submissions to the Boundaries Commission. The engagement methods utilised during this time are provided below. A summary of the community feedback provided is also detailed below, however the majority of submissions received from this process were provided directly to the Boundaries Commission and therefore are not contained within this report.

### 5.1 Engagement Methods

#### 5.1.1 Discussion Paper

In December 2015, following the announcement of the merger proposal Council released a discussion paper for the community to use to understand the proposal and the case for and against any merger. This discussion paper contained details about the Fit for the Future measures and Council's need for financial sustainability.

On the first page of the discussion paper it was clearly outlined that:

*"Shoalhaven City Council was assessed by IPART as "Fit" for the Future both in scale and capacity AND financial sustainability BUT this was on the basis that council would raise its general rates by an extra 7 ½ % (above the ratepegging limit) in both the years 2017/18 and 2018/19 and other cost saving initiatives were also implemented. Kiama Council had also planned above ratepegging rate increases in future years." ( <http://doc.shoalhaven.nsw.gov.au/displayDoc.aspx?record=D16/6795> )*

#### 5.1.2 Council Website

Information about the components of this engagement process were provided on Council's website. The website was predominately used as an information hub and contained content about:

- The Fit for the Future benchmarks
- Council's need to operate within financial constraints
- The need for an increase in rates



- Opportunities to have your say including contact information
- News and updates about the decision making process, outcomes and next steps
- Council's media releases
- Facebook Feed
- Access to all e-newsletters

<https://www.shoalhaven.nsw.gov.au/My-Council/Fit-For-the-Future-Merge-Proposal>

<http://www.shoalhaven.nsw.gov.au/My-Council/Fit-for-the-Future>

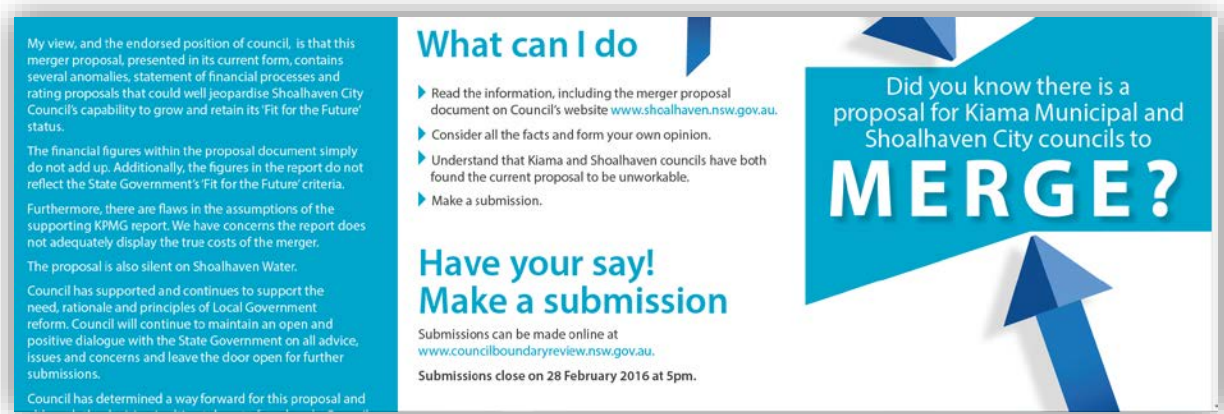
<http://shoalhaven.nsw.gov.au/My-Council/Merge-Proposal-Facts-and-Considerations>



**Image 1- Website merger proposal**

### 5.1.2 Resident Mail-out

As part of stage three engagement, 40,000 brochures were printed and delivered to residents and ratepayers of the Shoalhaven. This brochure provided information about the merger proposal and the key facts and figures. It included details of the need to meet the Fit for the Future benchmarks, Council's financial situation and the impact on provision of services and facilities. The brochure explained how the community could provide feedback to Council about the merger proposal and the impact on Council's financial sustainability.



## Image 2- Merger proposal brochure

### 5.1.3 Community Consultative Body Engagement

As part of this stage of the engagement process a number of meetings were held with Community Consultative Bodies (CCBs), and direct email and newsletter updates provided. All CCBs received copies of the merger discussion paper and access to the Fit for the Future application process. Presentations at the biannual CCB executive meetings were also provided outlining Council's financial position.

CCBs received specific email updates, newsletters, media releases, information packages during the Fit for the Future and merger proposal process.

CCBs have been clearly aware of the Fit for the Future benchmarks, Council's future planning and the rates proposal.

### 5.1.4 Community Meetings

A number of community meetings and meetings with State Government were held throughout the merger proposal process this included:

- Tuesday 19th January 2016 - Meeting with the state government appointed Delegate
- Wednesday 20th January 2016 - Public meeting
- Thursday 21st January 2016 - Community Consultative Body Executive Meeting
- Monday 25th January 2016 - Extraordinary Meeting of Council to discuss the merger proposal
- Wednesday 3rd February 2016 - Public inquiry

### 5.1.5 Newsletters

Each quarter as part of the delivery of the rates notices, Council provides a newsletter to inform the community on the key issues facing Council. Both the Merger and Fit for the Future were featured in these newsletters and delivered to all ratepayers. A special roads and infrastructure feature was also provided in the October 2016 edition. The newsletters also advised the community of the ability to

provide feedback to Council either via our website, email or postal submission. Examples of the newsletters are provided below. Clippings of each of these newsletters are shown in image 3-7 below. As can be clearly seen, Council has and continues to provide information to the community about the need for financial sustainability, additional spending on infrastructure and rates increase.

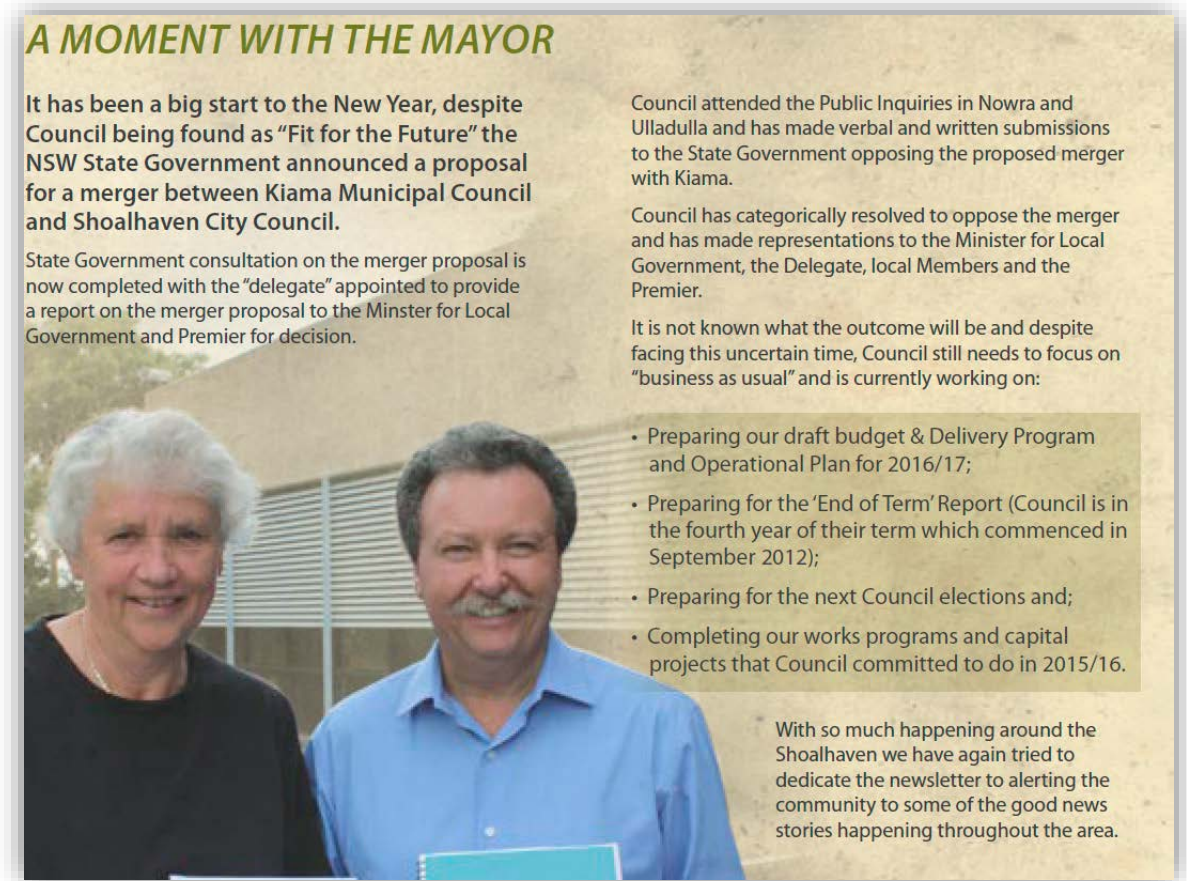


Image 3 - "On the Move"- April 2016 Edition



## A MOMENT WITH MAYOR, JOANNA GASH

This Shoalhaven on the Move will be the last issue in this term of Council. Time has flown by fast and it has certainly been a successful and rewarding four years serving our community.

Council has achieved great things over this time including:

- Transformation Program savings of \$6.1 million
- Capital works program of over \$120M - the largest ever in the history of Council
- Being acknowledged by the State Government as "Fit for the Future"
- Fighting the merger proposal and remaining as a stand alone Council
- Completion of Ulladulla Civic Centre & Nowra Aquatic Park
- REMS project preparation
- New footpaths, learn to ride facilities and skate parks
- Record road works and road safety improvements, including Turpetine Road and Parma Bridge
- Nowra ALIVE Revitalisation
- Refurbishment of Mollymook Beach Surf Life Saving Club
- \$700,000 in funding for dredging projects
- DA's continue to increase showing confidence to invest in our City

Our commitment to good governance and leadership has also seen the advancement of a number of strategic plans and policies over the past four years.

There are many more achievements of this Council that will be outlined in our End of Term Report which you will find on our website by the end of August.

There have been some difficult times, including the most recent two storm events to hit our area in the past year which has significantly impacted our infrastructure, facilities, beaches and waterways.

What has been so pleasing to see is the resilience and dedication shown by the community when faced with these situations. There are many amazing stories of help and assistance that has been provided by community members to others during these times.

Council will continue to work for and serve our community into the future. I encourage you all to have your say in the upcoming elections and voice your opinion on who you would like to run your Council.

### YOUR COUNCIL, YOUR VOTE

Local residents will have the opportunity to have their say when Local Government elections take place on Saturday, 10 September 2016. More than 70,000 eligible local residents are expected to turn out on polling day, to decide on the makeup of the next Council.

**Everyone over the age of 18 is entitled to vote and should make sure they are enrolled before the rolls close on Monday, 1 August, 2016.**

The returning officer is responsible for overseeing the elections and they will receive nominations from candidates between 1 August and 12 noon on 10 August 2016.



Image 4 - "On the Move"- July Edition

## ***A MOMENT WITH THE MAYOR***

### ***Welcome to our first edition for 2016!***

With Christmas well and truly behind us already I would like to take the opportunity to wish each and every one of you a healthy and happy 2016.

The upcoming 12 months represents another very big year for Council.

Despite Council being found as “Fit for the Future” the NSW State Government has announced a proposal for a merger between Kiama Municipal Council and Shoalhaven City Council.

Consultation on the merger proposal has commenced and a “delegate” has been appointed to consult with both councils and the community during January & February. You are encouraged to view all the facts about the proposal on our website and to provide your input by either sending Council an email or letter.

For now it is “business as usual” and with so much happening around the Shoalhaven we have again tried to dedicate the newsletter to alerting the community to some of the good news stories happening throughout the area.

Image 5 – “On the Move”- January 2016 Edition



So far 2016 has been a year to be remembered. We dodged amalgamation with Kiama, entered into the \$130 million REMS contract, mopped up after another East Coast low, opened Husky Wharf, finished the Orion Beach section of walkway, and had a Council election. The list could go on and on and that's my point. Just as important as the headline making items is the day to day. Every day Council staff work hard towards making our city a great place to live and I value and appreciate their contributions.



I equally value all the work that each and every one of you contribute to making our place great. From the pride you take in making your homes and streets wonderful places to live, to the hundreds of hours of volunteering, I appreciate your contributions.

I also hope that 2016 will be remembered as the year we started giving more focus to collaboration, because I want the next four years to produce outcomes that come from a collaborative base ~ Councillors ~ Staff ~ Community.

Shoalhaven City Council offers fabulous services to us, yet many of our residents are unaware of what is available. For example, did you know about the bulky waste pick up?

I look forward to the years ahead as your Mayor and I have no doubt that in 2020 I will be able to look back with pride at what we will all have achieved together.

### Meet Your New Council

As a result of the Council elections held on 10 September 2016, the following candidates have been elected to Council until the next ordinary election in 2020.

**MAYOR: Amanda Findley (a)**

**COUNCILLORS -**

Ward 1: Andrew Guile (j), John Wells (g), Nina Cheyne (d), Annette Alldrick (c)

Ward 2: Greg Watson (l), Jo Gash (h), John Levett (m), Mitchell Baker (i)

Image 6 - Neighbourhood News - October Edition

## Round n About 1,771 km of Shoalhaven Roads

Shoalhaven City Council includes 1,771 km of roads that play a critical and important part in the Shoalhaven transport network which supports the delivery of many services across the City.

Approximately 341 km of the roads in the area are unsealed or gravel roads and the effective management of these assets is essential for the provision of access to rural communities; the movement of produce; movement within State Forests and defence areas; and industries, recreational and tourist pursuits.

Each year Council works hard on decreasing the amount of unsealed roads, and since 2005, the length of unsealed roads has decreased by approximately 14% due to road sealing processes.

Around 4% of Council's 1430 km of sealed road network is in 'poor' condition and requires renewal. This is increasing each year due to the aging of the roads, increasing traffic volumes and vehicle weight and a decline in the condition of the roads.

Council is responsible for inspecting, maintaining and reconstructing the 1771 km of municipal roads.

The average lifespan of a sprayed bitumen seal surface is 15 years, as bitumen, which is the waterproofing for the pavement breaks down. The lifespan of the underlying pavement is approximately 30 years.

Expenditure on road reconstruction is over \$20 million per year, which allows for the reconstruction of up to 15 km (1%) of road per year and the sealing of up to 50 km (3.5%) of road with the current Council budget. Maintenance practices and funding are necessary to extend pavement life.

If the current funding is maintained, the 'backlog' will take many years to eliminate due to the age of existing roads.

## The Financial Year Road Strategy

**Road Strategy projects include:**

- Construction of Nebraska Estate roads, St Georges Basin
- Nowra Bomaderry Expansion Plan

**Local Roads receiving a major rehabilitation in 2016/17 include:**

- Green and Boree Street, Ulladulla
- The Old Highway, Termeil
- Parnell Road, Tomerong
- Naval College Road, Worring Heights
- Turpentine Road, Tomerong
- Callala Beach Road Stage 1, Callala Beach
- Currarong Road, Currarong
- Culburra Road, Pyree
- Prince Edward Ave, Culburra
- Albatross Road, Nowra Hill
- Central Ave / Bellevue Street Intersection South Nowra
- Hillcrest Ave, South Nowra
- Kalandar Street, East Nowra
- Meroo Road, Bomaderry
- Mt Scanzil Road, Kangaroo Valley
- Angus Lane, Barry

**OVER \$20 Million invested on local roads over 2016/17**

**Joe Rider says: Lookout! MOTORCYCLES ABOUT**

The Shoalhaven hosts a number of popular motorcycle routes in NSW and has a large number of local and visiting motorcycles using our roads. From 2010 to 2014, 7% of fatal motorcycle crashes in NSW were in the Shoalhaven.

Image 6 - Neighbourhood News - October Edition

### 5.1.6 Advertising

A number of adverts were placed in the South Coast Register and Milton Ulladulla Times to advise of the merger proposal and encourage the community to read the discussion paper, which included details of Fit for the Future benchmarks and Council's financial state.

### 5.1.7 Media

Throughout the community engagement processes Council provided a number of media releases to both the media and our Community Consultative Bodies (CCBs). These releases were also sent to many of the small community papers (Sussex Inletter, Kangaroo Valley Voice, Berry Town Crier, etc). These included:

- 17th April 2015 – Media Release Council preparing to be “Fit for the Future”
- 8th January 2016 - Delegate appointed
- 22nd January 2016 - Council meets with CCBs to discuss merger
- 22nd January 2016 - Council to meet with delegate
- 29th January 2016 - Fact sheet merger proposal
- 25th January 2016 - Extraordinary Council meeting to discuss merger
- 25th January 2016 - Council meeting declares merger unworkable
- 9th February 2016 - Public enquiry southern region
- 16th February 2016 - Results of Community Survey
- 10th March 2016 - Merger proposal motion
- 22nd April 2016 – Rating changes proposed
- 19th April 2016 - Draft Budget Exhibition
- 13th May 2016 – Merger proposal announcement
- 23rd May 2016 – Council elections announcement
- 1st June 2016- End of Term report released

### 5.1.8 Community Survey

Council resolved on the 25th January 2016 to undertake a representative community survey in relation to the proposed merger.

The survey comprised of 500 respondents selected to statistically represent the Shoalhaven community in terms of age and gender. Specific questions relating to the demographics of respondents were asked at the start of the survey to ensure that the survey was a true statistically representative sample. Councillors and Council staff were not permitted to participate in the survey conducted to ensure validity of results. The survey was conducted over the weekend of the 13/14 February 2016 and showed that over 70% of Shoalhaven Ratepayers opposed the merger proposal.

Submissions for the merger proposal and the Fit for the Future submission were sent directly to IPART and the Boundaries Commission. Council did receive a total of 38 individual submissions which were sent directly to Council. Of these 37 did not



support the merger proposal. A number cited the impact on Council's financial sustainability as a reason for not supporting the proposal.

A key feature of the engagement and cited by a number of submissions was Councils need to remain financially viable and that the proposed merger would impact on Council's financial position:

*"To be 'Fit for the Future', Shoalhaven City Council had proposed a 21% special rate variation over two years from 2017-18 which would provide approximately \$20 million additional revenue. After taking into account the \$10 million that the NSW Government is making available to merged councils, there will be a shortfall in the order of \$10 million towards making the Shoalhaven sustainable and 'Fit for the Future'."* (Shoalhaven City Council Merger Submission p 6

[http://shoalhaven.nsw.gov.au/demosite/agm/Shoalhaven\\_City\\_Council\\_Merger\\_Proposal\\_Submission-25th-Feb-2016.pdf](http://shoalhaven.nsw.gov.au/demosite/agm/Shoalhaven_City_Council_Merger_Proposal_Submission-25th-Feb-2016.pdf))

## 6 Stage 3 -Your Rates Everybody's Future

Following the previous discussions and engagement with the community, on 25th October 2016 Council resolved to move forward with a Special Rate Variation. The resolution of that meeting was:–

*MIN 16.792 That Council:*

*Authorise staff to notify the IPART of its intention to apply for a Special Rate Variation Application for the following three (3) models of rate increase:*

*a. 11.5% over 2 years (plus the rate peg)*

*b. 6.27% over 4 years (plus the rate peg)*

*c. 5% over 7 years (plus the rate peg)*

*Work on any anomalies within the rating categories that would possibly produce additional rate income.*

*Receive a report modelling the community's capacity to pay for rate increases.*

*Council undertake an extensive community engagement program explaining the reason for the rate increase and seek the community's comments.*

### 6.1 Community Engagement Purpose

In response to the Council resolution of 25th October 2016, a Community and Stakeholder Engagement Plan was developed to support the community stakeholder engagement during the consideration of the rates proposal. The key purpose of the engagement was to:

- Inform the community of the proposal to increase rates by:
  - 11.5% each year over 2 years (plus the rate peg)
  - 6.27% each year over 4 years (plus the rate peg)

- 5% each year over 7 years (plus the rate peg)
- Seek feedback from the community about their ability to pay an increase in rates
- Provide a number of options for the community and encourage the community to identify which option they prefer.
- Inform the community about the state of the community's assets, the need for increased fund and the way in which the money will be spent which includes:
  - Road upgrades and maintenance
  - Asset renewal
  - Maintenance of the status quo
  - Retention of the existing services and facilities provided by Council

## 6.2 Communication Methods

A variety of communication methods were utilised for this stage of community engagement. These are detailed below.

### 6.2.1 Resident mail out

Over 40,000 brochures were printed and delivered to residents and ratepayers of the Shoalhaven as part of the Your Rates Everybody's Future campaign. This brochure provided information about the:

- Rates proposal and the key facts and figures regarding Council's financial position and the impact the proposed rates rise would have on the community (including a table of average rates)
- Increase that could occur given the three options proposed by Council
- Need for a raise to assist in the maintenance of assets
- Where information about the proposal could be found
- The types of services and facilities that Council provides for the community
- Opportunities for the community to have their say on the proposal.

The Shoalhaven Independents also supplied separate letterbox drops to the community during this time. These brochures outlined the dates of public meetings to be held by the Shoalhaven Independents and that there was an opportunity for the community to have their say and provide their opinion to Council. These brochures were also delivered to most residents and ratepayers in the Shoalhaven.

### 6.2.2 Information displays and hard copy information packs

Information was displayed at a number of locations throughout the City from November 2016 including:

- Nowra Civic Centre
- Ulladulla Civic Centre
- Bay and Basin, Ulladulla and Nowra Pools

Information displays (Image 7) included copies of the information package, rates brochure, hard copy surveys and a poster. Residents and visitors were able to take

copies of information with them and provide feedback in writing or visit Council's online platforms to provide further feedback to Council.

Understanding that not all of Shoalhaven's residents and ratepayers have access to online information, part of the purpose of the information displays was to enable residents to receive a hard copies of the information contained within the online engagement portal and Council's website. These information packages were included at display locations throughout the City including Nowra, Bay and Basin and Ulladulla. The community could also request Council send out an information direct to them via post. A total of 13 individual information packages were sent out via specific phone requests from community members.



Image 7- Information pack and displays

### 6.2.3 Random Telephone Survey

A telephone survey was conducted to seek random and demographically representative feedback on the rates increase. A sample size of 405 people was selected. This provides a representative sample, a larger size would not have shown different results.

The survey sample was a weighted sample of both residents and ratepayers and included some respondents who did not pay rates (this was allocated on a

demographically representative basis. Full details of the method used and sample selected is provided in the IRIS report - Appendix 5.

The questions were reviewed and critically analysed by IRIS to ensure that they would allow for a representative sample to be obtained.

### 6.2.3 Listening Posts

Two listening posts were conducted at Nowra Shopping centre and Ulladulla Civic Centre on December 21 and 22. This included Council staff attending and provided brochures and an opportunity for the community to provide feedback on rates. In Nowra 30 people were contacted and in Ulladulla 15 people were contacted.

The feedback from these listening posts was that the community were aware of the proposal and many had already received a rate brochure in the mail. Most did not provide a strong opinion about the rates proposal.

### 6.2.4 Community Meetings

The Shoalhaven Independents, Community Consultative Bodies (CCBs) and community groups organised their own community meetings during both stage three (3) and stage four (4) of the community engagement process. It is understood that details of these was provided in the submission from the Shoalhaven Independents which was provided directly to IPART.

### 6.2.5 Shoalhaven Council Website

A specific engagement portal was established for online engagement as well as Council's website for stage four (4) of the engagement process. This method was used to seek increased online engagement and comment. The dedicated engagement portal for the Your Rates Everybody's Future can be viewed at: <http://getinvolved.shoalhaven.nsw.gov.au/rates>.

This site includes:

- Frequently Asked Questions (FAQs) which were updated throughout the engagement process
- Information videos
- Fact Sheets
- Financial information
- Updates on Council decisions and reports

The community were able to provide feedback to Council via:

- An online survey and quick poll
- A guestbook

The site was updated throughout the process with news features, additional FAQs, additional financial information and video's. Sections of the site are shown in Image 8 and Image 9 below.

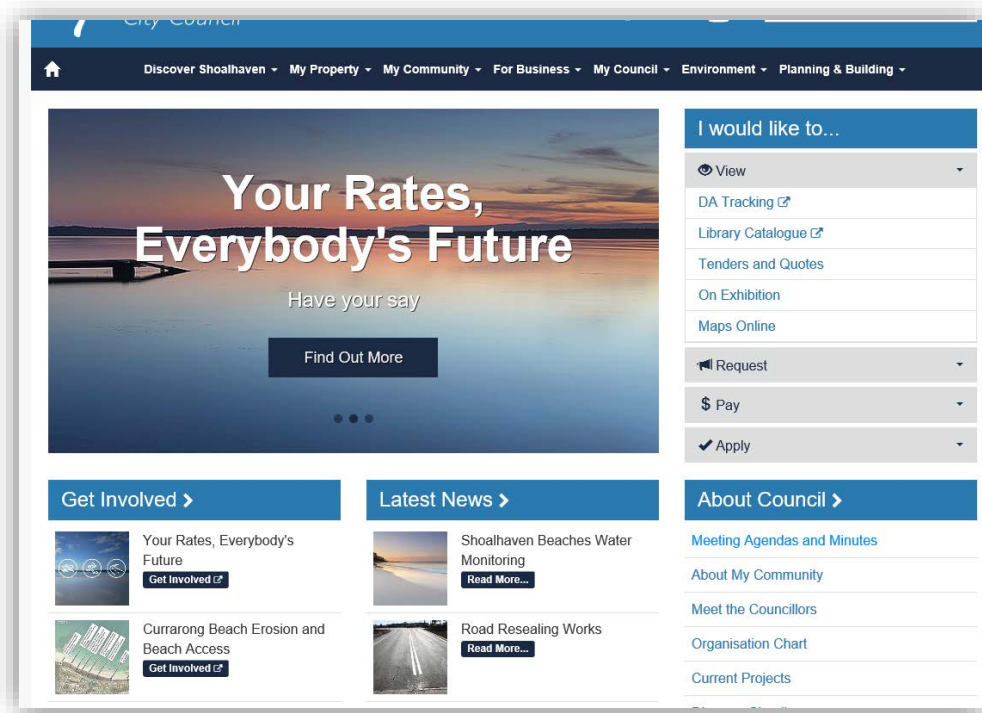
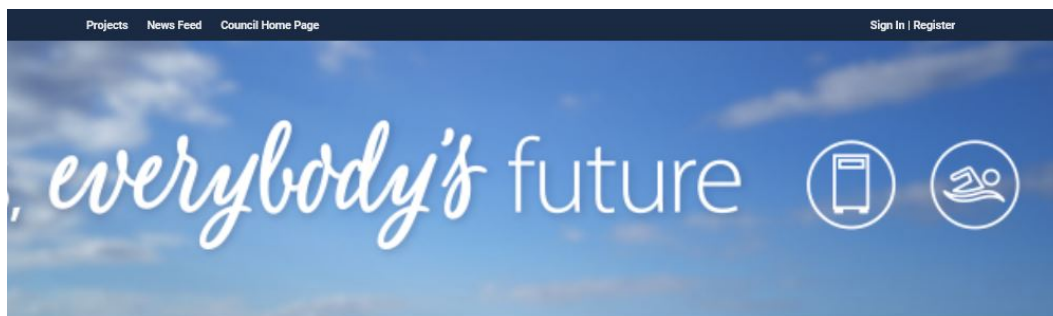


Image 8- Clipping of Council landing page showing “Your Rates Everybody’s Future” feature





Home » Your Rates, Everybody's Future

## Your Rates, Everybody's Future



UPDATE

### Council Extraordinary Meeting - Proposed Rate Rise Decision

Shoalhaven City Council reconvened a Special Extra Ordinary meeting on 2 February to discuss a rescission motion on the proposed rates increase.

It was determined at the meeting that:

1. Council receive the feedback and results of the community engagement;
2. Council endorse a financial sustainability approach that includes continued improvement in our procurement and asset management practices and improving productivity and implementing a Special Rate Variation;
3. Council authorise staff to make formal application to the Independent Pricing and Regulatory Tribunal (IPART) and lodge a Section 508A Special Rate Variation (SRV) on general income for an increase of 11.5% in 2017/18 and 11.5% in 2018/19, above rate peg for each of the 2 years in order for Council to financially support the ongoing provision of service levels to the community and increase levels of asset maintenance and renewal;
4. Staff provide a report to the next Ordinary Council Meeting on the establishment of a Citizen's Panel to provide recommendations to Council on priority areas for expenditure related to the Special Rate Variation;
5. Council accept the submission from The Shoalhaven Independents on behalf of the ratepayers and residents who attended protest meetings at St Georges Basin, Bomaderry, Huskisson and Nowra as part of the overall submissions and the submission also be reported to IPART;
6. The General Manager report back to Council on how Council could capture any business that is operating from residential premises and re-categorise to business and if there are any legislative hurdles should Council wish to pursue this as an ongoing part of revenue review. This should include the cost for resourcing such a project- this suggestion was put to Council by concerned ratepayers;
7. The General Manager report back if any other Councils apply a levy or any other mechanism to increase rates on those properties that are known to supply accommodation to the tourism industry and are essentially a

9. In reporting back could the General Manager please comment on any timing issues that could be foreseen if such mechanisms were to be adopted by Council; and
10. Council refer the matters raised by an Independent Auditor in a recent confidential meeting with councillors to Council's Risk & Audit committee for consideration and any further advice.

[Click here to read the full media release.](#)

## Your Rates, Everybody's Future

You told us that you love living in the Shoalhaven; you value the environment, the community and the quality of life you enjoy in our City.

Eighty-seven per cent of the Shoalhaven community are satisfied with Council, but you have asked for improvements to roads and facilities. You want to see improvements to the assets that we have, and often ask for new facilities like additional rubbish bins, new toilets, sporting facilities, new playground and parks.

These all come at a cost.

### Why do we need a rates rise?

The funds generated from your rates help to provide essential local government services within the Shoalhaven City Council area. Shoalhaven City Council covers 4,660 square kilometres and has 49 towns and villages and more than 1750km of roads.

Council needs to raise rates for the following reasons:

- Council cannot continue to meet the rising costs of operations within its current budget
- The community have many assets that need to be maintained by Council and this comes at a significant cost
- The community is asking for more facilities such as toilets, community halls, swimming pools, drainage and footpaths and these all come at a cost
- There is a need to meet the costs shifted to us from other levels of government such as increases in emergency services contributions
- Roads need to be maintained. We have a funding gap and need to invest additional money into maintenance and renewal of community assets, especially our local roads.

### What are our options?

Council has some important decisions to make about the rates that we charge, the level we maintain our assets to, and the services that we provide.

We are asking our community, both residents and ratepayers, to have input into this decision making process.

Council needs to raise more revenue to bring the community's ageing assets such as roads, playgrounds, parks and community buildings up to a satisfactory standard.

Council has determined to undertake an extensive community consultation process to consider three options. These are:

**Option 1:** Increase rates by 11.5% every year for 2 years (+ the rate peg)

**Option 2:** Increase rates by 6.27% every year for 4 years (+ the rate peg)

**Option 3:** Increase rates by 5% every year for 7 years (+ the rate peg)

[REGISTER](#) to get involved!

### Document Library

- [Rate Rise Factsheet \(374 KB\) \(pdf\)](#)
- [Council Financials, Budget Performance and Rating Increase \(presentation to CCB Executive Meeting, November 2016\)](#)
- [Assets & Works Infrastructure Update \(presentation to CCB Executive Meeting, November 2016\)](#)



### FAQs

Where will the monies collected from a rate increase be spent?

I have concerns about the rationalisation of Council assets, what plans do Council have in this regard?

Is Council able to minimise spend on external Conferences and Training Courses to save money?

Is Council able to cut costs with regard to External Consultants and use existing staff where possible?

Council needs to increase revenue by targeting business growth in the LGA, what is Council doing to achieve this?

What does Council mean by "Fit for the Future" and how is Council measured?

[more...](#)

### Key Dates

Council Extraordinary Meeting  
**02 February 2017**

Community Engagement Commences  
**21 November 2016**

Image 9- Clipping of the front page of "Your Rates Everybody's Future" engagement portal. As of 10th February 2017:

The EHQ page “Your Rates, Everybody's Future” has had:

- 1,393 page views
- 974 visits
- 42 Quick Poll responses
- 35 Survey responses
- 16 Guestbook responses

Participant Summary - as of 10 February 2017:

- 974 participants were “aware”
- 349 participants were “informed”; and
- 70 participants were “engaged”.

### 6.2.6 Electronic Alerts and Electronic Mail

Council has a weekly electronic direct mail out to over 1,662 people. Examples of this direct mail is provided at Image 10.

Key messages conveyed included:

- The availability of information on the rates proposal both online and hard copy
- Outline of the rates proposal, what it means for the community and their opportunity to have their say
- Reminder for opportunities to get involved
- A full outline of Councils decisions , next steps and further opportunities for engagement.

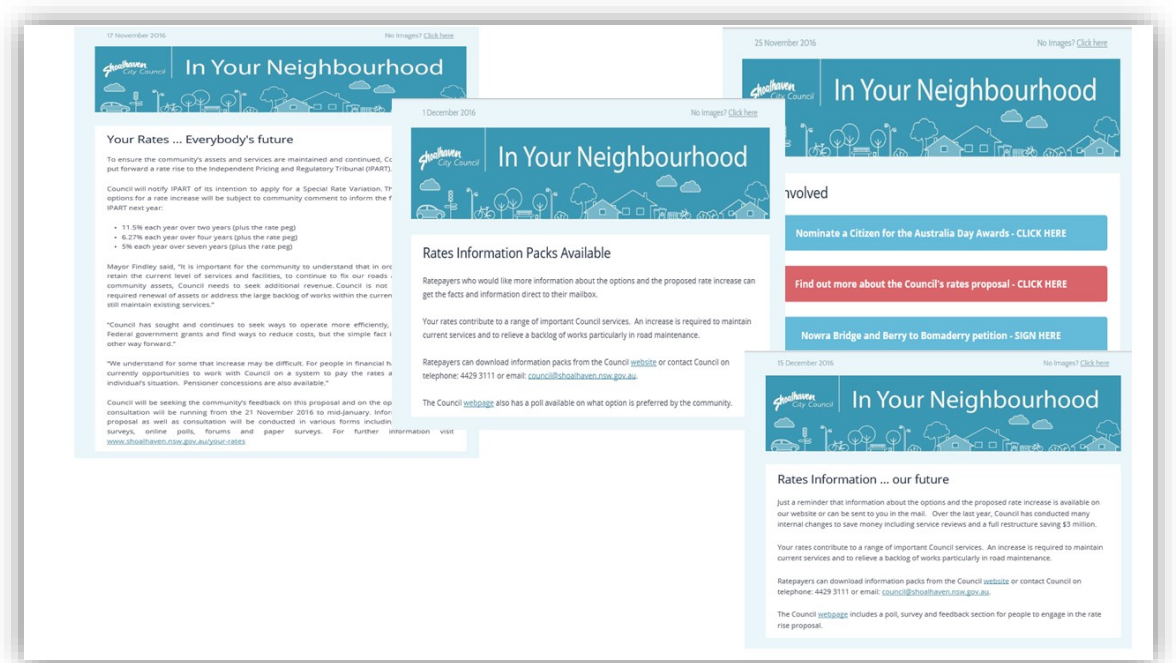


Image 10 - Copies of “In Your Neighbourhood News”



Council also distributes a direct newsletter to all of our 25 CCBs. A number of newsletters were sent throughout all phases of the engagement process which contained information about:

- The Fit for the Future requirements
- Key ways in which money would be spent
- Current projects of Council
- Seeking feedback from the community about the merger proposal and rates proposal
- Their opportunity to have their say and the availability of resources

### 6.2.7 Social Media

Facebook was used to convey information to our community throughout the engagement process. A total of 8 social media posts were made, a summary of these posts is provided in table 3. Copies of these posts and the comments made by the community are provided as Appendix 2.

Many of these posts were also shared on the Shoalhaven News Facebook site which has over 21,857 members. This site is a key community page where most news and information about the Shoalhaven can be found. Councillors were actively engaged on this site and providing feedback answering questions of the community.

A summary of the posts provided during the engagement process are provided in Table 3 below.

<b>Post</b>	<b>Summary of content</b>	<b>Reach</b>
25 <sup>th</sup> October 2016	Ordinary Meeting decision to notify IPART of intent to lodge application	2,243
15 <sup>th</sup> November 2016	Ordinary meeting decision to undertake extensive community engagement process on Special Rate Variation and three models of rate increase	2,843
2 <sup>nd</sup> December 2016	Phone Survey commencement announcement re CSP and rate increase proposal	1,493
1 <sup>st</sup> Feb 2017	Extraordinary meeting announcement	2,344
1 <sup>st</sup> Feb 2017	Extraordinary meeting development and notice of motion	5,839
1 <sup>st</sup> Feb 2017	Live feed of Council Extraordinary meeting announced	56
2 <sup>nd</sup> Feb 2017	Live Facebook feed of Council extraordinary meeting	742

2 <sup>nd</sup> Feb 2017	How to keep up to date with rates information	2,347
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**Table 3- Social media posts**

### 6.2.8 Media

Specific media releases were provided as part of the community engagement process. These releases were provided to all media outlets, CCBs and local community papers. The releases included:

- 3<sup>rd</sup> February 2017- Outcome of Extraordinary Meeting
- 1<sup>st</sup> February 2017- Outcomes of Extraordinary Meeting
- 18<sup>th</sup> January 2017- Rates proposal
- 1<sup>st</sup> December 2016- Rates information pack
- 15<sup>th</sup> November 2016-Council meeting rates
- 19<sup>th</sup> October - South Coast Register letters to the editor

A number of radio interviews also were arranged with the media throughout the process and Council received significant airplay on the issue. These releases were supported by the radio interviews, social media posts and electronic direct mail newsletter.

Interviews that were conducted since the beginning of this year about the “Your Rates Our Future” proposal include:

#### **ABC Radio News and Breakfast**

3 February 2017 - Interviews with Mayor, Cllr Levett, Cllr Guile

31 January Mornings with Mayor

19 January Radio ABC – Extraordinary meeting to talk to rates – News and Breakfast

#### **2ST**

Interviews with Mayor, Cllr Watson, Cllr Proudfoot, Cllr Guile, Cllr Pakes and Director of Corporate & Corporate Services

2ST – Weekly Mayors Session

3 February 2017 2ST/Power – [Comments for and against rate rise](#)

3 February 2017 2ST/Power – [Rate Rise a Done Deal](#)

2 February 2017 2ST – [Rate rise decision stalled](#)

1 February 2017 - South Coast Register – [Rate rise does not add up](#)

25 January 2017 - Radio 2ST – [Residents Ready for Housing Fight](#)

19 January 2017 - Radio 2ST – [Extraordinary meeting to talk rates](#)

17 January 2017 - Radio 2ST - Cllr Greg Watson on Rates meeting this evening (no link)

### **Triple UUU**

3 February 2017 - Interviews with Mayor, General Manager, Cllr Guile

Many of these releases were picked up by the media, shared on CCBs Facebook pages or distributed through their network lists, provided in articles in the local community news or shared on the Shoalhaven News Facebook site. Many of the releases were also provided on Council's Facebook site and all were provided on Council's website or on Council's web news feed.

Media were in attendance at most Council meetings regarding either the merger proposal or the Your Rates Everybody's Future discussions. Some provided live feeds on their Facebook page and all were recorded by Triple UUU FM and available for free replay.

Full details of media coverage throughout the stages of engagement are provided at Appendix 1. This contains a number of media clippings pertaining to the SRV proposal. Appendix 1 provides clear evidence that the issue was well publicised and that significant media attention was given to the proposal.

The Random Community Phone Survey undertaken by IRIS also clearly showed that at least 60% of residents (after one week of the engagement process) were aware of the proposal and that most had become aware through either the local radio or local media.

#### **6.2.9 Community Consultative Bodies**

Council has a network of 25 Community Consultative Bodies (CCBs) which it regularly uses to communicate important information to, such as its financial position etc. Following the Financial Sustainability Report above and the Fit for the Future announcement, Council met with the executives of all the CCBs in April 2015 and provided them with a presentation of the financial position and the proposed 20% rate rise over the next 2 years (as proposed at that time based on 2 x 7.5% rate increases above 2.5% rate peg).

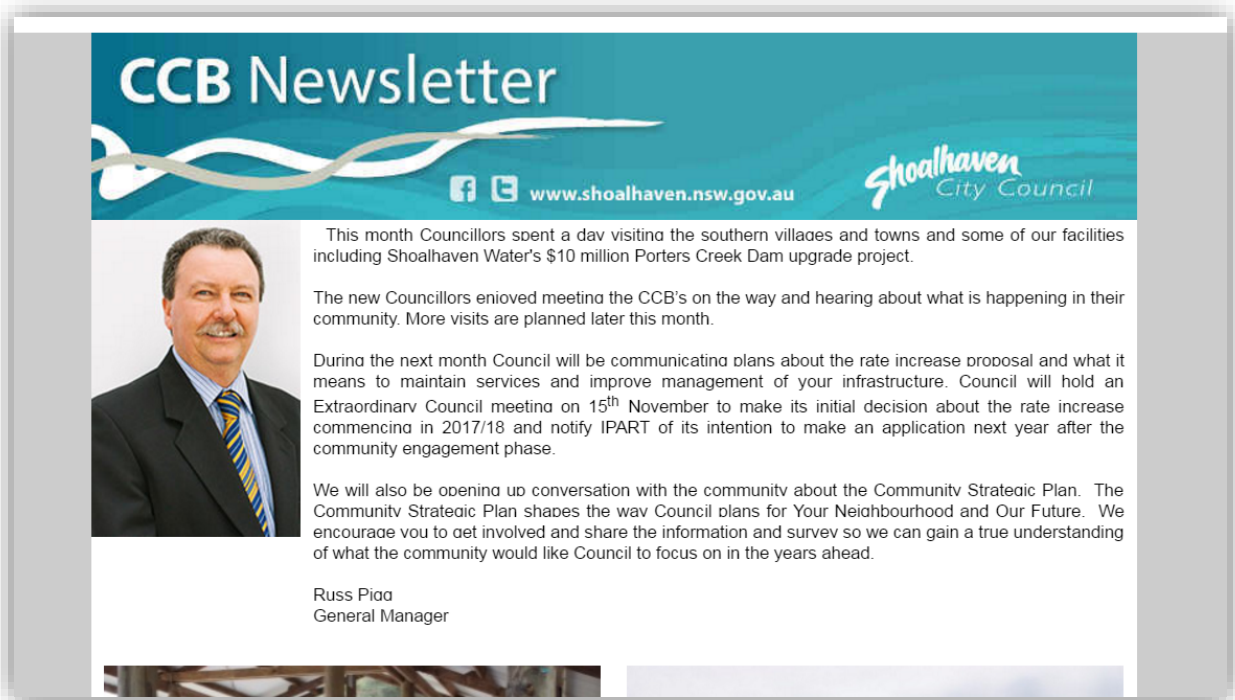
The CCBs are provided with all Council business papers and minutes and are kept abreast of all discussions Council is having in relation to its financial situation. They are kept up to date with regular email contact from various staff members and a CCB Newsletter that is sent out monthly. CCB's also have a direct contact with a CCB Liaison who has been in the role since June 2016.

Every year CCB's have the option to attend CCB Executive Meetings. These meetings involve presentations from all Council Group Directors and are also attended by current Councillors. Each year CCBs also have a bus tour visit their town/village. These bus tours bring Councillors, Group Directors and Section Manager to each region where the CCBs can identify their priorities and concerns face-to-face with Directors and/or Councillors.

In November 2016, another CCB Executive meeting was held to provide CCBs with a direct presentation on Council's current financial position and the new proposal (2 x 13.5% rate increases above a 1.5% and a 2.5% rate peg).

Another CCB Executive meeting was held with Council's Group Directors in January 2017, at the request of CCB's to discuss the proposal and answer questions from the executive members of Council's CCBs. 20 members attended this meeting along with Councillors. At this time, Council's CCBs were provided with a presentation at the CCB Executive meeting and access to the information. This continued when the State Government introduced the Fit for the Future requirements. Council updated its information in line with these requirements and again made this information available to the community. The Fit for the Future submission clearly outlined the need for two x 7.5% above rate peg increases.

**Image 11-CCB Newsletter-November 2016**



Copies of the presentations given to CCBs at both the Executive Meeting and SRV Meeting with Directors are provided as Appendix 9 and 10.

## 7 Community Feedback

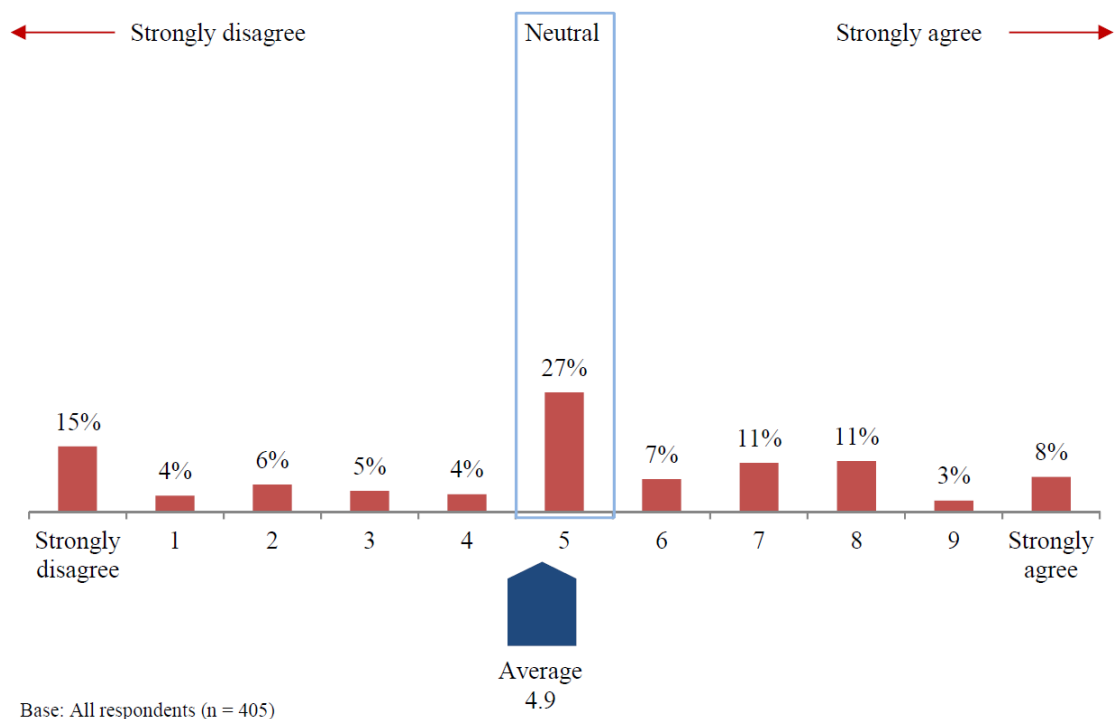
### 7.1 Random Telephone Survey

The outcomes of the community telephone survey are provided in detail in Appendix Five key components of the report are outlined below:

#### 7.1.1 Perception of Council's financial position

Results showed that respondents did not agree that the council's financial situation was particularly negative. The average score (4.9 out of 10) showed that the respondents mainly had a neutral perception towards Council's financial situation.

Figure 1



#### 7.1.2 Support for the rates proposal

Two in five residents (40%) indicated that they were not at all supportive of paying higher rates. 16% of respondents had neutral support for paying higher rates. Average respondent support was 3.0 out of 10.

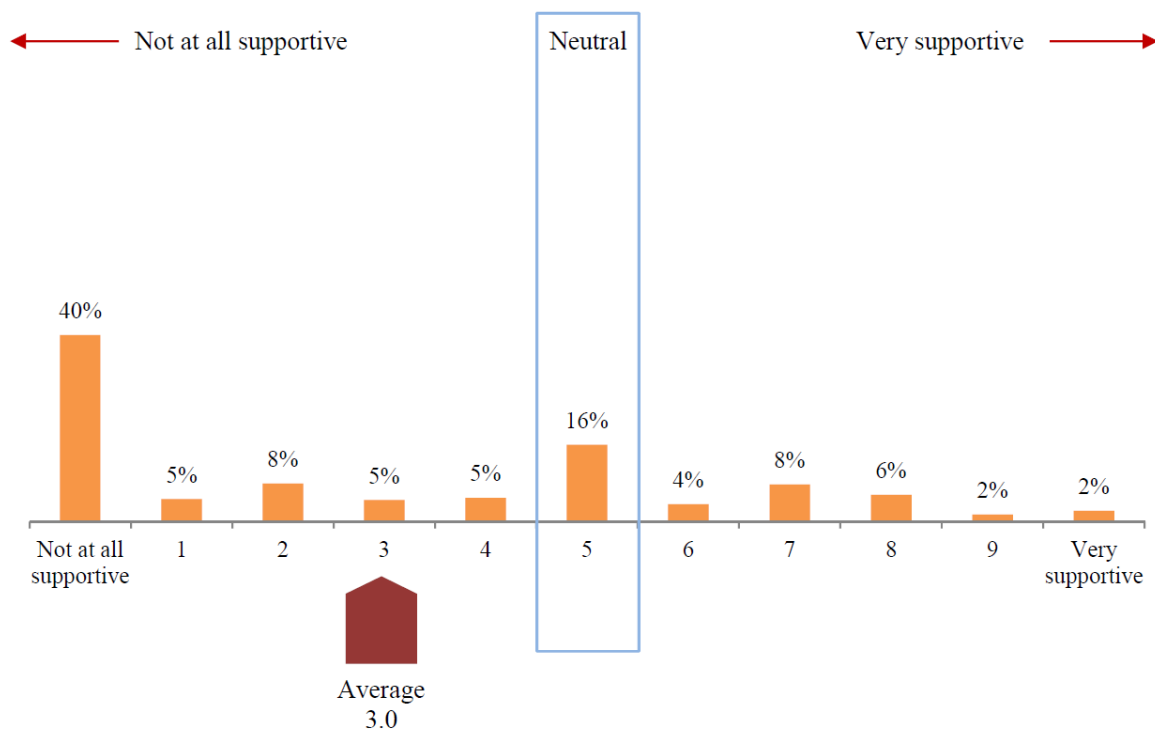


Figure 2

The results showed that 62% of respondents do not support the idea of having to pay higher rates. This result is the same among rate-payers. Non-rate payers seem to be less supportive, however, the significance tests show that the differences are not statistically significant.

### 7.1.3 Support levels by age

	All respondents [n = 405]	18 – 49 years [n = 75]	50 – 65+ years [n = 330]
Not supportive (0 - 4)	62%	72%	56%
Neutral (5)	16%	16%	17%
Supportive (6 - 10)	21%	12%	27%
<b>Average</b>	<b>3.0</b>	<b>2.1</b>	<b>3.6</b>

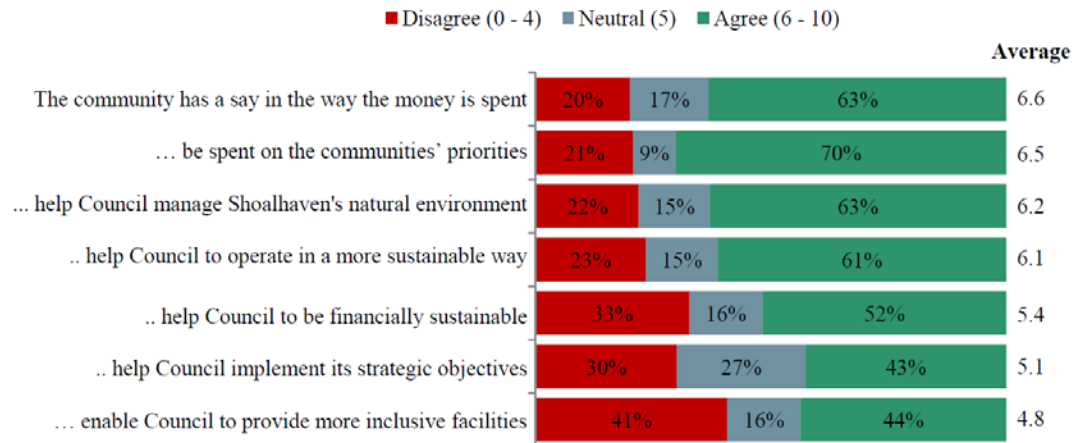
### 7.1.4 Motivations to pay higher rates, usage fees and charges

The results showed that some residents would consider paying higher rates, usage fees and charges, if the community has a say in the way the money is spent. Some residents also advised that they would consider paying higher rates, if the extra money is spent on the community priorities, management of Shoalhaven’s natural environment and the operations of Council in a more sustainable way.

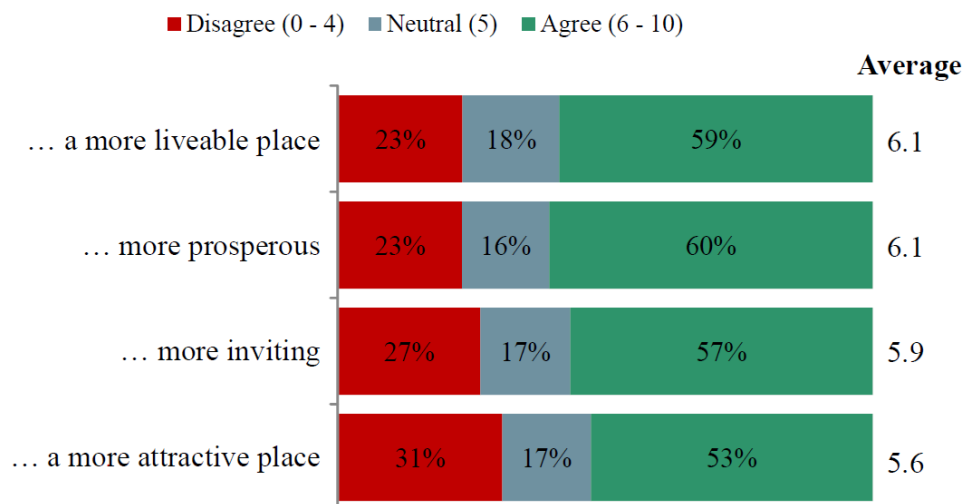
The Council’s financial sustainability, implementation of strategic objectives and provision of inclusive facilities were not stated as strong motivators. Some respondents agreed that they would be willing to pay higher rates, usage fees and

charges, if it makes Shoalhaven City a more liveable and attractive place, more prosperous and inviting.

*I am willing to pay higher rates, usage fees and charges if it is going to*



*I am willing to pay higher rates, usage fees and charges if it is going to make Shoalhaven City ...*



Respondents recommended that to create an overall motivation for paying higher rates among residents, Council should create opportunities for community to be involved in decision-making processes. Council should clearly show that it understands the community's priorities correctly and build strategies to make sure the money is spent effectively to meet their priorities.

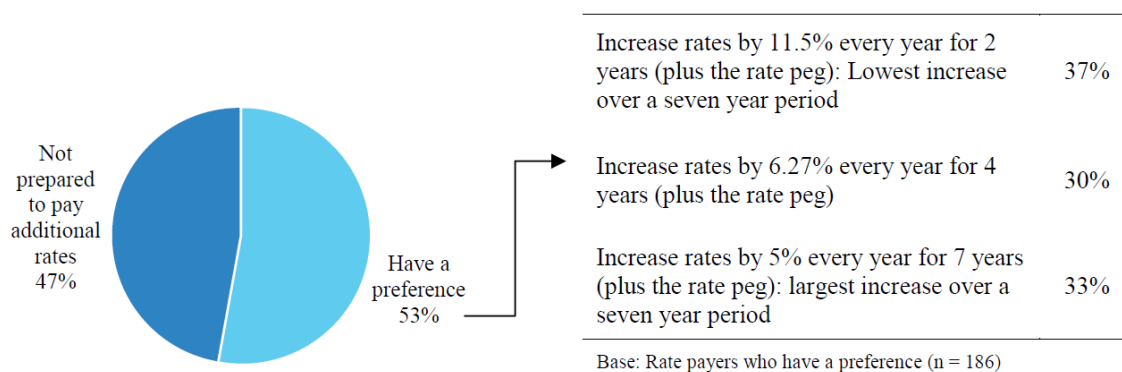
To create support for having to pay higher rates, Council should communicate its management methods more effectively. Residents should be aware how the higher rates would provide Council with opportunities to build more inclusive community facilities.

Council also should ensure that the residents are aware that the higher rates generate financial sustainability for the Council and opportunities for management to implement its strategic objectives.

In both cases, some residents are motivated to pay higher rates and offer support having to pay higher rates if the money is used to improve Shoalhaven City's future prospects.

### 7.1.5 Rates Options

When the rate-payers were asked their preferred options for the future rates increases, almost half of them (47%) stated that they are not prepared to pay additional rates. They do not indicate a clear preference among the proposed options, but an 'increase rates by 11.5% every year for 2 years (plus the rate peg): Lowest increase over a seven year period' was the most identified option (37%).



### 7.1.6 Spending of additional funds

According to respondents, the extra income that is generated from the increased rates should be spent on roads (58%). The significance tests showed that the roads are clearly the main priority for the Council's future investments for all subgroups of the sample.

Roads	58%
Facilities management	26%
Maintaining a balanced budget	12%
Maintaining a deficit	3%
Asset renewal	9%



### 7.1.7 Services to be reduced

Respondents did not clearly identify particular services or facilities to be reduced to help to maintain the rates, fees, and charges at their current level. Some respondents suggest some unused services and facilities be closed, namely entertainment, art, information centres and take away facilities in Nowra and Milton. Respondents suggest roads cleaning and street sweeping could be reduced to help keep fees at their current level.

Numbers of parks and reserves can be reduced by closing some located in isolated irrelevant areas. Similarly, some respondents suggest reducing the number of waste collection bins.

A reduction in wages paid to Councillors and Councillors' expenses, including water bottles/ food at council meetings as well as staff salaries was also suggested.

Respondents listed some unused services and facilities such as Roundabout at south Nowra, new plan for Bomaderry sporting complex, misting bubblers in the Nowra CBD and library services. Some respondents suggested community events could be reduced to keep the rates at their current level.

There were some comments made about the contractors who currently work for the Council while some suggested that having contractors is more efficient.

Respondents stated that if the tip fees are eliminated council could save money for cleaning up illegal dumping. Finally, it was suggested that the red tape and some internal Council expenses could be reduced.

### 7.1.8 Recommended ways to raise revenue

When the respondents were asked to recommend ways for the Council to raise revenue, the most common recommendations were related to better management methods.

Residents understand that the rates, fees and charges are the main sources of the Council's income thus they recommend rate increases as a way of raising revenue.

Residents mentioned that Council should apply for funding from the State and Commonwealth governments as a way of raising revenue.

Residents suggested that user pays for the services and facilities could be a source for additional revenue. Residents suggested that users might start to pay or pay more for the services and facilities they use such as, library computers, development applications, and boat ramps. Similarly, parking fees and fines are suggested as a potential source for additional revenue. Residents suggested user pays for car parking in the CBD or in caravan parks as other ways of raising revenue.

Residents recommend conducting events and activities for Council to raise revenue. They suggested that more community events, festivals, fairs, concerts, and annual shows would not only raise funds for the Council but also bring the Shoalhaven community together.

Tourism was suggested as a way to raise income. Visitors could have ‘user pays’ for the existing tourist attractions and also for the activities that are held by Council. Furthermore, if the tourism is improved, the facilities that are mainly used by tourists would generate more revenue.

Residents suggested that Council management should work more efficiently and be more productive. They recommended that Council review their investment strategy. They claimed that cutting some internal expenses would be helpful to reduce expenditure. They also suggested a reduction in the number of staff.

## 7.2 Written Submissions

A total of 59 written submissions were received as part of the engagement process. These are summarised in Appendix 3 with copies of each of the submissions provided as Appendix 11. The key issues raised in these submissions and the other submissions received are provided in section 7.2.1 and 7.8.

### 7.2.1 Response to Rates Options

- 33 did not support the proposed rate rise in any form. Many provided reasons such as Council should live within its means or cut services and it should be a user pays system
- 9 submissions did not support the proposed rate rise in its current form but proposed alternative options or proposed a delay for further engagement
- 13 submissions proposed which option they preferred (some specifically said they supported the rise other said if it had to happen then the option they preferred would be 1,2 or 3)
  - 8 for Option 1
  - 2 for Option 2
  - 3 for Option 3
- 2 supported the rate rise without question
- 2 were not clear on whether they supported the rate rise or not

## 7.3 CCB Written Submission

A submission was received from the Bawley Point CCB and also the Huskisson CCB. A combined submission from a number of other CCBs was also provided. These are provided in Appendix 13. The key issues raised by the CCBs were:

- how the different scenarios would impact on rates;
- the management of assets;
- the opportunities of a citizen’s panel
- desire to have a greater say in the way that Council spent it’s money

## 7.4 EHQ - Get Involved Shoalhaven- Online Engagement

35 responses to the online survey were received as part of the online engagement. The results from this survey included:

- 14 were not at all supportive of the proposal - support ranked 0 out of 10
- 2 had a support level of 2 out of 10
- 5 had a support level of 3 out of 10
- 2 had a support level of 5 out of 10
- 3 had a support level of 7 out of 10
- 2 had a support level of 8 out of 10, and
- 7 were very supportive of the proposal (10 out of 10).

Suggestions for saving money:

- Reduce services such as libraries and swimming pools
- User pays system
- Administrative improvements
- Asset maintenance system to ensure best use of funds.

16 individual online submissions were also received. This allowed for specific comments to be made. This also allowed for those that did not want to select any of the three options to provide comment about the proposal and to outline that they did not support any rise if they so choose. A copy of each of the guestbook comments is provided as Appendix 12.

A Quick Poll was also included on the site where participants were able to select from the following three options:

Option 1: Rates to increase by 11.5% every year for 2 years (plus the rate peg)

Option 2: Rates to increase by 6.27% every year for 4 years (plus the rate peg)

Option 3: Rates to increase by 5% every year for 7 years (plus the rate peg)

Of 42 respondents, 45% selected option 1, 24% selected option 2, and 31% selected option 3.

## 7.5 Listening Posts

The feedback from listening posts showed that there was a high level of community awareness of the rates proposal. A majority of those spoken to during the posts advised that they had received a rates brochure in the mail. The majority of those spoken to did not have an opinion either way about the rates proposal.

## 7.6 Media

The community are aware of the proposal and there are mixed comments on each of the media online sites. This feedback has not been captured for this report as it is not considered official submissions to the Council engagement process. Links to articles are provided as Appendix 1.

## 7.7 Petition and Shoalhaven Independents Submission

A petition commissioned by the Shoalhaven Independents and a separate written submission has been provided to Council.

## 7.8 Key Issues Raised

There were a number of key issues that were raised through the submissions provided to Council.

These key issues include:

- Need to obtain additional funds from tourist that visit the area
- Equity across the city for funds expenditure
- Desire for a Citizen's Jury
- Delay process to enable additional engagement
- User pays system should be implemented
- Disagree with the financial figures provide
- Council needs to live within its means
- How the money will be spent
- Fairness of rating categories
- Need to concentrate on priority issues and ensure money is spent on roads
- Another issue raised during the consultation process was the value Council allocated to its assets such as Kerb and Gutter replacement costs and the annual depreciation. It was suggested that Council should use a lower value to estimate rates. Council is using rates that have been calculated by using costs that also include demolition, disposal of concrete, compaction of base and new pavement, concrete supply and installation based on actual costs in 2013 - 2015. To use the lower rate would not be an accurate replacement cost for an isolated section of replacement of kerb and gutter.
- A key theme in the submissions and engagement was the impact of rates on low income earners and pensioners. Council acknowledges that any rate increase may be difficult for some community members.

Details of the key questions raised during the engagement process and Council's response are provided at Council's online portal:

<http://getinvolved.shoalhaven.nsw.gov.au/rates/faqs>

Appendix 1 - Media Articles and Commentary (Not published due to copyright concerns)

Appendix 2 - Social Media Posts (Not published)

Appendix 3 - Summary of Submissions (Not published)

## Appendix 5 - IRIS Telephone Survey Report



Insight for  
**Business & Government**

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# Shoalhaven City Council Community Survey 2016

## Final Management Report

Prepared for



Prepared by  
IRIS Research

January 2017

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## Executive summary

### Key Initial Findings

- Respondents did not feel that Council's current financial situation was particularly negative.
- 60% of the residents had heard about Council's new rates increase proposal mainly on radio, through the local newspaper or from friends and colleagues.
- Community support for paying higher rates is low with an average of 3 out of 10. Support is higher amongst older residents.
- Residents indicated that any additional income generated by a rate rise should be invested in roads and facility management.
- When residents were asked to rate the usefulness of services and facilities provided by Council:
  - ▲ Services provided direct to residents rated highest i.e. sewerage and water services, garbage collection and wheelie bin kerbside recycling services.
  - ▲ Amongst the indirect services, control of hygiene standards of retail food outlets was ranked top.
  - ▲ Amongst Council's overall responsibilities, creating job opportunities and community engagement were reported as being the most useful.
  - ▲ Amongst the facilities provided by Shoalhaven City Council, parks, playgrounds and reserves were deemed the most useful.
- The maintenance condition of pools, parks and reserves was rated as good.

## Key Recommendations

The research has found that the key to increasing resident's support for paying higher rates is through better communication and stronger engagement with the community.

It is recommended that:

- Council strategies for the delivery of financial savings and more efficient and targeted services need to be communicated effectively in order to reduce misconceptions in the Shoalhaven community.
- Council needs to communicate its financial position, the reasons behind it (e.g. State Government cost shifting, ageing infrastructure etc.) and its processes for allocating works funding effectively.
- Council should create opportunities for the community to be involved in the decision making process.
- Council should show that it understands the community's priorities and build strategies to ensure that money is spent effectively to meet these priorities.
- Council should communicate its management methods more effectively.
- Residents should be made aware how higher rates would provide Council with opportunities to build more inclusive community facilities.
- Residents should be made aware how higher rates create financial sustainability for Council and opportunities for management to implement its strategic objectives.
- Council should communicate the concepts of *Council's Responsibilities* and *Shoalhaven's Vision* as core values for the City moving forward.
- Further research is needed to identify effective communication strategies that meet the community expectations and improve dialog and mutual understanding between Shoalhaven City Council and the Shoalhaven community.

## Methodology

Factor, regression and path analysis has identified two latent variables that have been named *Council's Responsibilities* made up of:

- more inclusive community facilities
- implementation of strategic objectives
- operate in a more sustainable way
- preserve the natural environment
- implementation of community priorities
- allowing the community to have their say
- encouraging community engagement
- achieving financial sustainability
- driving economic growth
- creating jobs in the region
- promoting tourism

and

*Shoalhaven's Vision* made up of:

- a more attractive Shoalhaven
- a more inviting Shoalhaven
- a more liveable Shoalhaven
- a more prosperous Shoalhaven

The analysis has shown that these two variables act as mediators in the relationship between service provision and resident's support for the rate rise proposal.

*In other words if it can be demonstrated that any extra money raised by an increase in rates will lead to improvements in either Council's Responsibilities or Shoalhaven's Vision then that improvement will increase resident support for the proposed rate rise.*

It was also found that amongst the services that Council provides to residents, improvements in the delivery of administration services (Counter services and development application assessments) will have the biggest impact on both *Council's Responsibilities* and *Shoalhaven's Vision* and consequently on resident's support for a rates increase.

## **Background**

The State Government's 'Fit for the Future' program requires ongoing action to ensure Councils in NSW continue to deliver financial savings and more efficient and targeted services. Shoalhaven City Council aims to maintain living standards of residents by providing a wide range of service and facilities at high quality levels. Shoalhaven City Council has released a rates increase proposal and is currently building strategies to improve communication with the Shoalhaven community.

Shoalhaven City Council and IRIS Research have collaborated to conduct a Community Survey to investigate community reaction towards the rates increase proposal. Respondents of the survey were Shoalhaven residents, mainly well-educated individuals with moderate incomes and living with their families. The majority pay rates for their own property. Almost half of the respondents are aware that the council has a Community Strategic Plan. The awareness level depends on the respondents' education and income levels. As the education and income levels increase the awareness of the Community Strategic Plan improves.

## **The Survey**

In the survey, particular attention was given to the perceptions towards the Council's financial situation at the time the survey was conducted (December 2016). Respondents did not think that Council's financial situation was particularly negative. The reactions were mainly neutral indicating that respondents do not have a strong opinion on Council's finances. Perceptions towards the negativity of Council's financial situation increase as the community's understandings of the current condition of Council's assets increase. However, the most significant factor that affects negative perceptions about Council's financial position are perceptions about Council's backlog of required maintenance work. Moreover, opinions about Council is not spending enough money on maintenance, reinforce negative perceptions of its financial situation. When possible ways to raise revenue are discussed, respondents make references to having more productive and efficient management methods.

These results show that the current interest in Council's financial situation and management methods among the community are relatively low and that higher levels of understanding generate negative perceptions. The strategies for the delivery of financial savings and more

efficient and targeted services should be explained clearly in order to reduce misconceptions in the Shoalhaven community.

Information about Council's new rates increase proposal had been heard by 60% of the respondents. Offline mediums such as radio, local newspaper, friends, and colleagues were the main sources of information. Community support for having to pay higher rates is low with an average of 3 out of 10. Generally this result does not change among different demographic groups and rate-payers and non-rate payers, with the exception of the higher support received from 50 – 65 + age group (3.6 out of 10) compared to younger groups (2.1 out of 10).

The regression model conducted to investigate the motivations for residents to support a rates increase revealed interesting results. Detailed examinations showed that to create an overall motivation for paying higher rates among residents, Council should create opportunities for community to be involved in the decision-making processes. Council should clearly show that it understands the community's priorities and build strategies to ensure that the money is spent effectively to meet these priorities.

To create support for paying higher rates, Council should communicate its management methods more effectively. Residents should be made aware how the higher rates would provide Council with opportunities to build more inclusive community facilities. Council should also ensure that residents are aware that higher rates create financial sustainability for Council and opportunities for management to implement its strategic objectives. Residents will be motivated to pay higher rates and offer support to pay higher rates if the money is to be used to improve Shoalhaven City's future vision.

Residents have not expressed support for a rates increase. However, according to the majority of respondents, if the rates are increased, the additional income should be invested in roads and facility management.

In order to obtain deeper understandings about service and facility management, the usefulness of individual services and facilities was measured. Services provided direct to the residents were found highly useful, especially, sewerage & quality of water services, garbage collection and wheelie bin kerbside recycling services. Useful indirect services included control of hygiene standards of retail food outlets. Council administration services; development applications and counter services were found moderately useful compared to

other services. In addition to its services and facilities, Council's overall responsibilities, such as creating job opportunities and community engagement were found useful by the residents.

Among the facilities that are provided by Shoalhaven City Council, parks, playgrounds and reserves were rated the most useful. Residents found the condition of the pools, parks and reserves good. The condition of footpaths, roads and bridges was rated as moderate.

In addition to performance analysis that details the individual usefulness of services and facilities, a regression based path model has been built to obtain insights to be used in designing service and facility management strategies to generate community support for a rate increase.

As discussed earlier, regression analysis showed the significant effects of some rational motivations related to *Council's responsibilities* and emotional aspects related to *Shoalhaven City's future vision* on resident support for rates increase. However, it was also important to identify the role that effective management of services and facilities play in motivating residents to support a rate increase. Path analysis showed how efficient service provision affects resident's perceptions towards *Council's responsibilities* and expectations for Shoalhaven's vision that will lead to higher support for a rates increase.

Results show that, although effective service provision does not have a direct impact on community support, it becomes significant once *Council's responsibilities* and *Shoalhaven's future vision* is recognised by the community. In other words, *Council's responsibilities* and *Shoalhaven's vision* are confirmed as mediating factors between services and community support.

Detailed analysis has indicated that as Council provides more effective direct, indirect and especially administration services, the community's perceptions increases on the importance of *Council's role and responsibilities*, which will lead to higher support for a rates increase. Similarly, a more effective direct and administration services provision will lead to a clearer vision for *Shoalhaven's future vision*. These results show that, if the *Council's responsibilities* and *Shoalhaven's vision* are effectively communicated, provision of direct and administration services becomes a strong factor generating community support for a rates increase.



Path analysis showed that counter services and provision of development application assessments should be given priority to generate community understandings about *Council's responsibilities*. Once the administration services are reviewed, the focus should turn to direct services, more specifically services for footpaths, garbage collection and local flooding. Finally, if information about the services that monitor hygiene standards of retail food outlets can be effectively communicated to the community, this will generate positive perceptions towards *Council's responsibilities* and in turn lead to higher support for a rates increase.

It is important to note that, despite having no significant impact on community support, *Shoalhaven's vision* is an important variable in explaining the community support. Therefore, its management should be considered along with management of *Council's responsibilities*. Again, administration services should be given priority to manage the perceptions towards *Shoalhaven's vision*. In particular the effectiveness of counter services would increase the perceptions towards Shoalhaven's vision. The effectiveness of services provided for footpaths, sealed and unsealed roads are important and significant drivers increasing understandings of *Shoalhaven's vision*. Improvements made in these services would lead to higher community support for a rates increase by creating more positive perceptions towards *Shoalhaven's future vision*.

In conclusion, path analysis provided invaluable information about community management to generate higher support for the rates increase. It showed that effective service provision becomes a strong factor for community support if the perceptions towards *Council's responsibilities* and *Shoalhaven's future vision* are improved among the community. Shoalhaven City Council should focus on designing strategies that communicate its processes and methods to undertake its responsibilities to set community expectations correctly. Finally, Council should share its plans and vision about the *Shoalhaven's vision* with residents.

This research generates directions for future research that produces insightful information about the ways to identify community communication strategies. Results of this research showed the importance of community understandings about Shoalhaven City Council's responsibilities and vision. Market research should be designed to derive information about effective communication strategies that meet the community expectations and improves dialog and mutual understandings between Shoalhaven City Council and the Shoalhaven community.

## **Introduction**

At the Shoalhaven City Council Strategy and Assets Committee meeting held on 11 October 2016, Council recommended proceeding with the Special Rate Variation Application for 2017/18 and 2018/19. It was stated by the General Manager that the main objective of Council Rates Increase Proposal was to meet the measures that are essential to ensure the Council's ongoing 'Fit the Future' status.

Presently, Shoalhaven City Council plans to conduct extensive community consultation to explain the proposed increase, reasons for the increase and how the additional funds will be spent to maintain services and facilities. As a part of their community consultation plan, Shoalhaven City Council collaborated with IRIS Research to conduct a Community Survey to investigate the community's reactions to the rates increase proposal and obtain a deeper understanding of the factors affecting community support for rates increase.

Shoalhaven City Council Community Survey was conducted between 3 and 12 December 2016 almost a week after the announcement of the Council's rates increase proposal. 405 Computer Aided Telephone Interviews (CATI) were completed from a random sample of residents that live in the Shoalhaven City Council area. Strict sampling procedures were used to ensure that residents from right across the Shoalhaven LGA were given an equal opportunity to participate in the research. Age and sex quotas were set based on the 2011 Census. Where these quotas could not be filled, the final data set was weighted by age and sex to ensure that the data collected accurately reflected the demographics of the Shoalhaven LGA (See Appendix C for details).

This report presents the results of the research. The first part of the report details the survey results. The second part contains a Community Management Model that tests and validates the direct and indirect factors that generate community support for the rates increase proposal.

## **1. SURVEY RESULTS**

The following section presents the results of the survey. Following an introduction to sample profile, focus turns to the results addressing the specific objectives of the research. It starts with the Community Strategy Plan (CSP) awareness levels, the results of the perceptions towards the Council's current financial situation follows. The reactions towards the Council's new rates increase proposal are then outlined and the motivations to support for having to pay higher rates are discussed.

### **2.1 Sample profile**

In order to obtain a clear view of the sample's profile, some demographic characteristics such as age, gender, education, occupation, annual income were asked. In addition to demographics, some other characteristics were questioned including disability / pension card ownership, living arrangements and ethnical background. The profile of the sample of Community Survey is displayed in Table 1.

Sample of the survey did not contain any full or part time students. The majority of the respondents are secondary school graduates (42%). They live with their older children (34%) or children under 15 (24%). They either share (24%) or live alone (16%). They have moderate annual income of \$20,001 to \$40,000 (24%) and \$40,001 to \$60,000 (15%). 36% of respondents have pension or disability cards. Majority of the respondents do not identify as Aboriginal or Torres Strait Islander (96%).

**Table 1. Sample profile**

<b>Gender</b>	<b>%</b>	<b>n</b>
Male	49%	198
Female	51%	207

<b>Age</b>	<b>%</b>	<b>n</b>
18 to 29 years	14%	57
30 to 49 years	28%	113
50 to 64 years	28%	113
65 plus years	30%	122

<b>Education</b>	<b>%</b>	<b>n</b>
No formal education	1%	4
Primary school	1%	4
Secondary school	42%	170
College (TAFE)	33%	134
University	22%	89
Not stated	1%	4

<b>Occupation</b>	<b>%</b>	<b>n</b>
Work full time	25%	101
Work part time	13%	53
Casual	7%	28
Looking for full time work	2%	8
Looking for part time work	2%	8
Full time student	-	-
Part time student	-	-
Retired, self-funded	11%	45
Retired, full/part pension	26%	105
Self employed	7%	29
Not in labour force	5%	20
Prefer not to say	2%	8

<b>Annual income</b>	<b>%</b>	<b>n</b>
Up to \$20,000	19%	77
\$20,001 to \$40,000	24%	97
\$40,001 to \$60,000	15%	61
\$60,001 to \$80,000	10%	41
\$80,001 to \$100,000	7%	28
\$100,001 to \$150,000	4%	16
\$150,000 to \$200,000 or more	2%	8
Prefer not to say	19%	77

<b>Pension / disability card</b>	<b>%</b>	<b>n</b>
Owner	36%	146
Non-owner	62%	251
Refused	2%	8

<b>Living arrangements</b>	<b>%</b>	<b>n</b>
Family with some children under 15	24%	97
Family without children under 15	34%	138
Shared house	24%	97
Live alone	16%	65
Refused	2%	8

<b>Aboriginal or Torres Strait Islander</b>	<b>%</b>	<b>n</b>
Yes	4%	15
No	96%	389
Refused	0.3%	1

Base: All respondents (n = 405)

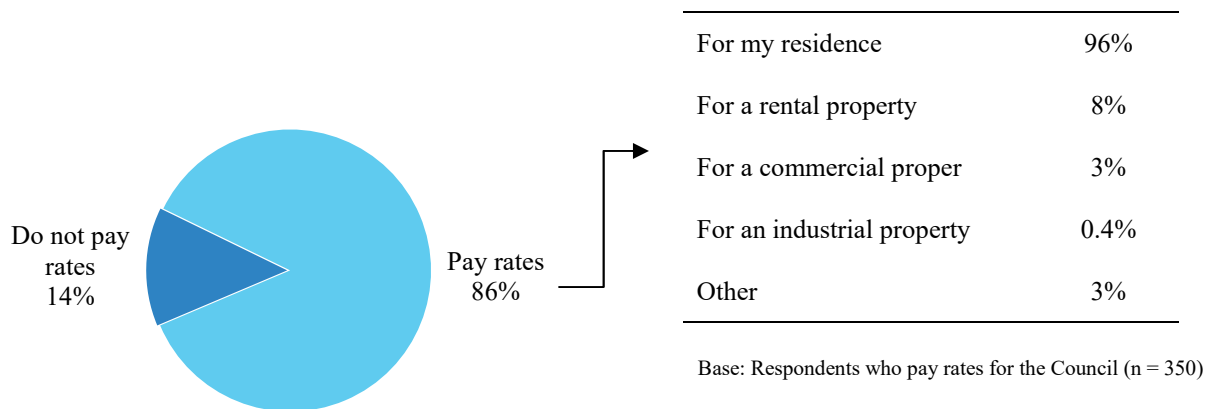
**Please Note:**

All the numbers and percentages on this page have been weighted to bring them back to the ideal age/sex distribution for the Shoalhaven LGA.

## 2.2 Rate paying status

Respondents were then asked whether they pay rates to Shoalhaven City Council. Results showed that, the majority of the respondents pay rates (86%) and almost all of those who pay rates to Shoalhaven City Council pay it for their own residence (96%). Some respondents have rental properties for which they also pay rates (8%) (see Figure 1).

**Figure 1.** Distribution of rate-payers



The comparisons tests were conducted among rate-payers and non-rate payers to capture any differences in their perceptions towards the Council's financial situation and new rate proposal. The significant differences that are observed are reported accordingly throughout the report.

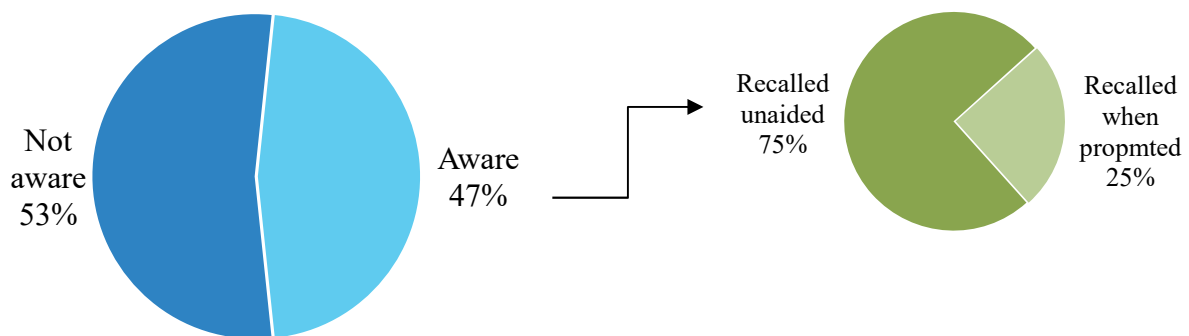
### 2.3 Community Strategy Plan awareness

One of the objectives of the study was to understand the Shoalhaven community's awareness levels of CSP. Awareness was first asked unaided to measure the spontaneous awareness then a description of CSP was read by the interviewer to measure the prompted awareness. The description was read as follows:

‘Shoalhaven City Council develops a range of long-term plans and strategies for specific areas or development issues. Many of these plans and strategies become Council policy after community consultation. Some are endorsed by the State Government and support the Illawarra-Shoalhaven Regional Plan. These plans are incorporated along with community and staff input in a report called Community Strategy Plan or CSP.’

47% of respondents have previously heard about the Council's CSP. 75% of those who were aware recalled the CSP unaided. 25% of them recalled it only after the description was read to them by the interviewer (See Figure 2).

**Figure 2.** CSP awareness



Base: All respondents (n = 405)



Chi-square test of independence was conducted to test the dependency of awareness levels on subgroups clustered by demographic characteristics including, age, gender, education, occupation, annual income, rate-paying status. Tests indicated that CSP awareness is significantly higher among University Graduates (65%) compared to other education levels. In other words, awareness levels were depended on respondent’s education (see Table 2).

**Table 2.** CSP awareness by education

	All respondents [n = 405]	Primary school [n = 9]	Secondary school [n = 184]	College (TAFE) [n = 118]	University [n = 87]	Not stated [n = 7]
Aware of CSP	47%	1	39%	40%	65%	2
Unaware of CSP	53%	8	61%	60%	35%	5

Another statistically significant difference was observed among subgroups split by their annual income. Results showed that respondents, who have up to \$20,000 annual income, had significantly lower level of awareness (23%) compared to other annual income groups (see Table 3). In other words, awareness levels were depended on resident’s annual income.

**Table 3.** CSP awareness by annual income

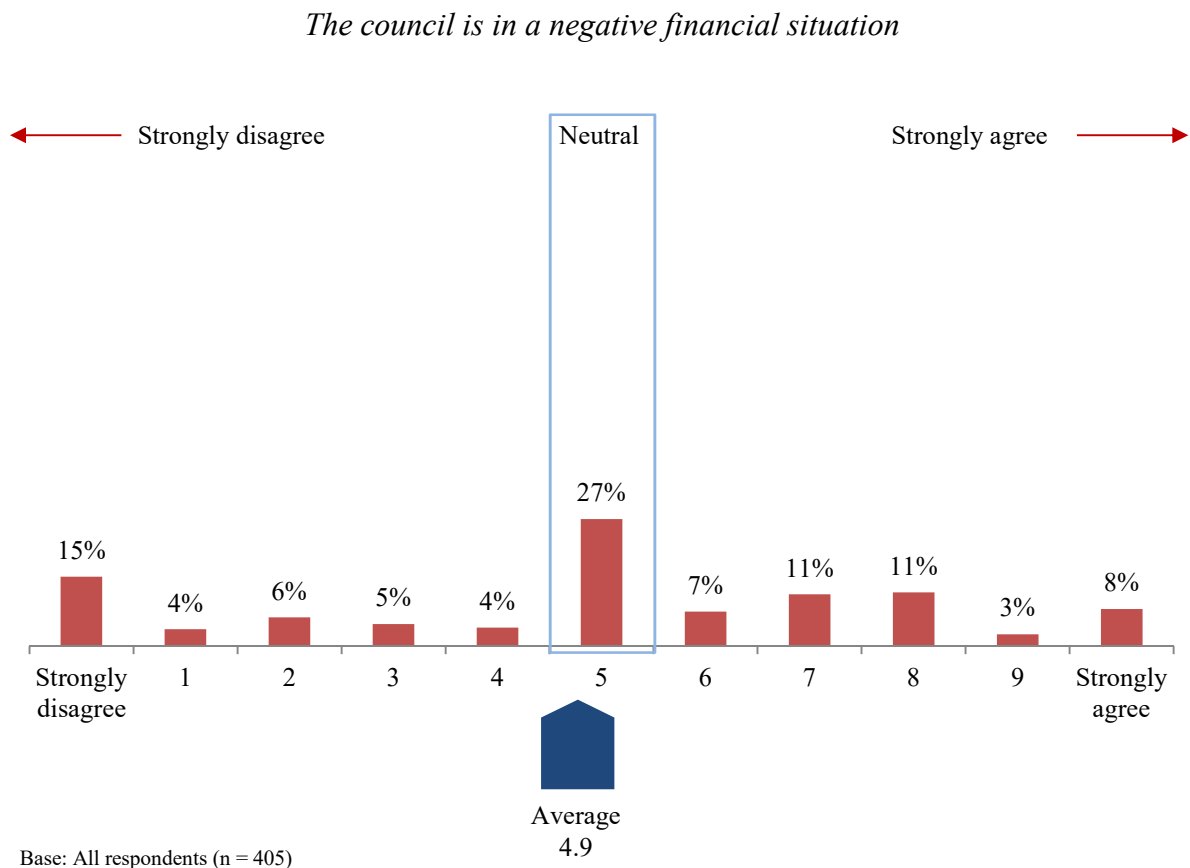
	All respondents [n = 405]	Up to \$20,000 [n = 87]	\$20,001-\$40,000 [n = 11]	\$40,001-\$60,000 [n = 54]	\$60,001-\$80,000 [n = 30]	\$80,000 or more [n = 38]
Aware of CSP	47%	23%	44%	54%	59%	52%
Unaware of CSP	53%	77%	56%	46%	41%	48%

In summary nearly half of the respondents (47%) are aware of CSP. The majority of those recalled CSP spontaneously (75%). The awareness levels are higher among educated respondents (65%) and lower among respondents who have lower income (23%). No other statistically significant differences were observed among other demographic characteristics and rate-paying status. That is, awareness levels are independent from other demographic characteristics and rate-paying status.

## 2.4 Perceptions towards Council's financial situation

Another important objective of the study was to understand the community's perceptions towards the Council's current financial situation. Results showed that respondents did not agree that the council's financial situation was particularly negative. The average score (4.9 out of 10) showed that the respondents mainly had a neutral perception towards the Council's financial situation (see Figure 3).

**Figure 3.** Council's financial situation



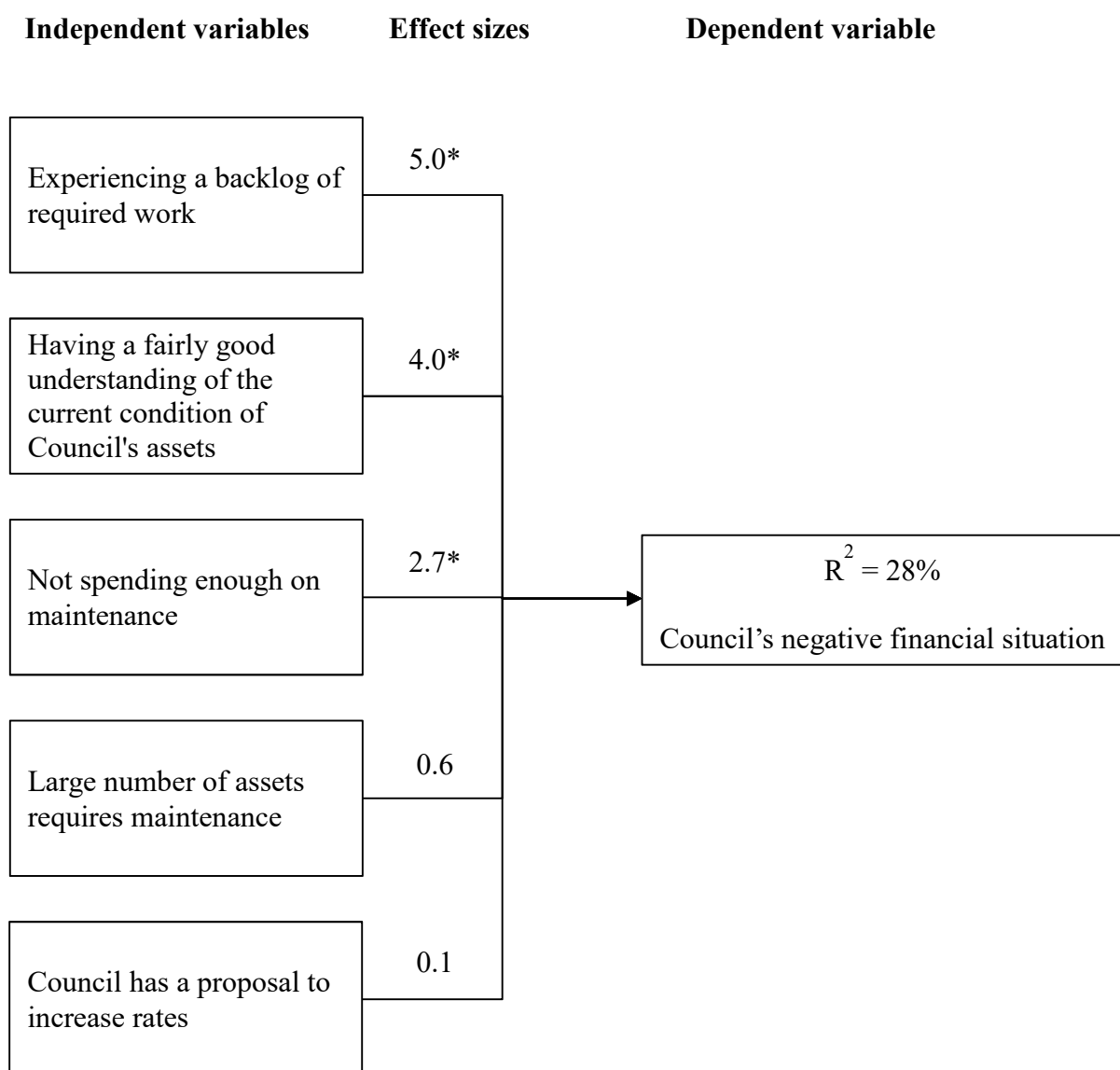
To understand the reasons of the Council's financial situation from the resident point of view, a Multiple Regression analysis was conducted. The main objective of the regression analysis was to investigate the most important reasons that affect the Council's current financial situation from a resident perspective.

Regression models are built to identify the relationships between a dependent variable and independent variable(s). Regression analysis unearths the effects of independent variables on the dependent variable. The effect sizes show the importance and significance of the effect of

each independent variable on the dependent variable. Furthermore, regression output shows the capacity of independent variables to explain the variation in the dependent variable.

In Council’s negative financial situation regression model, the dependent variable was the perceptions of Council’s negative financial situation. Independent variables were the perceived reasons of the negative situation. The results are displayed in Figure 4.

**Figure 4.** The perceived reasons of Council’s financial situation



\*: Significant effects at 95% confidence level

The regression model explained 28% of the variation in the perceptions of the Council's negative financial situation (see Figure 4). The most important reason affecting the negative financial situation is Council's **experience with a backlog of required work**. Its effect is important and significant. **Having a fairly good understanding of the current condition of Council's assets** also has a significant impact on the negativity of the Council's financial situation. The effect size of the impact shows that as the understandings of the conditions of the assets increases '1' point on average, the negative perceptions towards the financial situation increases '4' points. According to regression model, **Council's not spending enough money on maintenance** affects its negative financial situation. As the perceptions towards not enough money spent on maintenance increases one point on average, the negative perceptions of financial situation increases 2.7 points. Finally, the results show that **the large number of assets requiring maintenance** and **the new rates proposal** do not have an important or significant effect on the negative perceptions of the Council's financial situation.

#### 2.4.1 Recommended ways to raise revenue

When the respondents were asked to recommend ways for the Council to raise revenue, the most common recommendations were related to **better management** methods (see Table 4). Residents suggested that the Council management should work more efficiently and be more productive. They recommended that council review their investment strategy. They claimed that cutting some internal expense would be helpful to raise revenue. They also recommend a reduction in the number of staff, to leave more room for more productive positions in the Council workforce.

Residents recommend conducting **events and activities** for the council to raise revenue. They suggested that more community events, festivals, fairs, concerts, and annual shows would not only raise funds for the Council but also bring the Shoalhaven community together.

**Tourism** was suggested as a way to raise revenue. Residents stated that more active promotion strategies for tourism in Shoalhaven would contribute to the council's financial situation positively. Tourists could be charged for the existing tourist attractions and also for the activities that are held by the Council. Furthermore, if the tourism is improved, the facilities that are mainly used by tourists would generate more revenue.

Residents suggested that **user pays** for the services and facilities could be a source for additional revenue. Residents suggested that users might start to pay or pay more for the services and facilities they use such as, library computers, development applications, and boat ramps. Similarly, **parking fees and fines** are suggested as a potential source to raise revenue. Residents suggest user pays for car parking in the CBD or in caravan parks is another way of raising revenue. Residents understand that the rates, fees and charges are the main sources of the Council's income with some mentioning **rate increases** as a way of raising revenue. Finally, some residents mentioned that Council should apply for funding from the State and Commonwealth governments as a way of raising revenue.

**Table 4.** Recommended ways to raise revenue

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**BETTER MANAGEMENT**

---

Better management of existing funds used especially in Southern Region  
 Work more efficiently  
 Run it more efficiently  
 By organising their work better, being quicker at what they do  
 Making better decisions in the first place  
 Could be more efficient e.g., their worker could be more productive they work at half the speed than the contractors.  
 Spend money more wisely  
 Need to at their budget and work within their means be more efficient  
 Wise investments that work for us  
 They could promote sustainable businesses in the CBD and coastal areas  
 Look at their internal expenditure and priorities  
 Stop wasting revenue, more productivity needed  
 Stop wasting money and only spent on what is necessary  
 Diversify their income stream into areas of growth i.e. e aged care  
 Council should be run as a business  
 Bringing different services together  
 Cut down on overhead costs  
 Cut waste  
 Cutting the budget stop free morning teas for staff, lurks and perks.  
 Go through, cull out things, streamline and cut down to the wire  
 Look at the staff positions they have that are unnecessary  
 Get rid of some the staff and departments within the council they should cull  
 Getting rid of some of the loafing council workers, i.e. road maintenance mob, send six people to fill in one hole, driver  
 Cut in staff not workers  
 Reduction of staff and freeze wages  
 Cut the wages of the council staff by elimination of non-productive positions

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**Table 4.** Recommended ways to raise revenue – cont'd

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**EVENTS AND ACTIVITIES**

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Community run events that council can generate income from, festivals, open-air cinema, etc.  
By hosting events  
Encourage events that bring the community together  
Encourage town events to continue  
Encouraging more events and industries to raise more money to the area  
Hold more community events  
More community events and festivals and the profits are for the council  
More family community events  
Entertainment centre can be used to attract more people to the area  
Have more community activities at the entertainment centre  
More entertainment  
Fundraising initiatives they may benefit the community  
Council fundraiser  
Event to bring people to area and raise funds  
Festivals, dance parties, bands, etc.  
Hold a community concert more often  
How about a lottery  
More stalls fairs and fetes  
More festivals such as a music festival bringing money to area  
Hold more festivals using the river  
Should have more annual shows go for 3 days not only 1  
Sausage sizzles

---

**TOURISM**

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Advertise and promote the natural environment  
Encourage more tourism  
More tourist activities like tours along the Shoalhaven  
Advertise CBD more to attract tourists  
Built bigger carparks and charge for parking and in high tourist areas charge the tourists  
Businesses that do well from tourists could contribute more to improve the area  
Spend the money more wisely and get tourists to pay  
Boosting the rivers potential for more tourist war memorial at Jervis bay  
Toll way for tourists  
Use the Heritage Bridge and river to bring in money from tourists  
Holiday rental owners could pay higher rates as they are operating a business  
Charge the users of our facilities and the visitors  
Make the Nowra Show more attractive to visitors by having more rides and side shows it is getting too small  
Reasonable camping fees  
Raising caravan parks and camping sites fees up a little bit to raise more money

---

**Table 4.** Recommended ways to raise revenue – cont'd

---

**USER PAYS**

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A fee for using the computers, if you are a library cardholder  
Be a little bit more of pay as you go, charge service fee for things that they have to maintain  
Fees and charges  
Fees they already charge for everything  
Higher fees for services  
Increase charges for development applications  
Raise fines user paid for services  
The people that use the facilities and boat ramps etc. out of the area need to pay  
They can only do it through their rates and charges  
User paying for the services they use if they are not local  
User pays for services  
User pays for the use of the facilities  
Put in local tax, i.e. big government concerns have to do it: like in New York

---

**PARKING FEES & FINES**

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Car parking charges  
Charge for parking in CBD  
Car parking e.g. fines, caravan parks, swimming pools  
Park entrances fees  
Parking fines  
Speed cameras  
Caravan parks

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**RATE INCREASES**

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Land rates  
Putting up the rates  
Rate base and an increasing rate base  
Rates and charges  
Rates increase  
Thru rates

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**GOVERNMENT SUPPORT**

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Government funding development applications  
Government grants federally and state  
Money from state and commonwealth governments  
Ask the state government for more money

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**OTHER**

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Business and residential rates  
Rent from council owned buildings  
Hiring out their halls  
Selling some assets  
Fining people who litter or do damage to beaches properties etc.  
Keep the litter under control  
Larger fines for stray dogs, rubbish litter  
Bridge going to be heritage: pull it down and don't keep the old one  
Not applicable they are hopeless

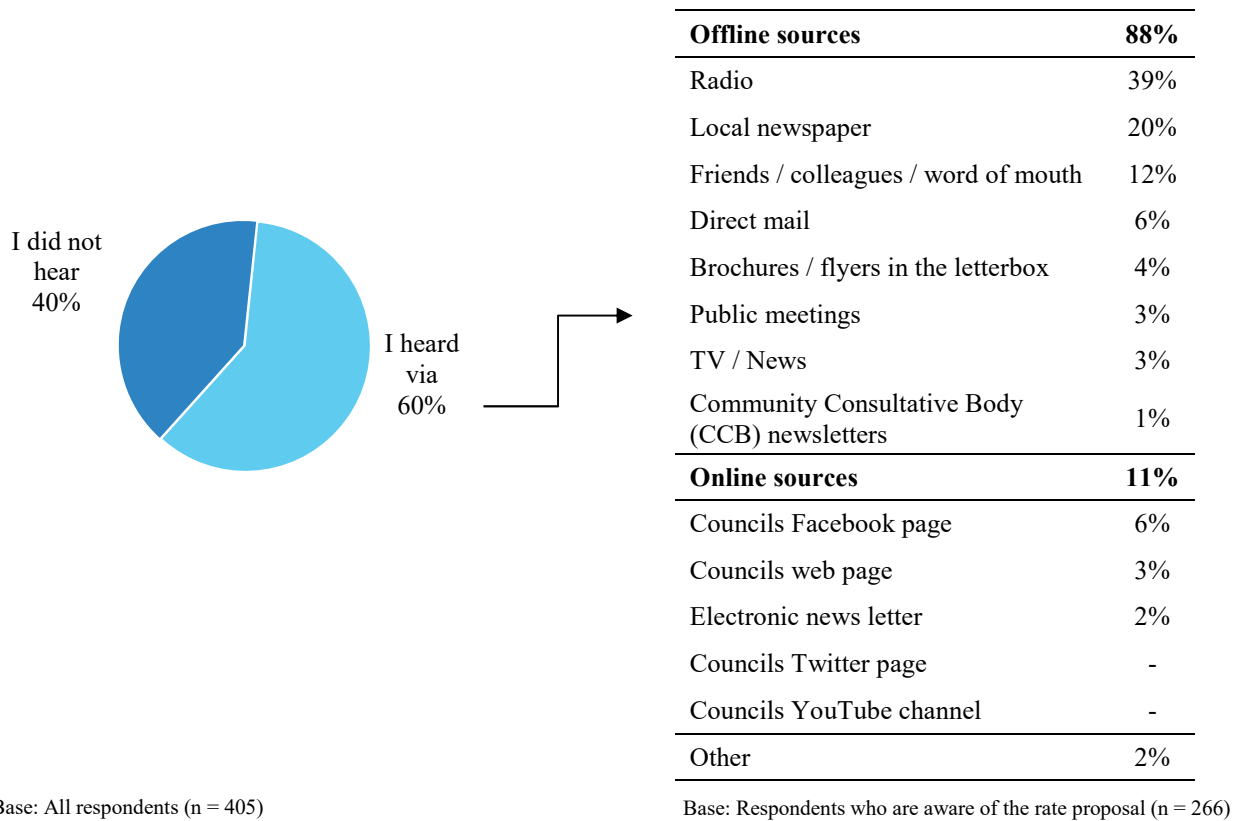
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## 2.5 Council's new rates proposal

In order to investigate the perceptions comprehensively, reactions towards the new rate proposal and general support for the rate increase were measured. One week after the Council's announcement, 60% of respondents had directly heard about the Council's new rates proposal. Offline sources especially radio (39%) and local newspaper (20%) are the main source of information. Council's social media channels, Twitter and YouTube were not mentioned as information sources for the rate proposal (See Figure 5).

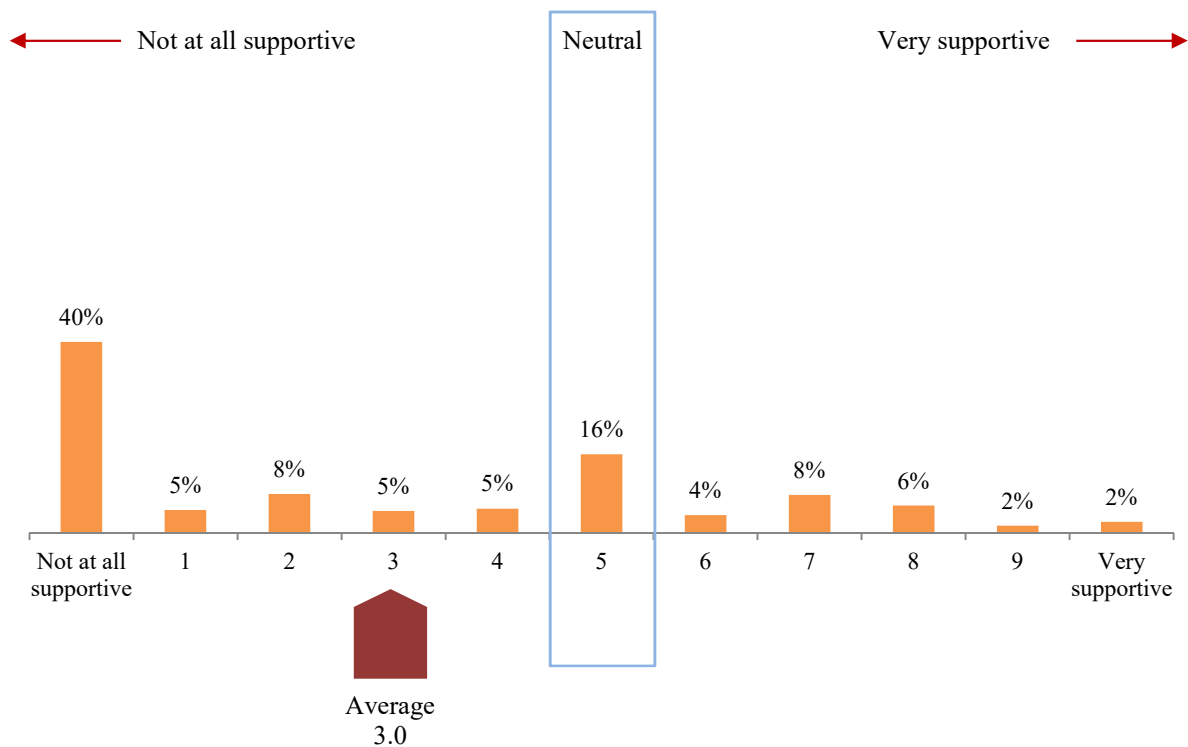
**Figure 5.** Awareness of Council's new rates proposal



### 2.5.1 Support for a rates increase

Respondents were asked to rate their support for having to pay higher rates using a 10 - point scale ranges from 0 to 10. Two in five residents (40%) indicated that they were 'not at all supportive' of paying higher rates. 16% of respondents had neutral support for paying higher rates. Average respondent support was 3.0 out of 10. (see Figure 6).

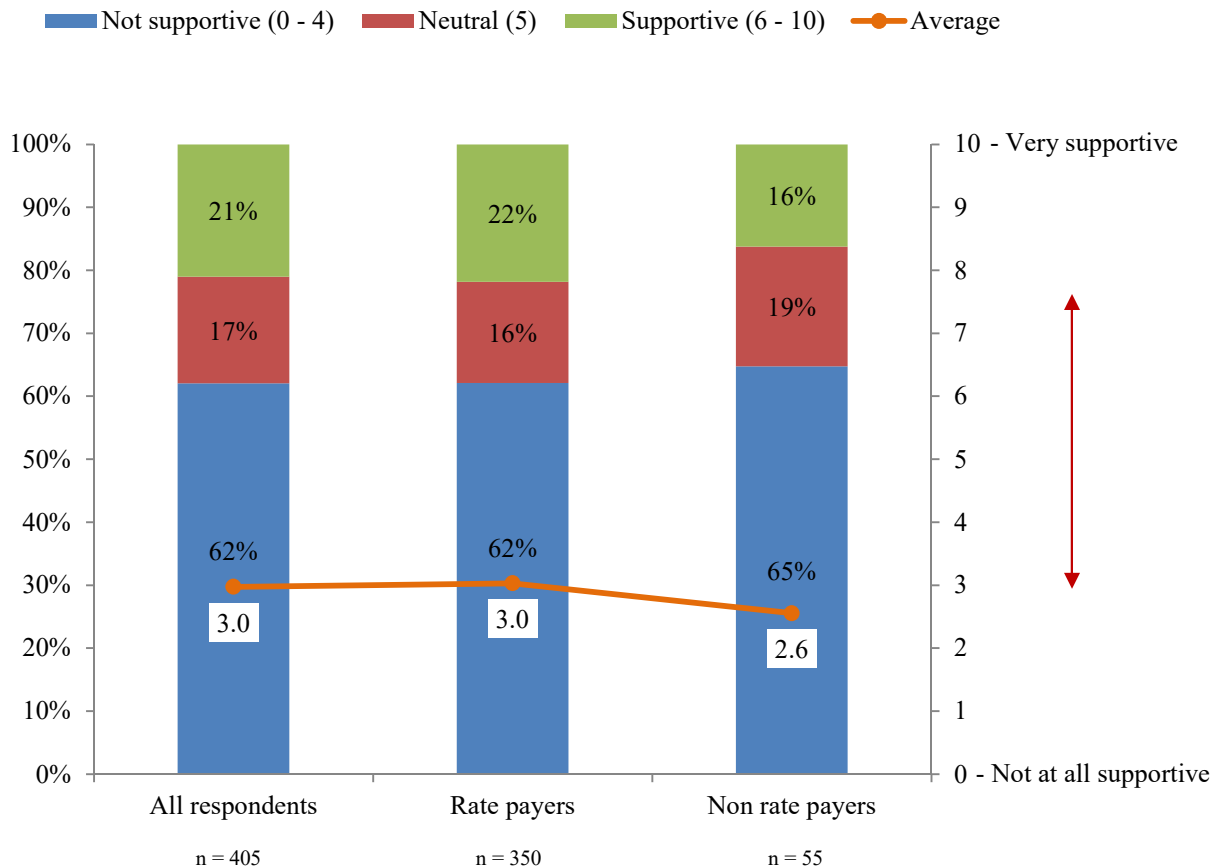
**Figure 6.** Support for a rates increase



Base: All respondents (n = 405)

In order to understand support for paying higher rates, the differences between subgroups were investigated. Independent samples t-tests were conducted to investigate the significant differences between mean scores given by each subgroup. The results showed that overall support of the idea of having to pay higher rates was 3.0. This result is the same among rate-payers. Non-rate payers seem to be less supportive (2.6 support level on average) compared to rate-payers (3.0), however the significance tests show that the differences are not statistically significant (see Figure 7).

**Figure 7.** Support levels – rate-payers vs. non-rate payers



Independent t-tests were also conducted among other subgroups. The only significant difference was observed among age groups. Results showed that 50 plus age group is a higher supporter (3.6) of higher rates than those aged 18 – 49 (2.1) (see Table 5).

**Table 5.** Support levels by age

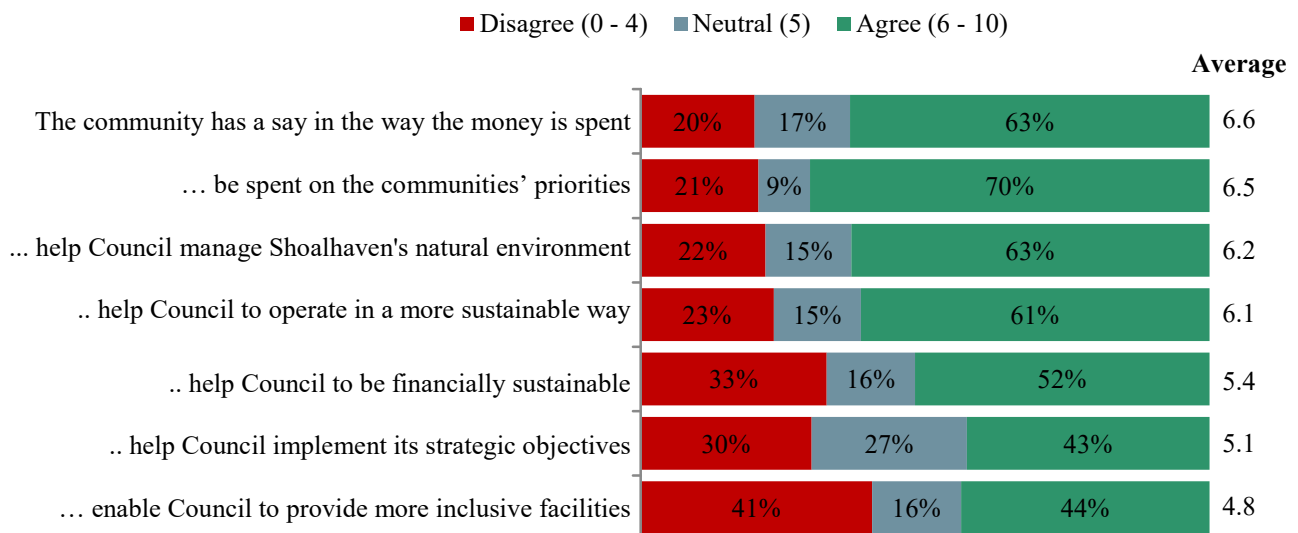
	All respondents [n = 405]	18 – 49 years [n = 75]	50 plus years [n = 330]
Not supportive (0 - 4)	62%	72%	56%
Neutral (5)	16%	16%	17%
Supportive (6 - 10)	21%	12%	27%
<b>Average</b>	<b>3.0</b>	<b>2.1</b>	<b>3.6</b>

## 2.5.2 Motivations to pay higher rates, usage fees and charges

The respondents stated their agreement levels to a list of motivations to pay higher rates, usage fees and charges. The list contained two types of motivations. The first set of motivations reflected the relational reasons for paying higher rates including, community priorities and the *Council's responsibilities* to the community (Figure 8). The results showed that the residents would pay higher rates, usage fees and charges, if the community has a say in the way the money is spent (6.6). Residents also made it clear that they would be willing to pay higher rates, if the extra money is spent on the community priorities (6.5), management of Shoalhaven's natural environment (6.2) and the operations of Council in a more sustainable way (6.1). The Council's financial sustainability (5.4), implementation of strategic objectives (5.1) and provision of inclusive facilities (4.8) were not stated as strong motivators.

**Figure 8.** Relational motivations to pay higher rates, usage fees and charges

*I am willing to pay higher rates, usage fees and charges if it is going to*

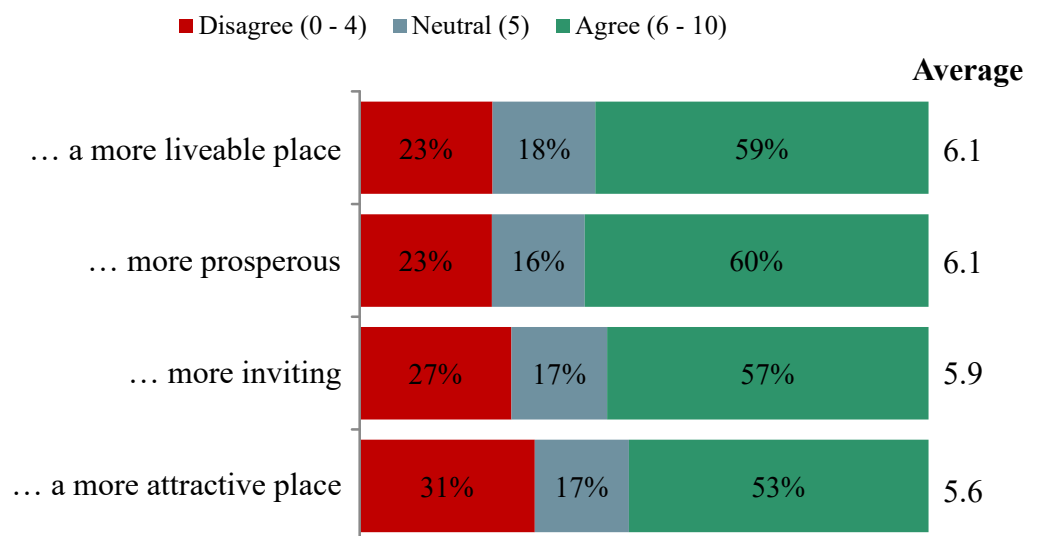


Base: All respondents (n = 405)

A second set of motivations included in the survey were mainly related to *Shoalhaven City's vision* (see Figure 9). Respondents agreed that they would be willing to pay higher rates, usage fees and charges, if it makes Shoalhaven City a more liveable (6.1) and attractive (5.6) place, more prosperous (6.1) and inviting (5.9).

**Figure 9.** Shoalhaven City related motivations to pay higher rates, usage fees and charges

*I am willing to pay higher rates, usage fees and charges if it is going to make Shoalhaven City ...*

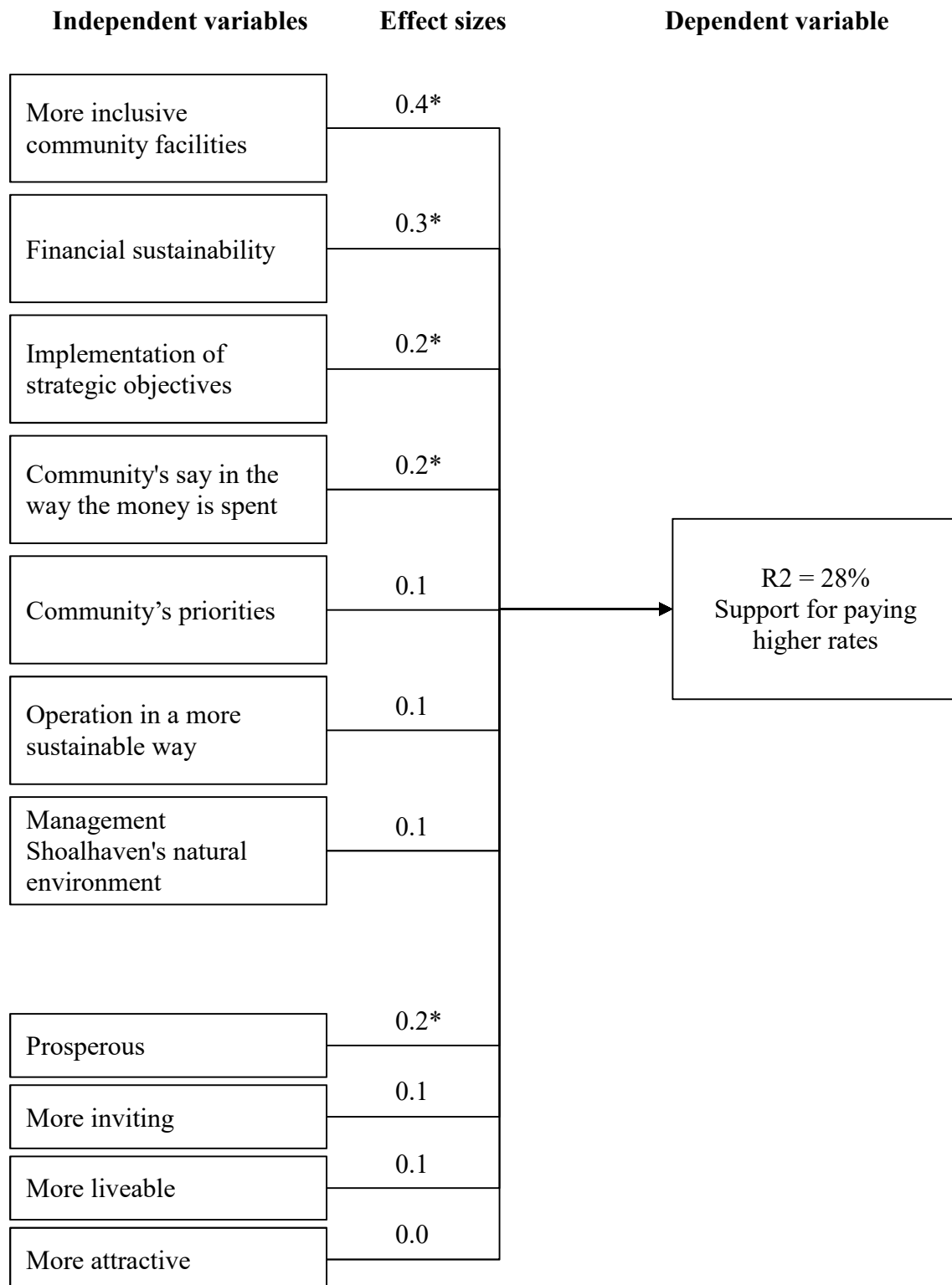


Base: All respondents (n = 405)

### 2.5.3 Factors affecting the support for a rates increase

Another Multiple Regression was run to investigate how the general motivations to pay higher rates influence resident support for a rates increase. In this regression model, motivations were independent variables and the dependent variable was the support for higher rates. The results displayed in Figure 10.

**Figure 10.** Support for rates increase model



The regression model revealed interesting results with regard to relational motivations. The model built to investigate the relationships between motivations for paying higher rates and support for rates increase explained the 28% of the variation in the resident's higher rates support behaviour (see Figure 10). Despite being one of the weakest motivations for paying higher rates, **provision of more inclusive community facilities** is one of the most important and significant factor effecting residents' support behaviour. This shows that, if the residents believe that the higher rates enable Council to provide more inclusive community facilities, they support having to pay higher rates. Similarly, if residents believe that the higher rates will help Council to be **financially sustainable**, and to **implement its strategic objectives**, they offer their support for higher rates. When it was asked directly, **community's having a say it the way that the money is spent** was a strong motivator, its effect on the support behaviour, however was relatively weaker yet still significant.

The regression model showed that, although Shoalhaven's being a more liveable place is a strong motivator for willingness to pay higher rates, **Shoalhaven's being more prosperous** is a significant factor effecting residents' higher rate support.

In summary, to create an **overall motivation** for paying higher rates among residents, Council should create opportunities for community to be involved in decision-making processes. Council should clearly show that it understands the community's priorities and build strategies to ensure the money is spent effectively to meet their priorities.

To create **support for having to pay higher rates**, Council should communicate its management methods more effectively. Residents should be aware how the higher rates would provide Council with opportunities to build more inclusive community facilities. Council should also ensure that residents are aware that the higher rates generate financial sustainability for the Council and opportunities for management to implement its strategic objectives.

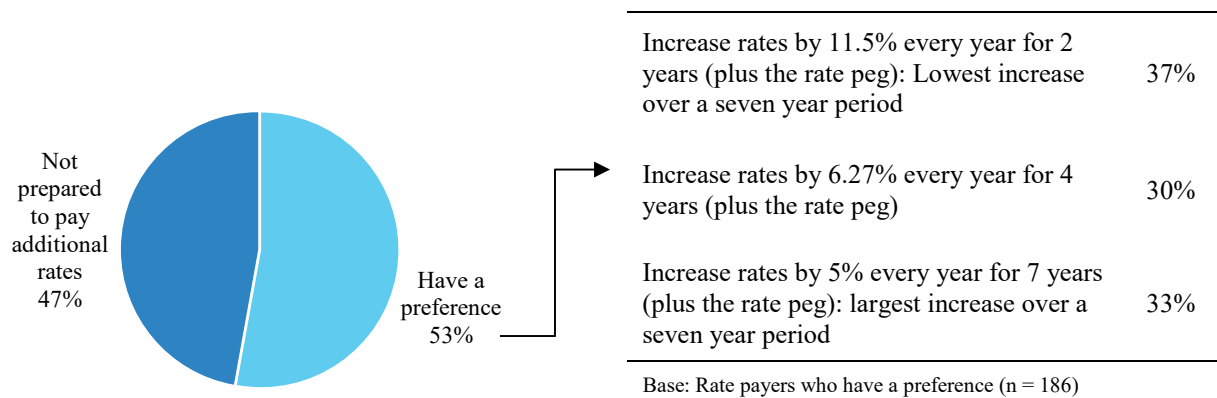
In both cases, residents are motivated to pay higher rates and offer support to having to pay higher rates if the money is used to improve *Shoalhaven City's vision*.



### 2.5.4 Preferred options for structuring future rates increases

The new rates proposal contained three options for increasing rates. When the rate-payers were asked their preferred options for the future rates increases, almost half of them (47%) stated that they are not prepared to pay additional rates. The ones who are willing, do not indicate a clear preference among the proposed options but an ‘increase rates by 11.5% every year for 2 years (plus the rate peg): Lowest increase over a seven year period’ was the most mentioned option (37%) (see Figure 11).

**Figure 11.** Preferred options for structuring future rates increases



Base: Rate payers (n = 350)

### 2.5.5 Priorities for Council investment

According to respondents, the extra income that is generated from the increased rates should be spent on roads (58%) (see Table 6). The significance tests showed that the roads are clearly the main priority for the Council’s future investments for all subgroups of the sample.

**Table 6.** Priorities for Council investment

Roads	58%
Facilities management	26%
Maintaining a balanced budget	12%
Maintaining a deficit	3%
Asset renewal	9%

## 2.5.6 Services to be reduced / eliminated

Respondents could not identify particular services or facilities to be reduced to help to maintain the rates, fees, and charges at their current level. Some respondents suggest some **unused services and facilities** be closed, namely entertainment, art, information centres and take away facilities in Nowra and Milton libraries (see Table 7). Respondents suggest roads cleaning and street sweeping could be reduced to help keep fees at their current level. According to the open-ended comments, the number of **footpaths** can be reduced by closing some unused footpaths and roundabouts (i.e. Milton Narrawallee footpath). Numbers of **parks and reserves** can be reduced by closing some located in irrelevant in areas. Similarly, some respondents suggest reducing the number of **green waste collection** bins.

**Table 7.** Services to be reduced

<b>Unused services / facilities</b>
Close down entertainment centre in Nowra
Art centre in Nowra
Art galleries and sculptures
Entrainment centre
Milton library is a waste
The land purchased in Huskisson is excessive
Too many take away facilities in Nowra approved by council
Sell properties that they don't use, e.g. old information centre at Nowra
Councils own big building needs looking at
School bus
Sea pools
Spending on services that are not owned by council
<b>Roads, footpaths</b>
New roads need to be considered instead of wasting too much money on continual road maintenance
We don't need such a high standard of our roads
Gutter sweeper and road cleaning could be reduced
Street sweeping could be reduced
Footpaths in odd places
Milton Narrawallee footpath hardly used and waste of money
Stop wasting money on low utilised roundabouts
<b>Parks and gardens</b>
We should cut down on parks and reserves and introduce a green bin at sanctuary point
Gardens are irrelevant in some areas
Mowing of rural areas verges could be reduced
<b>Green waste collection</b>
Don't need to introduce green waste bins
Green waste collection
Possible reduction in weekly garbage collection made fortnightly

The majority of the respondents made suggestions for Council to reduce internal spending on services and facilities. They made comments on the **administration costs and fees for waste tips**. Finally, they recommend costs be cut in Council such as number of employees, number of vehicles, employee wages and overseas trips.

**Table 7.** Services to be reduced – cont'd

<b>Administration costs</b>
Administration costings
Application fees for days
Overhead costs in admin
<b>Waste tip</b>
Free access to the tip in heavy holiday periods
Close the tip Friday and Monday and open Saturday and Sunday
The tip should be made cheaper to reduce litter being dumped
Tip rates as too expensive to eliminate roadside dumping
Reduce tip fees and increase tip vouchers
<b>Other</b>
Amount of councillors and their wages reduced
Council wages need to be reviewed
Cut the salary of public services
Excessive council salary
Freeze wages of upper management
Council bosses need a pay cut in line with ordinary workers
Lower wages for higher council management and made them pay for their parking
Salary of the council workers in office
Spending in council generally massive savings and wages
Staffing levels to be looked out and decrease the wages
Stop council wage rises
The mayor's wages
Free lunches for council staff be looked at
Freebies that councillors, get rid of them
Stop providing bottled water at council meetings
Reduce paper usage and postage by using email
Council workers shouldn't get travel allowance / Councillors need to reduce their trips overseas
Less trips away for councillors / Overseas junkets
Less trips for alderman to go interstate when they can do internet consulting
Cutting costs of the councillors / Less spending on themselves
More efficient staffing
Cut / reduce the staff / Get rid of all surplus staff
Over staffed with workers
Amount of administration staff / Number of workers in chamber
Wasteful practice at council road menders
Council workers not needing 10 workers standing around and only one working every time I see them
Road workers standing around all day wasting time and money council workers should be
Having many men fixing the road / Number of people doing road works
Council workers new vehicles
Council workers don't need new car every 3 yrs.
Council inside staff vehicles
The rangers should be gotten rid off
Sack council and start again

Respondents could not suggest any particular services or facilities to be eliminated. They have listed some **unused services and facilities** such as Roundabout at south Nowra, new plan for Bomaderry sporting complex, misting bubblers in the Woolworths carpark and library services (see Table 8). Some respondents claimed **community events** could be eliminated to keep the rates at their current level. There were some comments made about the elimination of **contractors** who currently work for the Council while some suggested that having contractors is more efficient. Respondents stated that if the **tip fees** are eliminated council could save money for cleaning illegal dumping. Finally, it was suggest that the red tape and some internal Council expenses could be eliminated.

**Table 8.** Services to be eliminated

<b>Unused services / facilities</b>
Roundabout at south Nowra
New plan for Bomaderry sporting complex
Misting bubblers in the Woolworths carpark
Library services
Sell the entertainment centre / Get rid of the entertainment centre / Get rid of the pub
Street sweepers
Some unneeded road works
Fireworks displays
<b>Community events</b>
Community events
Community groups that receive cheap rent on halls etc.
Anyone making income from rental of council space
Giving out grants could be eliminated
The support of all the special interest groups can be eliminated
<b>Contractors</b>
Awarding of contracts, council don't qualify
Not outsourcing their work do it themselves
No contract gardeners working on Sundays
Too much contract work going out, not enough council workers doing their work
Private contractors seem to be more efficient with roads works
Stop building roads by council and use contractors, be quicker and possibly less expensive
<b>Waste tip</b>
Tip fees to stop illegal dumping which would save money in the long term as council cleans it up
Advertising for the tip to prevent roadside dumping so eliminate tip fees
If the tips fees were cheaper illegal dumping might be eliminated
<b>Red tape</b>
Red tape could be eliminated
Red tape for red tapes sake and hone in on what's really necessary
<b>Other</b>
Councillors perks e.g. trips etc. / Eliminate their lurks and perks gold passes etc.
Council wages
Cut back on council employees
Stop employees and councillors having council cars
Junkets overseas and to other towns to check happening
Social get together at our taxpayers' expense

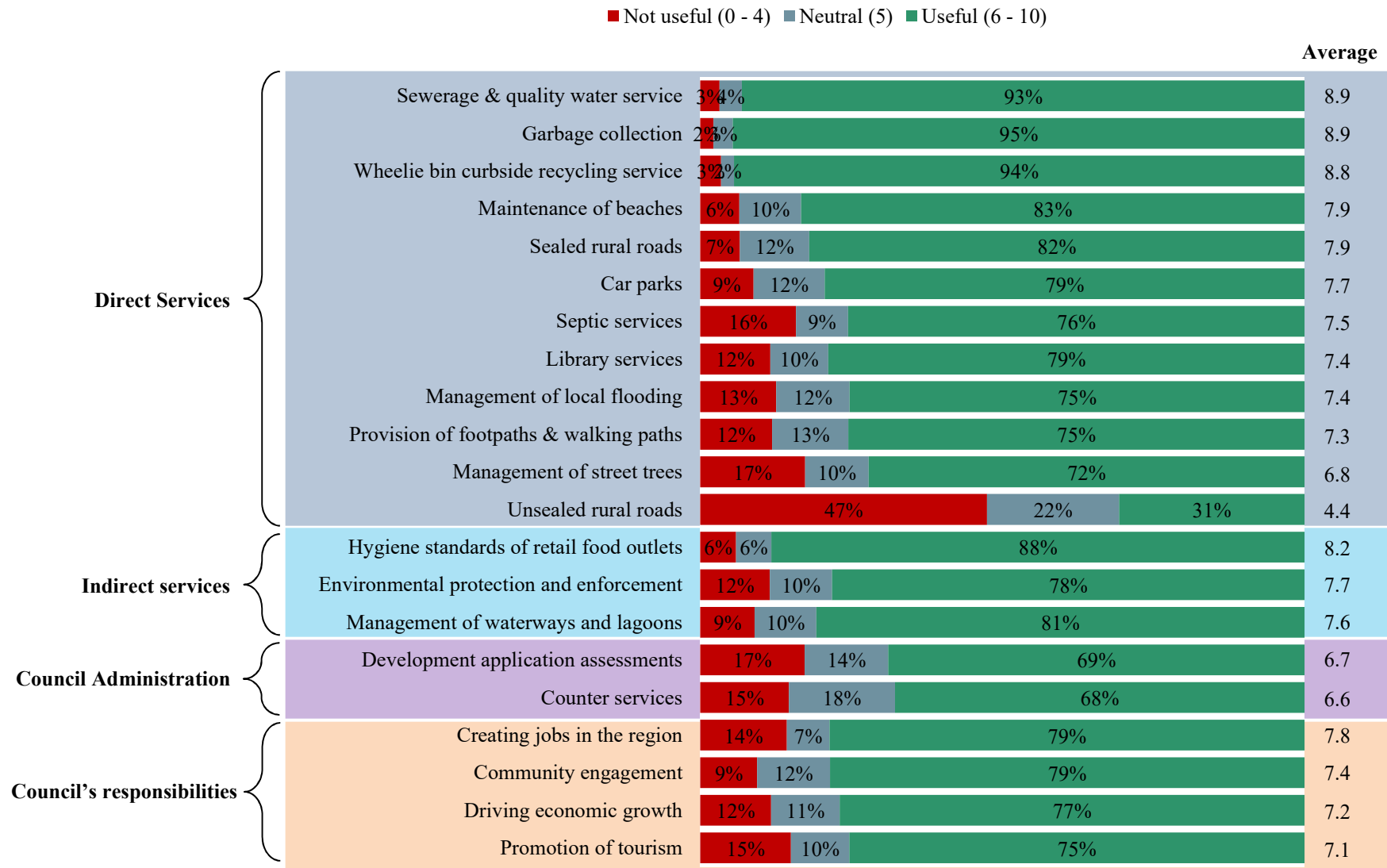
## 2.6 Council's services and facilities

Respondents were asked to evaluate the usefulness of the services and facilities that are provided by the Council using a 10 point Likert scale where the extreme ends were anchored 'not at all useful' and 'very useful'.

### 2.6.1 Usefulness of Council services

Shoalhaven City Council provides direct and indirect services for residents. Sewerage & quality of water services (8.9), garbage collection (8.9) and wheelie bin kerbside recycling services (8.8), are the most useful **services directly received** (see Figure 12). Maintaining unsealed rural roads (4.4) and management of street trees (6.8) were found to be less useful. Of services that they **receive indirectly** residents reported that the control hygiene standards of retail food outlets was the most useful (8.2). Council administration services; development applications (6.7) and counter services (6.6 out of 10) were found moderately useful compared to other services. In addition to its services and facilities, Council's **overall responsibilities**, such as creating job opportunities (7.8) and community engagement (7.4) were found useful by the residents.

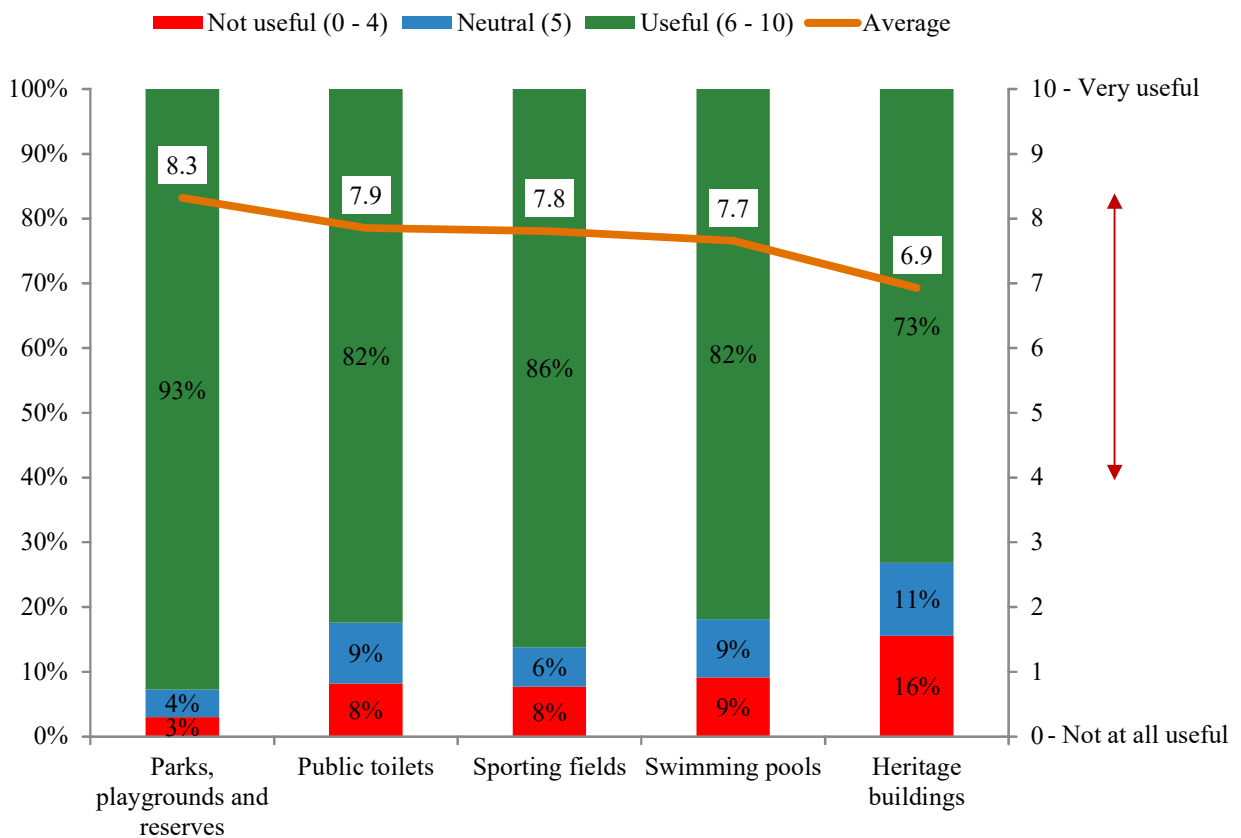
**Figure 12.** Usefulness of Council services



### 2.6.2 Usefulness of Council facilities

Among the facilities that are provided by Shoalhaven City Council, parks, playgrounds and reserves have been found to be the most useful (8.3) (see Figure 13). Public toilets (7.9), sporting fields (7.8) and swimming pools (7.7) were also reported useful by the residents. Heritage buildings (6.9) reported to be less useful by the residents compared to other facilities.

**Figure 13.** Usefulness of Council facilities

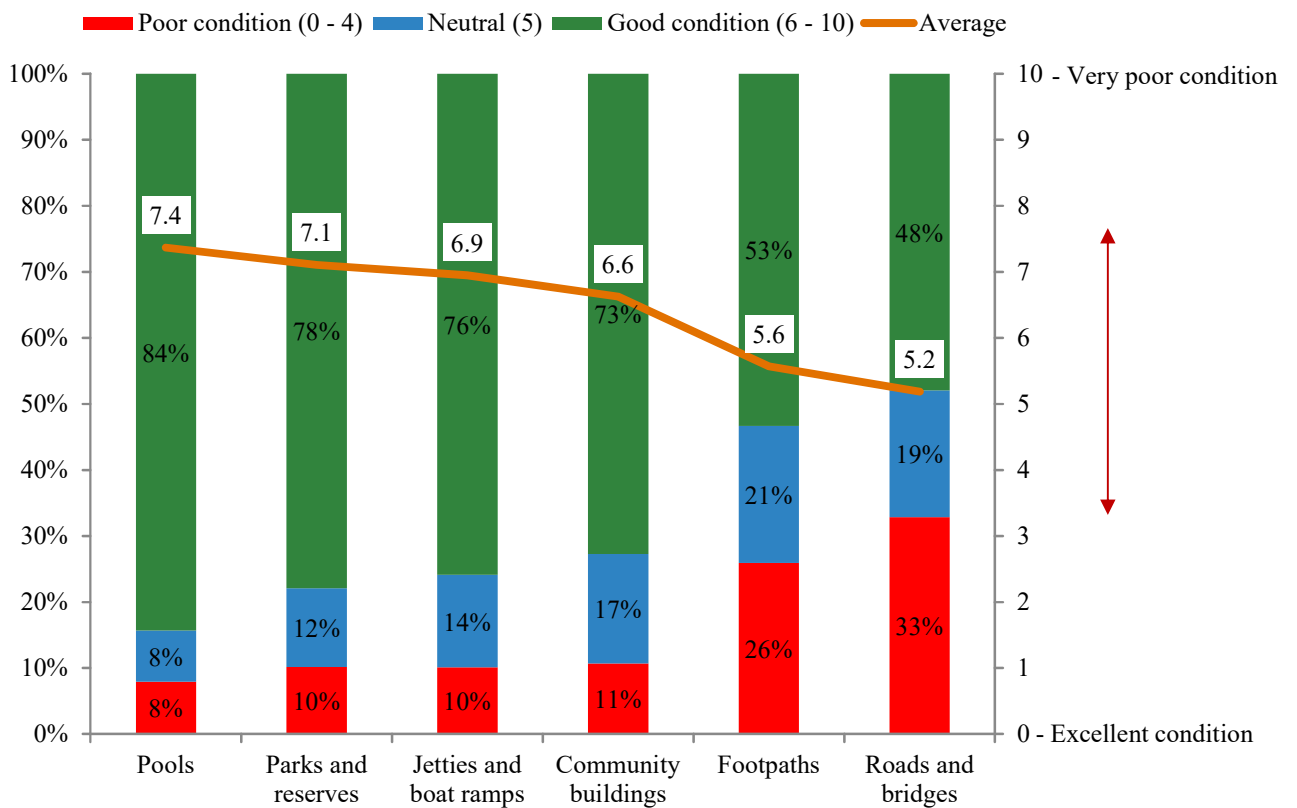


### 2.6.3 Condition of Council facilities

Residents were also asked to evaluate the condition of the facilities using a 10 point Likert scale where extreme ends anchored ‘very poor condition’ and ‘very good condition’. Residents found the condition of the pools very good (7.4) (see Figure 14). The condition of the parks and

reserves, which residents also find most useful, were reported to be in good condition (7.1). The conditions of the footpaths (5.6) and roads and bridges (5.2) were reported by residents as being in moderate condition.

**Figure 14.** Condition of facilities





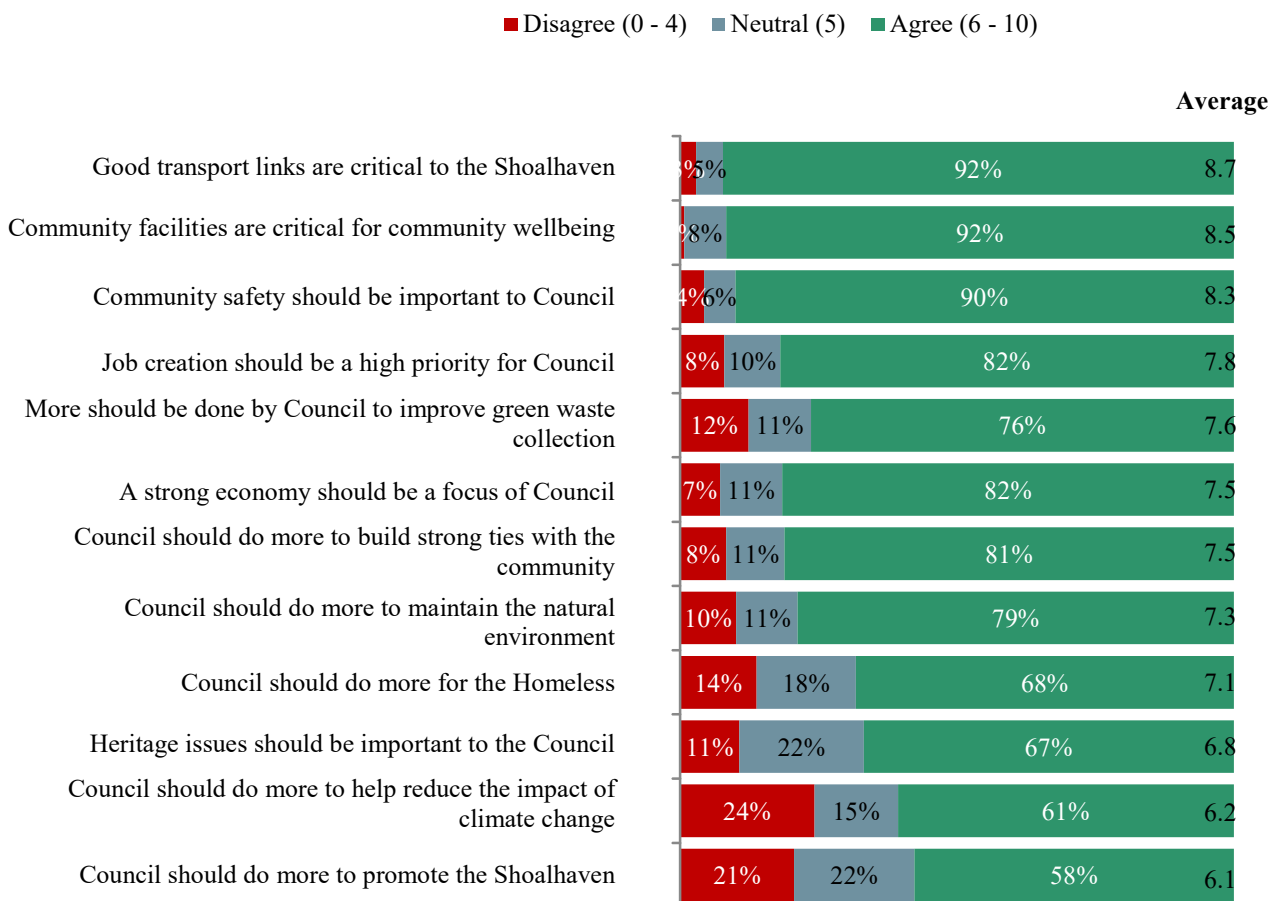
## 2.7 Suggested improvements for local areas and Shoalhaven

Respondents were asked to name three important areas that need improvement **in their neighbourhood, town or village**. The most common answers contained issues related to roads and footpaths (see Appendix A). According to respondents, local roads need regular and better maintenance. The potholes and the issues regarding the sealed and unsealed roads are suggested as major improvement areas in their neighbourhoods. Similarly, maintenance of footpaths was mentioned regularly. Respondents made recommendations for better public transport that links local areas better. The open-ended comments generated a list of improvement suggestions by particular streets, neighbourhoods, areas and locations. This list can be found in the Appendix A of this report.

The areas of improvement suggested for the **whole of Shoalhaven** were similar to those mentioned for the **local areas**. Respondents repeated their comments on the maintenance of roads and footpaths (see Appendix B). The number of carparks in CBD and parking issues at the hospital area, were commonly mentioned by respondents as areas in need of improvement. Better public transport was mentioned as vital to connect small towns and villages. Some concerns regarding safety issues in the Shoalhaven areas were raised by the respondents. Several comments on Shoalhaven City Council's potential contribution to local business were made. It was suggested that Council could make more effort to create more employment in the area. Development of a new bridge was suggested to improve business around Shoalhaven river area. Open ended comments suggested some activities should be held by the Council to foster the sense of community and support the collaboration among community members. Some activities and support schemes for families were also mentioned as improvement opportunities for the Shoalhaven in general.

## 2.8 Residents' view of Council's vision

Shoalhaven residents believe priorities should be given to transport, community facilities and safety of the community. They stated that good transport links are (8.7) critical to the Shoalhaven and community facilities are critical to community wellbeing (8.5). Community safety (8.3) and job creation (7.8) should be important to Council. Once the priorities are set, Council should pay attention to issues regarding homelessness (7.1), heritage (6.8), climate change (6.2) and promotion of Shoalhaven (6.1).



Base: All respondents (n = 405)

## 2. COMMUNITY MANAGEMENT MODEL

In addition to the performance analysis that details the individual usefulness of services and facilities, a regression based path model has been built to obtain insights to be used in designing management strategies to generate community support for a rate increase.

Path models are built to investigate direct as well as the indirect and complex relationships between various independent and dependent variables. The main objective of building a path model for this research was to find out how important and significant services and facilities provision is in terms of motivating and explaining the overall community support for a rates increase. As discussed earlier, multiple regression analysis showed the significant effects of some rational motivations related to Council's responsibilities and some emotional aspects related to Shoalhaven City's future vision, had on resident support for a rates increase. However, it is also important to identify the role that the effective provision of services and facilities play in motivating residents to support a rates increase. Path analysis showed how effective service provision affects resident's perceptions towards Council's responsibilities and expectations for Shoalhaven's future and that leads to higher support for a rates increase. In other words, *Council's responsibilities* and *Shoalhaven's vision* play a central mediating role in between services and community support.

The next sections discuss the steps of building the path model and the results generated by the model in more detail.

### 3.1 Factor Analysis

Before building the path model, a factor analysis was run to categorise the services, facilities and mediating factors by their relevance according to the respondents' perceptions (See Table 9). Factor analysis revealed three types of **services** namely, direct, indirect and administration services. Residents receive direct services in person on a regular or occasional basis. Indirect services are not necessarily individually received by the respondents but their provision has an indirect effect on their daily life. **Facilities** included in the questionnaire were clustered together. Facilities are the publicly available facilities used by the residents daily or occasionally. The mediating factors are grouped into two categories. The statements related to the Council's responsibilities and statements indicating the relational motivations are grouped under aspects related to *Council's responsibilities*. *Council's responsibilities* refer to the role that the Council play in management of Shoalhaven area. Statements related to expectations for *Shoalhaven's vision* were grouped together. *Shoalhaven's vision* refers to the future vision and expectations for Shoalhaven. In the path analysis, latent variables were generated for the aforementioned categories to examine the relationships.

**Table 9.** Services, facilities and motivating factors by factors analysis

<b>Services</b>
<i>Direct services</i>
Car parks
Footpaths and walking paths services
Garbage collection
Library services
Maintenance of beaches
Management of local flooding
Management of street trees
Sealed rural roads services
Septic services
Sewerage and quality water services
Unsealed rural roads services
Wheelie bin curbside recycling services
<i>Indirect services</i>
Environmental protection and enforcement (eg building site inspections, rubbish dumping)
Hygiene standards of retail food outlets
Management of waterways and lagoons
<i>Administration services</i>
Counter services
Development application assessments
<b>Facilities</b>
Heritage buildings
Parks, playgrounds and reserves
Public toilets
Sporting fields
Swimming pools
<b>Mediating Factors</b>
<i>Council's responsibilities</i>
More inclusive community facilities
Implementation of strategic objectives
Operation in a more sustainable way
Community priorities
Community's say in the way the money is spent
Community engagement
Financial sustainability
Driving economic growth
Creating jobs in the region
Shoalhaven's natural environment
Promotion of tourism
<i>Shoalhaven's vision</i>
More attractive Shoalhaven
More inviting Shoalhaven
More liveable Shoalhaven
More prosperous Shoalhaven

### 3.2 Community management path model

The path model built for the community management showed the direct and indirect relationships between factors effecting community support for rates increase. The path model validated the important and significant effect of services in terms of driving the community to support a rates increase (see Figure 15). Results show that, although the effective service provision does not have a direct impact on community support, it becomes significant once the *Council's responsibilities* and *Shoalhaven's vision* are recognised by the community. In other words, *Council's responsibilities* and *Shoalhaven's vision* are confirmed as mediating factors in between services and community support.

Results showed that, service and facility provision explains 34% of the variation of perceptions towards the *Council's responsibilities* (see Figure 15). The most important and significant services that drive the community to perceive *Council's responsibilities* more positively are administration (0.29), direct (0.19) and indirect (0.17) services. Analysis indicated that as the Council's provides more effective direct, indirect and especially administration services, community's perceptions increases on the importance of Council's role and responsibilities. For example, as the direct service provision becomes more effective, the community realises the importance of the Council's operations becoming financially sustainable. Similarly, as the Council provides more effective administration services, the community recognises the Council's role on creating job in the region, or driving economic growth. It is worth noting that, administration services were not found particularly useful by the residents compared to other services (see Figure 12), however, administration services are effective in creating community recognition for *Council's responsibilities*.

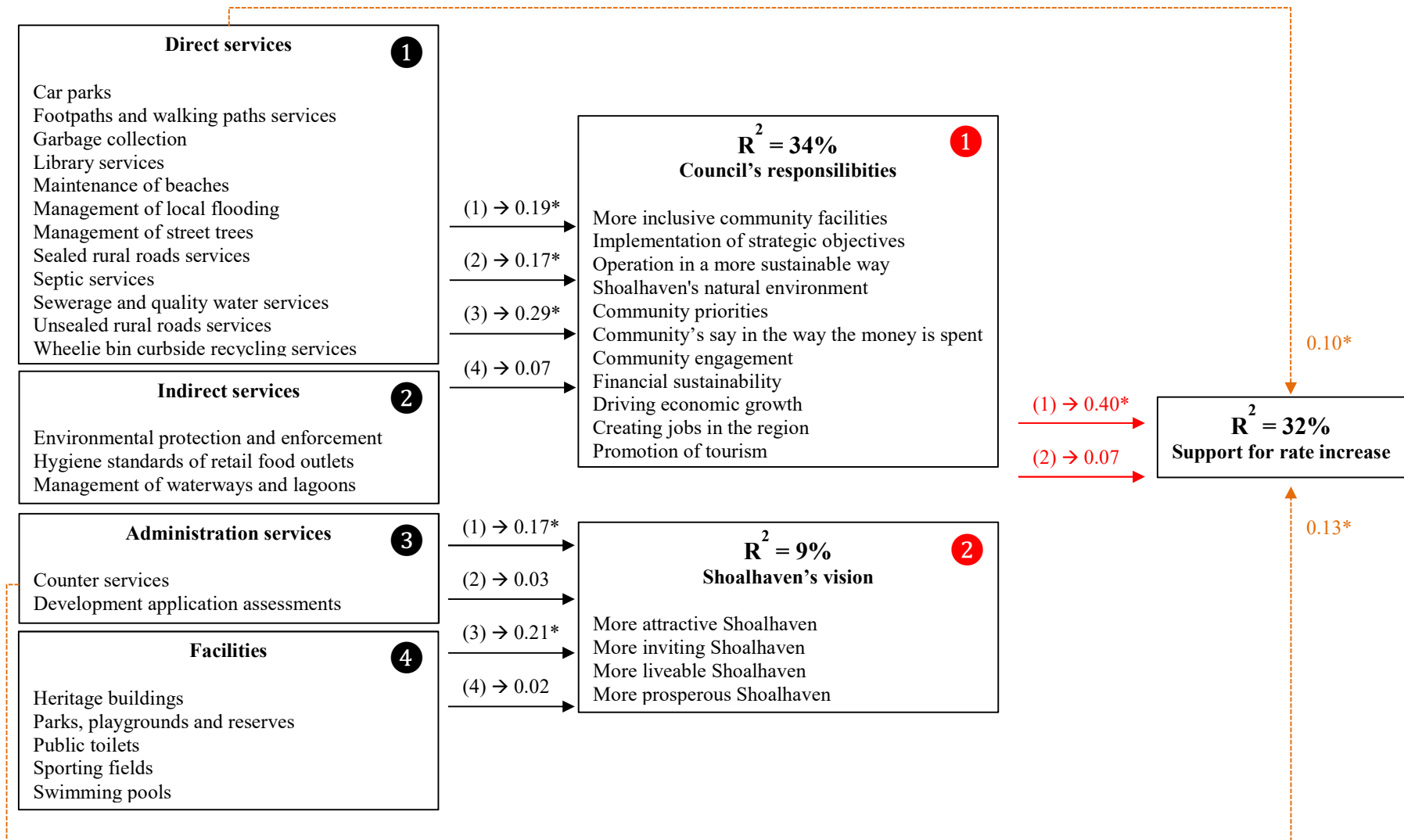
According to regression figures, service and facility provision explains 9% of the variation of perceptions towards the *Shoalhaven's vision* (see Figure 15). The most important and significant services that drives community to perceive the *Shoalhaven's vision* more positively are administration (0.21) and direct services (0.17). Similarly, the more effectively direct and administration services are delivered, the clearer the community will perceive *Shoalhaven's vision*. For example, as the council provides more useful counter services, the perception towards Shoalhaven becoming a more liveable place increases. Moreover, as the Council improves

effectiveness at providing garbage collection, community's perceptions towards Shoalhaven's being a more attractive places increases.

Path analysis confirmed the significant indirect effects of both administration (0.13) and direct (0.10) services (see figure 15). In path analysis, indirect effects show the central role of perceptions both towards *Shoalhaven's vision* and especially the *Council's responsibilities*. These results shows that, if the *Council's responsibilities* and *Shoalhaven's vision* are effectively communicated within the community, provision of direct and administration services becomes a strong factors in generating community support for a rates increase.

Finally, path analysis supported the multiple regression analysis by validating the significance of community's recognition of the *Shoalhaven City Council's responsibilities* and its *Shoalhaven City's vision* in terms of creating community support for rates increase. The overall community management model explained 32% of the variation in community support for a rates increase, which is a slight increase from  $R^2$  figure (28%) obtained from the multiple regression model conducted earlier (see Figure 10). *Council's responsibilities* have significant and importance effect on community support (0.40). However, path analysis has the capacity to go one-step further by identifying the services that affect the perceptions towards *Shoalhaven Council's responsibilities*. The management of individual mediators are discussed next.

**Figure 15.** Path model – Effect sizes & R<sup>2</sup>'s



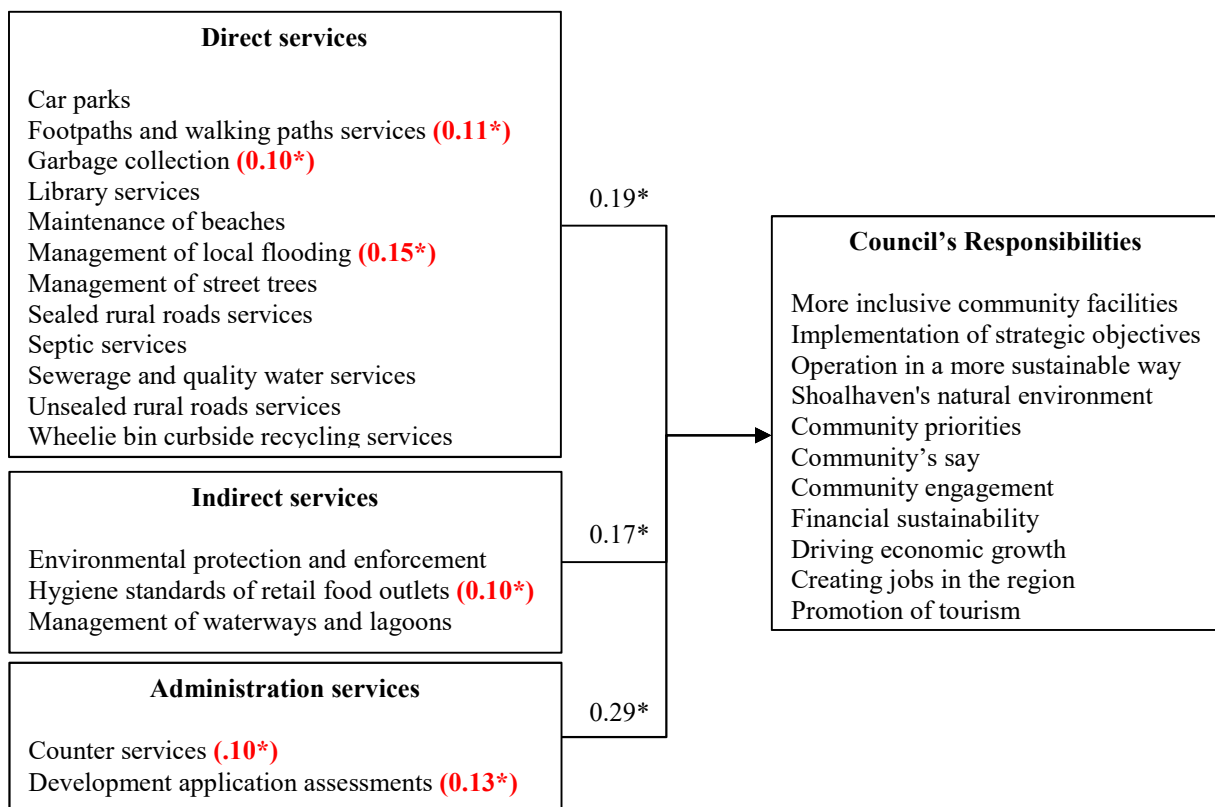
\* Statistically significant effect at 95% confidence level



### 3.2.1 Management of Council's responsibilities

Path analysis showed that, to manage the perceptions towards *Council's responsibilities*, the priority should be given the administration services (see Figure 16). Counter services (0.10) and provision of development application assessments (0.13). These should be reviewed for effective solutions. Once the administration services are reviewed, the focus should turn to direct services, more specifically services for footpaths (0.11), garbage collection (0.10) and local flooding (0.15). The quality of these services should be communicated effectively within the community to create positive understandings towards Council's responsibilities. Finally, services that monitor hygiene standards of retail food outlets (0.10) should be publicised in the community to generate positive perceptions towards *Council's responsibilities* that will in turn lead higher support for a rates increase.

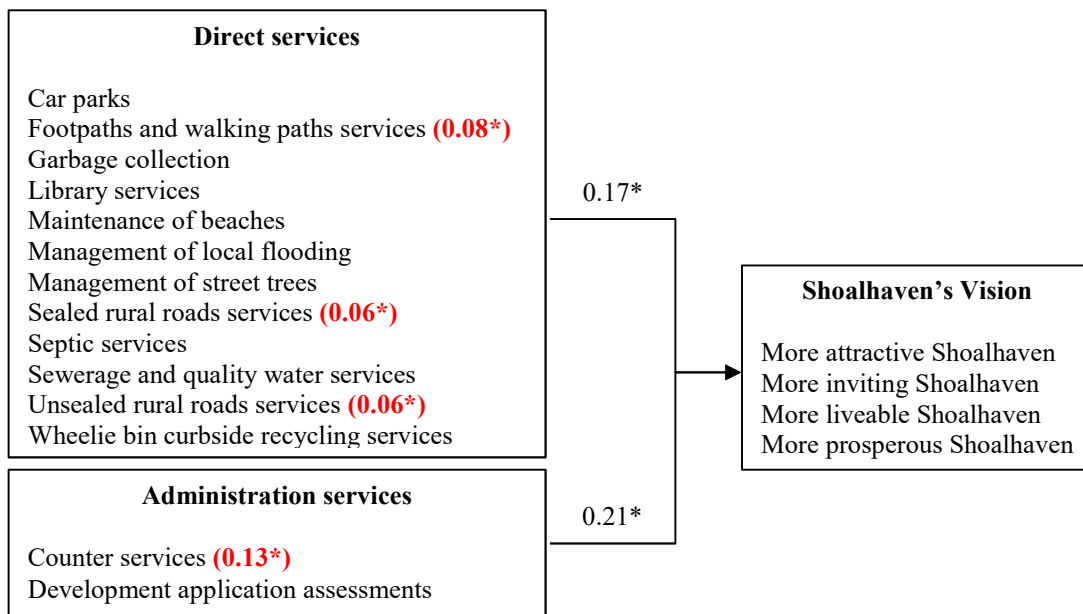
**Figure 16.** Management of *Council's responsibilities* – effect sizes



### 3.2.2 Management of *Shoalhaven's vision*

It is important to note that, despite having no significant impact of community support, *Shoalhaven's vision* is an important variable in explaining the community support. Therefore, its management should be considered along with management of *Council's responsibilities*. Administration services should be given priority to manage the perceptions towards the *Shoalhaven's vision* (see Figure 17). In particular the effectiveness of counter services (0.13) would increase perceptions towards *Shoalhaven's vision*. The effectiveness of the services provided for footpaths (0.08), sealed (0.06) and unsealed roads (0.06) are important and significant drivers to increase understandings of *Shoalhaven's vision*. Improvements made in those services would lead to higher community support for a rates increase by creating more positive perceptions towards *Shoalhaven's vision*.

**Figure 17.** Management of *Shoalhaven's vision* – effect sizes



In conclusion, path analysis provided invaluable information about actions that Council can take and about communicating those actions to the community in order to generate higher support for a rates increase. It showed that effective service provision becomes a strong factor for community support if the perceptions towards the *Council's responsibilities* and *Shoalhaven's vision* are improved in the community. Shoalhaven City Council should focus on designing strategies that communicate the processes and methods it uses to fulfil its responsibilities to the community. It should make known to the community any plans that will influence public perceptions about *Shoalhaven's vision*.

## Appendices

### Appendix A: Improvement areas in the neighbourhood

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#### FOOTPATHS

---

More footpaths needed

Concrete pathways

Footpaths needed in Worrigee areas

Footpaths, we don't any in Greville avenue

Footpaths are needed in Mitchell Parade due to being a tourist area

Footpaths for walking so elderly can walk in Culburra it is dangerous

Better footpaths needed in the Ulladulla areas

Footpaths need improvement Worrigee

Footpaths in village - Kangaroo Valley - maintenance

Footpaths in Graeme St, Wason St

Footpaths Illaroo road - surface is rubble, lots of weeds

Footpaths in the CBD need upgrading the pavers are uneven

More footpaths in Ulladulla area

Footpath from Milton to Ulladulla parallel to highway

Footpath in Milton on the highway for people on scooters

Footpath opposite post office Junction St.

Prince Edwards Avenue needs footpaths, people have to walk in street in holiday time, cars park on roads

Need a pedestrian crossing in Tallwood Avenue @ the shopping centre

We need more footpaths in the north Nowra area

Maintaining footpaths in Sussex inlet

Shoalhaven Heads need more footpaths

Pavement for the Illaroo Road very poor on one side

Maintaining and extending pathways and cycle ways in berry

Maintenance the pathways

Paths, Nowra

Paths and walkway maintenance

Paths and gutters

Pedestrian crossing in Sussex inlet - elderly people cross without looking

More maintaining of walkways on bush settings off Urunga so bush walkers can view river

Main street in Bomaderry cleaned

Main street is filthy dirty, needs cleaning up

Main street of Berry needs far better maintenance to occur

Walking paths

Walking trails

Walkway beside the main road for tourists

---

Lack of footpaths - dangerous for elderly on the roads

More footpaths especially for the elderly

Footpaths for disability access

Some footpaths need to be wheel chair accessible

---

Footpaths, every community should have adequate paved paths it is a safety issue.

Footpaths, very dangerous walking on roads

Safety. No footpaths

Footpaths, we need some is dangerous for kids going to school

---

Footpaths in my area need to be constructed

Local roads and footpaths - need some constructed

Footpaths to be improved

Footpaths around the town are not adequate we don't have many footpaths

Footpaths, gutters, drains - don't have any basically at the beginning of river road

Footpaths need emergency services

Maintenance of grass on footpaths

More footpaths on the main roads and around the place to avoid walking on road

Streets that need green spiky mow the footpaths in street, and give road a good clean and move all branches

Footpaths and pavements

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## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **POLICE / POLICING**

---

24-hour police station  
Need a police station  
Crime, more policing needed  
Police services  
Police services- more of them  
Police station closer  
Police station in the basin view sanctuary point area  
Prevention of vandalism, more policing  
Safety, more police  
More police  
More police response  
Sanctuary point needs more police to service the increased population  
Police enforcement on roads e.g. paradise beach rd., events  
Police presence  
Police presence to control screaming cars at night  
Update security of our neighbourhood, more policing  
More safety, for the public

---

Lack of policing 7 days a week  
More policing in the area  
More policing needed  
Better policing  
Better policing in the Worrigeer  
Better policing of illegal camping  
Policing of our local boat ramp -illegal parking  
More policing of illegal fishing  
More patrols of the beach in summer

---

### **TRANSPORT**

---

Better public transport  
More public transport  
Public transport  
More public transport needed in local areas, more than one bus a day  
Community transport local buses e.g. More times  
Better public transport to Nowra or Vincentia new shopping centre  
Better public transport to west Nowra with the university just up the road  
Bus services- more of them  
Bus services needs to be more frequent  
Buses not frequent enough  
Improved bus service, very poor  
More train services

---

## Appendix A: Improvement areas in the neighbourhood – cont'd

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### ROADS

---

Better maintenance of roads  
Bendalong road maintenances is bad  
Improve and maintenance local road Georges Basin  
Albany Lane needs repair  
Maintaining local roads  
Maintenance of local roads  
Maintenance of roads  
Maintenance of the sides of the roads, i.e. the mowing there  
Maintenance of verges beside roads  
Maintenance on roads with deep holes needs to be priority  
Road maintenance should be improved  
Road maintenance should be of a better quality  
Road maintenance Tomerong  
Shoalhaven heads road needs upgrading to make it safe  
Road surface fine lane needs maintaining and resurfacing  
Road surface maintenance  
Roads need improved maintenance  
Roads need to be improved with better maintenance  
Roads- vapour maintenance -surface is not professionally finished  
Roads, need major maintenance not just a band-aid fix up  
100 meters tar road  
Development occurring in my streets road surface deteriorating from trucks  
Flinders lane new road is a bottleneck  
Improving roads pot holes  
Resurfaced local roads in Cambewarra  
Resurfaced the road didn't do it properly in hot weather it melts  
Resurfacing roads  
Round about browns road south Nowra needs traffic lights  
Side roads need upgrading properly  
State of the roads  
State of the roads all the Shoalhaven need to be looked after  
The main Callala beach main road to the town needs to be have improved maintenance  
The main road, lake entrance road, more maintenance  
The road from Nerriga down to Canberra needs repairs  
The roads need overall be better  
The roads pot holes  
Upkeep of local roads  
West Nowra roads are in poor condition  
Widening of road or footpath in front of our house kids are in danger at moment  
Woodhill mountain road needs regular maintenance, pretty rough in areas  
Would like roads .arch gate  
Adequate roads in and out of the area  
Better road access  
Better road infrastructure in regards to sts entering onto highway  
Better roads  
Burradoo Road laneway needs sealing off for the benefit of local residents  
Condition of my local road  
Condition of roads  
Conditions of the roads are poor in need of repair  
Extra road in and out  
Improvement of roads

---

## Appendix A: Improvement areas in the neighbourhood – cont'd

---

Local roads need urgent attention particularly in the township  
Main road fixed up but not the suburban streets  
More line marking on the roads  
My local road was fixed to a substandard level have complained but no action taken  
My road needs work, driveway entrances are dangerous from weight of rubbish trucks  
Nerriga road needs to be finished, tarred the whole way  
Road infrastructure needs great improvement  
Road side clearing of bush  
Repair roads properly  
Road Culburra to Nowra  
Road edges dangerous in Greville Avenue  
Road in Callala beach  
Road Nowra to bay and basin  
Road repairs are not up to a good standard  
Road sealing properly  
Road through berry coming from Sydney  
Road through Mogo needs fixing up  
Road to Sassafras gutters on the hill needs the gutters cleaned  
Roadside rubbish  
Road to narrow  
Roads - Patchwork filling of roads not suitable need complete relaying of road surfaces  
Roads are terrible on the way to Currarong and Culburra  
Roads are very bad around my neighbourhood need fixing  
Roads in Callala bay  
Roads in Culburra and orient point need major doing as they just patch them up  
Roads in Narrawallee between Mollymook Milton and Ulladulla  
Roads need fixing properly especially all the dirt ones, they need widening  
Roads need to fixed properly  
Roads on Illaroo road heavy traffic local pool to cater for babies  
Roads- terrible, patched up, bumpy, pot holes  
Roads upgraded  
Roadside clearing needs to be increased

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### POTHOLES

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Better road maintenance, potholes  
Maintain the roads, fix the potholes  
Maintenance of road fills in potholes  
Roads - Potholes  
Roads are shocking - cold nicks - fill potholes  
Roads need fixing, potholes  
Roads pothole wool road  
Roads reseal potholes  
Roads, maintenance is needed due to pothole  
Fix potholes  
Fix potholes on the roads  
Hockey Lane too many potholes and narrow and poor condition is very dangerous  
Maintenance on potholes  
Poor conditions of the local roads, they are full of potholes, like Jacobs coat full of patches  
Potholes on the roads

---

### SEALED / UNSEALED ROADS

---

Maintain the sealed roads the edges are constantly breaking away  
Maintenance of the roads for unsealed roads  
Potholes in both sealed and unsealed road  
Better quality sealed roads in rural areas and in the town areas they are dangerous  
Jaspers brush needs sealed roads turners lane is now dangerous with too much cattle  
Sealed roads  
Unsealed roads need more regular maintenance, trim overhanging trees  
Unsealed roads need to be better maintained

---

## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **TREES**

---

Tree management - damaging footpaths  
Council cleaning up trees  
Council have cut down too many trees  
Fire hazard with trees fallen, grass all thru it - i.e. Walmer avenue waterfront reserve  
Grass cutting and trees need maintaining  
Joe Hyam Reserve walkways to Paruna Place overhanging trees unsafe in the wind for kids  
More action taken with the trees  
More tree planting in parks in Bomaderry  
More trees planted in streets  
Need more big trees. We also need to get rid of some of the houses here there are too many  
Need to take more care of the foreshore - not cut down any more trees  
Over growth of trees  
Preservation of all trees in all areas  
Removing trees that are weeds  
Reserve between golden wattle drive and highway, village drive trees need lopping  
Should be corridors for native animals to pass through in new developments, cut down trees  
St Georges basin reserve walkway - tree roots are dangerous  
Street trees need to be pruned so that they are not on a lean towards our houses  
Street trees need trimming  
Street trees needed in the Worrigee areas  
Tree looping  
Tree maintenance hit my truck on them too much  
Tree planting for streetscape  
Tree services, some have to go as there dangerous  
Trees and natural vegetation  
Trees need lopping at the top, need to be looked at more  
Trees need to be cut  
Trees need to be cut when causing damage to your home  
Trees need trimming in the streets  
Trees on the nature strip need to be maintained  
Trimming back of trees hanging over the road  
Clearing of trees on side of roads for visibility

---

### **INTERNET**

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Better internet access  
Better service with the internet

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### **DOGS**

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Better dog control and unregistered motorcycles on reserve near Sheridan drive  
Dog control  
Dogs roaming freely are a problem, dangerous  
Fewer dogs on beaches  
Maintaining leash free for dogs area  
More rangers to police off leash dogs and dog droppings  
Move the dog beach over to Collingwood beach and extend the off leash hours  
Need dogcatcher  
No dogs off leash on Narrawallee Beach  
Rangers need to police the area more e.g. dogs on leads  
We need more rangers to enforce litter and dogs requirements  
Wildlife destroyed because of dogs I seen wood ducks babies attacked and killed by dogs

---

## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **KERB AND GUTTERING**

---

Lack of kerb and guttering  
Need kerb and guttering  
Need kerb and guttering in badge  
Need kerbside clean up regularly  
Bottom of Albert Street has no kerbing, guttering  
Culburra needs kerb and gutter service  
Finish kerb and guttering in Vincentia  
Kerb and guttering in Kings Point  
Kerb and guttering is needed in the Mollymook area, Mitchell Parade due to access near beach  
Kerb and guttering needed in the Sussex inlet area  
Kerb and guttering needed to alleviate flooding  
Kerb and guttering provided for Narrawallee  
Kerb side pickup at least 2 times a year  
King's point needs kerb and guttering to stop siltation of estuary  
Local streets in old Errowal Bay, kerb and guttering and maintenance  
Lot of streets are not kerbed and guttered  
Old Southern Road, Quinns Lane need to have better drainage and kerb, guttering  
Kerbing and guttering - Victoria St. next to show ground, park Princess Street  
Gutter cleaning done more often  
Gutters need cleaning as leaves go into the basin  
Some more guttering some of the roads  
Sweep gutters regularly

---

### **WASTE COLLECTION**

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#### **GREEN WASTE**

---

Green bins for garden waste  
Green waste bins needed in Ulladulla  
Green waste collection bin  
Green waste pick up  
Green waste pickup with an extra bin  
Green waste wheelie bin  
Garbage we need a green bin collection  
Management of green waste  
More green waste collection  
Need to have a green bin service  
We need green waste bin  
Recycling would good

---

#### **BINS**

---

Beaches and lakes garbage everywhere more bins  
Bigger garbage bin  
Clearance of public garbage bins in tourist times  
Garbage bins at local places  
Leave all three bins 365 days of the year  
Littering on the roads and beaches overflowing bins at holiday times  
More bins in parklands  
Need more bins and monitored  
Recycling bin collected weekly  
Recycling bin is needed once a week  
Recycling bins in shopping village kangaroo valley  
Recycling picked up same time as bins  
Removal rubbish bins e.g. beaches parks etc.

---



## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **GARBAGE COLLECTION**

---

Garbage collection - availability to access the bigger garbage dumps.  
Garbage collection could be better  
Garbage collection, services not enough vouchers for the tip or recycling services  
Growth of unusual plant...it is collecting rats and snakes  
More garbage collection  
Rubbish collection more often  
Encourage reduce garbage  
Garbage cleaning to eliminate rats around homes  
Lower fees at garbage  
Clearing of rubbish foliage in surfers Ave between no. 12 and the beach entrance  
Management of rubbish going into the harbour  
Rubbish being dumped on the sides of the roads- Wool road at basin View  
Sussex inlet road has a rubbish dump at the side of the road approx. 1km from the town, disgusting  
The dumping rubbish on local land ute loads of rubbish off wool road bushland  
Recycling would good

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### **CARPARK / PARKING**

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Car parks, seven mile path needed do disable people can walk around beach  
Development of carpark 77 Princess St. Berry  
East Nowra - e.g., carpark at the shopping centre need renovation  
Improved car parking in Huskisson  
More car parks  
More car parking in the CBD  
Need more car parking in Milton  
Beach carpark  
Berry is very cramped and busy making parking bad  
Drop of and pickup parking at railway station  
Inadequate parking during tourist season  
Lack of parking close to schools, people park in our driveway  
Longer all day parking  
More parking down along beach road  
Parking  
Parking - Huskisson  
Parking in my area, need of a better plan  
Parking facilities need expanding and improving  
Parking in main street is terrible, needs fixing  
Parking in Nowra  
Parking, lack of in peak seasons  
Sanctuary point shopping centre - convert vacant block to parking, place speed restriction  
Shortage of parking during peak tourist times  
Thinning of foliage growing up along Mitchell parade blocking water views at parking bays

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### **TOILETS**

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Amenities - toilets etc.  
Bangalee has very bad public toilets they should be upgraded  
Local parks need more maintenance and more beautification and equipment and toilet facilities  
More public toilets in Berry  
More toilet facilities in berry  
Public toilets  
Public toilets are needed in the Tomerong Park  
Public toilets in town  
Toilet and shower  
Toilets  
Toilets need to be maintained to a better standard, soap  
More public toilets

---

## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **PARKS & RESERVES**

---

A park  
Bench in the local park  
Better clean up services of parks  
Clean up of needles in endeavour park. Needs to be patrolled, people drink alcohol there  
Clean up Roseberry park  
Decent park for young children. Lots of young mums don't drive  
Drexel park in Nowra needs maintaining  
Easement from the archer to Lyrebird park needs upgrading  
Improved parks for kids  
Maintenance of parks - some places look really crappy  
Motor bikes in national park, basin view, using the walking path  
Nicer parks for children  
Park and recreations  
Park areas  
Park in Callala Bay needs more seating  
Park refurbished in Erowal Bay  
Parks for kids ages 2 to 12 years  
Parks need BBQ areas  
Parks needs equipment  
Put in four or five skate parks in Worrigea  
Rivers and ponds in parks are filthy need big clean  
The parks need improving better maintenance  
Berrara needs tidying. Need to enjoy ocean, swan lake, tidy up foreshores, reserves, tidy it up  
Reserve and bushes should be maintained better rubbish etc.  
The road to Bangle reserve is in bad condition

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### **BEACHES / BOAT RAMPS**

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Beach care  
Beach cleaning  
Beaches, maintenance  
Better support of volunteers on the beach  
Care of the dunes along the beaches  
Currarong beach maintenance  
Disability access to beaches  
Less traffic entering the Hyams beach area  
Litter on the beach  
More litter signage at beaches  
Old Erowal Bay Beach - needs improvement with BBQ areas  
Removal seaweed at beach near boat ramp  
The beach at palm beach gets too much seaweed and it is smelly attract flies  
Boat ramp gets too congested at holiday times  
Boat ramp James crescent needs to be up graded  
Cleaning the boat ramp  
Currarong boat ramp is built the wrong way  
Fix up Chris Creek boat ramp  
Large boat ramp - current one is far too narrow so boats can currently get damaged  
Northern Sussex needs a boat ramp provided  
Pontoon Crookhaven heads boat ramp  
Tidy up boat ramp holiday times

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## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **SHOPPING / SHOPPING CENTRES**

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Shopping centre, police stations needs upgrading

Better shopping facilities

Bomaderry shopping centre shops getting vandalised

More seats on the road for elderly people to sit on if they walk to Vincentia shopping centre

More shopping areas

Shopping centre too spaced out nuisance to walk between strips of shops

The shopping centre needs a upgrade

More things, shops around the river

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### **BUSHLAND**

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Bush care

Bush care funding and support

Bushfires

Management of bush in my area

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### **FLOOD**

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Bottom of Tarrawarra St. flooding, area at bottom needs more work, still flooding

Causeway needs fixing for the next time we flood

Flood mitigation

Flooding

Management of flooding in Sussex inlet

More management with flooding on Sussex inlet road

More work on flood mitigation

Opening of the river so we don't flood

Please address our local flooding issue, another road to escape needed

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### **SPECIFIC NEIGHBOURHOODS**

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## Appendix A: Improvement areas in the neighbourhood – cont'd

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Allow no developments on the Jervis Bay views  
Better disability access in Tapitallee  
Boree St. speed humps are confusing people think they are pedestrian ring  
Boxsells Lane speed limit is 100, it should be cut down to apx 70 as well pestel and redcedar lane  
Bypass in Milton  
Dalwah and Tarrawarra streets needs stop sign not a give way sign  
Cleaning of stormwater drains in Mollymook  
Cycle ways need to be linked up between Milton and Mollymook , safety  
Entry onto the highway from Pittman avenue  
Hoon driving in local streets morning noon or night- Macleans Point road, radar, camera  
Houses in east Nowra commission needs to be tidied up, is junk and trash out front houses  
Improvement and realistic in lane zoning in Tapitallee  
Lake Tabourie needs better snake control on properties near scrub  
Made the bridge at Sussex inlet too low it has to be made so I don't have to duck my head  
More traffic light or roundabouts from Pittman Avenue and Princess highway  
Need more seats in Greenwell point especially around the shops for elderly, nowhere now  
Need sewage to come to Woollamia  
New round about where join Princess Highway it's a single lane, massive traffic hazard  
No one pays any attention to 50 km zone in Fairlands Street  
Not enough walking paths in Bomaderry  
Nursing home facility at Shoalhaven heads  
Ocean Street, Mitchell parade, high growth at the intersection is dangerous  
Plants in the round a bout should be low growing like the ones near Sheppard, Ocean Streets  
Prince Edward Avenue Culburra, drains, piped and covered, dangerous  
Proper management of Lake Tabourie to avoid the stink in summer months  
Put lines on road on corner of McDonalds in Bomaderry it is hectic and dangerous  
Round about Macgibbon Parade  
School zone roundabout on Berry and Douglas streets dangerous for children  
Safety crossing at highway for children at berry school  
Security cameras - Sussex inlet town  
Streetlights are too bright like daylight - mainly on Macleans Point Road  
Sussex inlet township has been neglected the grass verges look like they are dead  
The buyback shop should have increased hours not reduced hours Sussex inlet for pensioners  
The drains on northers side of Pittman avenue  
The old part of Nowra should be preserved so older buildings should not high density  
The traffic lights sequencing on the Princess Highway  
The uncovered drain behind Nowra fair full of rats and vermin and tiger snakes and smells  
There needs to be more shops allowed in Moruya  
Ulladulla sea pool opened all year round  
Warf area around Huskisson to be kept pristine not be made to commercial  
Water around St. Georges Basin needs cleaning  
Weeds in area Nowra need to be maintained  
**Reialhgy** drive needs to be widened near preschool  
Millard Creek clean up  
Stop the highrise in Mitchell parade  
More shops needed within Worrige  
General tidiness in St Georges Basin  
CBD upgrade - Nowra  
Bangalee needs town water

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### TRAFFIC

Noise reduction break from traffic noise  
Slow the traffic down in our suburb clearer view from driveways needed  
Slow the traffic down in the backstreets, built up areas  
Traffic congestion in berry is very bad due to all the events  
Traffic control  
Traffic flow in golden wattle drive needs fixing  
Traffic in town in holiday period is disgusting, can take you 1 hour to get down main street in busy times.  
Traffic is a hazard  
Traffic management

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## **Appendix A: Improvement areas in the neighbourhood – cont'd**

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### **LIGHTING**

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Lighting around the shops  
Lighting in the street - more  
Street lighting  
Street lighting and cameras

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### **DRAINAGE**

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Drains along the roads not working properly  
Fisherman's Paradise open drains need to be addressed  
Maintenance of the area e.g. general lawn mowing, drains  
Service drainage  
Sewerage leaches into our waterways - lake, rivers  
Sewerage needs upgrading to cope with growing population

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### **WATERWAYS**

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Look after the waterways  
Maintenance of waterways  
Stop leaves entering water way  
The greenery, needs to be watered and maintained  
There is nowhere to eat or have coffee and look at the water, needed for tourism  
Water delivery  
Water management from new estates  
Waterways speed limit needs to be policed

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### **LAKE & RIVERS**

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Lake management  
Shoalhaven river needs to stay open at the heads  
River has been dredged on the opposite side of cater crescent. Nothing on my side  
River needs fixing up  
River needs improving

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## Appendix A: Improvement areas in the neighbourhood – cont'd

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### OTHER COMMENTS

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50 km an hour speed sign on the south pacific estate, racecourse beach  
Aboriginal boardwalk needs maintenance  
Access to highway  
Access to power  
Amenities - nothing for children, need to utilized the river more e.g., walking paths, restaurant  
An indoor heated therapy pool  
Animal control  
Around schools maintenance  
Awarding of contract  
Back burning  
Be approved and animals being abandoned. As the bush  
Bikes paths  
Branches over power lines - need better maintenance  
Building applications  
CBD should be continued to be revitalised  
Cleaner and better presented area  
Cleanliness and litter control  
Cleanliness of east crescent is appalling  
Close the tip, crazy  
Communication and service of staff, supervising counter, water department  
Communication with council, not informed re what is going on  
Community engagement  
Community service  
Connecting smaller villages to cycle ways  
Council back burning  
Council clean ups need more at least 4 a year  
Council do not police their own policies  
Council is too slow to passing buildings. Not quick enough  
Council mowing needs to be upped  
Council rangers 7 day roster  
Crossing that has been given green light still waiting need is summer months, tourist  
Cut grass more often - particularly in summer  
Cutting of grass in front of properties  
Cycleways we need them  
Development application process made easier  
Development applications need to be shortened they are too expensive and too long  
Development of buildings around harbour  
Employment  
Empty block of land needs to be maintained better, fire hazard  
Encourage good recycling  
Environment, keeping it clean and tidy  
Environmental protection  
Environmental protection of coastal area  
Excessive use of herbicide spraying  
Extensive clean-up of the abandoned service station the owners should be contacted  
Facilities for recreation  
Fairly happy with services  
Finish the path  
Fire burn off control  
Fishing platform needs extending ,useless at the moment  
Foreshore management  
Foreshores and the dunes  
Free recycle days, clean yard up free access to tip  
Greening of the CBD  
Growing plants and bushes on street corners. Hazard to drivers  
Gully needs to be cleaned out or filled in  
Height restrictions for planning being adhered to  
Highway improvement

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Homelessness and lack of available housing  
Hospitality to appeal to tourists  
Huskisson should not lose its beauty by not building on site opposite the hotel  
Improvement of telecommunication services  
Infrastructure in our area needs to catch up with population growth  
Job creation  
Lack of looking after wildlife native  
Laneways are washed out and not maintained  
Leasing with the community not treating us like idiots especially with the construct of bridge  
Leisure centre or entertainment  
Less motor bikes, noise factor  
Library services  
Link road to do away from Illaroo road  
Local community services addressed  
Local tip should definitely stay in Sussex  
Maintaining security would help  
Maintenance at roundabouts and litter control  
Maintenance of public assets they we already have, current infrastructure  
Markets need to be closer to the beach so people can see the beauty of the area  
Maternity services  
Merge mowing  
Money wasted  
More services for youth  
More community activities for the youth  
More education in the rate notice or a public awareness on how to protect environment  
More entertainment for children -  
More facilities and services for the youth, parent control  
More retail business opportunities for the area  
More schools in my suburb, high school  
More things for youth  
More tourist events  
More youth services  
Moving on of overnight campers  
Mow weeds along highway instead of spraying them all the time  
Mowing parts where they need to mow .  
Need another supermarket  
Need bar b ques and rec areas for tourists  
Need better signage in this area i.e. 50 kms as there are lots of kids around  
Need cycleways  
Need waste traps installed for runoff, education  
Neighbours who don't look after gardens  
No constancy of development in the area  
Noise pollution from animals  
Noxious weed spraying on roadside  
Open more land up in my area for housing and industrial  
Outdoor recreation areas, basketball courts, outdoor gym  
People driving on council owned land illegal driving to be stopped  
Playground equipment back in our local  
Playground maintenance  
Pollution at holiday times left on the streets and beaches  
Proper library  
Provision of sporting fields  
Public amenities should be kept and maintained at a good level  
Public art  
Pushbike cycle paths - don't have enough  
Rates  
Rising of rates worries me  
Roundabouts, too high  
Rural property boundary  
School zone there's no lolly pop people

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Showground neglected needs more maintenance  
Signage needs to be changed where there is a stop sign needs to be a roundabout and vice versa  
Soundproofing near the silos restaurant too reduce noise at weekends from restaurant  
Speed humps  
Speed humps in jerry bailey road to stop the speeding  
Sporting facilities needs upgrading  
Sports field  
Strategic plans for managing development and environment  
Street wide bend in road and retirement village walk on bend to bus stop  
Streetscape facades of buildings needs an upgrade  
Study land from now till 50 years  
Stuff for kids to do for services  
Swimming pool  
Tar road needed past our house on the old highway  
The homeless on showground need other areas provided  
The, hoons, at night, belting around, the streets from about 11.30 pm  
Tips, council need to provide this services at a longer hours  
Too expensive to use tip  
Too many new roundabouts being put in  
Too many round about  
Too many vacant retail shops in my area  
Tourism, more infrastructure BBQs shelter sheds gardening etc.  
Upgrade of berry CBD  
Value for money  
Vandalism around sanctuary point involving burnt out car and burning of stolen cars  
Vandalism from people coming home from hotels  
Council should listen to community  
Waste of money on behalf  
Weed control - main road  
You lot at council need to do the above right now  
Youth taken care of youth  
Encouraging new opportunities for farming rain water

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## Appendix B: Improvement areas in the Shoalhaven

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### PARKS & RESERVES

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Garden and parks - trees shade - more needed  
Heritage park could be used as a car park  
Maintenance on parks and gardens  
More seating in public areas and parks  
Parks and reserve need more attention in non-peak season  
Parks and reserves need to be mowed and not left up to residents  
Picnic areas with covered seating - sun protection

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### FORESHORE

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Pools, foreshore development  
The foreshores need cleaning up  
The jetties need improvement  
The proposed marina at Ulladulla to go ahead  
Jetties and wharfs maintenance  
Jetties are too congested at holiday times  
Ulladulla they want to retain the good jetty not the bad one  
Access to the beach at Currarong  
No high rise near beach should be considered at Ulladulla  
Part of Mollymook beach needs off leash times to be implemented  
Access to river and waterways e.g. boat ramps  
Better access for boats in Jarvis bay  
Between boat ramp and creek could be an off leash dog area  
Boat ramp at Ulladulla harbour fish gutting table needs to be more maintained  
Park near rowboat entrance in Nowra needs maintaining  
Spruce the boat ramp at Myola  
Lack of fishing facilities  
More open recreational fishing less commercial fishing  
More working on fish stock and breeding

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### TRAFFIC

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to help with traffic flow  
Better management of traffic congestion  
Better traffic flow  
Better traffic flow to avoid congestion  
Control of traffic during peak holiday times  
More traffic stoppers to slowdown speeding cars e.g. roundabouts speed humps  
Sanctuary point - speed humps to slow down traffic  
Speed cameras  
Speed limit on Princes Highway thru south, Nowra need to be 60:50  
Speeding  
The new bypass road is impossible to get onto in weekend traffic worse than it was before  
The traffic in the pacific highway  
Traffic flow  
Traffic flow fixed on roads in south Nowra  
Traffic flow in Nowra  
Traffic jams  
Traffic management  
Unruly traffic - speeding - traffic- music etc.  
Princes Highway needs to be 4 lanes  
Princes Highway access road to sanctuary point both need lights, speed restrictions  
Princess Highway needs to finished and more double lanes  
Princess Highway very slowing getting things done with it  
Safe road crossings  
Petrol station in all areas  
Council needs to have Nowra by passed from the highway  
Bypass at Milton, which will take the trucks of the highway  
100km zone taken away 80km ridiculous  
4.6 metre height access for the whole Shoalhaven road system  
Two overpasses in Nowra

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### GARBAGE COLLECTION

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Green bin provided  
Green bins for garden waste  
Green waste  
Green waste provided  
Green waste recycling  
Green waste collection would be a great idea  
Less rubbish dumping  
More bins needed  
More bins to be returned and supplied in the local parks to prevent the content littering  
More recycling  
Need green waste bins and collection  
Better removal of rubbish from bins and footpaths  
Clearance of rubbish  
Collection of green waste  
Empty public garbage bins in peak tourist times  
Rubbish bins empties more often  
Rubbish bins to be provided

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### CRIME

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Basin area police and ambos more central  
Better policing all over  
More policing needed  
More police on the highway between Ulladulla and Batemans bay on the road watching  
More policing  
More policing and more visible rangers  
Need police station  
Police force poor service  
Police presence  
Police station in sanctuary point  
Police supporting of drugs and crime in the Shoalhaven areas  
Safety  
Safety for the elderly  
The police protection  
Unlicensed drivers: more police around  
Crack down on drug users  
Drug use in town and beaches  
Get rid of drugs  
Crime rates is too high

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### HOSPITAL

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Help with the hospitals  
More hospital facilities  
Who hospital intakes

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### WATERWAYS

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Don't have facilities that use the waterways, e.g. restaurants on the water  
Looking after beaches and water ways  
Looking after the edges of waterways, fencing off from stock  
Running water  
Water supply facilities  
Watering sporting fields

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### PATHWAYS

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Footpaths in major towns  
Footpath maintenance  
Footpath maintenance in Nowra  
Footpaths  
Footpaths are needed in the local areas  
Footpaths in shopping centres need to be maintained  
Footpaths maintenance  
Footpaths need maintenance and more guttering in the streets for drainage  
Less slippery areas i.e. footpaths  
More footpaths  
More footpaths and cycleways  
More footpaths in east Nowra  
More footpaths need to be provided existing are uneven and are a trip hazard  
Nowra footpaths are slippery when wet, filthy  
Paths  
Pathways  
Pathways and cycle way maintenance  
Aboriginal walk on the headland needs up grading  
Aboriginal walk needs maintenance  
More walkways  
Walk ways  
Condition of footpaths - most work done by community groups, councils needs more input

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### TOURISM

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Develop tourism facilities  
Focus on tourism  
Improve tourism  
More signage for tourism  
More tourism development in the area  
Spend as much tourism dollars in berry as they do in Ulladulla  
Tourism  
Tourism accommodation for tourists  
Tourism facilities  
Tourism needs backing more  
Tourist facilities  
We need more focus on tourism thing on the Shoalhaven river  
Better tourist utilisation on the Shoalhaven river free tip facilities over holiday period  
Shoalhaven river foreshore needs to be turned into a tourist present

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### EMPLOYMENT

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Employment  
Opportunity for education for unemployed higher age group  
Promoting employment  
Unemployment  
Better job creation for youth  
Job creating  
More business to create jobs for the young  
More jobs for the young people  
More jobs in local area

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### TRANSPORT

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Affordable public transport  
Better bus, transport service  
Better public transport  
Better public transport to Ulladulla and Nowra if you can't drive more community buses  
Community transport  
Good public transport  
More public transport to the towns and villages  
More transport  
More, better transport  
Public transport  
Public transport from Nowra to the villages and towns after 6pm  
Public transport is lacking  
Public transport sanctuary point  
Public transport needs improving  
Railway line to Nowra  
Transport - buses- more frequent, more taxis  
Transport - if you don't have a car, you're stuffed, have to catch the school bus to Ulladulla  
Transport from Nowra to the beaches  
Bus service to Parramatta to be returned  
Bus services need more of them  
Bus shelters  
Better trains to Sydney  
More frequent train services  
Need another carriage on trains, as they are overcrowded  
Train service south of the river  
Train to extend to Ulladulla  
More buses

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### BRIDGE

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Another bridge across the river  
Another bridge should be built over the Shoalhaven River in highway  
Bridge - Callala bay to Huskisson  
Bridge - Nowra  
Bridge - Shoalhaven heads - Nowra  
Bridge - Shoalhaven river  
Bridge, Shoalhaven  
Bridge maintenance  
Bridge Myola to Huskisson  
Bridge over Shoalhaven river  
Bridge traffic  
Lobby for a second bridge over the Shoalhaven  
Need a new bridge crossing over the river  
Need another crossing now at the bridge: train to the south coast  
New bridge - Nowra  
Nowra bridge  
Nowra bridge - need a new one -the old one needs upgrade due to stress  
Population increase would need a second bridge over the Shoalhaven  
Roads and bridges  
Second bridge in Nowra  
Second bridge over the Shoalhaven  
Second bridge over the Shoalhaven to improve tourism in the area  
Second bridge over the Shoalhaven river  
Second bridge to go over Shoalhaven river  
The new bridge to go across the traffic  
Third bridge crossing  
Third bridge crossing - roads congested

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### ROADS

---

Better road maintenance  
More maintenance of roads needed  
Overall state of the roads, maintenance needed  
Better road surfaces  
Better signage on roads for speed limits  
Condition of roadworks - eliminate the potholes  
Condition of the roads upkeep  
Coolangatta road from Bolong road 1 km in needs fixing  
Country roads filled with potholes need attention  
Dirt roads are far too narrow and get too much traffic on them needs fixing  
Highlight dangerous areas on our roads  
Improve the roads for better movement within the Shoalhaven  
Jervis Bay road upgrade needed  
Maintain area, need more roads Campaign to drive to speed limit, be aware  
More permanent maintenance of the local roads  
Quality of residential roads  
Roads need to maintained more permanently  
Road coming south from Tomerong down needs attention  
Road maintenance, upgrades  
Road services  
Roadside clearing  
Road structure bypasses at Milton and Nowra  
Road works  
Roads - need to be re surfaced e.g.: key road: greenway  
Roads, maintenance needed due to very big potholes  
Roadside flooding  
Roads, maintenance  
Roads, maintenance needed  
Roads all over - bumpy poor surfaces  
Roads all over are in poor condition  
Roads all over the Shoalhaven need to repaired better  
Roads, footpaths, and guttering  
Roads and the edges of roads  
Roads are bad everywhere  
Roads in general need constant reviewing  
Roads in general need to be better maintained  
Roads in Shoalhaven very poor state  
Roads need attention  
Roads need improving  
Roads need maintaining  
Roads need straightening, less dangerous  
Roads need to be maintained at a higher level  
Roads need to better maintained  
Roads need to better maintained all over the Shoalhaven  
Roads only get bandaid repairs council does need to do a better job not just hot mix  
Roads overall need more safety measures  
Roads resurfacing  
Roads throughout the whole area  
The road maintenance  
The roads need significant repair and improvement  
The roads e.g. potholes  
The roads more maintenance  
The roads to more permanently repaired especially in the South Shoalhaven  
Up keep of roads  
Up keep maintenance on local roads  
Hillcrest Avenue in South Nowra too many potholes

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### SHOPPING

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Better upkeep around shopping centres  
Better shopping areas  
More retail shops with better shopping hours  
More variety shops in Nowra  
Need more shops in Culburra  
Need to improve areas in Nowra. More parking within shopping areas  
Retail shopping, need major shops  
Sanctuary point shopping centre needs a clean-up as its dirty looking  
Shopping area in Nowra needs updating, enlarging  
Shopping area needs to be friendly to walk around in  
Shopping centre  
Shopping centres need shade and protection in parking areas e.g. shade cloth at least  
Shopping centres and car parking  
Shopping hours longer mostly on the weekends in Nowra: restaurants  
Shopping precinct - sanctuary point - improved access elderly and disabled  
Shops in Nowra - better service and shops

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### PUBLIC TOILETS

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Disability access toilets  
General maintenance and cleaning of existing public toilets  
More accessibility to public toilets from tourist busses  
More public toilets  
More toilets  
Need more public toilets in Nowra, info relocation of toilets for visitors  
Public toilets need cleaning regularly  
Toilets at boat ramp at Currarong  
Toilets at boat ramp at Currarong badly needed  
Toilets at Currarong boat ramp  
Public toilets near the bridge on Illaroo road need attention  
Better access to public toilets for tourist coaches

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### CARPARKS / PARKING

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Better and more parking in the CBD  
Better parking in town  
Better signage for people with caravans to park and get around  
Car parking  
Car parking at Nowra  
Car parking for shoppers  
Car parks in the city  
Covered parking - Nowra CBD  
Disable parking spaces  
Hospital parking is dreadful. Need more especially for day surgery  
Improve parking in Nowra  
Improved parking at the hospital  
In Shoalhaven we need 100 plus skate parks  
Lack of parking  
Long-term parking in Nowra for workers  
Longer-term parking for shopping not just 3 hrs and shaded parking  
More parking spaces  
More car parking  
More car parking around hospital  
More car parking especially close to hospital  
More car parking for CBD  
More car parking in CBD and tourist areas  
More car parking in Nowra  
More car parking spaces in Nowra  
More car parking for disabled  
More hospital parking  
More parking

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More parking - hospital, town centre  
More parking areas  
More parking at Nowra hospital  
More parking at the hospital  
More parking Nowra CBD  
More parking in the popular areas  
More parking in the CBD areas  
More parking in Nowra, longer operating hours  
More parking in Nowra  
More parking in CBD  
More parking in berry and Nowra  
More time in the parking area needed  
Need more parking  
Nowra CBD needs parking  
Nowra, more parking  
Parking  
Parking in Nowra  
Parking areas need to be expanded  
Parking areas  
Parking around hospital  
Parking facilities in CBD could be extended  
Parking in CBD  
Parking in CBD and villages  
Parking in Nowra  
Parking in shopping, business areas. Mobile coverage is hopeless lots of dead spots  
Parking in the CBD areas  
Parking in urban roads  
Parking is needed  
Parking- southern side of traffic lights in Ulladulla -no reverse parking  
Some undercover car parking in Nowra  
South Nowra park needs to be maintained

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#### LOCAL BUSINESS

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Development of the river, restaurants cafes tourist shops etc.  
Major retailers e.g. Big W  
CBD livened up  
Encourage more retail outlets to come to shire  
Keep development to single level  
Keeping Shoalhaven spread out  
Need to liven up town  
A better retail. Facility on the Shoalhaven River  
Coffee shops and cafes  
More promotion of small business  
Utilise the river e.g. cafes  
More land releases for housing and industry  
More manufacturing down in Shoalhaven  
The river needs more promotion with accommodation facilities built  
Introducing new retail opportunities  
Development made easier for economic growth

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### COMMUNITY ENGAGEMENT

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Better communication with us  
Communication with other towns  
Communications  
Community engagement  
Community interaction and education for the public from council  
Community welfare  
Consultation with council  
More communication from council to its residents  
More community consultation  
Community activities like Berry has  
Listen to the residents of Shoalhaven  
Free activities  
Activities along the river e.g. pathway further along the river  
Local community groups need more assistance and recognition  
Consultation specifically with sporting groups  
More visits from our local councillor  
Neighbours  
Notification from council  
More community services helping the less fortunate  
More honest information from council I think that they put out a lot of bull dust

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### FAMILIES

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Activities for children  
Local playground not suitable for very young children  
Sport access for children  
Activities - leisure centre - things for the youth  
Available bush land for youth  
Events for young people  
Facilities for the youth  
More activities for young teenagers to stop those running streets: no alcohol provided  
More centres for the youth of the area  
More facilities for the youth to keep them of streets  
More for kids and youths  
More liveable for young families  
More things for youth  
Providing services and facilities for the youth  
Youth  
More development along riverfront to utilise it fully for families  
Family friendly areas  
More focus on families

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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### OTHER COMMENTS

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A motorbike facility at Gerringong  
Access to treatment, medically, need more  
Access to farming given priority to help local economy  
Admin section needs to be looked at more productivity needed  
Applications for building are too slow need to be faster and more efficient  
Axel roads getting over crowded  
Barking dogs  
Better protection for wildlife  
Better street planting  
Better tree control so that people can use common sense and the eradication of bad trees  
Bike paths  
Bike track - Greenwell point  
Boardwalk along river, stalls  
Both sides of the highway should be connected better for shoppers  
Bush and land care  
Canvas covered  
Cleanliness of all areas  
Common sense regarding tree removal on private land  
Community gardens  
Conservation of natural vegetation  
Control of roaming dogs restrict amount of dogs owned by individuals  
Council administration  
Council needs to be less Nowra centric  
Council needs to set up a Wi-Fi hot spot over entire area of Nowra  
Council subsidising sports ground fees & insurance for kids  
Cut trees in Bomaderry near the TAFE for better vision of the road  
Cycleways  
Disability access  
Disability assistance is lacking in the shire e.g. hard for carers to get a break: respite  
Easier and safer pedestrian access  
East Nowra needs to be cleaned  
Enforcing no cars parking on nature strip in the residential areas e.g. South Pacific Crescent  
Enhancement of streetscapes with trees  
Environment and animal welfare  
Funding for weed eradication from the natural bushland and roadsides and nature strips  
General upkeep of sports grounds  
Graffiti removal  
Greenwell point road needs a lot of improvements we have holiday makers  
Growing areas need better infrastructure  
Happy with basketball court at Mollymook very well utilised  
Heritage buildings need to be preserved and not sold off  
Highway people wondering up and down  
Homeless situation  
Homelessness  
Housing  
Hygiene  
Improve bottleneck - road approaching the river  
Improve the car at east Nowra shopping centre  
Improvement of streets  
In Vincentia council should replace the vandalised play that were removed because of vandals  
Inclusive communities for the disabled to be included in more  
Influx of people, tourists, in Huskisson - locals cannot cope with them  
Infrastructure - lobby for funding  
Infrastructure approval  
Infrastructure needs to be increased widely because of the rising population  
Innovative future planning

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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Issue with homeless  
Keeping buildings at seaside level no high-rises  
Kerb and guttering  
Kerbside clean-up 2 times a year  
Lake management  
Law enforcement needs more  
Lee street is in poor condition no curb and guttering looks untidy  
Leisure centres improved  
Linked cycle ways  
Litter at holiday times everywhere  
Litter on sides of the roads  
Long way around going to Stockland and Junction Streets, roundabout way of shopping  
Longer opening hours for swimming pool  
Look of the place  
Main street of shopping cleaned up  
Maintenance - condition of landscapes gutters, drains  
Maintain of the trees on roads  
Maintenance of camping grounds  
Management of community facilities, halls, community centres  
Management of the natural environment  
Mental health services  
Milton main street only has one pedestrian crossing  
More attendance on speed limit  
More 4 wheel drive and dog access places provided in Shoalhaven  
More access down on the river  
More affordable marriage areas  
More awareness for people with dogs to have dogs kept leads  
More bike paths around the river area  
More camping areas  
More clearing to prevent fires - have a fire plan for the Shoalhaven area  
More community concentration schools  
More cycle ways and walking tracks  
More cycleways  
More disability services  
More dog friendly areas  
More entertainment and educ. Programmes for the seniors  
More focus on the environment nat. Parks community days to make people aware  
More for mental health  
More green spaces in CBD  
More public art  
More ranger patrol to stop dogs near Narrawallee beach playground and the lake  
More roadhouses, i.e. cafes to stop at along the way  
More speed in development applications  
More sporting complex  
Need continuation of kerb and guttering on matron porter drive at Narrawallee end  
Need more community infrastructure around the river  
Need of a bypass around Milton Ulladulla  
Need season tickets to apply to all swimming pools in the shire  
Needs roundabout on highway for people living on Pittman Avenue or Kings Drive  
Noise should be curtailed from parties at holiday time  
Nowra more attention  
Nowra bypass  
Nowra CBD needs to be looked at  
Nowra fair needs cleaning  
Planning for the future  
Pram and wheelchair access  
Prisoners, families on release should be returned to their home area away from ours  
Public facilities  
Public trees management and replanting

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## Appendix B: Improvement areas in the Shoalhaven – cont'd

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Rates, for dairy farming need to be reviewed because of milk prices  
Reduce of garbage bins needs to improved  
Respite for the elderly cottage style  
River needs to be utilised area, facelift  
Riverfront needs improving  
Rivers need dredging and cleaning out and jet skis shouldn't be allowed in the rivers  
Roundabout at south Nowra has not made things any better lights would be better  
Roundabouts need planting around the e.g. Vincentia  
Service drainage  
Services need to improve in the southern end of the council area  
Sewerage pipes break and leak into the river  
Shouldn't be closing down child's immunization clinic  
Showground needs a lot of maintenance : a bit bushy  
Showground Nowra  
Signage we have a lack of signage in some areas  
South Nowra lots of litter in the bush where campers go  
Speeding up of dev applications  
Spend money in different areas and not in one area e.g. Nowra  
Sporting facilities  
Sporting fields  
Street lighting  
Street gates  
Street signs covered by trees - need pruning  
Street sweeping, gutter sweeping isn't done enough  
Stuff for community  
Sub division of developments and giving residents information regarding development  
Surface of local roads  
The approaching road to the inlet has taken too long and is still not finished  
The better roads all over need maintaining at a higher standard  
The creek in berry street needs cleaning out it stinks  
The Milton showground upgraded including parking facilities  
The vehicle fleet is overpriced smaller and more economical cars would be better  
Third crossing of the river provided  
To not leave the trees looking so ugly after they cut them back from the powerlines please  
Too much rubbish everywhere in Shoalhaven, bins need regular attention at holiday times  
Towns too spread out  
Tree planting for shade  
Trees in the main street need to be reviewed they drop too many leaves  
Trees too close to the roads, need maintenance  
Turn pool temp down in summer  
Too many big gum trees. Some of the dangerous trees should be taken away  
Ulladulla wharf  
Whole area needs to be kept clean and tidy

---

**Appendix C: Sample Age/Sex Weighting**

			Population proportion		Actual		Weights	
Age	Male	Female	Male Quota	Female Quota	Male	Female	Male	Female
<b>18 to 29</b>	5281	4806	29	26	7	5	4.2046	5.3570
<b>30 to 49</b>	9942	10531	55	58	26	37	2.1311	1.5863
<b>50 to 64</b>	9931	10568	55	58	41	80	1.3499	0.7362
<b>65 plus</b>	10300	11310	57	62	102	107	0.5628	0.5891

## Appendix 6 - Information Package



Hi All,

Enclosed is the *Your Rates, Everybody's Future* tool kit pack.

Shoalhaven City Council has some important decisions to make about rates that we charge, the level we maintain our assets to and the services that we provide.

These posters and brochures are aimed at asking both residents and ratepayers, to have input on this decision making process.

Your assistance in encouraging participation in the rates discussion is appreciated. Please direct customers and clients who have strong opinions on the rates discussion to

- Take the online quick poll on Council's website
- Leave your feedback on Council's website
- Write a letter to the General Manager (P.O. Box 42, Nowra NSW 2541)
- Or send an email to **[council@shoalhaven.nsw.gov.au](mailto:council@shoalhaven.nsw.gov.au)**

This toolkit contains

- One Poster to display on your noticeboard or public area and Blue-tack
- 25 Your Rates, Everybody's Future flyers
- One Your Rates, Everybody's Future Factsheet for staff ( this is also available on Council's website)

Posters and Flyers will need to be removed on January 21, 2017.

If your staff requires additional Your Rates, Everyone's Future material please email [Jessica.Rippon@Shoalhaven.nsw.gov.au](mailto:Jessica.Rippon@Shoalhaven.nsw.gov.au)

Kind Regards,

Jessica Rippon



## FACTSHEET

Council has some important decisions to make about rates, assets and services. We are asking for your input.

Our aim as a Council is to provide our community with the services and facilities that you need and to ensure that the assets that we have are maintained to a satisfactory level. It is clear that “business as usual” is no longer an option for Council. We have already looked at many ways of saving money and have trimmed down the operating expenditure of Council.

As costs continue to increase and the number of assets that need to be maintained continue to grow there is no longer any other option but to increase rates unless the community find that some services can be cut. We must fund the maintenance of our assets like roads, drainage and community facilities to a better level.

Council has determined that rates will need to rise. We are asking the community which option they would prefer. Rates can be increased by a large percentage over a short period of time or a smaller percentage over a longer period of time. This information pack outlines each of the options and the impacts that they will have on your rates. The information pack also outlines why rates need to rise and what the increase will pay for.

We encourage you to read through the information provided. You can either fill out the enclosed survey or feedback form and send back to Council or visit our online community engagement hub at: [www.shoalhaven.nsw.gov.au/your-rates](http://www.shoalhaven.nsw.gov.au/your-rates) you can complete an online poll or survey.

This is your opportunity to have your say on the future of your community.

Thank you for taking the time to request an information package and we hope that this helps you to provide input into this important decision making process.

### What do you need to know ?

---

Our community has told us that they love living in the Shoalhaven, they value the environment, their community and the quality of life they enjoy in our City.

87% of the community are satisfied with Council, but they have asked for improvements to our roads and to our facilities. They want to see improvements to the assets that we have and often ask for new facilities like additional rubbish bins, new toilets, new playground and parks.

These all come at a cost.

---

Easy ways for you to give feedback and *Get Involved*.

- Write to the General Manager at **PO Box 42, Nowra NSW**
- Telephone for an Information Kit on **Tel: 4429 3595** and return the survey form
- Email your option to **council@shoalhaven.nsw.gov.au**
- Fill out the coupon available in the South Coast Register
- Have your say online at our website **<http://shoalhaven.nsw.gov.au/rates>**
- You may be contacted for a random telephone survey
- Answer Council's Facebook Poll
- Fill out a survey available at Council Offices, Libraries, Swim and Fitness Centres

## Why do we need a rates rise ?

---

The funds generated from your rates help to provide essential local government services within the Shoalhaven City Council area. Shoalhaven City Council covers 4,660 square kilometres with 49 towns and villages and more than 1750Kms of roads.

There are a number of reasons for the need to raise rates these include:

- Council cannot continue to meet the rising costs of operations
- We have many assets that need to be maintained and these have significant costs, many were constructed over 30 years ago.
- The community is asking for more facilities such as toilets, community halls, swimming pools, drainage and footpaths and these all come at a cost
- There is a need to meet the costs shifted to us from other levels of government such as the increases in emergency services contribution.
- Roads need to be maintained. If we don't seek increased funds roads will not be able to be maintained to the standard necessary.

## What are our options?

---

Council has some important decisions to make about the rates that we charge, our assets and the services that we provide.

We are asking our community, both residents and ratepayers, to have input into this decision making process.

Council needs to raise more revenue to bring the community's ageing assets such as roads, playgrounds, parks and community buildings up to a satisfactory standard.

Council has determined to undertake an extensive community consultation process to consider three options. These are:

**Option 1**      Increase rates by 5% per year over a 7 year period (+ the rate peg)

**Option 2**      Increase rates by 6.27% per year over a 4 year period (+ the rate peg)

**Option 3**      Increase rates by 11.5% each year for 2 years (+ the rate peg)

---

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## What does these options mean for me ?

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The table below shows the calculations of rates based on an amount of \$1000.00. As can be seen each of the options results in a different overall increase amount over time.

Options	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
11.5% for 2 years (plus rate peg of 2%*)	\$1,000	(11.5% + 2%) <b>\$1,135</b>	(11.5% + 2%) <b>\$1,288.22</b>	2% <b>\$1,313.99</b>	2% <b>\$1,340.27</b>	2% <b>\$1,367.07</b>	2% <b>\$1,394.42</b>	2% <b>\$1,422.30</b>
6.27% every year for 4 years (plus rate peg of 2%*)	\$1,000	6.27%+ 2% <b>\$1,082.70</b>	6.27%+ 2% <b>\$1,172.24</b>	6.27%+ 2% <b>\$1,269.18</b>	6.27%+ 2% <b>\$1,374.14</b>	2% <b>\$1,401.63</b>	2% <b>\$1,429.66</b>	2% <b>\$1,458.25</b>
5% every year for 7 years (plus rate peg of 2%*)	\$1,000	5% + 2% <b>\$1,070</b>	5% + 2% <b>\$1,144.90</b>	5% + 2% <b>\$1,225.04</b>	5% + 2% <b>\$1,310.80</b>	5% + 2% <b>\$1,402.55</b>	5% + 2% <b>\$1,500.73</b>	5% + 2% <b>\$1,605.78</b>

## What are we asking you to do ?

---

- Step 1            Read the information about why Council is looking to increase rates
- Step 2            Understand the three proposed rate options
- Step 3            Tell us which option you prefer and any other feedback you have about the proposed rates rise.

## What may happen if Council does not raise the rates ?

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If Council does not raise rates then:

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- Services and facilities may need to be reduced or cut to reduce deficits
- We may need to seek ways to significantly reduce costs and may need to sell or close some council facilities
- Our roads may continue to deteriorate through lack of investment in maintenance and upkeep
- Council may remain in deficit
- Costs to maintain roads may increase as they may be in a worse state than they are currently

## What will the extra funds from the rates increase be used for ?

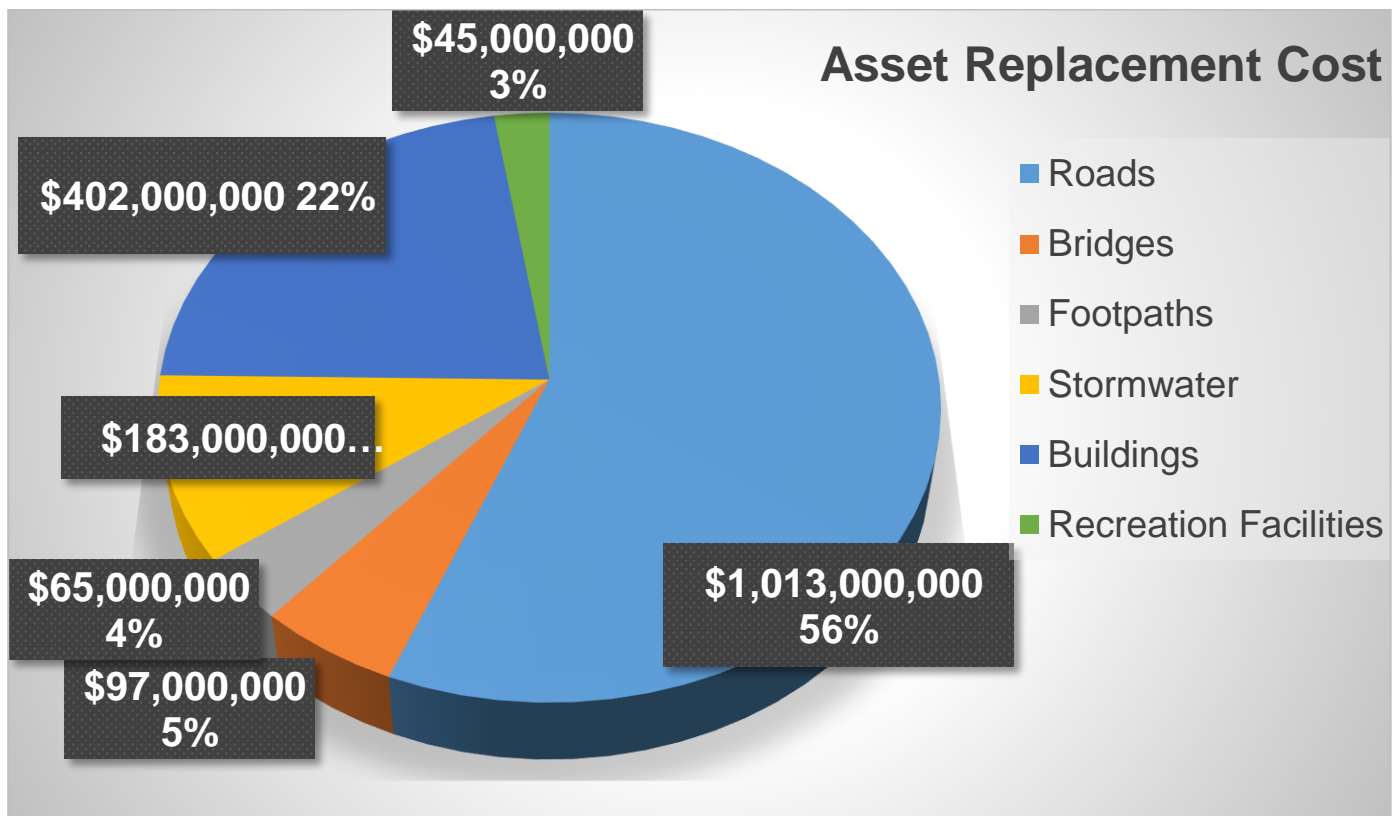
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Depending on the option determined by the community and Council the money will be spent on a variety of asset renewal and maintenance, with an aim to better meet community expectations. The community have told us that they want more focus on roads and increased maintenance of Council assets like community halls. It is expected that works will occur through the City and will focus on those areas with the most needs and in a significant state of disrepair.

## What is currently spent on assets and whats needs to be spent ?

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Our assets are a significant cost in Councils budget. The following chart shows the asset replacement cost facing Council



We need to spend significantly more than we currently are to maintain our assets

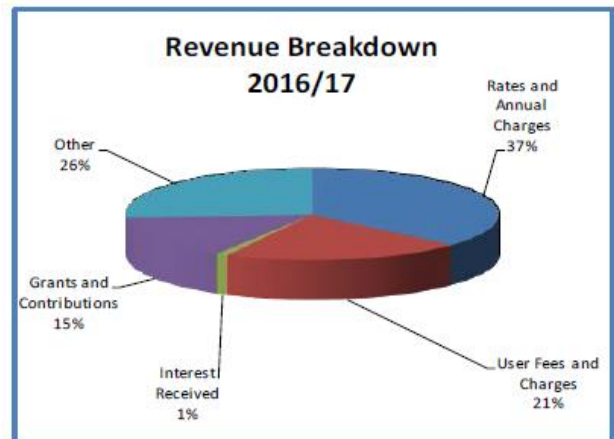
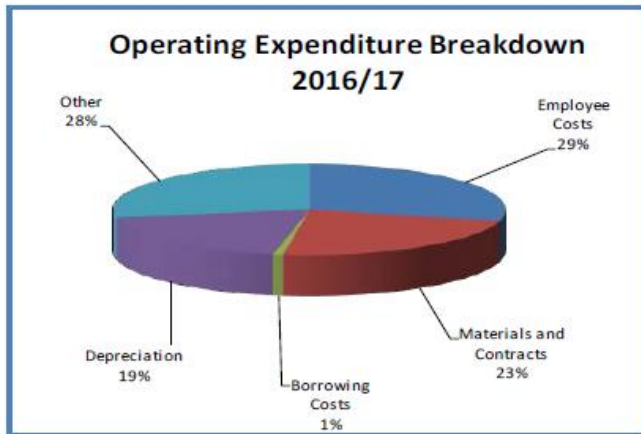
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How do we get our income ?

Council's income comes from a number of areas. Council's income is limited and or fixed in many ways for example:

- Fees for services and access to facilities are limited by market demand and our customer's ability to pay. Many of our services and facilities are heavily subsidized or waived.
- Council supports many not for profit organisations by charging reduced rent for council buildings and little or no charges to sports groups for sporting facilities, therefore Council meets the needs of these community organisations. Rental subsidies alone are approximately \$1.2m annually.
- We are always looking for additional revenue from the State and Federal Government and also seek a number of grant opportunities where we can.



## How have we saved money so far ?

---

Council has saved millions by changing the way it works. In the last 4 years council has saved up to \$6m in staff changes, service reviews and other transformation efforts. We will continue to make savings by changing the way we operate, finding ways to cut costs and work more efficiency.

Some specific examples include:

- Organisational restructure saving over \$3M
- Overtime reductions and resourcing changes over \$500K
- Changes to plant and fleet
- Changes to purchasing policies

New systems play a major role in gaining efficiencies in how we do things, online services will improve interactions with Council and improve efficiencies and costs.

## What about all the new development –do developers contribute ?

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Council charges developers to help build and improve community assets and facilities. All new developments are charged a developer contribution fee. This money is then used for projects within the

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area that the development is located and includes funding community infrastructure, roads and drainage, parks and playgrounds.

## How our rates work ?

---

Council rates are set in accordance to the requirements of the Local Government Act. The legislation outlines the way in which rates are determined and calculated and sets limits on the amounts that can be charged. Each property within the Shoalhaven fits into a rating category. Rating categories are divided into Residential, Business, Farmland or Mining. A rating category is determined purely on the dominant current use of your property. Rates are charged on the land value determined by the Valuer General's Office. The higher your land value is the higher your rates are.

## Can our community afford an increase in rates?

---

Part of the community engagement being undertaken is to understand whether our community can afford an increase in rates and by how much.

Every year costs for various things increase. Council is no longer just responsible for roads and rubbish and services many other aspects of community life. Our costs to service these needs also increase over time and as we continue to add new facilities, assets, toilet blocks, rubbish bins these costs increase.

When comparing the costs that rate payers experience, consider what your rates are actually paying for: roads, drainage, roundabouts, community services, sporting facilities, swimming pools, protection of the environment, libraries, entertainment centres, street bin collection, visitor information, playgrounds, arts centres, street lighting, cemeteries reserves, parklands and the list goes on.

Certainly the increase will have an impact, but the alternative is that services, facilities, asset maintenance and road repair is reduced, which in the long term will cost our community more.

## What options are available to those that can't pay an rates increase?

---

Council offers a number of options for ratepayers to tailor their payments to manageable amounts. For example you can arrange to pay in quarterly or monthly instalments. Council recognises that some ratepayers may experience financial difficulties in meeting their rate commitments on time. A ratepayer may at any time make arrangements to pay off their outstanding accounts by regular payments Council can also provide a hardship application for those people in severe financial distress.

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- You may be contacted for a random telephone survey
- Answer Council's Facebook Poll
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You told us that you love living in the Shoalhaven; you value the environment, the community and the quality of life you enjoy in our City.

Eighty-seven per cent of the Shoalhaven community are satisfied with Council, but you have asked for improvements to roads and facilities. You want to see improvements to the assets that we have, and often ask for new facilities like additional rubbish bins, new toilets, sporting facilities, new playground and parks.

These all come at a cost.

## Why do we need a rates rise?

The funds generated from your rates help to provide essential local government services within the Shoalhaven City Council area. Shoalhaven City Council covers 4,660 square kilometres and has 49 towns and villages and more than 1750km of roads.

Council needs to raise rates for the following reasons:

- Council cannot continue to meet the rising costs of operations within it's current budget
- The community have many assets that need to be maintained by Council and this comes at a significant cost
- The community is asking for more facilities such as toilets, community halls, swimming pools, drainage and footpaths and these all come at a cost
- There is a need to meet the costs shifted to us from other levels of government such as increases in emergency services contributions
- Roads need to be maintained. We have a funding gap and need to invest additional money into maintenance and renewal of community assets, especially our local roads

## What are our options?

Council has some important decisions to make about the rates that we charge, the level we maintain our assets to, and the services that we provide.

We are asking our community, both residents and ratepayers, to have input into this decision making process.

Council needs to raise more revenue to bring the community's ageing assets such as roads, playgrounds, parks and community buildings up to a satisfactory standard.

Council has determined to undertake an extensive community consultation process to consider three options. These are:

**Option 1:** Increase rates by 11.5% every year for 2 years (+ the rate peg)

**Option 2:** Increase rates by 6.27% every year for 4 years (+ the rate peg)

**Option 3:** Increase rates by 5% every year for 7 years (+ the rate peg)

The following table demonstrates how the rate rise options would be calculated for rates of \$1,000 in 2016/17.

<b>Options</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
11.5% for 2 years (plus rate peg of 1.5%**)	\$1,000	11.5% + 1.5% <b>\$1,130</b>	11.5% + 1.5%* <b>\$1,277</b>	1.5%* <b>\$1,296</b>	1.5%* <b>\$1,315</b>	1.5%* <b>\$1,335</b>	1.5%* <b>\$1,355</b>	1.5%* <b>\$1,375</b>
6.27% every year for 4 years (plus rate peg of 1.5%**)	\$1,000	6.27%+ 1.5% <b>\$1,078</b>	6.27%+ 1.5%* <b>\$1,161</b>	6.27%+ 1.5%* <b>\$1,252</b>	6.27%+ 1.5%* <b>\$1,349</b>	1.5%* <b>\$1,369</b>	1.5%* <b>\$1,390</b>	1.5%* <b>\$1,411</b>
5% every year for 7 years (plus rate peg of 1.5%**)	\$1,000	5% + 1.5% <b>\$1,065</b>	5% + 1.5%* <b>\$1,134</b>	5% + 1.5%* <b>\$1,208</b>	5% + 1.5%* <b>\$1,286</b>	5% + 1.5%* <b>\$1,370</b>	5% + 1.5%* <b>\$1,459</b>	5% + 1.5%* <b>\$1,554</b>

On 29 November 2016, IPART announced a rate peg of 1.5% for 2017/18. The above table was updated on 30 November 2016 to reflect the new rate peg.

\*Calculations from 2018/19 onwards based on an assumed rate peg of 1.5%.





## FAQs

1. What is a special rate variation?
2. What is a rate peg?
3. Who is IPART?
4. How much will my rates increase?
5. What are the proposed rate increase options?
6. Why does Council need more funding to pay for its assets?
7. How will Council prioritise the spend of additional money?
8. Why do Council construction and upgrade projects appear to cost so much?
9. When will rates rise?
10. What happens if Council's application for a rate increase is unsuccessful?
11. How have we saved money so far?
12. How do we get our income?
13. What about all the new developments – do developers contribute?
14. Can our community afford an increase in rates?
15. What options are available to those that can't pay a rates increase?

### 1. What is a special rate variation?

Council's Long Term Financial Plan has identified a gap between current projected funding for asset renewal and what is needed to ensure assets are maintained to an acceptable level into the future in line with the expectations of our community. That is why Council is proposing to apply for a Special Rate Variation (SRV), as a way of securing these funds. This is a process by which we apply to the Independent Pricing and Regulatory Tribunal (IPART) to increase rates beyond the rate peg. The SRV is being proposed only after all other sources of income and cost saving measures have been examined. A SRV allows councils to increase general income above the rate peg, under the provisions of the Local Government Act 1993 (NSW).

Since 1977, council rate revenue has been regulated in NSW under an arrangement known as 'rate pegging'. Rate pegging allows all councils to increase their total rate revenue in line with the annual change in the rate peg. The rate peg is a percentage that is set each year by IPART, mainly based on an index of typical council costs. The rate pegging system also provides flexibility for individual council circumstances by allowing councils to apply to IPART for a special variation. Special variations allow councils to seek to increase their rates by more than the rate peg, after engaging with their communities as part of their Integrated Planning and Reporting.

### 2. What is a rate peg?

Council's rating revenue is regulated under "rate pegging". IPART sets a rate peg which limits the amount by which councils can increase their rate revenue from one year to the next. For many years, the rate peg limit has not kept pace with the spiralling increases to costs for councils in NSW to deliver vital community services.

### 3. Who is IPART?

The Independent Pricing and Regulatory Tribunal is the main independent pricing regulator in NSW. IPART set prices for water, electricity, gas and transport businesses. They set the rate peg for local councils.

#### **4. How much will my rates increase?**

The increase in rates (in terms of dollars) will vary for residents across the City. This is because the value of land varies across the Shoalhaven and Council uses the land value of properties to determine the level of rates each property owner should pay. In other words, land value determines how Council's total rate income will be collected from each property owner. To allow residents to understand the impact of each of these scenarios, a number of tables which show the proposed rate increases based on land value ranges have been provided in the Rating Fact Sheet which provides an overview of the impact of each option based on land value ranges.

#### **5. What are the proposed rate increase options?**

Council is proposing the following options of either:

Option 1: Rates to increase by 11.5% every year for 2 years (plus rate peg)

Option 2: Rates to increase by 6.27% every year for 4 years (plus rate peg)

Option 3: Rates to increase by 5% every year for 7 years (plus rate peg)

#### **6. Why does Council need more funding to pay for its assets?**

Our community has consistently told us that assets like roads, footpaths and drainage are important to them, but we need to improve their condition. In addition to this, in 2014 the NSW State Government initiated its Fit for the Future local government reform program that required all NSW councils to submit a proposal demonstrating plans to achieve long term financial sustainability and meet seven asset and financial benchmarks. Over time, the range of services Council provides, and the connected assets, has changed and expanded dramatically. It's no longer just roads and rubbish, but childcare services, art and cultural facilities, sport and recreational facilities, environmental areas, stormwater management and more. The income stream to fund these assets and services hasn't changed. Many assets are already due for renewal, and Council has been undertaking a continual replacement and upgrade program to meet the needs of our growing city - but there is a renewal backlog that will only continue to grow if not addressed. As a part of our Fit for the Future process we reviewed the condition of our assets and detailed long term financial modelling. This information told us we have a funding gap and need to invest additional money into maintenance and renewal of community assets. The proposed Special Rate Variation is an important step to help maintain and manage our current assets to ensure that we deliver services in line with community expectations and remain financially sustainable into the future.

#### **7. How will Council prioritise the spend of additional money?**

Each project is assessed on an individual basis and subjected to specific criteria, such as:

- Existing condition
- Risk mitigation
- Usage rates
- Projected future growth
- Drainage issues
- Whether the asset is in a flood or fire zone
- Traffic volumes
- Traffic speed
- Accident records



## **8. Why do Council construction and upgrade projects appear to cost so much?**

Council construction works have to adhere with strict conditions which can inflate costs.

Factors that must be considered and can have an impact on the cost of works include:

- Safety requirements - Council works are generally conducted in public places and therefore steps must be taken to ensure that any potential risk is addressed and minimised. This includes insurances and risk cover requirements
- Australian Standards – Council must comply with the Australian Standards for construction and maintenance. We must also comply with a range of other standards such as ensuring accessibility to as many constituents as possible.
- Environmental requirements must be complied with e.g. If a protected species is identified within the work site, plans may need to be altered which can add cost
- Costs of materials and disposal of material has significantly increased in recent years
- Location of works e.g. if the work site is isolated establishment costs can be high.

## **9. When will rates rise?**

If the proposal is approved by IPART it would be expected that rates will rise from the first rates notice in June 2017. This is subject to Council adopting any recommendation received from IPART.

## **10. What happens if Council's application for a rate increase is unsuccessful?**

- Asset conditions may decline over time
- Roads may deteriorate
- Fixing roads may cost more money as they may be in a poor state of repair
- Maintenance levels may be reduced
- Service levels may be cut
- Council buildings such as community halls may be sold
- New assets may not be built

## **11. How have we saved money so far?**

Council has saved millions by changing the way it works. In the last 4 years council has saved up to \$6m in staff changes, service reviews and other transformation efforts. We will continue to make savings by changing the way we operate, finding ways to cut costs and work more efficiency.

Some specific examples include:

- Organisational restructure saving over \$3M
- Overtime reductions and resourcing changes over \$500K
- Changes to plant and fleet
- Changes to purchasing policies
- New systems play a major role in gaining efficiencies in how we do things, online services will improve interactions with Council and improve efficiencies and costs.

## **12. How do we get our income?**

Council's income comes from a number of areas. Council's income is limited and or fixed in many ways, for example:

- Fees for services and access to facilities are limited by market demand and our customer's ability to pay. Many of our services and facilities are heavily subsidised.
- Council supports many not for profit organisations by charging reduced rent for Council buildings and little or no charges to sports groups for sporting facilities, therefore Council meets the needs of these community organisations. Rental subsidies alone are approximately \$1.2m annually.
- We are always looking for additional revenue from the State and Federal Government and also seek a number of grant opportunities where we can.

### **13. What about all the new developments – do developers contribute?**

Council charges developers to help build and improve community assets and facilities. All new developments are charged a developer contribution fee. This money is then used for projects within the area that the development is located and includes funding community infrastructure, roads and drainage, parks and playgrounds.

### **14. Can our community afford an increase in rates?**

Part of the community engagement being undertaken is to understand whether our community can afford an increase in rates and by how much.

Every year costs for various things increase. Council is no longer just responsible for roads and rubbish and services many other aspects of community life. Our costs to service these needs also increase over time and as we continue to add new facilities, assets, toilet blocks, rubbish bins these costs increase.

When comparing the costs that rate payers experience, consider what your rates are actually paying for: roads, drainage, roundabouts, community services, sporting facilities, swimming pools, protection of the environment, libraries, entertainment centres, street bin collection, visitor information, playgrounds, arts centres, street lighting, cemeteries reserves, parklands and the list goes on.

Certainly the increase will have an impact, but the alternative is that services, facilities, asset maintenance and road repair is reduced, which in the long term will cost our community more.

### **15. What options are available to those that can't pay a rates increase?**

Council offers a number of options for ratepayers to tailor their payments to manageable amounts. For example you can arrange to pay in quarterly or monthly instalments. Council recognises that some ratepayers may experience financial difficulties in meeting their rate commitments on time. A ratepayer may at any time make arrangements to pay off their outstanding accounts by regular payments Council can also provide a hardship application for those people in severe financial distress.



1,771 km of Council maintained roads



Monitor 40 CCTV cameras in the Nowra, Sanctuary Point, Bomaderry areas



Manage 40 beaches and 220 beach access ways



50 boat ramps



Protect 147 threatened species in the Shoalhaven



17 telecommunication towers



2 Visitor Information Centres



Processes approximately 100 Development Applications, Certificates and Approvals per week



5 libraries including one mobile library



1200 reserves, parklands and sports grounds



Entertainment Centre with over 51,700 attendees



128 playgrounds



Arts Centre with over 9,100 visitors



119 public toilet facilities



198,220 public litter bins emptied every year



12 holiday parks



13 cemeteries (7 active and 6 historic); including the Lawn Cemetery and Crematorium at Worrige



12 pools enjoyed by over 700,000 people every year including 2 leisure and 3 aquatic centres, 5 village pools and 2 sea pools



246 road and pedestrian bridges, culverts and causeways



Coordinate over \$400,000 in community grant programs per year



82 roundabouts



700+ Ranger investigations per year

Your rates  
*everybody's* future

Your rates contribute  
to a range of important  
Council services

Council has some important decisions to make about rates, assets and services. We are asking for your input.

Our aim as a Council is to provide our community with the services and facilities that you need and to ensure that the assets that we have are maintained to a satisfactory level. It is clear that "business as usual" is no longer an option for Council. We have already looked at many ways of saving money and have trimmed down the operating expenditure of Council.

As costs continue to increase and the number of assets that need to be maintained continue to grow there is no longer any other option but to increase rates unless the community find that some services can be cut. We must fund the maintenance of our assets like roads, drainage and community facilities to a better level.

Council has determined that rates will need to rise. We are asking the community which option they would prefer. Rates can be increased by a large percentage over a short period of time or a smaller percentage over a longer period of time.

This is your opportunity to have your say on the future of your community.

## What are the proposed options?

Council has determined to undertake an extensive community consultation process to consider three options. These are:

- Option 1** Increase rates by 11.5% per year for 2 years (+ the rate peg)
- Option 2** Increase rates by 6.27% per year over a 4 year period (+ the rate peg)
- Option 3** Increase rates by 5% per year over a 7 year period (+ the rate peg)

## The following table demonstrates how the rate rise options would be calculated for rates of \$1,000 in 2016/17.

OPTIONS	2016/17	2017/18*	2018/19*	2019/20*	2020/21*	2021/22*	2022/23*	2023/24*	Total paid after 7 years	Ongoing rates (after 2023/24)
11.5% for 2 years (plus rate peg)	\$1,000	11.5% + 1.5% <b>\$1,130</b>	11.5% + 1.5%* <b>\$1,277</b>	1.5%* <b>\$1,296</b>	1.5%* <b>\$1,315</b>	1.5%* <b>\$1,335</b>	1.5%* <b>\$1,355</b>	1.5%* <b>\$1,375</b>	<b>\$9,083</b>	<b>\$1,375</b> + the rate peg
6.27% every year for 4 years (plus rate peg)	\$1,000	6.27% + 1.5% <b>\$1,078</b>	6.27% + 1.5%* <b>\$1,161</b>	6.27% + 1.5%* <b>\$1,252</b>	6.27% + 1.5%* <b>\$1,349</b>	1.5%* <b>\$1,369</b>	1.5%* <b>\$1,390</b>	1.5%* <b>\$1,411</b>	<b>\$9,010</b>	<b>\$1,411</b> + the rate peg
5% every year for 7 years (plus rate peg)	\$1,000	5% + 1.5% <b>\$1,065</b>	5% + 1.5%* <b>\$1,134</b>	5% + 1.5%* <b>\$1,208</b>	5% + 1.5%* <b>\$1,286</b>	5% + 1.5%* <b>\$1,370</b>	5% + 1.5%* <b>\$1,459</b>	5% + 1.5%* <b>\$1,554</b>	<b>\$9,076</b>	<b>\$1,554</b> + the rate peg

\*Calculations from 2018/19 onwards based on an assumed rate peg of 1.5%. New property valuations are now expected to apply from 2017/18 onwards. Increases for individual properties will vary.

## Where can I get more information?

- Council's website [www.shoalhaven.nsw.gov.au/your-rates](http://www.shoalhaven.nsw.gov.au/your-rates)
- Facebook page [facebook.com/shoalhavencitycouncil](https://facebook.com/shoalhavencitycouncil)
- Contact Council for an Information Pack on **T: 4429 3111**
- Your Councillors
- Information is available at Council Offices or download online
- Council will be distributing rates information through the media

## How can I provide feedback to Council and have my say?

- Write to the General Manager at **PO Box 42, Nowra NSW 2541**
- Email your preferred option to [council@shoalhaven.nsw.gov.au](mailto:council@shoalhaven.nsw.gov.au)
- Have your say online at [www.shoalhaven.nsw.gov.au/your-rates](http://www.shoalhaven.nsw.gov.au/your-rates)
- Answer Council's Facebook Poll
- Telephone for an Information Pack on **T: 4429 3111** and return the survey form
- Fill out the coupon available in the South Coast Register
- Answer a phone survey if randomly selected
- Fill out a survey available at Council Offices, Libraries and Swim and Fitness Centres



## Appendix 7 - Phase 1 Community Engagement Report CSP

EVEN BETTER  
FUTURE

CSP REVIEW

Shoalhaven  
City Council

**Shoalhaven City Council**

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# **CSP Review – Phase 1 Engagement Report**

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CSP Review Team

January 2013



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## **CSP Review Project**

Shoalhaven City Council has adopted the Integrated Planning and Reporting (IPR) framework. To meet the current IPR legislation, in particular Clauses 1.9 and 1.11 of the Department of Local Government (DLG) Integrated Planning and Reporting Guidelines (shown below), Council is required to complete a review of its Community Strategic Plan (CSP) by 30 June 2013.

*1.9 The Community Strategic Plan must be reviewed every four years. From 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.*

*1.11 The review must include the following:*

- *A report from the outgoing council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years*
- *A review of the information that informed the original Community Strategic Plan*
- *A Community Engagement Strategy, as prescribed by the Local Government Act and Essential Element 1.5.*

### **Engagement Strategy**

Council is committed to engaging with the community on its review of the Community Strategic Plan 2020. Council adopted an Engagement Strategy that will maximise value from the level of resources available and the Review's short time frame, by informing, consulting with and involving the community through the review process.

Objectives of the CSP Review Engagement Strategy include:

- enhance community understanding of and confidence in Council's planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

Further detail on the engagement approach is included in the CSP Review Engagement Strategy (Appendix A). While all of the intended engagement methods and tools were employed in Phase 1, from October to December 2012, some yielded more feedback from the community than others.



## Phase One Engagement Tools

### *Postcards, Email, Voicemail and Letters*

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

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

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

The two questions on the back of the cards were:

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

Council staff postcards contained two additional questions:

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

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

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

## ***Media Coverage including Social Media***

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

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

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

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

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

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

Council's Media Manager was able to highlight the CSP during his weekly spot on 2UUU community radio and the Mayor gave an interview on the CSP review during her weekly spot on 2ST radio.

## ***CSP Review Webpage***

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

- The current CSP – Shoalhaven 2020
- The Level of Service Survey
- Issues Paper
- Information
  - End of Term Report
  - Media Releases
  - Time table of engagement events
  - Project scope
- Ways to communicate with Council

## ***Agency Interviews***

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

- State Emergency Service

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

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

### **Street Stalls and Community Workshops**

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

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

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

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

**Table 2: Stalls and workshop numbers**

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

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

### ***Issues Paper***

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

**Table 3: Discussion topics and description**

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

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

### ***Infrastructure Survey***

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

**Table 4: Rational behind the Infrastructure Survey questions**

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

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

## Community Feedback

### *Postcards, Email, Voicemail and Letters*

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

**Table 5: Methods, groups and number of responses**

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

### **Analysis method**

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

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

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

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

### **Social Media**

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

## ***CSP Review Webpage***

Over the past 3 months community interaction with Council's CSP Review webpage was strong with a sizeable number of hits on pages including:

- Shoalhaven 2023 home page - 938 hits
- Have your Say - 227 hits
- Community Strategic Plan - 181 hits
- Information - 129 hits
- Media Releases - 20 hits

## ***Agency Interviews***

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

## ***Community Workshops***

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

**Table 6: Workshop demographics**

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

### **Analysis Method**

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

## ***Infrastructure Survey***

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

### **Analysis Method**



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

## Feedback Analysis

### *Main issues raised*

#### **Postcards, Email, Voicemail and Letters**

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

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

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

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

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

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

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

### **Community Workshops**

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

**Table 9: Priority issues raised during the workshops**

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

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

#### **Local Accessibility and Transport**

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

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

### Looking after existing infrastructure

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

### Shoalhaven Economy

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

### Environmental Sustainability

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

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

### Community Engagement

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

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

## Young People

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



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

### Community Safety

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

### Community Leadership

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

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

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

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

## ***Infrastructure Survey***

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

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

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

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

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

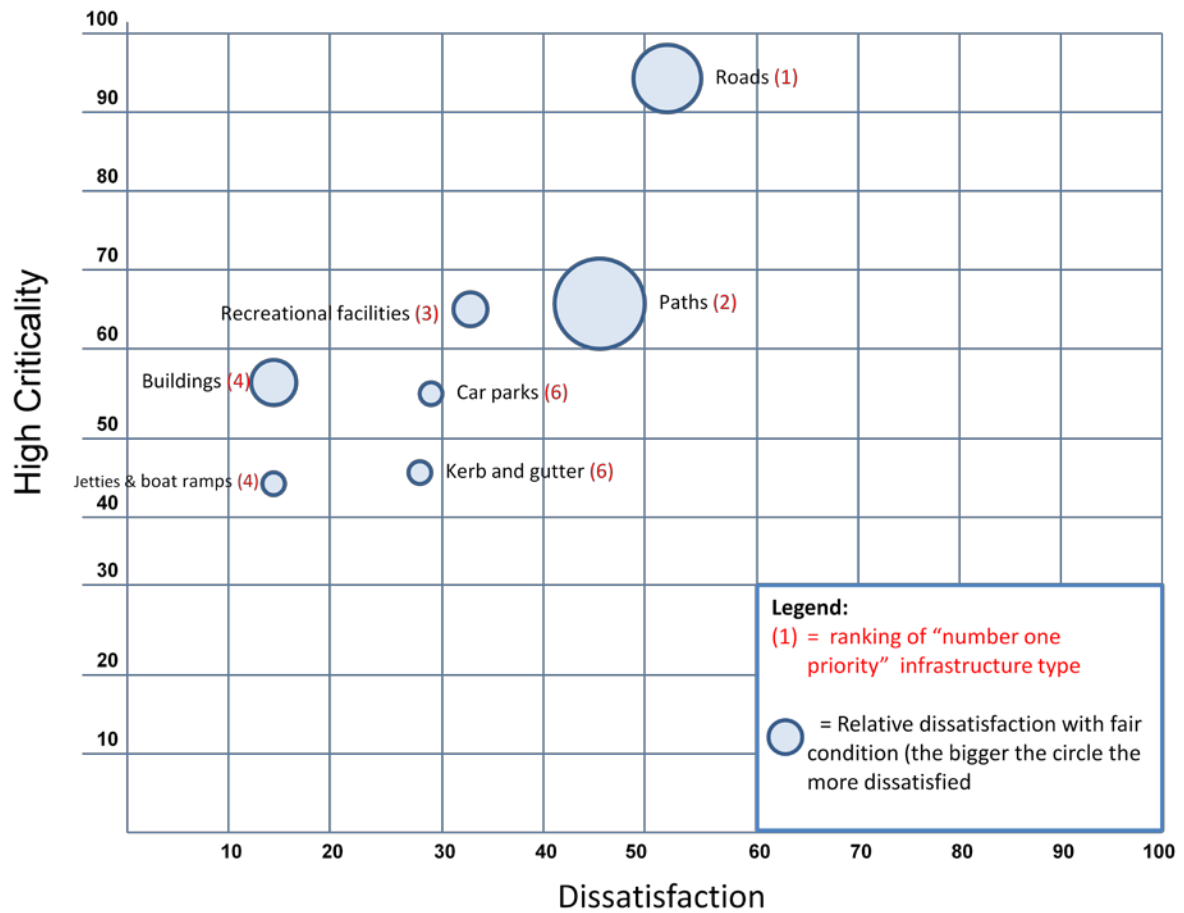


Figure 1

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

## Community and Stakeholder Response Consolidated

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

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

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

**Table 11: Themes and Concepts that reflect current community concerns**

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

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

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

**Key**

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

## Appendix A – Engagement Strategy

Shoalhaven City Council

# Engagement Strategy for Community Strategic Plan Review 2013 – 2023

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### Background

Engagement with the citizens, and stakeholders in the City of Shoalhaven is an essential part of Council's commitment to open and transparent governance and civic leadership. Council's Community Consultation Policy sets out its commitment to effective community engagement.

Underpinning this commitment is recognition that the concept of a civil society places duties and obligations on elected representatives, public authorities and citizens respectively to play their part in the government of the community and the development of the city for the best of all possible outcomes. In that context, community engagement is an invaluable process for enabling communities to participate in decisions that affect them, inherently strengthening and enhancing the relationship between communities and government.

The implementation of a specific Engagement Strategy is a key element in the process of reviewing the Shoalhaven Community Strategic Plan. The updated Strategic Plan will build on the previous CSP 2010 – 2020 and continue to provide the primary "vision" and strategic direction in Council's integrated planning and reporting framework. The framework will also reflect any changes to the Delivery Program, Operational Plan and Resourcing Strategies.

The Engagement Strategy aims to ensure that Council optimizes its engagement with the City's citizens and stakeholders in the review preparation of the Community Strategic Plan. Community and stakeholder contributions will help to determine the final shape of the new Strategic Plan.

This Engagement Strategy can be read together with the Project Scope statement for the CSP Review process (September 2012) and Council's Community Engagement Policy.

### Vision

Shoalhaven City Council's current Vision is:

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

The first Community Strategic Plan 2010 – 2020 was adopted in June 2010. Over the past two years the Plan has been used to inform and drive Council's Delivery Program and Operational Plan. In so doing Council's service programs, capital work and strategic projects, across the four key areas of environment, community, economy and governance have been guided by the CSP.

### Objectives

Citizens and stakeholders represent many kinds of collective interests on a wide range of issues and places, and collectively form “the community”. With specific reference to social justice principles, Council will invite the community to become engaged in the analysis, debate and planning processes, so that the revised Strategic Plan’s Vision and strategies reflect community aspirations, in turn supporting Council and other policy settings and decision making that direct the community and the city towards its preferred future vision.

This Community Engagement Strategy is intended to support the review of the Shoalhaven Community Strategic Plan, consistent with the provisions of the Local Government Act and associated Regulations and Division of Local Government Guidelines. It will direct Council’s engagement and communication with Shoalhaven’s citizens and stakeholders in the review of the Community Strategic Plan 2010-2020 and related plans, strategies and programs.

This strategy will:

- enhance community understanding of and confidence in Council’s planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

## Principles

Council’s Community Engagement Policy, in turn based on the International Association for Public Participation (IAP2) framework, will underpin the public information, consultation and involvement processes used to ensure effective engagement with community and stakeholders aligned to the project scope.

At various stages of the Community Strategic Plan review, different engagement techniques will be used based on Council’s Community Engagement Policy:

<b>Inform</b>	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
<b>Involve</b>	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

## Strategy Delivery

### Three Phases

The Engagement Strategy will be implemented in three phases, reflecting the iterative progression of the Community Strategic Plan Review and its connection to other elements of the Integrated Planning and Reporting Framework.

The three phases will be:

- Phase 1 (Stages 1 and 2 of the Project Schedule) – providing early information about the CSP Review and its objectives and timeframe, then seeking wide participation on



an Issues Paper discussing external influences, key issues, framework improvements, priorities, current plans and strategies;

- Phase 2 (Stage 4 of the Project Schedule) – engaging directly with specific sections of the community to shape planning directions and priorities, based on a draft revised CSP;
- Phase 3 (Stages 5, 6 and 7 of the Project Schedule) – informing the community about the revised Community Strategic Plan as adopted.

Council will carefully consider the outcomes of Phases 1 and 2 of the engagement process before determining the way forward and hence the nature of the draft revised CSP and final CSP presented in Phases 2 and 3 respectively.

### ***Audiences***

Relevant communities, communities of interest and stakeholders to be invited to participate in the CSP Review, through the Engagement Strategy, include:

- Citizens of Shoalhaven
- Community Consultative Bodies
- Community and sporting associations
- Council staff
- Business and industry representative associations
- Defence associations and organisations
- Indigenous peoples' representative groups / traditional owners
- Representatives of government agencies and statutory bodies
- Schools and educational institutions
- Youth associations or representatives.

### ***Engagement methods***

Methods used to undertake the engagement processes will be developed based on Council's Community Engagement Policy and the IAP2 framework principles.

While each engagement phase will be subject to detailed communications planning the following outline is indicative of the engagement techniques to be used:

- Website information
- Media – media releases, newspaper editorials, advertisements, radio interviews
- Displays at libraries and Administration buildings, and at local town and village information points
- Fact sheets
- Public meetings
- Possible on-line survey
- Social media: Blog, twitter, Facebook
- Reply-paid postcards
- Submissions
- Facilitated Workshops – North, Central and South, and for 'hard to reach' community segments
- Community / Stakeholder Reference groups

### ***Communications Plan***

Linked to the Community Strategic Plan Review engagement process, it is expected that a more broadly applicable and widely used Corporate Communications Plan will be developed. This will support the consistent delivery of Council's community engagement objectives during the Strategic Plan's development.

### **Evaluation of this Engagement Strategy**

The Community Strategic Plan Review Engagement Strategy will be evaluated in relation to:

- The proportion of citizens who are aware of (and those who actively participated in) the CSP Review project
- The proportion of citizens who say the Council has listened to them during the CSP Review project;
- 75 per cent of people affected by Council works, services or changes know of those works, services or changes;
- The proportion of citizens who rate Council's reputation as an organisation that understands their concerns and represents community aspirations is good or excellent.

These achievement measures could be assessed by way of an independent and statistically valid survey of representative sectors of the community, following the Community Strategic Plan Review project completion.

### **Contacts**

#### **Group**

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#### **Media Manager**

Richard Payne	Ph 4429 3595	<a href="mailto:Richard.Payne@shoalhaven.nsw.gov.au">Richard.Payne@shoalhaven.nsw.gov.au</a>
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### **Approvals**

All communication deliverables will be approved by the Assistant General Manager before production and distribution.

### **Background materials and references**

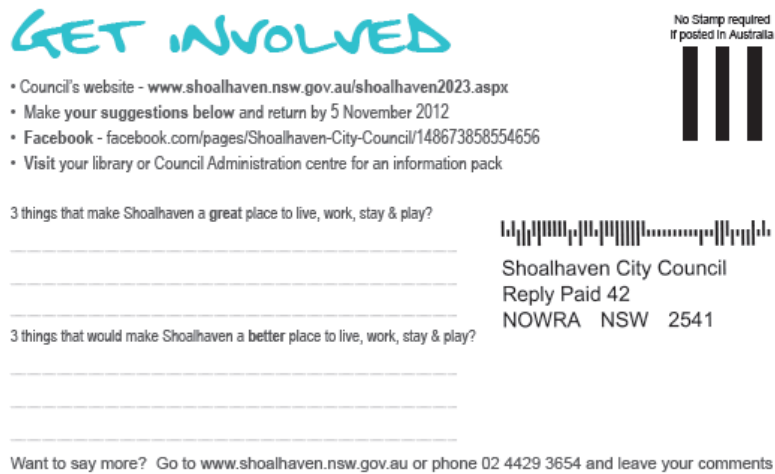
- For further information on background materials for communication / engagement, please review information provided in the following list.
- Shoalhaven Council's Community Engagement Policy  
<http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=POL12/31>
- [http://www.lga.sa.gov.au/webdata/resources/files/Community\\_Engagement\\_Handbook\\_March\\_2008\\_-\\_PDF.pdf](http://www.lga.sa.gov.au/webdata/resources/files/Community_Engagement_Handbook_March_2008_-_PDF.pdf)
- An interesting case study in a local government that has changed in the UK, see <http://www.southtyneside.info/>
- See <http://www.idea.gov.uk/idk/core/page.do?pagelid=71665> for background knowledge, sharing of best practice cases in the UK local government arena.

- For further information on the NSW Department of Local Government consultation documents see [http://www.dlg.nsw.gov.au/dlg/dlghome/dlg\\_generalindex.asp?sectionid=1&mi=6&mi=9&AreaIndex=IntPlanRept](http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_generalindex.asp?sectionid=1&mi=6&mi=9&AreaIndex=IntPlanRept)
- Division of Local Government's review of Shoalhaven City Council's Integrated Planning and Reporting Documentation – TRIM record number D10/286690
- Boxall, Melissa (2010) **Incorporating Social Justice Principles in NSW Local Government Community Strategic Plans**, UTS Centre for Local Government Graduate Paper Series

## Appendix B: Postcards



General postcard



Aboriginal Postcard



Youth Postcard

# Appendix C: Interview Template

## Interview with State Agency re. 2012 CSP Review

Agency Name: .....

Names of Attendees at Interview: .....  
.....

Date: ..... Time: .....

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

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

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

.....  
.....

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

.....  
.....

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

.....  
.....

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

.....  
.....

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

.....  
.....

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

.....  
.....

Thank you for your time.

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

## Appendix E: Infrastructure Survey

### INFRASTRUCTURE PLANNING IN THE SHOALHAVEN

#### INTRODUCTION

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

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

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

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

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

**Car parks**                      ○                      ○                      ○                      ○                      ○

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

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

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

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

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

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



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

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

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

Road in "fair" condition

Good enough    Not good enough



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

Building in "fair" condition

Good enough

Not good enough



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

Recreational facility in "fair" condition

Good enough

Not good enough



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

Footpath in "fair" condition

Good enough

Not good enough



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

Kerb and gutter in "fair" condition

Good enough    Not good enough



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

Jetties & boat ramp in "fair" condition

Good enough

Not good enough



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

Car park in "fair" condition

Good enough

Not good enough



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

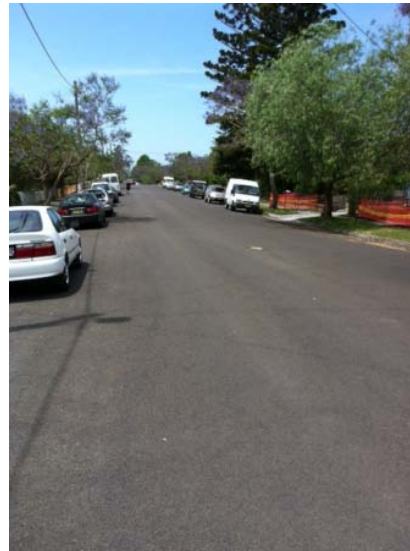
**Strongly agree**   **Agree**   **Can't say**   **Disagree**   **Strongly disagree**

Road in "fair" condition



Road in "good" condition



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

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

Building in "fair" condition



Building in "good" condition





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

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

Recreational facility in "fair" condition



Recreational facility in "good" condition



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

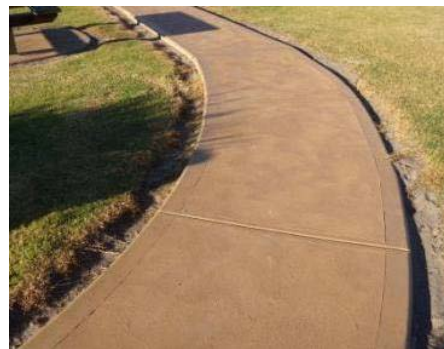
**Strongly agree    Agree    Can't say    Disagree    Strongly disagree**

Path in "fair" condition



Path in "good" condition



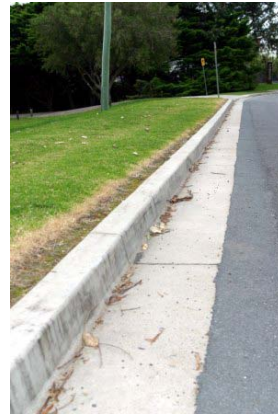
18. Do you agree that Council should increase rates to improve the quality and/or condition from 'fair' to 'good' of the following infrastructure type?

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

Kerb and Gutter in "fair" condition



kerb and gutter in "good" condition



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

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

Jetty in "fair" condition



Jetty in "good" condition



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

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

Car park in "fair" condition



Car park in "good" condition



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

Your Sex

Male

Female

22. Your age (years)

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

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

24. Are you a Shoalhaven City Council rate payer?

Yes

No

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



## Appendix F: Concepts from Leximancer with supporting text

### Make it Better

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

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

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

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

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

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

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

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

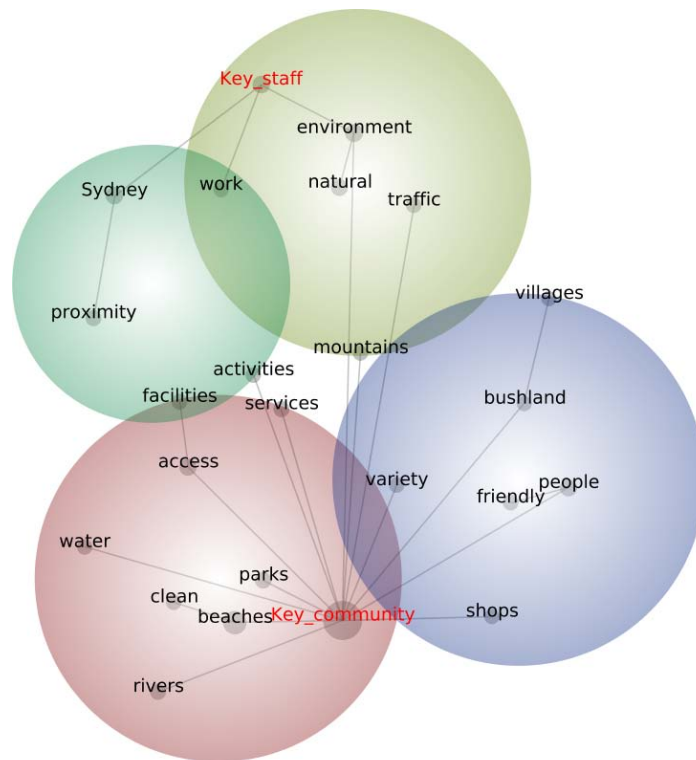


## What is great

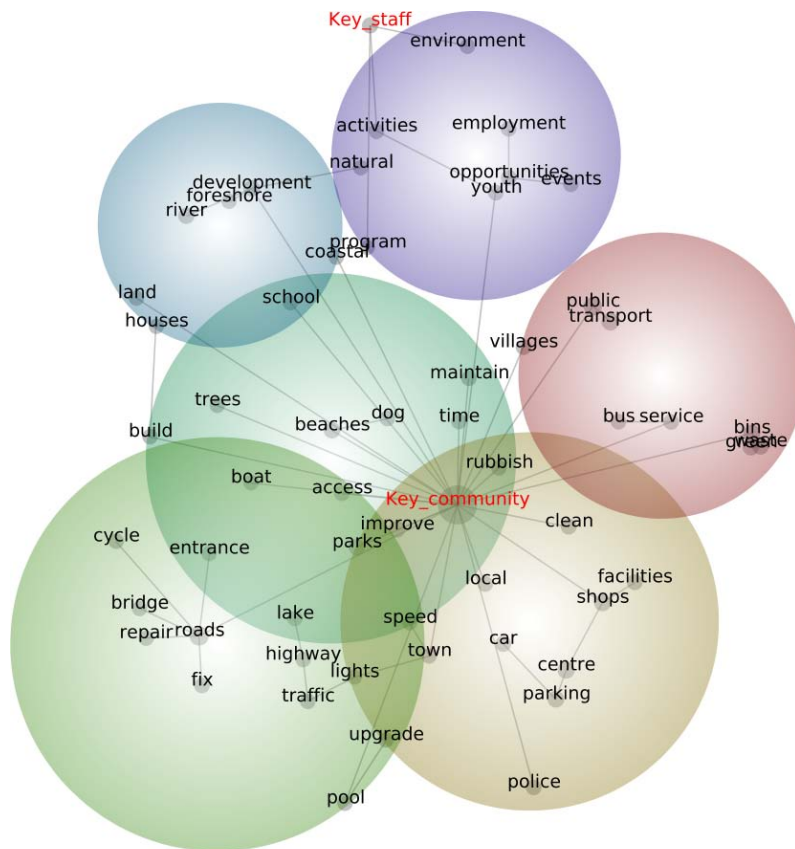
Concept	Related Concept	Supporting Text
rivers	clean	Beautiful river and clean public facilities are a great asset to the area.
	facilities	Beautiful river and clean public facilities are a great asset to the area.
	proximity	proximity to river/beach.
	water	multi storey parking-cleaning of water ways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

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

## Appendix G: Leximancer concept maps

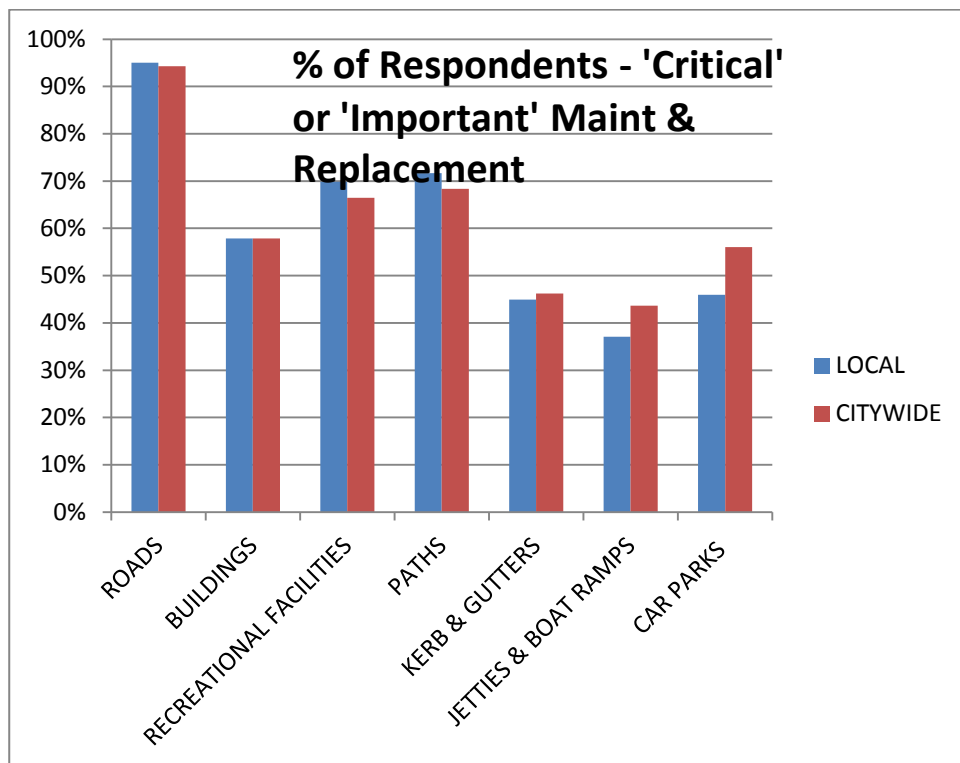


### *What is great about the Shoalhaven*

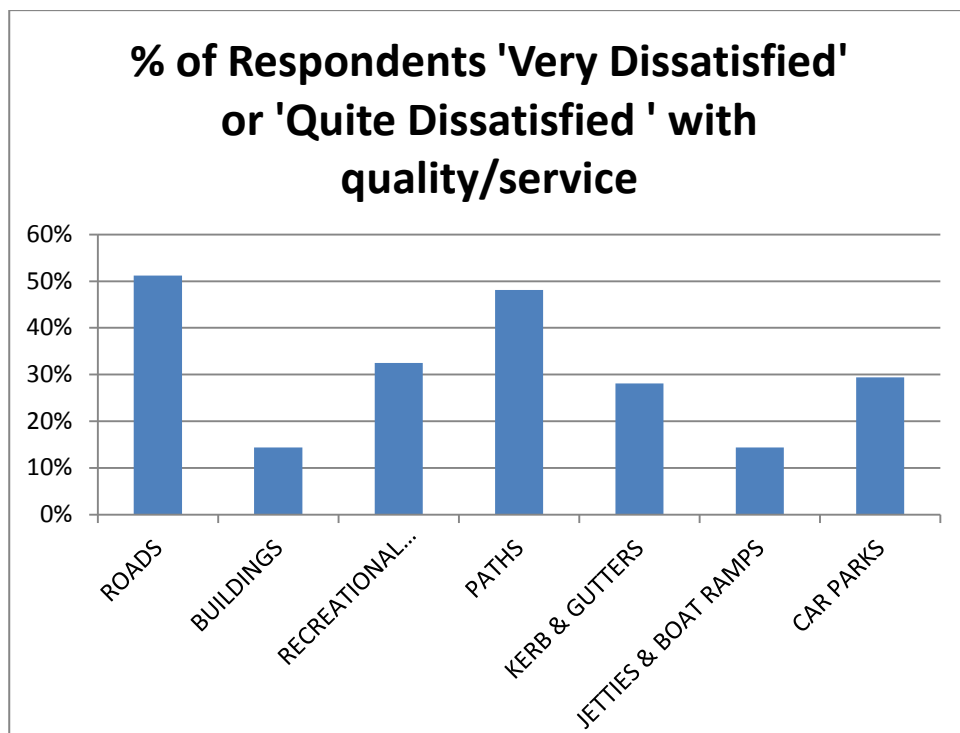


### *Make it better for the Shoalhaven*

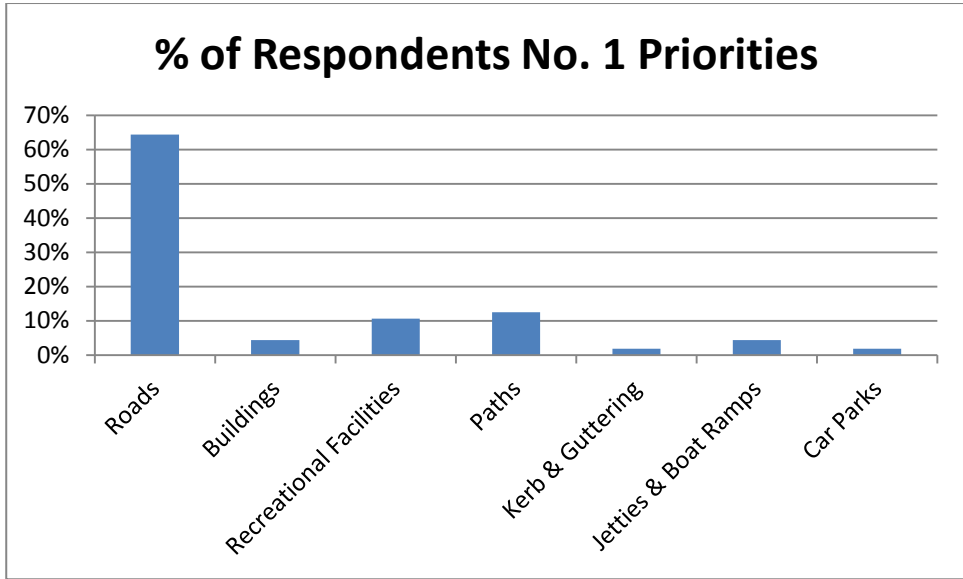
## Appendix H: Infrastructure survey – graphical results



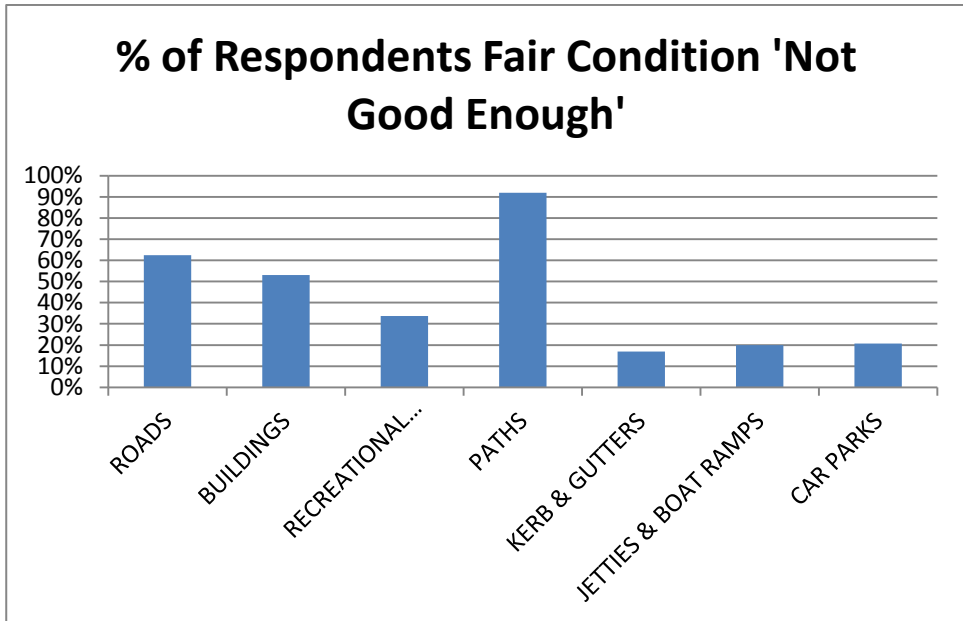
Graph 1



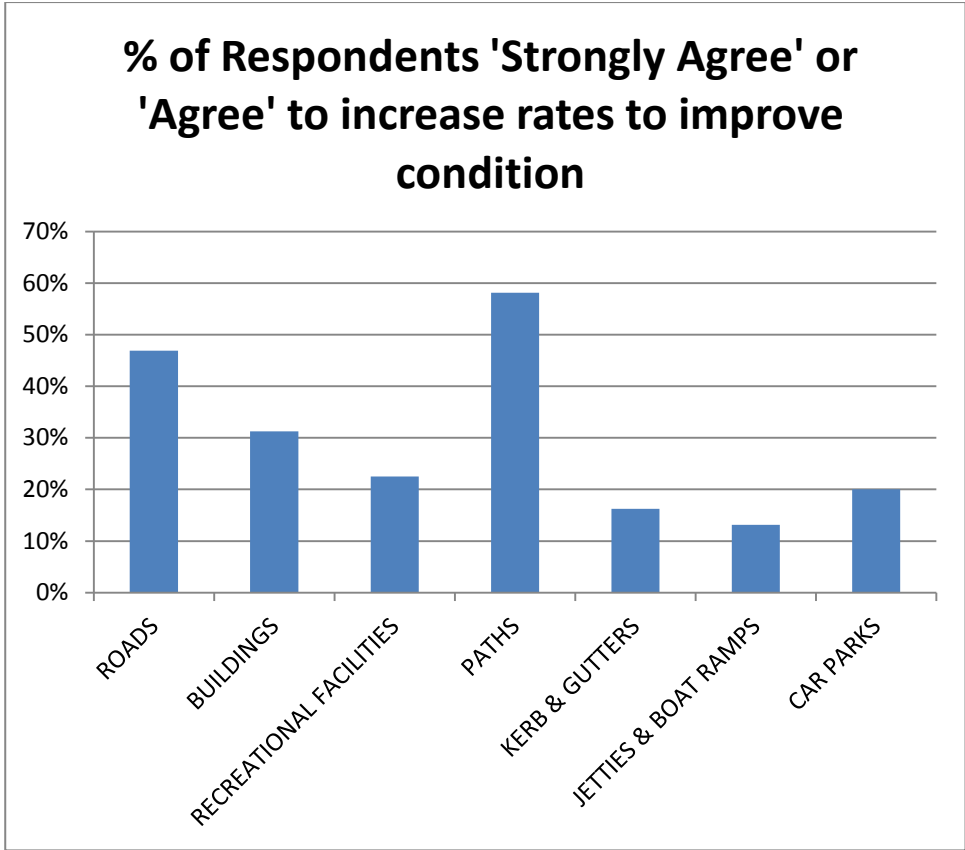
Graph 2



Graph 3



Graph 4



Graph 5

## Appendix 8 - Phase 2 Community Engagement Report CSP

# Shoalhaven City Council

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## CSP Review – Phase 2 Engagement Report

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CSP Review Team

May 2013





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## **CSP Review Project**

Shoalhaven City Council has adopted the Integrated Planning and Reporting (IPR) framework. To meet the current IPR legislation, in particular Clauses 1.9 and 1.11 of the Department of Local Government (DLG) Integrated Planning and Reporting Guidelines (shown below), Council is required to complete a review of its Community Strategic Plan (CSP) by 30 June 2013.

*1.9 The Community Strategic Plan must be reviewed every four years. From 2012, each newly elected council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.*

*1.11 The review must include the following:*

- *A report from the outgoing council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years*
- *A review of the information that informed the original Community Strategic Plan*
- *A Community Engagement Strategy, as prescribed by the Local Government Act and Essential Element 1.5.*

### **Engagement Strategy**

Council is committed to engaging with the community on its review of the Community Strategic Plan 2020. Council adopted an Engagement Strategy that will maximise value from the level of resources available and the Review's short time frame, by informing, consulting with and involving the community through the review process.

Objectives of the CSP Review Engagement Strategy include:

- enhance community understanding of and confidence in Council's planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

Further detail on the engagement approach is included in the CSP Review Engagement Strategy (Appendix B). All of the intended engagement methods and tools were employed in Phase 2, from 13 March to 12 April 2013, yielding varying amounts of feedback from the community than others.

## **Phase Two Engagement Tools**

Alerting potential respondents to the existence of the Draft CSP was a specific objective of the engagement process in Phase 2. A number of methods were undertaken to 'spread the word' to as many people and groups as possible. The methods included emails, mail outs, media releases and social media as well as web site notice boards and information. Displays of the Draft CSP and other relevant documents were also placed in Libraries and Council Administration buildings. In addition to the general public, Community Consultative Bodies (CCBs), Business Chambers, State Agencies and workshop participants from Phase One were targeted.

### ***Email and phone calls***

Contact through email and mail was made with all workshop participants from Phase 1 and a copy of the Draft CSP, Phase One Report and Directions Paper were sent, along with a feedback form, requesting their comments. Emails were also sent to Council's contacts for CCBs, State Agencies and Business Chambers. To ensure emails were being received by the CCBs, follow up phone calls were made to CCB group contacts.

### ***Media Coverage including Social Media***

Council distributed two media releases regarding the Draft CSP during the consultation period.

Council's Media Manager was able to highlight the Draft CSP during his weekly spot on 2UUU community radio and the Mayor gave an interview on the CSP review during her weekly spot on 2ST radio.

Facebook was Council's primary social media engagement method. Facebook posts were used to increase awareness of the Draft CSP and to encourage involvement in the feedback process and to point stakeholders to Council's Draft CSP on the CSP Review website.

### ***CSP Review Webpage***

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

- The Draft CSP – Shoalhaven 2023
- Directions Paper
- CSP Review – Phase 1 Engagement Report
- The current CSP – Shoalhaven 2020
- The Level of Service Survey
- Issues Paper
- Information
  - End of Term Report
  - Media Releases
  - Time table of engagement events
  - Project scope
- Ways to communicate with Council

## Community Feedback

### *Email, Voicemail and Letters*

Responses were in the form of emails and letters. All correspondence received from staff and community were recorded in Council's TRIM document recording system. Table 1 provides a breakdown of the responses

**Table 1: Feedback groups, methods and number of responses**

Groups	Collection method numbers			Totals
	Email	Letter	Feedback box	
<b>CCB</b>	0	2		2
<b>Staff</b>	6		1	7
<b>Agency</b>	1	1		2
<b>Public</b>	3	3		6
<b>Anonymous</b>	4		1	5
<b>Totals</b>	14	5	2	22

**Table 2: Allocation of comments**

CSP Area	Number of Comments
<b>KRA</b>	2
<b>Structure</b>	28
<b>Objectives</b>	11
<b>Strategies</b>	68
<b>Measures</b>	17
<b>Other</b>	20
<b>Total</b>	146

### **Analysis method**

Feedback obtained from the various groups was captured in an Excel spreadsheet (Appendix A) after being entered into Council's document records system. For lengthy comments only the main points were captured in the spreadsheet with a reference to the original document. Each point within submissions was also given a letter to allow it to be tracked back to the original source. The relevant CSP section and sub-section were recorded against each comment and where applicable the relevant Objective or Strategy shown.

Council staff reviewed and considered each submission point, provided comment about each point and recommended whether or not a CSP content change was required. Appendix A shows all submission points, staff comment and staff recommendations for Council's consideration in adoption of the CSP 2023. Direction for the evaluation process was also provided from the CSP Review – Councillor Reference Group.

### **Social Media**

No responses were received from Council's Social media site – Facebook.

## **CSP Review Webpage**

Over the past 3 months community interaction with Council's CSP Review webpage was strong with a sizeable number of hits on pages including:

- Shoalhaven 2023 home page - 629 hits
- Have your Say - 76 hits
- Community Strategic Plan - 48 hits
- Information - 70 hits
- Media Releases - 14 hits

## **Feedback Analysis**

### **Community and Staff Response Consolidated**

Feedback comments were mainly aimed at Strategies and the structure of the document (Table 2). However, there were a sizable number of comments relating to how the strategies and objectives are measured. Table 3 provides a summary of the main points raised by community and staff.

**Table 3: Comment on Community and staff responses**

<b>Area in CSP</b>	<b>Comment on Responses</b>
KRA	Support for the additional (5 <sup>th</sup> ) KRA was received and given the limited responses on this issue, helps to confirm the five KRA structure of the document
Structure	Many of the structure comments related to improving the graphics in the CSP document and applying a plain English test to the Plan. There was also support for the A3 version and contents page.
Objective	Comments on Objectives mainly focused on People, Place and Prosperity. Changes to two Objectives were made in response to community comment.
Strategy	Strategy comments received covered all of the KRAs, however, People and Place received the most. A number of the comments questioned the broad nature of the Strategies and the CSP in general. Other comments were more specific about individual Strategies and provided substantive grounds for changing and in some cases adding additional Strategies.
Measures	There were a number of comments relating to measuring the Strategies and outcomes of the CSP. Some of the comments identified specific issues that are measured through other indicator reporting that feeds into the CSP. The long four year timeframe on CSP reporting was also questioned, along with the need for some additional measures. Where appropriate additional measures have been added to the Strategic Progress indicators.
Other	Other issues dealt with the overall content of the Plan, being too vague and lacking future direction. Questions were asked about the need for such large supporting documents, improvements to the Infrastructure Survey and Engagement Strategy. However, there was also praise from the community on providing a "comprehensive and detailed document and

	a wide ranging engagement strategy”.
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All comments received were analysed and carefully considered in the context of the draft CSP, and for their ability to improve the CSP. At times there were competing comments that requested changes to the same area resulting in multiple changes in some instances.

## **Publication**

The CSP, when endorsed by Council, will be published as a hardcopy (limited) and as a web based document. The A3 executive version will also be printed and added to Council’s website. Hardcopy distribution will be to Council’s libraries and Administration buildings. The printed A3 sheet will be sent to all CCBs.

Media releases, including social media, will inform the general public of the CSP’s existence and where a copy of the Plan can be viewed or downloaded.

## Appendix A – Draft CSP Feedback

Doc No.	Point	Section	Submission Summary	From	Ref	Staff Comment	Recommended Change to CSP
	A	Structure	Heading required for text on page 7	Staff	Page 7	Create heading - "Control - Influence - Concern"	Add new heading
D13/857 18	I	Objectives	Ambiguities should be addressed, with "Ecologically sustainable development" used when this is intended	Public	Place Objective 2 and 2.07 (2.4.2)	ESD is embedded in the CSP2023 Core Principles. Additional reference in Strategy 2.07 could reinforce this	Amend Strategy 2.07: "Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy and ESD principles, also carefully considering community concerns and the character of unique historic townships"
D13/857 18	P	Objectives	A better objective for the first objective under place would be - "A city which values, maintains and enhances its natural and cultural environment."	Public	KRA - Place, Objective dot point 1 (2.1)	Good suggestion	Change to "Place" Objectives - "A city which values, maintains and enhances its natural and cultural environments"
D13/867 47	AC	Objectives	Look at ways to create employment not just promote or advocate	CCB	3.04 and 3.08 (Objective 3.1)	This could be considered as a community outcome at the Objective level in Prosperity KRA	Amend Prosperity Objective 1 - "An economy with growing employment opportunities based on Shoalhaven's distinct characteristics,

							advantages and natural qualities"
D13/867 47	AF	Objectives	Objective 3 should include the word "united"	CCB	KRA 3 - Prosperity Objective dot point 3 (4.3)	Addition of "united" is appropriate	Add to Leadership Objective 3 - 'united'
D13/678 39	A	Other	Value of Section 3A should be Part 3A	Staff	Page 39	Agreed	Amend reference
D13/678 39	B	Other	One of the factors for providing housing is numbers of lots approved for subdivision. The CSP is silent on this measure and it is not reflected in either of these two measures.	Staff		Include a new measure - <i>Number of new dwellings approved (combined, dual occupancies, secondary dwellings and units/flats)</i>	Amend Place measures 'Number of new dwellings approved (combined, dual occupancies, secondary dwellings and units/flats)'
D13/716 87	A	Other	As per the NSW State Plan and the NSW 2021 Illawarra/South Coast Regional Action Plan the population of the Shoalhaven is forecast to increase significantly from 96,967 persons (ABS, 2010 est. resident population) to 129,010 by 2036. This major population increase is not	Agency		Consider adding bullet point under external influences for forecast population increase	Amend - add bullet point, no change in Strategies required



			noted under External Influences or indeed anywhere else in the document. This significant residential increase will be the single most influential driver of demand for Council services however, it is not identified in the Community Strategic Plan Shoalhaven 2023. This major oversight requires attention.				
D13/75278	A	Other	Include Energy Management Plan as a measure in the Sustainable Services and Programs area	Staff		EMP annual progress measure to be included in Place	Add measure in "Place" KRA 'Energy Management Plan actions completed or underway'
D13/85718	C	Other	Other cities have redefined themselves by valuing and maintaining their existing environments and capacities and strategically working to overcome a narrow economic and social base and social disadvantage. Why not the Shoalhaven?	Public	Page 3 CSP	Include a paragraph in the introduction on this issue, based on the Postcard response analysis	Include paragraph in the Introduction
D13/85727	C	Other	Non formal settings for engagement would have been appropriate	Anony mous		Add 'street stalls' to community engagement section on page 10	Add 'street stalls' and 'attendance at markets'

D13/859 80	K	Other	Fails to actually specify or establish how the results will be used to change and improve Council practice. A commitment to change and improvement resulting... needs to be included in statement	Public	Page 13 CSP	Add a sentence to this introductory section on the use of indicator data to improve Council's performance	Amend Text - 'to improve Council's performance'
D13/867 47	AM	Other	Appendix 3 measures for KRA 5 are missing. Add measures for Pages 25/26 Sustainable Services and Programs	CCB		Agreed, measures to be added	Add measures for KRA 5
D13/867 47	K	Other	Not clear how the indicators will address those issues raised that did not get earmarked for further consideration, i.e. transport and green waste	CCB	2.11 and 2.12 (2.4.6 and 2.4.7)	Green waste and transport are mentioned in the CSP2023, measure for green waste may need to be added.	Change 'tonnes of green waste collected'
D13/867 47	L	Other	No Objective related to community engagement and only limited measure	CCB	Leader ship Objecti ve - dot points 1	Objective "Active engagement between Council and the Community" covers community engagement. Will look at additional measures for community engagement.	Change 'Number of active email addresses for community engagement'
D13/867 47	M	Other	"good management" in the Mission statement should be changed to effective, excellent or great	CCB	Page 14	Will change to "effective management"	Change 'effective'

D13/867 47	Q	Other	Feeling valued - having more of an opportunity to have a say on issues that are important	CCB	1.10 and 4.01 (1.4.1 and 4.1.1)	Three questions in the End of Term survey and reported in the end of term report	Change 'Number of active email addresses for community engagement'
D13/924 74	A	Other	Number of comments about content	Anony mous		Comments on content taken on board and added (where appropriate) to the document	Changes made during plain English test
DP/OP	A	Other	Include Gov 2.0 in glossary	Staff	4.01 (4.1.1)	Reference to Gov 2.0 removed from the document	Remove reference to "Gov 2.0"
DP/OP	A	Strategi es	Additional Strategy required for the Transformational Program and Implementation Plan	Staff	(5.1.9)	Create additional Strategy "Develop an organisation with a constructive workplace culture that is resilient and responsive to change and maintains a focus on quality customer service, compliance, asset management, project delivery and cost efficiency"	Add new Strategy
D13/716 87	B	Strategi es	The minimal two lines dedicated to Effective Governance are inadequate and do not effectively outline any governance intent or procedures to which Councillors and/or Council staff must adhere. We would suggest that this section include the phrase: Elected Councillors and Council staff must adhere at all times to the governance guidelines as identified, e.g. "in the Shoalhaven City Council	Agenc y	Leader ship Objecti ve - dot points 3 and 4 (4.4.1) page 26	Consider an additional Strategy reaffirming governance commitments	Add new Strategy 'Embrace ethical principles and governance guidelines in serving the community'

			Governance Handbook".				
D13/840 94	A	Strategies	Add "people with disabilities" to 1.03 Strategy	Staff	1.03 (1.2.1)	Add people with disabilities to 1.03	Amend Strategy 1.03 - add "people with disabilities"
D13/857 18	K	Strategies	Where are strategies to attract people interested in taking advantage of advances in technology that would attract them to establish internet-based enterprises, whilst living an ecologically sustainable lifestyle?	Public	2.07, 3.04, 3.05, 3.06 and 3.08 (2.4.2, 3.2.2, 3.2.3, 3.2.4 and 3.3.2)	Strategies 2.07, 3.04, 3.05, 3.06 and 3.08 directly address this point. Strategy 3.08 could also reference "small business" (which includes home based businesses)	Amend Strategy 3.08 to reference "small business"
D13/857 18	O	Strategies	Why is Council's support for initiatives regarding homeless people confined to health effects and not extended to supporting expanded housing opportunities e.g. for young people?	Public	1.04 (1.2.2)	The focus in this Strategy is on advocacy relating to "homelessness". It is agreed that this could extend beyond "health' effects. The Delivery Program / Operational Plan can address the specifics	Remove the word "health" from Strategy 1.04

D13/857 18	R	Strategies	Regarding Strategy 2.02 I consider this should say, "ensure that the <u>physical</u> and <u>biological</u> environments of the Shoalhaven are maintained, enhanced and conserved through targeted management strategies." I understand that ecology and biology mean the same	Public	2.02 (2.1.2)	Amend: 'natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management' D13/85980 also refers to this Strategy. Also DP/OP "A"	Amend Strategy 2.02: "Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"
D13/857 18	S	Strategies	Regarding Strategy 2.04 Foreshore and water fronts. I do not agree with this. It is therefore entirely inappropriate to include strategies that give priority to reconstructing foreshores and water fronts for recreational and other community uses. Such uses should only be allowed in foreshore areas where the natural values have been lost and cannot be re-established	Public	2.04 (2.2.2)	Amend: "Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use" See also D13/85980 G and H	Amend Strategy 2.04: "Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use"
D13/859 80	E	Strategies	Current Strategy "Support and enable the use of the natural environment for education, research and recreation" Request to amend last reference to "recreation in selected locations" or "selected recreation"	Public	2.01 (2.1.1)	Add the word "sustainable" to this Strategy	Change to 'Support and enable the sustainable use of the natural environment for education, research and recreation'

D13/859 80	F	Strategies	Request to amend to: "environments of ecological and biological significance / importance" or "natural environments of ecological and biological significance"	Public	2.02 (2.1.2)	Good suggestion for change to wording, without changing the point of the Strategy - partial change	Change to 'Ensure that the natural ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management'
D13/859 80	G	Strategies	'Waterfront' is not a term used in other Council related policy / plans. Reconsider using terms that are referenced elsewhere "foreshore"	Public	2.04 (2.2.2)	Remove the word 'waterfront', add "foreshores"	Amend Strategy 2.04 - 'Create active and connected foreshores to support and promote the natural environment allowing for appropriate community recreational use'
D13/859 80	H	Strategies	Rewrite to: "Manage foreshores to support and promote the natural environment allowing for appropriate community recreational use"	Public	2.04 (2.2.2)	Consider replacing 2.04 with: Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use"	Amend to - 'Create active and connected foreshores that support and promote the natural environment while encouraging appropriate community recreational use'

D13/859 80	j	Strategies	Should include reference to 'Community Engagement Policy' (CEP)	Public	4.01 (4.1.1)	Could update 4.01 similar to 2.07. "Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement Policy principles"	Amend Strategy - 'Ensure genuine and representative community engagement in Council's decisions, based on Community Engagement Policy principles'
D13/867 47	AA	Strategies	Additional Strategy - protecting the character of unique townships	CCB	2.07 (2.4.2)	Add to 2.07 reference to "the character of unique historic townships"	Amend Strategy 2.07 - 'Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy, also carefully considering community concerns and the character of unique historic townships'
D13/867 47	AB	Strategies	Additional Strategy - preservation of cultural and historical heritage of the area	CCB	2.02 (2.1.2)	Consider adding reference to Strategy 2.02	Amend Strategy 2.02 - "Ensure that the ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"

D13/867 47	AD	Strategies	3.08 should include education, construction, small business and retail outlets	CCB	3.08 (3.3.2)	It is difficult to cover all groups - need to focus on what are Strategic drivers, however, small business and home businesses should be recognised as a sector.	Add to Strategy 3.08 - 'small business'
D13/867 47	B	Strategies	Greater emphasis on public transport is missing from the document	CCB	1.02 and 2.12 (1.1.1 and 2.4.7)	Transport is covered in 2.12 - "priority transport networks and associated infrastructure" includes public transport as an option, however, the word 'growth' could be replaced with 'changing' to better reflect the needs of the aging population.	Amend Strategy 2.12 - replace 'growth' with 'changing'
D13/867 47	W	Strategies	Reference the increased need for services and infrastructure during peak tourist season	CCB	5.09 (5.2.1)	Add to strategy 5.09 a reference to "peak visitor period demands"	Change Strategy 5.09 - 'Impact of tourists during peak tourist times on resources and services'
D13/867 47	Y	Strategies	being mindful" does not indicate direction of action only awareness	CCB	2.07 (2.4.2)	Will consider clarification of this Strategy	Amend Strategy 2.07 - 'Develop land use and related plans for the sustainable growth of the City which use the core principles of the Growth Management Strategy, also carefully considering community concerns'



DP/OP	A	Strategies	Add new Strategy "Manage local heritage in a positive manner"	Staff	2.07 (2.4.2)	Refer to change recommended in D13/86747AB	Amend Strategy 2.02 - "Ensure that the ecological and biological environments and the built and cultural heritage of the Shoalhaven are protected and valued through careful management"
DP/OP	A	Strategies	Replace the words "through the recurrent Service Profile programs" with " in a timely, efficient and cost effective manner"	Staff	5.02 and 5.03 (5.1.3 and 5.1.2)	Add descriptive words at start of Strategy. This also applies to Strategy 5.02.	Amend Strategies 5.02 and 5.03 - "Provide timely, efficient and cost-effective ....". Retain reference to "service programs"
D13/65361	A	Structure	Just wondering once again if the CSP has been to an editor. I've just started reading through and I'm finding the language clumsy and confusing in places. If we want the community to read and absorb these documents they need to be as clear and succinct as possible. Plain English.	Staff		A plain English review has been completed	Changes made without changing meaning

D13/842 87	B	Structure	Document language is more complex and less precise than previous CSP 2020. Document should be rewritten in plain English	CCB		A plain English test has been applied to the document	Various changes made without changing the meaning
D13/842 87	D	Structure	Hoped graphics would be improved in final document	CCB		Graphics will be improved	Presentation of final version to be graphically improved
D13/842 87	E	Structure	Use of different styles, colours and font sizes to distinguish between various chapters, sections and sub-sections gave structure to CSP 2020 which is missing from the draft	CCB		Agreed - Graphics will be added to the document. The style of CSP 2023 will be less lavish than that of CSP 2020 to reflect the main theme of restraint	Presentation of final version to be graphically improved
D13/842 87	F	Structure	Reversion to conventional dot points, rather than ticks would further clarify draft	CCB		This point will be addressed when graphics are applied	Presentation of final version to be graphically improved
D13/842 87	G	Structure	Not apparent if the nominated Strategies for each KRA are the only Strategies for the KRA or whether they are to be added to existing Strategies already in the adopted CSP	CCB	Page 10 CSP	Additional wording to be added to clarify the process of review. Draft CSP2023 is a review of CSP2020 and will when finalised replace that document. Therefore Strategies in CSP 2023 will replace those in CSP2020.	Add text 'Includes a review of the Objectives and Strategies from the previous CSP'

D13/842 87	I	Structure	No complete list of the proposed strategies to be adopted for each KRA. No rational grouping of Strategies and no apparent method adopted for ranking relative importance of the Strategies nor linking them to their respective Objectives. This section of CSP2023 needs a rewrite based on the structure in CSP2020 plus a logical system of numbering proposed similar to that used in CSP2020	CCB	Page 32 CSP	Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can help deliver an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change required, Objectives to be numbered in the CSP and Strategies aligned on a best fit basis
D13/842 87	J	Structure	Numbering system for Objectives and Strategies should carry through to Appendix 2, so readers can quickly align Objectives and Strategies within CSP to Goals and Priorities of State and Regional Plans	CCB		Agreed	Add CSP reference numbering to Appendix 2
D13/842 97	E	Structure	Strategies are not tied directly to objectives as in CSP2020	Public		Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can help deliver an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change, include numbering structure in CSP, with Strategies aligned to Objectives on best fit basis.

D13/842 97	F	Structure	Measures in Appendix 3 don't clearly align with KRA / Strategies	Public		Appendix 3 measures can be reordered in approximate strategy order but not directly linked. Progress on strategies is not always best measured by quantitative indicators	Amend order of Appendix 3
D13/842 97	J	Structure	Transport measures shown in Place not people (1.02)	Public	1.02 (1.1.2)	Move some of the Transport measures to People	Amend measures
D13/842 97	K	Structure	Appendix 3, measures for KRA 5 are missing. Add measures from Pages 25/26 Sustainable Services and Programs	Public		Agreed - add measures	Amend measures
D13/859 80	D	Structure	Create a separate section for 'Natural Environment'	Public	Objective 1 (2.1)	Natural environment is part of "Place". Amend Objective 1 in Place to refer to "natural"	Amend Objective 1 - "Place"
D13/867 47	E	Structure	Measures in Appendix 3 don't clearly align with KRA / Strategies	CCB		Appendix 3 measures can be reordered in approximate strategy order but not directly linked. Progress on strategies is not always best measured by quantitative indicators	Changes to Appendix 3

D13/92474	B	Structure	Comments about structure	Anonymous		Comments on structure taken on board and added (where appropriate) to the document	Changes made during plain English test
D13/85718	T	KRA	This section is ambiguous regarding its use of the term "sustainable." I suggest it should be titled "Viable services and programs."	Public	KRA 5 - Sustainable Services and Programs	The word sustainable, with reference to Council's core operational functions links to the concept of sustainability in the Resourcing Strategy. i.e. leaving future generations with the same capacity and choices that we now have	No change
D13/86747	AL	KRA	Emphasis on Sustainable Services and Programs is supported	CCB		Thanks	No change
D13/84287	K	Objectives	Some of the KRA Objectives from CSP2020 have been replaced, amended or moved to a different KRA. An explanation of reasoning behind this would have assisted community input	CCB		Agreed - An explanation behind the Objective changes would have clarified the document in relation to the CSP2020. However, the Draft CSP2023 is a stand-alone document that could be read without reference to CSP2020. Changes to Objectives in the Draft CSP did not introduce any policy change	No change

D13/857 18	M	Objectives	Many of the objectives in the Plan are statements of action not outcomes. Accordingly the objectives are ineffective in guiding strategy and in defining both qualitative and quantitative indicators for assessment and evaluation of progress in meeting them	Public		The Objectives are intended to be 'outcome' focused. Most describe a 'future state' while a few describe a future way of working or behaving - all are valid as statements of future aspiration	No change
D13/857 18	N	Objectives	I would prefer that the first objective said, "communities that respect diversity of lifestyle and opinion and work to achieve consensus decisions." The potential for complex, diverse communities to be 'united' on substantive issues is rare	Public	People, Objective 1	People Objective 1 can be read with respect to people within each town, village and rural community <u>and</u> with respect to the collective communities that make up the larger city population and community. The Objective recognises and seeks 'diversity', thus acknowledging that differences will exist - however, it is reasonable to aspire to "unity" particularly when critical challenges confront communities and in believing in a positive future for the Shoalhaven	No change
D13/903 89	C	Objectives	Healthy, active and <i>connected</i> communities that feel safe	Staff	KRA 1 - People, Objective dot point 1	Already covered as dot point 1 - no change	No change

D13/903 89	D	Objectives	Replace "Climate Change" with "Natural Hazards" and "temperature variation"	Staff	2.15 (2.6.1)	Has been left as written, should not be afraid to call it what it is - retain "climate change"	No change
D13/903 89	E	Objectives	Management of Public land - should it be included?	Staff	2.02 92.1.2)	No need to distinguish between land ownership / control / tenure	No change
D13/652 28	A	Other	The whole Shoalhaven CSP website consists of links to download PDF files! Where is the web content that I can browse to and read online? How can it be called a website when there is virtually no web content? Until I can read the information in a REAL online format I am afraid that I (and I am sure many others) will not benefit greatly from the information contained in the "site".	Anonymous		Documents added to website as requested - happy to look at alternate arrangements	No change required, CSP published document to include Web based version

D13/653 61	B	Other	P3: ...'where sustainable growth, development and environmental protection are managed to provide a unique and relaxed lifestyle.' Do we manage growth, development and the environment in order to provide a relaxed lifestyle? Or do we manage growth, development and the environment for a sustainable future? Can we just use either 'growth' or 'development' rather than both words? And as the document says just a few lines further down, 'residents enjoy a range of lifestyle options'. There isn't just one unique and relaxed lifestyle here, there are many lifestyles and not all of them are relaxed or unique.	Staff		Valid point, however, the Vision was determined for the CSP 2020 after significant consultation with the community and specifically included both words.	No change
D13/842 87	H	Other	Directions Paper should list the 41 specific issues identified from first engagement phase of the review. This would assist the reader in understanding if the 41 specific issues already exist or are very similar to the 41 existing strategies in CSP 2020	CCB		Good suggestion for future CSP review processes	No change to CSP



D13/842 97	A	Other	New engagement strategies required - e.g. at significant community events	Public		This issue will be addressed as part of future CSP engagement processes. DP/OP can address systematic improvements for similar projects.	No change
D13/857 18	A	Other	I am disappointed that extensive comment from community members is not reflected in the Plan	Public	What the community told us....	Comment from the community was used to review CSP 2020. The changes made reflect current community concerns in CSP context	No change
D13/857 18	B	Other	The Plan does not say where Council hopes the Shoalhaven will be in 10 years. What do we want our landscapes and communities to look like and what about our quality of life?	Public	Shoalhaven Profile?	CSP Vision and Objectives describe the "future state" of Shoalhaven as envisaged through the CSP 2023 review process. This submission seeks more descriptive and aspirational CSP content, which would be based on further extensive engagement. Through CSP 2020 and this Review, Council has preferred to keep the CSP concise and strategically focused, setting paths to the future without extensive word-picture description.	No change

D13/857 18	J	Other	The Plan refers to its connection with other plans and strategies. Surely its relationship to the South Coast Regional Strategy, South Coast Regional Conservation Plan and the Shoalhaven Local Environment Plan should be stated. What is the central strategic intent?	Public		Alignment to State and Regional Plans been established - Appendix 2. The 'central strategic intent' of the CSP is one of sustainability and strategic priorities that support the CSP Vision	No change
D13/857 18	L	Other	SCC should follow the intent of the South Coast Regional Strategy in this respect, with its strategy of protecting our coastal and rural environments and by directing large-scale urban growth away from coastal and heritage villages, not creating new villages and instead concentrating growth and infrastructure in Nowra Bomaderry and Ulladulla.	Public	2.02, 2.07 and 2.13 (2.1.2, 2.4.2 and 2.5.1)	The Growth Management Strategy is consistent with the SCR Strategy, and is directly referenced by Strategy 2.07. Strategy 2.13 reinforces the focus of future population at the three key centres.	No change
D13/857 18	Q	Other	Where are the indicators for maintaining the environment? e.g. improvement in the status of Threatened Species and Endangered Ecological Communities; maintenance/improvement of habitat corridor connectivity; maintenance/improvement of the condition of coastal foreshores, estuaries, wetlands and rivers and riparian areas.	Public		There are specific KPIs that are included in the Annual Progress Indicators (see Appendix 3 of CSP), the annual State of the Environment report card and full SOE every four years	No change

D13/857 18	X	Other	The performance indicators should provide for qualitative assessment of Council's performance in these important aspects of decision-making. The current list focuses on process not quality, yet this is the area of greatest concern expressed by the community. • merit-based, transparent, public interest assessment and decision-making. • decision-making consistent with national, State and Council policies and strategic documents	Public	4.09 and 5.04 (4.4.5 and 5.1.4)	Qualitative measures of performance of essentially governance functions would be difficult to define and would require data gathered through community survey based on individuals' perceptions. Some of the End of Term Survey questions seek responses on 'satisfaction' with Council's activities. The DP/OP could include further development of important indicators including 'quality of Council decision-making'	No change
D13/857 27	A	Other	On Phase 1 Engagement report it would be good to provide total number of respondents for graphs in Appendix H	Anony mous		Figures for tables should be included if available - check	No change to CSP

D13/857 27	B	Other	<p>On engagement, it seems like it would have been appropriate for some engagement to have targeted people in non formal settings such as a bus stops, on bike paths, at the recycling centre and on the street. I am also concerned by how weighted the infrastructure survey was toward car users (three related questions) whereas other types of infrastructure seemed lumped under 'recreational facilities' which are undefined. What about public toilets, the recycling centre, bus tops, cityrail stations, the art gallery etc etc. Finally, the good enough/bad enough questions in the infrastructure survey don't appear particularly useful and seem to encourage respondents to prefer 'not good enough'. These questions appear useless given the lack of context. How can a respondent judge the fairness or otherwise of a public building from the outside alone, without knowing what the building is for, or what it has inside?</p>	Anony mous	<p>Comments relating to the Infrastructure Survey - will be passed on to the appropriate manager for consideration in future surveys. The draft CSP strategic emphasis on asset renewal and key asset categories appears to have broad community support.</p>	No change
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D13/857 27	B	Other	Young persons' views should also be better represented	Anony mous		Consider an approach for next time - no further action required	No change
D13/857 27	D	Other	Infrastructure Survey weighted toward car users. 3 related questions whereas other types of infrastructure seemed lumped under 'recreational facilities'	Anony mous		Deliberate choice made on which Asset class to include or not the asset classes chosen reflected where major asset value and expenditure is allocated. Not all asset categories could be included, to keep the survey manageable for respondents	No change,
D13/857 27	E	Other	Good enough / Bad enough questions not useful - lack of context, e.g. How can assessment of building be made using just a photo of outside	Anony mous		Consider for future surveys	No change

D13/859 80	C	Other	Accompanying documents are very lengthy	Public		Difficult to find the balance between providing too much information and not enough. Important to provide complete coverage of engagement outcomes	No change
D13/867 47	AH	Other	Attendance by public at Council meetings - not well attended and is a poor indication of community interest	CCB		The measure is for attendance at meetings by appointed members, not the "general" public - should be retained.	No change
D13/867 47	AI	Other	Code of conduct complaints - reference should also be made to the outcomes and process of the Code of Conduct investigations and included in the measures	CCB		Code of Conduct complaints are reported annually in accordance with Part 12 of the Procedures for the Administration of the Model Code of Conduct. Published separately in an open report to council annually (within 3 months following Sept each year).	No change

D13/867 47	AK	Other	Customer service - define what response should be received within 28 days - acknowledgement of request within 14 days, action initiated in less than 28 days	CCB		This level of detail not appropriate in CSP, however, Council may revise customer service standards at any time. Annual Report indicator shows correspondence within established standards. New quarterly KPI to be considered - number of logged customer requests and number of exceptions to the standard	No change required to CSP
D13/867 47	AN	Other	Staff should be congratulated on a comprehensive and detailed document and a wide ranging engagement strategy	CCB		Thanks	No change
D13/867 47	J	Other	Progress reporting on CSP - four years is too short	CCB		CSP is a 10 year view, can't report in too much detail, too often - it would be unproductive. The DP/OP reporting provides a mechanism for more frequent reporting. General Manager's sixth monthly report can be used for community as well as the Annual Report and Annual Community Report	No change

D13/867 47	N	Other	Monitoring the CSP, every four years is not enough	CCB		Current four year reporting is the best use of Council resources. The indicators Framework involves reporting at quarterly, annually and four year cycles, with the CSP level having the longest reporting interval	No change
D13/867 47	O	Other	Community Indicators can only be used as an effective measuring tool if there is adequate response	CCB		Agree - Aim for 400+ with stratified sampling to ensure a good cross section of the community	No change
D13/867 47	P	Other	Having Councillors attend functions in towns and villages would help build community and individual participation in socio-economic activity	CCB		Consideration can be given to an annual progress indicator, however, further work is required to define a reliable trend data set	No change
D13/101 473	A	Strategies	Endorsement of the CSP specifically relating to healthy living and the need for improved alternate transport systems.	Agency	1.01, 1.03, 1.04, 1.07, 1.08, 2.01, 2.08, 2.13, 2.14, 3.01 & 4.02 (1.1.1, 1.2.1,	Endorsement of the CSP's Engagement Strategy and health aspects of the Plan. Many of the comments are very specific and relate more to the Delivery Program and Operational Plan	No Change



					1.2.2, 1.3.3, 1.3.4, 2.1.1, 2.5.1, 2.5.2, 3.1.1 and 4.3.2)		
D13/652 30	A	Strategi es	The manage the natural environment section have many gaps. No mention of environmental weeds, nor of threats to biodiversity or threatened species. There are a number of programs Council is engaged with in conjunction with Landcare and Biodiversity groups which should be recognised and identified for action. In particular, Council gains significant State and Federal Government funding for weed control, the significance of which is not reflected in this document.	Anony mous	2.01, 2.02, 5.02 (service profile - Noxiou s Weeds) - (2.1.1, 2.1.2 and 5.1.2)	Further detail should be in Delivery Program - Activities and Operational Plan - Tasks	No change

D13/683 53	A	Strategies	Document very weak on environment	Staff	2.01, 2.02 and 2.03 (2.1.1, 2.1.2 and 2.2.1)	High level plan reflective of community comments. Four of the six "Place" Objectives address 'the environment' and five Strategies. Details regarding specific environmental concerns are in Delivery Program	No change
D13/683 53	B	Strategies	The wording in Place Strategy 2.02 could be strengthened by including the word "improvement". Currently it reads as if to just maintain the status quo.	Staff	2.02 (2.1.2)	The Strategy is already comprehensive by referring to the "...environments", elements of which may well be improved through the scope of protecting the whole.	No change
D13/683 53	C	Strategies	Place Strategy 2.10 regarding stormwater management measures funds for "stormwater management programs" ceased many years ago.	Staff	2.10 (2.4.5)	The Strategy remains relevant to various private and public works, including kerb and guttering programs.	No change

D13/683 53	D	Strategi es	In Place Strategy 2.01 the word "research" should be deleted as Council doesn't do this	Staff	2.01 (2.1.1)	Extensive Council research has taken place in relation to environmental issues such as greenhouse gas impacts and other agencies and institutions also undertake research. This is an activity with educational and economic potential that is well-suited to Shoalhaven's strengths and values.	No change
D13/785 15	A	Strategi es	Existing Strategies do not adequately address Council's business units.	Staff	5.02 (5.1.2)	Ongoing Services, whether "business unit" based or not, are covered in Strategy 5.02 with reference to Business Unit Service Profiles.	No change
D13/801 82	A	Strategi es	Priorities not clearly indicated. Broad statements fail to provide clear direction for staff and community	Public		CSP 2023 is a ten year plan and often necessarily broad in nature. Numerous specific Strategies are also included, that are reflective of community comment and strategic choices. Activities and Tasks in the Delivery Program and Operational Plan will be more detailed for action in the Council term.	No change

D13/80182	B	Strategies	Relevance of the CSP to local issues questioned	Public		Local issues cannot be specifically addressed in CSP2023, it would not be workable. However, many of the locally specific issues raised are covered by broad strategies. (e.g. 2.01,2.02, 2.07, 2.15 covers environment; 1.10 covers helping communities have a greater say in their local area) while the more specific issues can be addressed in the Delivery Program and Operational Plan.	No change
D13/80182	C	Strategies	CSP needs to contain Strategies to address Bawley Point's issues	Public		Most of the items / issues identified are covered in the CSP at a broad level. Specific items to be addressed in Delivery Program and Operational Plan - and local level works program information circulated.	No change
D13/82681	A	Strategies	Firstly, I welcome the fact that Council realises the need for more cycleways, but apart from that I found the Plan far too generalised and lacking in detail. As someone who lives in one of the southern villages (Bawley Point) it seemed to be focused more on the northern urban areas and of little relevance to concerns down here.	Public	2.08 (2.4.3)	The CSP forms part of a framework of Council Plans which incorporates Delivery Program Activities (4 year) and Operational Plan Tasks (1 year). The DP/OP can address the specific issues raised by the community where resourced by the budget	No change

D13/826 81	B	Strategies	Should have more focus on the Environment	Public	2.01, 2.02, 2.03 and 2.04 (2.1.1, 2.1.2, 2.2.1 and 2.2.2)	Several Objectives and Strategies under Place address the importance of environment - specifically 2.01, 2.02, 2.03 and 2.04	No change
D13/826 81	C	Strategies	Ranger Services based in Ulladulla	Public	5.01 and 5.02 (5.1.1 and 5.1.2)	Strategies 2.02, 5.02 (Ranger Services, Service Profile) and 5.09 enable this kind of service change and provision, where warranted and subject to resourcing in the budget. A Ranger is currently based in Ulladulla.	No change
D13/826 81	D	Strategies	Specific Plans for the community - villages	Public	1.10 (1.4.1)	The CSP is a City-wide document and therefore cannot address individual villages. Strategy 1.10 provides the basis for local leadership and place-making. Strategies in Place KRA, specifically 2.14, enable priority improvements.	No change

D13/84287	L	Strategies	There were significant submissions relating to Dogs on Beaches. There is no obvious amendment to relevant CSP Strategy to reflect diverse views on this. Assumed Council will use recent Dog Survey to formulate, a Strategy for incorporating into CSP2023. The matter should come back to the community if survey is to form a city wide Strategy. Such a Strategy should support adequate Dog Signage, bin bags at off leash beaches	CCB	2.01, 2.02 and 5.02 (Service Profile - Ranger Services) - (2.1.1, 2.1.2 and 5.1.2)	Dogs in the Shoalhaven is a community concern with very diverse views, which was evident in the community feedback. However, the CSP is a ten year vision for the Shoalhaven with sufficient high-level referencing. This issue needs to be addressed in the Delivery Program and Operational Plan	No change
D13/84287	M	Strategies	Issue of Council providing insurance cover for volunteer groups not addressed. Some volunteer groups do not come under protection of any umbrella organisation providing insurance cover. Yet those organisations entirely devoted to the task of raising funds to be spent on new infrastructure for Council. e.g. Kioloa Bawley Point Sport and Rec Club. CSP needs a Strategy to provide such organisations with insurance coverage	CCB	1.10, 1.11, 5.02 (Service Profile - Risk Management) - (1.4.1, 1.4.2 and 5.1.2)	This issue is too specific for the CSP, and is adequately covered in Strategy 1.11, "Develop a volunteer management Strategy to maximise..." Practical arrangements to provide insurance cover to these projects have been resolved.	No change

D13/842 97	B	Strategies	Different views between Council and the community	Public		CSP Review workshops sought to confirm what was most important to community, which the CSP Draft reflects. Issues and directions identified by Council are also reflected.	No change
D13/842 97	C	Strategies	Direction 8 (p16) community feedback that transport should be given higher strategic direction	Public	2.12 (2.4.7)	Strategies 1.02 and 2.12 address this concern	No change
D13/842 97	D	Strategies	Vague and all-encompassing Strategies	Public		The CSP has a number of specific Strategies e.g. bike paths, more funds on maintenance, as well as more generic Strategies, for which actions can be developed in the Delivery Program and Operational Plan	No change
D13/842 97	I	Strategies	Ageing population, Aboriginal people, youth and overcoming location and distance: - little provision in the document	Public	1.03, 1.05 and 2.12 covers transport (1.2.1, 1.3.1 and 2.4.7)	Strategies 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Strategy 2.12 covers transport. It is neither practical nor a strategic priority to include specific CSP strategies for each demographic group. DP/OP can address further detail.	No change

D13/846 60	A	Strategi es	There are broad statements concerning provision of facilities to meet community needs but these are not specified	Public		CSP 2023 is a ten year vision for the Shoalhaven, as such it is difficult to identify specific actions for every issue. Many of the issues raised relate more to the Delivery Program and Operational Plan	No change
D13/846 60	B	Strategi es	There are statements to ensure environmental protection but these seem at odds with other statements concerning business growth	Public	2.01, 2.02, 2.06 and 2.07 (2.1.1, 2.1.2, 2.4.1 and 2.4.2)	The concept of balance is reflected in the CSP Vision, Strategy 2.07 in particular Prosperity Objective 1 and Strategy 3.08 (where appropriate, sustainable economy sectors are identified). Community feedback indicated support for both outcome areas.	No change
D13/846 60	C	Strategi es	Because of the broadness of statements (see A and B above) public is at a loss to know how funding will be allocated	Public		Several Strategies provide priority - setting basis e.g. 4.07, 4.08, 4.10, 5.02, 5.06, 5.07, 5.09, 5.10, 5.11. Funding allocation for the CSP is covered in the Resourcing Strategy's Principles and Long Term Financial Plan	No change
D13/846 60	D	Strategi es	Draft CSP appears to be of little relevance to Bawley Point/Termeil/Kioloa. Local issues are not addressed.	Public		Local issues cannot be specifically addressed in CSP2023, it would not be workable. However, many of the local issues raised are covered by broad strategies. While the more specific issues should be addressed in the Delivery Program and Operational Plan.	No change
D13/846 60	E	Strategi es	If Draft CSP was used as a guide for funding purposes the	Public		The CSP2023 is a vision for the Shoalhaven over the next 10 years.	No change



			Operational Plan would only consist of paths, cycleways, road renewal, major CBDs and Nowra. Should provide Strategies for the whole City			Strategic priority is implied both city-wide and for key issues, and KRA 5 addresses on-going service delivery and improvement. Some things in the plan i.e. health care, are not the responsibility of Council. Council through its Delivery Program and Operational Plan will develop Activities and Tasks to address the Plan's requirements.	
D13/857 18	D	Strategies	How will Council address the sea change phenomenon?	Public	2.06 (2.4.1)	Strategies 2.02, 2.06, 2.07, 2.09, 2.12 and 2.13 cover this point	No change
D13/857 18	E	Strategies	How will Council address an aging population?	Public	1.03 (1.2.1)	Strategies 1.02, 1.03, 1.05, 1.07, 1.08, 1.09, 1.10 cover this point	No change
D13/857 18	F	Strategies	How will Council address and social issues such as high youth unemployment?	Public	1.03 and 3.04 (1.2.1 and 3.2.2)	Strategies 1.02, 1.03 and 3.03 cover this point, while all of the Prosperity Strategies support increased employment opportunities	No change

D13/857 18	G	Strategies	How will Council at the same time play its part in maintaining the city's most distinctive attribute, its unique, spectacular, diverse natural environment and recognize its significance for the social and economic well-being of the community?	Public	Objectives 1.4, 2.1, 2.2, 2.4, 3.1, 4.4; Strategies 2.01, 2.02, 2.04, 2.07, 2.10, 2.11, 2.14, 2.15 (2.1.1, 2.1.2, 2.2.2, 2.4.2, 2.4.5, 2.4.6, 2.5.2 and 2.6.1)	CSP2023 Vision, Mission, Core Principles and various Objectives and Strategies are directed to maintaining the Shoalhaven natural environment and recognising its inherent importance to the city's future sustainability and identity	No change
D13/857 18	H	Strategies	The introduction to the Plan acknowledges the extent to which our environment defines the Shoalhaven. However this recognition is not reflected in the vision or the strategies	Public	2.01, 2.02, 2.03 and 2.04 (2.1.1, 2.1.2, 2.2.1 and	The natural features of Shoalhaven were clearly identified in the feedback, but were not regarded as an issue to address. Strategies 2.1.1, 2.1.2, 2.2.1 and 2.2.2 address the protection and where needed, improvement, of natural areas.	No change

					2.2.2)		
D13/857 18	U	Strategi es	I don't have a problem with most of the strategies except the intention to develop the Shoalhaven River and surrounds. How can this be ecologically sustainable or a safe strategy for businesses and the community when the River and its surrounds are an identified flood zone	Public	3.02 (3.1.2)	Development of the River front is about creating a focal point at Nowra in particular - an icon area - flood issues would be considered in any public realm and / or private sector development proposals, consistent with other CSP Strategies	No Change
D13/857 18	V	Strategi es	I recommend inclusion of a further strategy, "enhance the capacity of council's community consultative bodies and community engagement processes to ensure that expression of the diversity of community opinion is encouraged, represented and respected."	Public	4.01 (4.1.1)	Strategy 4.1.1 addresses this point / supported by Strategy 1.10. Delivery Program can include further detail	No change
D13/857 18	W	Strategi es	Many retired members of the community have a wide range of skills to offer, yet this rich source of expertise and experience is not respected or sought	Public	1.10 and 1.11 (1.4.1 and 1.4.2)	This issue addressed in Strategy 1.11	No change

D13/859 80	I	Strategies	"Major town centres" should read "Nowra, Ulladulla, The Basin and Vincentia - Huskisson. Current reference inconsistent with other parts of CSP on exhibition (Shoalhaven profile)	Public	2.13 (2.5.1)	Page 4 "major centres" references - Nowra/Bomaderry, Milton/Ulladulla and Bay and Basin. However Strategy 2.13 relates to the town centres, not the broader settlement centres, and clear focus on locations is needed for strategic value.	No change
D13/867 47	AE	Strategies	Strategies required for improved shopping experience and CBD improvements	CCB	2.13 and 2.14 (2.5.1 and 2.5.2)	These Strategies exist in Place 2.13 and 2.14	No change
D13/867 47	AG	Strategies	Terms in the Strategies are subjective rather than prescriptive and therefore not easy to measure	CCB		Strategy setting is inherently descriptive because it describes actions or activities, not outcomes. Agreed they are less measurable in quantitative terms but progress reporting and annual indicators are part of the IPR Framework	No change required - note plain English review completed
D13/867 47	H	Strategies	Synergy between CCBs and Council and CCBs and their communities could be improved	CCB	1.10, 4.01 and 4.02 (1.4.1, 4.1.1 and 4.2.1)	Good points - proposed CSP Strategies support this for future engagement exercises. Time pressure on this review made this difficult.	No change

D13/867 47	I	Strategi es	Streamlining the processes of engagement and increase the response rate	CCB	4.01 and 4.02 (4.1.1 and 4.2.1)	Noted, for action by CCB Liaison/Engagement officer	No change
D13/867 47	R	Strategi es	Ageing population, overcoming location and distance: - little provision in the document	CCB	1.03, 1.05 and 2.12 covers transport (1.2.1, 1.3.1 and 2.4.7)	Strategies 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Strategy 2.12 covers transport. Due to size limitations it is difficult to have specific strategies for all groups. Many strategies do respond to issues arising from ageing e.g. 2.07 Growth Management Strategy	No change
D13/867 47	S	Strategi es	Consider further Strategies to address isolation of people in outlying area	CCB	1.02, 1.01, 1.08 and 1.09 (1.1.1, 1.1.2, 1.3.4 and 1.3.5)	Covered in related Strategies - the Regional Strategy focus is to have increased population in consolidated centres	No change
D13/867 47	T	Strategi es	No indicator for reporting progress to address isolation of people in outlying areas	CCB		Consider adding a suitable measure for the End of Term Survey	No change
D13/867 47	U	Strategi es	Not clear how necessary activities and projects for specific Strategies will be delivered and monitored	CCB		Ten year view, this detail not possible / practical in CSP - refer to DP/OP. Six monthly progress reporting against activities links to	No change

						CSP Strategies see also response on D13/86747 - point J	
D13/86747	V	Strategies	Ageing population, Aboriginal people and youth - little provision in the document	CCB	1.03, 1.05 and 1.06 (1.2.1, 1.3.1 and 1.3.2)	Strategies 1.03 and 1.06 covers youth, 1.03 and 1.05 covers older people. While 1.03 and 1.05 cover Aboriginal people. Due to size limitations it is difficult to have specific strategies for all groups	No change
D13/86747	X	Strategies	No specific details about how increased population numbers (tourists) can be addressed - 2.06	CCB	2.07, 2.09 and 2.12 (2.4.2, 2.4.4 and 2.4.7)	Increase in population numbers is recognised and proposed strategies respond to this issue	No change
D13/86747	Z	Strategies	Transport networks - public or private? Council's role	CCB	1.02 and 2.12 (1.1.1 and 2.4.7)	Community feedback has confirmed the importance of improving transport networks, i.e. public infrastructure. Strategy 1.02 clarifies Council's role as focused on advocacy and facilitation of transport services	No change

D13/90389	A	Strategies	Replace "with substance" with "or disciplinary actions"	Staff		Code of Conduct complaints are reported annually in accordance with Part 12 of the Procedures for the Administration of the Model Code of Conduct. Published separately in an open report to council annually (within 3 months following Sept each year).	No change
D13/90389	B	Strategies	4.06 - replace "responsive" with "adaptive"	Staff	4.06 (4.4.2)	The Strategy provides for more than adaption	No change
DP/OP	A	Strategies	Add the words "through resilience planning" to the end of the Strategy	Staff	4.06 (4.4.2)	This Strategy provides for more than 'resilience planning', but does not enable such activities	No change
DP/OP	A	Strategies	Remove the words "Ensure that the", Start the sentence with "Ecological ....."	Staff	2.02 (2.1.2)	Strategies should begin with an "action" word	No change
D13/84287	A	Structure	Content list a welcome addition	CCB		Contents included in draft - retain	No change
D13/84287	C	Structure	KRAs: The original four (Social, Environment, Economic and Civic Leadership) were clearly aligned to the segments of CSP 2020 to which they related. Renaming KRAs (People, Place, Prosperity and Leadership) does not represent the same obvious connection ... serves to complicate the interpretation of	CCB		KRAs were renamed to more closely reflect their function - identifying the underlying or base reason for their inclusion. Other feedback is that the new KRA names are more readable and intuitive	No change

			the Plan. KRAs should be restored to original naming				
D13/842 97	G	Structure	No measure for health	Public		There are several measures for the health of the community	No change
D13/842 97	H	Structure	A3 size CSP provides a clearer picture	Public		Agreed	No change
D13/842 97	L	Structure	General and nebulous document	Public		CSP 2023 is a 10 year vision for the Shoalhaven. Difficult to cover all issues in detail in a concise, succinct document. Document becomes too big and implementation difficult to carry out.	No change
D13/859 80	A	Structure	Use graphic arts to improve format and readability	Public		Agreed, improve the final A3 sheet	No change to CSP, improve graphics in the A3 version
D13/859 80	B	Structure	Use single sheet for Website	Public		Reformatted document can be added to Council's website	No change



D13/867 47	A	Structure	Disparate views between Council and Community when providing input to the Draft CSP. Accommodating the need for financial sustainability as well as community expressed emphasis on looking after infrastructure assets.	CCB	KRA 5 - Sustainable Services and Programs	Input was received from the Community, Councillors and Staff in developing the Draft CSP 2023. The disparate views were addressed to some extent during the workshops, allowing the most important issues to surface. Five KRAs have been developed, one of which is "Sustainable Programs and Services". Financial sustainability and infrastructure assets is a major part of this KRA.	No change
D13/867 47	C	Structure	Strategies are vague and all-encompassing and provides little guidance as to specific tactics and actions	CCB		CSP2023 is a 10 year Vision for the Shoalhaven, it would be unworkable to have detailed actions for all issues - the Delivery Program and Operational Plan deal with that. However, some key issues, financial sustainability, bike paths have been highlighted as strategic matters given specific priority.	No change
D13/867 47	D	Structure	Strategies and not linked to Objectives	CCB		Strategies in the Draft CSP were deliberately not linked to Objectives as more than one Strategy can influence an Objective. Strategies have not been ranked, no Strategy is more or less important than another. A more rigid and linked numbering system will be applied when the CSP is entered into Council's planning and reporting tool.	No change

D13/867 47	F	Structure	No measure for health	CCB		There are several measures for the health of the community	No change
D13/867 47	G	Structure	Develop a flow chart linking each Objective with related Strategy and measure	CCB		Refer to response D13/86747 D. Flowchart would not be additionally informative	No change

## Appendix B – Engagement Strategy

Shoalhaven City Council

# Engagement Strategy for Community Strategic Plan Review 2013 – 2023

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### Background

Engagement with the citizens, and stakeholders in the City of Shoalhaven is an essential part of Council's commitment to open and transparent governance and civic leadership. Council's Community Consultation Policy sets out its commitment to effective community engagement.

Underpinning this commitment is recognition that the concept of a civil society places duties and obligations on elected representatives, public authorities and citizens respectively to play their part in the government of the community and the development of the city for the best of all possible outcomes. In that context, community engagement is an invaluable process for enabling communities to participate in decisions that affect them, inherently strengthening and enhancing the relationship between communities and government.

The implementation of a specific Engagement Strategy is a key element in the process of reviewing the Shoalhaven Community Strategic Plan. The updated Strategic Plan will build on the previous CSP 2010 – 2020 and continue to provide the primary "vision" and strategic direction in Council's integrated planning and reporting framework. The framework will also reflect any changes to the Delivery Program, Operational Plan and Resourcing Strategies.

The Engagement Strategy aims to ensure that Council optimizes its engagement with the City's citizens and stakeholders in the review preparation of the Community Strategic Plan. Community and stakeholder contributions will help to determine the final shape of the new Strategic Plan.

This Engagement Strategy can be read together with the Project Scope statement for the CSP Review process (September 2012) and Council's Community Engagement Policy.

### Vision

Shoalhaven City Council's current Vision is:

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

The first Community Strategic Plan 2010 – 2020 was adopted in June 2010. Over the past two years the Plan has been used to inform and drive Council's Delivery Program and Operational Plan. In so doing Council's service programs, capital work and strategic projects, across the four key areas of environment, community, economy and governance have been guided by the CSP.

### Objectives

Citizens and stakeholders represent many kinds of collective interests on a wide range of issues and places, and collectively form “the community”. With specific reference to social justice principles, Council will invite the community to become engaged in the analysis, debate and planning processes, so that the revised Strategic Plan’s Vision and strategies reflect community aspirations, in turn supporting Council and other policy settings and decision making that direct the community and the city towards its preferred future vision.

This Community Engagement Strategy is intended to support the review of the Shoalhaven Community Strategic Plan, consistent with the provisions of the Local Government Act and associated Regulations and Division of Local Government Guidelines. It will direct Council’s engagement and communication with Shoalhaven’s citizens and stakeholders in the review of the Community Strategic Plan 2010-2020 and related plans, strategies and programs.

This strategy will:

- enhance community understanding of and confidence in Council’s planning and delivery of services, works and projects, towards the vision outlined in the Community Strategic Plan;
- ensure that all parts of the community are informed about and have the opportunity to be involved in the review of the Community Strategic Plan, realigning its vision and strategies towards a plan that is compelling and relevant for the entire city;
- embrace compelling and relevant communications and engagement principles and methodologies.

## Principles

Council’s Community Engagement Policy, in turn based on the International Association for Public Participation (IAP2) framework, will underpin the public information, consultation and involvement processes used to ensure effective engagement with community and stakeholders aligned to the project scope.

At various stages of the Community Strategic Plan review, different engagement techniques will be used based on Council’s Community Engagement Policy:

<b>Inform</b>	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
<b>Consult</b>	Communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.
<b>Involve</b>	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

## Strategy Delivery

### Three Phases

The Engagement Strategy will be implemented in three phases, reflecting the iterative progression of the Community Strategic Plan Review and its connection to other elements of the Integrated Planning and Reporting Framework.

The three phases will be:

- Phase 1 (Stages 1 and 2 of the Project Schedule) – providing early information about the CSP Review and its objectives and timeframe, then seeking wide participation on

an Issues Paper discussing external influences, key issues, framework improvements, priorities, current plans and strategies;

- Phase 2 (Stage 4 of the Project Schedule) – engaging directly with specific sections of the community to shape planning directions and priorities, based on a draft revised CSP;
- Phase 3 (Stages 5, 6 and 7 of the Project Schedule) – informing the community about the revised Community Strategic Plan as adopted.

Council will carefully consider the outcomes of Phases 1 and 2 of the engagement process before determining the way forward and hence the nature of the draft revised CSP and final CSP presented in Phases 2 and 3 respectively.

### ***Audiences***

Relevant communities, communities of interest and stakeholders to be invited to participate in the CSP Review, through the Engagement Strategy, include:

- Citizens of Shoalhaven
- Community Consultative Bodies
- Community and sporting associations
- Council staff
- Business and industry representative associations
- Defence associations and organisations
- Indigenous peoples' representative groups / traditional owners
- Representatives of government agencies and statutory bodies
- Schools and educational institutions
- Youth associations or representatives.

### ***Engagement methods***

Methods used to undertake the engagement processes will be developed based on Council's Community Engagement Policy and the IAP2 framework principles.

While each engagement phase will be subject to detailed communications planning the following outline is indicative of the engagement techniques to be used:

- Website information
- Media – media releases, newspaper editorials, advertisements, radio interviews
- Displays at libraries and Administration buildings, and at local town and village information points
- Fact sheets
- Public meetings
- Possible on-line survey
- Social media: Blog, twitter, Facebook
- Reply-paid postcards
- Submissions
- Facilitated Workshops – North, Central and South, and for 'hard to reach' community segments
- Community / Stakeholder Reference groups

### ***Communications Plan***

Linked to the Community Strategic Plan Review engagement process, it is expected that a more broadly applicable and widely used Corporate Communications Plan will be developed. This will support the consistent delivery of Council's community engagement objectives during the Strategic Plan's development.

### **Evaluation of this Engagement Strategy**

The Community Strategic Plan Review Engagement Strategy will be evaluated in relation to:

- The proportion of citizens who are aware of (and those who actively participated in) the CSP Review project
- The proportion of citizens who say the Council has listened to them during the CSP Review project;
- 75 per cent of people affected by Council works, services or changes know of those works, services or changes;
- The proportion of citizens who rate Council's reputation as an organisation that understands their concerns and represents community aspirations is good or excellent.

These achievement measures could be assessed by way of an independent and statistically valid survey of representative sectors of the community, following the Community Strategic Plan Review project completion.

### **Contacts**

#### **Group**

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Peter Swan – Integrated Planning and Reporting Officer	Ph 4429 3535	<a href="mailto:swanp@shoalhaven.nsw.gov.au">swanp@shoalhaven.nsw.gov.au</a>

#### **Media Manager**

Richard Payne	Ph 4429 3595	<a href="mailto:Richard.Payne@shoalhaven.nsw.gov.au">Richard.Payne@shoalhaven.nsw.gov.au</a>
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### **Approvals**

All communication deliverables will be approved by the Assistant General Manager before production and distribution.

### **Background materials and references**

- For further information on background materials for communication / engagement, please review information provided in the following list.
- Shoalhaven Council's Community Engagement Policy  
<http://doc.shoalhaven.nsw.gov.au/displaydoc.aspx?record=POL12/31>
- [http://www.lga.sa.gov.au/webdata/resources/files/Community\\_Engagement\\_Handbook\\_March\\_2008\\_-\\_PDF.pdf](http://www.lga.sa.gov.au/webdata/resources/files/Community_Engagement_Handbook_March_2008_-_PDF.pdf)
- An interesting case study in a local government that has changed in the UK, see <http://www.southtyneside.info/>
- See <http://www.idea.gov.uk/idk/core/page.do?pagelid=71665> for background knowledge, sharing of best practice cases in the UK local government arena.

- For further information on the NSW Department of Local Government consultation documents see  
[http://www.dlg.nsw.gov.au/dlg/dlghome/dlg\\_generalindex.asp?sectionid=1&mi=6&mi=9&AreaIndex=IntPlanRept](http://www.dlg.nsw.gov.au/dlg/dlghome/dlg_generalindex.asp?sectionid=1&mi=6&mi=9&AreaIndex=IntPlanRept)
- Division of Local Government's review of Shoalhaven City Council's Integrated Planning and Reporting Documentation – TRIM record number D10/286690

Boxall, Melissa (2010) **Incorporating Social Justice Principles in NSW Local Government Community Strategic Plans**, UTS Centre for Local Government Graduate Paper Series

## Appendix 9 - CCB Executive Meeting Powerpoint



# CCB Executive Meeting



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

**11 November 2015**

# Fit for the Future

Independent Pricing & Regulatory Tribunal's (IPART)  
assessment of Council's Fit for the Future Submission –

Report released 20<sup>th</sup> October

# IPART REPORT



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- Premier, Mike Baird says - *respond within 30 days to the findings of the IPART Report (18<sup>th</sup> Nov)*
- The NSW Government has announced the “Stronger Communities Fund “ offering Councils funding for voluntary mergers discussed and supported with Government prior to the 18<sup>th</sup> November 2015.

# IPART REPORT



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)





**Stronger Councils.  
Stronger Communities.**

**STRONGER COMMUNITIES FUND**  
Funding for councils and communities

*Newly created councils and their communities will receive up to \$25 million*

*A Stronger Communities Fund of up to \$15 million is available, providing new councils a head start on community infrastructure projects like sporting fields, libraries, or parks*

*Additional funding of up to \$10 million will be provided to ensure ratepayers do not fund the up-front costs of merging*

*Councils have until 18 November 2015 to put forward their merger preferences and be eligible for funding*

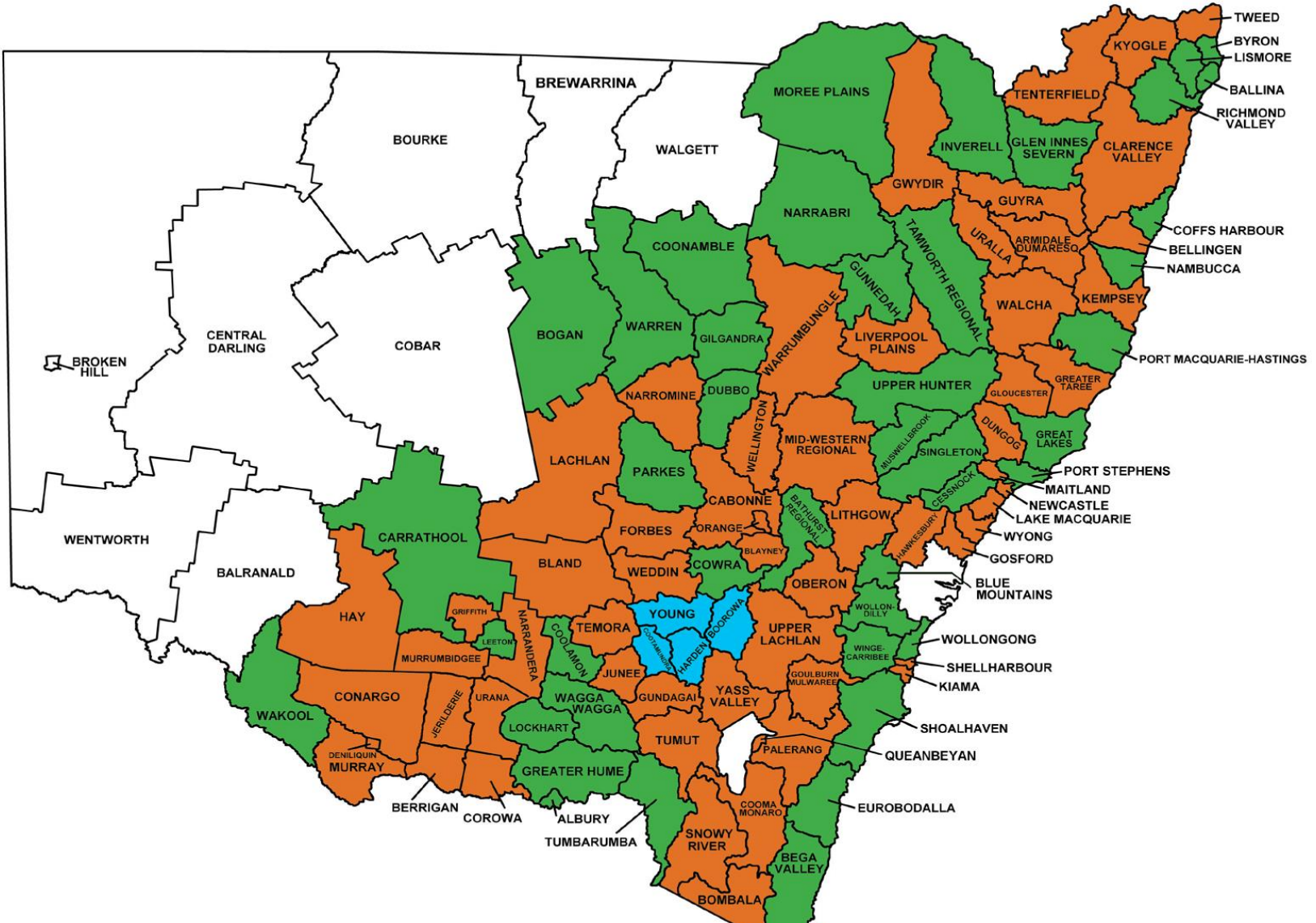
*Funding will be available for council mergers that are supported by merging partners, supported by the Government and submitted to the Department of Premier and Cabinet by 18 November 2015*

Fund	Metro Sydney*	Regional
Stronger Communities Fund	\$10 million OR \$15 million if three or more councils merging	\$5 million OR \$10 million if three or more councils merging
Merger Implementation Grant	\$10 million	\$5 million

\*Includes Newcastle, Wollongong and surrounds.

# IPART REPORT

uncil



# IPART REPORT



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- Shoalhaven assessed as “*fit*” and IPART supports remaining as “stand alone”
- Neighbours – Kiama, Palerang & Goulburn-Mulwaree – “*not fit*”
- To merge or not to merge?

# IPART REPORT



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- Consulted with all three councils who advise wish to “stand alone”
- There is no compelling case to merge
- Confirm Council supports membership of the Illawarra (Shoalhaven) Joint Organisation



# IPART REPORT



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- Confirm Council supports findings and conclusion Shoalhaven remains as “stand alone”
- [Final Report - Assessment of Council Fit for the Future proposals - October 2015](#)

# Upper House Inquiry



www.shoalhaven.nsw.gov.au

*Shoalhaven*  
City Council

- 
- [http://www.parliament.nsw.gov.au/prod/parliament/committee.nsf/0/B0C026787382E495CA257EEC007FFECA?open&refnavid=L\\_C5\\_4](http://www.parliament.nsw.gov.au/prod/parliament/committee.nsf/0/B0C026787382E495CA257EEC007FFECA?open&refnavid=L_C5_4)



# Financial Performance

2014/15



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- Financial Statements with Auditor
- Cash surplus but Operating Performance Ratio –(minus)1.8%
- KPI's are on track with our FFF application estimates excepting Infrastructure Backlog Ratio

# Financial Performance

## 2015/16



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

- 1<sup>st</sup> Quarter Budget Report says:
- \$507,000 cash deficit (\$721,000 at start of the year)
- Operating Performance Ratio (minus)-8%
- Unrestricted current ratio 0.9:1
- CAPEX spend + commitments = 28%

# Savings Targets



[www.shoalhaven.nsw.gov.au](http://www.shoalhaven.nsw.gov.au)

*Shoalhaven*  
City Council

	2014/15	2015/16
TARGET	\$4,736,311	\$2,246,681
ACHIEVED	\$4,762,006	\$2,917,502
RESULT	<b>\$25,695</b>	<b>\$670,821</b>

## Appendix 10 - CCB Executive Meeting Additional SRV

# CCB Presentation Proposed Rate Rise

January 2017

# CCB Letter

Independent review forward projections

- Undertaken by IPART and will review with submission

Increases over the FFF Application in large part

- 2 lower than projected rate pegs – 1.8% and 1.5%, = \$1.4M reduction
- Increase in emergency services levy - \$817,000
- Additional operating costs - \$434,000

# CCB Letter

Concerns in relation to accounts, valuations and depreciation

- Externally audited and verified
- Internal Audit Committee
- Based on Accounting standards

Track record forward projections

- Issues raised by TCorp 2009 - 2012
- Peter Dun 2012

# CCB Letter

Efficiency – outlined on next slide



# Expenditure/Cost Management

<b>Summary of Savings 2013 - 2016</b>	
Communication reductions	-\$ 143,364
CPI reductions	-\$ 2,130,816
Electricity reductions	-\$ 365,000
EOFY additional savings	-\$ 338,548
FBT reductions	-\$ 172,675
Fuel reduction (less fleet)	-\$ 348,000
Interest gains - advisory use	-\$ 216,190
Maintenance & Construction	-\$ 143,174
Misc reductions	-\$ 10,533
Operational reductions	-\$ 182,034
Procurement changes	-\$ 110,555
Reductions in casuals	-\$ 187,803
Reductions in plant costs	-\$ 211,156
Reductions in salary costs	-\$ 2,376,380
Costs associated with redundancies and other restructure matters	\$ 500,000
<b>Total</b>	<b>-\$ 6,436,226</b>

## Targets going forward

- Efficiency initiatives \$250,000
- Service reviews and outsourcing \$250,000
- Procurement initiatives \$100,000
- Energy Management \$150,00
- Better Management of Fringe Benefits \$80,000
- Improved management of Leave Liabilities \$200,000
- Reductions in service levels \$100,000
- Fuel efficiencies \$75,000
- Utilisation of Assets and Rationalisation \$200,000

# IPART Review of Rating System

IPART Submitted review in December 2016 to State Govt

- Tax Principles
- Valuation methods
- Exemptions
- Valuation services
- Rating Categories
- Rate Peg system
- Overdue Rates
- Merge Council issues

# Tcorp

## 2012 Review of all NSW Councils

### SCC Findings

*The key observations from our review of the Council's 10 year forecasts for its General Fund are:*

- The forecast shows deficit positions excluding capital grants and contributions in all forecast years*
- The Council's forecast liquidity position is particularly weak, particularly from 2015 when the Unrestricted Current Ratio falls to negative levels which indicate that Council will have difficulty meeting its day to day expenses*
- The Council has posted declining operating results when grants and contributions for capital purposes are excluded.*
- This trend of declining operating results **is not financially sustainable in the long term.***

# TCorp

- *The Council has a maintenance shortfall of around \$7m each year which can impact on the condition of the infrastructures. This is reflected in an Asset Maintenance Ratio of below 1.0x in all three years.*
- *Asset renewal spending decreased by nearly 40% (\$5.5m) over the last three years*
- *Operating deficits are forecast in the current 10 year model and Council is reliant on meeting its expenditure savings and productivity improvements to reach the forecast results. **The declining result is not a sustainable trend.***

# Information to Incoming 2012 Council

- Provided by Director - Peter Dun
- \$2.3B in assets
- *Presently, it is estimated that an amount of **\$42.5 million** is required to be spent on this infrastructure to bring it up to a satisfactory condition. Once this is achieved, **\$23.85 million** per annum is required in maintenance to keep it in a satisfactory condition. At present, Council is able to allocate **\$16.48 million** per annum in maintenance which leaves an **annual shortfall of \$7.37 million.***

# Information to Incoming 2012 Council

- The shortfalls in funding begin immediately as can be evidenced from the cash flow as follows:*

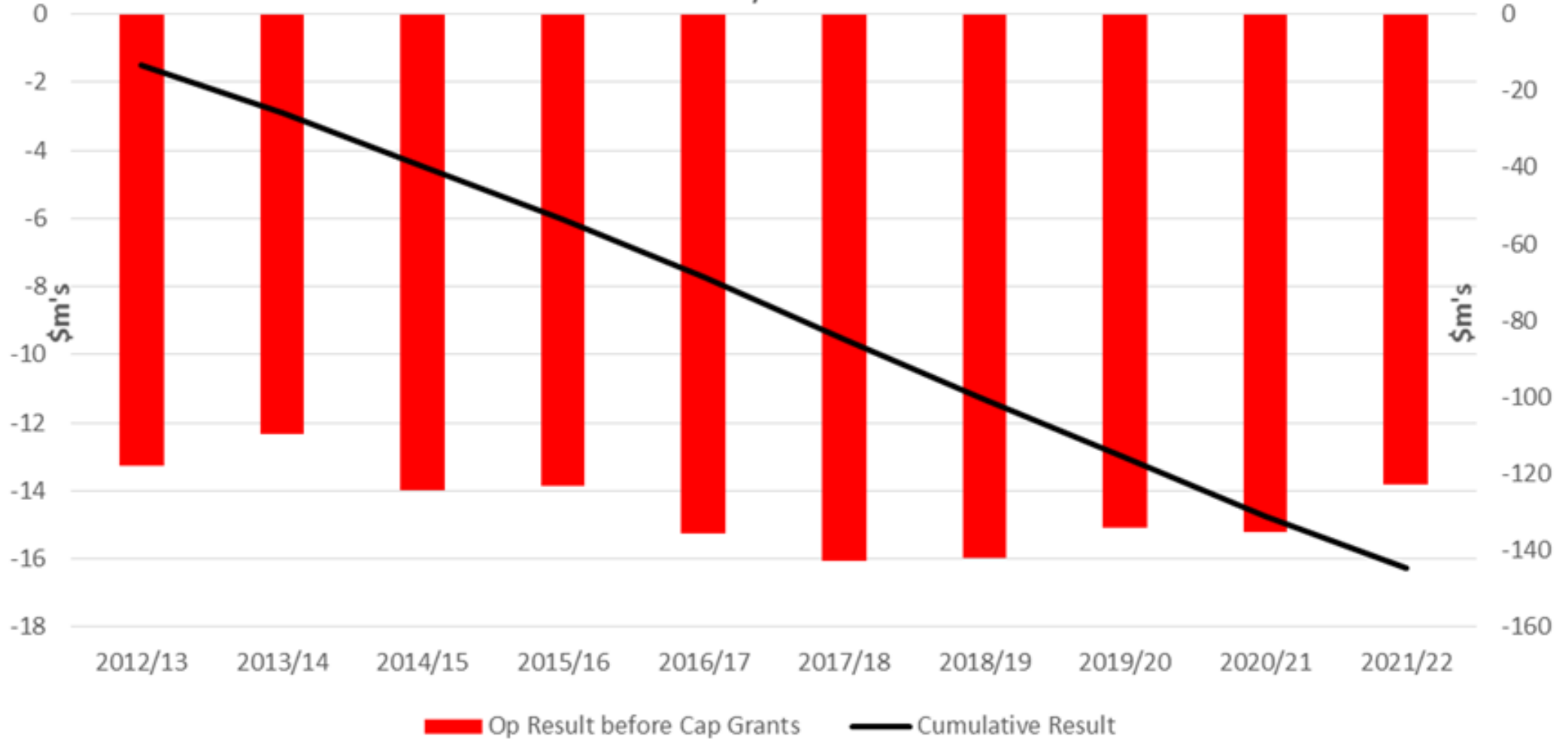
<i>2012/13</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>
<i>(\$14.2m)</i>	<i>(\$9.35m)</i>	<i>(\$8.68m)</i>	<i>\$0.001m</i>	<i>\$0.001m</i>	<i>(\$4.29m)</i>	<i>(\$3.29m)</i>

- If Council wished to address this shortfall, it would have to either:*

- 1 Increase its revenue; or*
- 2 Decrease operating expenses or*
- 3 Decrease its new capital works or*
- 4 Borrow more money or*
- 5 Commence a combination of all of these*



# General Fund - Op Result before Capital Grants Resourcing Strategy 2012/13



# Fit for the Future

- Original Submission
- 2 x 7.5 % rate rises above the 2.5% rate peg projection
- = 2 x 10% rate rises
  
- Independently assessed by IPART
- Council deemed fit for future based on those projections



# Current proposal

- 2 x 11.5% rate rises plus projected (at that time) 2% rate Peg
- = 2 x 13.5% rate rise
- Why the change?
- 2 lower than projected rate pegs – 1.8% and 1.5%, = \$1.4M reduction
- Increasing emergency services levy up to \$817,000
- Additional operating costs - \$434,000

Options		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Additional cost of the SRV at the 7th Year	Additional cost of the SRV at the 7th Year per week
11.5% for 2 years (plus rate peg of 1.5% as indicated)		\$1,000	11.5% + 1.5%	11.5% + 2.5%	2.50%	2.50%	2.50%	2.50%	2.50%		
			<b>\$1,130</b>	<b>\$1,288</b>	<b>\$1,320</b>	<b>\$1,353</b>	<b>\$1,387</b>	<b>\$1,422</b>	<b>\$1,457</b>	\$280	\$5.39
6.27% every year for 4 years (plus rate peg as indicated)		\$1,000	6.27%+ 1.5%	6.27%+ 2.5%	6.27%+ 2.5%	6.27%+ 2.5%	2.50%	2.50%	2.50%		
			<b>\$1,078</b>	<b>\$1,172</b>	<b>\$1,275</b>	<b>\$1,387</b>	<b>\$1,422</b>	<b>\$1,457</b>	<b>\$1,493</b>	\$316	\$6.08
5% every year for 7 years (plus rate peg as indicated*)		\$1,000	5% + 1.5%	5% + 2.5%	5% + 2.5%	5% + 2.5%	5% + 2.5%	5% + 2.5%	5% + 2.5%		
			<b>\$1,065</b>	<b>\$1,145</b>	<b>\$1,231</b>	<b>\$1,323</b>	<b>\$1,422</b>	<b>\$1,529</b>	<b>\$1,644</b>	\$467	\$8.97
Just rate peg @1.5%		\$1,000	1.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%		
			<b>\$1,015</b>	<b>\$1,040</b>	<b>\$1,066</b>	<b>\$1,093</b>	<b>\$1,120</b>	<b>\$1,148</b>	<b>\$1,177</b>		

# FFF Ratios

- General Fund Operating Result – (Greater than 0%, 3yr Ave)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
No SRV	-4.0%	-6.2%	-8.3%	-9.0%	-8.5%	-7.4%	-6.3%	-5.3%	-4.3%	-3.2%	-1.9%
SRV 13.0% 2017/18 & 14.0% 2018/19	-4.0%	-4.4%	-2.7%	0.3%	2.7%	3.9%	5.1%	6.1%	7.1%	8.2%	9.2%

- Building and Infrastructure Asset Renewal – (Greater than 100%)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
No SRV	59.4%	52.3%	48.8%	43.2%	40.0%	36.5%	36.6%	36.9%	40.7%	40.7%	41.9%
SRV 13.0% 2017/18 & 14.0% 2018/19	59.4%	56.7%	63.5%	65.9%	66.6%	62.3%	62.3%	63.3%	65.3%	65.4%	67.2%

- Infrastructure Backlog Ratio – (Less than 2%)

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
No SRV	3.3%	3.5%	3.7%	3.9%	4.2%	4.5%	4.8%	5.2%	5.6%	6.1%	6.8%
SRV 13.0% 2017/18 & 14.0% 2018/19	3.3%	3.5%	3.7%	3.9%	4.2%	4.4%	4.8%	5.1%	5.5%	6.0%	6.7%

# Special rate fund

- Renewals - proposal
  - 2017/18 - \$ 4,895,528
  - 2018/19 - \$12,582,881
  - 2019/20 - \$10,977,248
  - 2020/21 - \$11,075,879
  - 2021/22 - \$12,101,851
  - 2022/23 - \$11,946,515
  - 2023/24 - \$13,554,247
  - 2024/25 - \$10,595,801
  - 2025/26 - \$13,491,055
- Examples of work that could be funded by the Special rate could include rehabilitation of Woodhill Mountain Road, Warden Street, Kinghorne Street, Worrigeer Road, Greenwell Point Road, Bendalong and Wool Roads and bitumen resealing over 40 km's of sealed road

# Special rates fund

## Maintenance - proposal

- 2017/18 - \$1,000,000
- 2018/19 - \$1,500,000
- 2019/20 - \$1,537,500
- 2020/21 - \$1,575,938
- 2021/22 - \$1,615,336
- 2022/23 - \$1,655,719
- 2023/24 - \$1,697,112
- 2024/25 - \$1,739,540
- 2025/26 - \$1,783,029

Examples of renewal and maintenance work that could be funded by the special rate;

- Nowra Showground Pavilion
- Callala Community Centre
- Lake Tabourie Museum
- Kangaroo Valley Showground change rooms
- Holden Street and Erowal Bay amenities
- Completion of Berry School of Arts

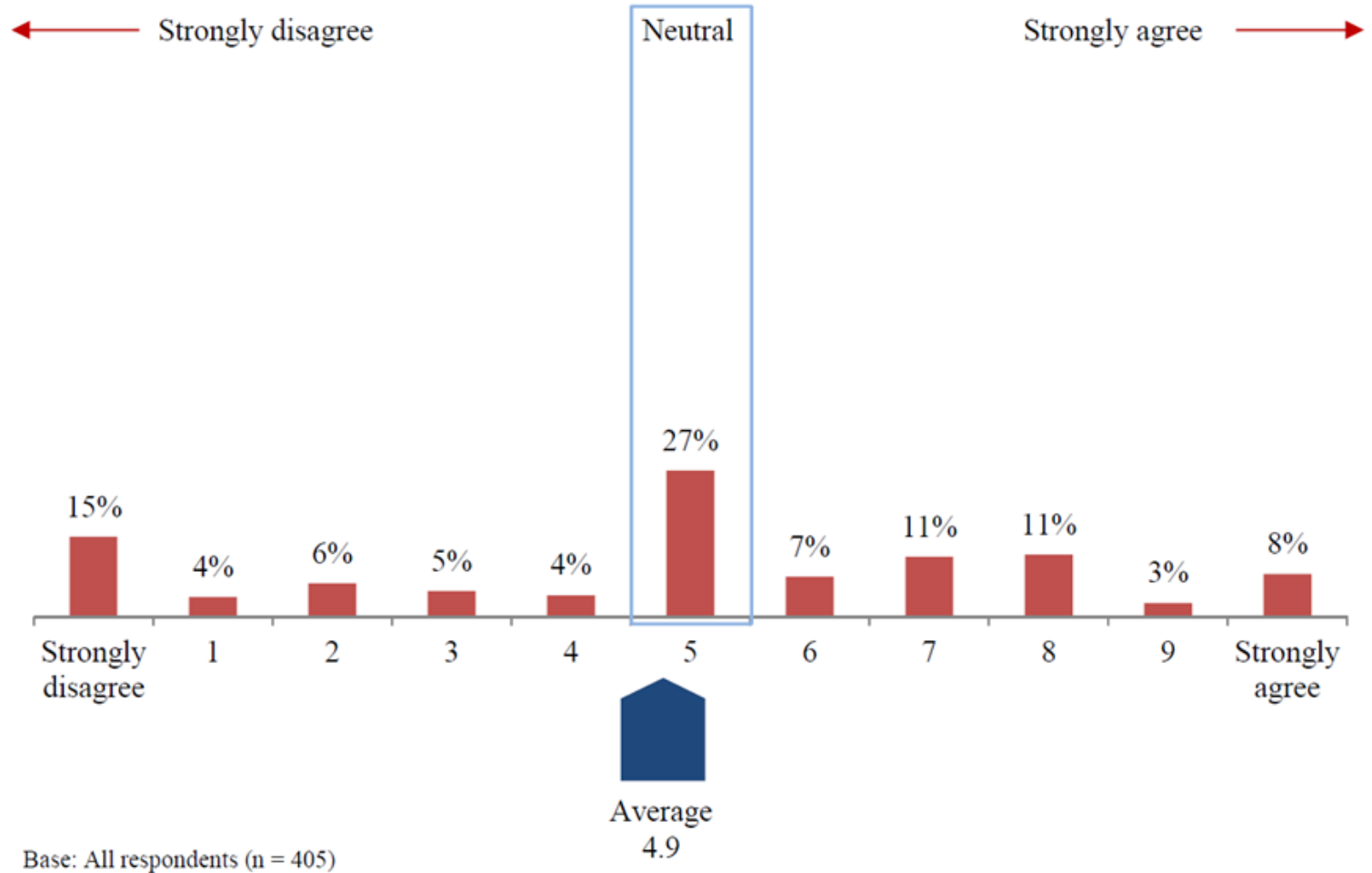
# Community Consultation

- Direct engagement with CCBs including presentations and direct emails
- Direct mail out to all residents and ratepayers outlining the proposal and the opportunity to provide feedback to Council
- Online survey
- Online poll
- Online Engagement portal with FAQs and details about the proposal
- Hard copy information pack at all Council facilities
- Hard copy information pack to mailout for those without internet access
- On the ground listening posts and random surveys at shopping centres
- IRIS commissions random telephone survey
- Media releases, radio items, advertising and other publicity
- Features in Council' s Neighbourhood News EDM



# IRIS Phone Survey

- The average score (4.9 out of 10) showed that the respondents mainly had a neutral perception towards the Council's financial situation





# Feedback on the rates proposal

- Two in five residents (40%) indicated that they were '**not at all supportive**' of paying higher rates.
- 16% of respondents had neutral support for paying higher rates.
- Average respondent support was 3.0 out of 10.
- The results showed that the residents would pay higher rates, usage fees and charges, if the community has a say in the way the money is spent

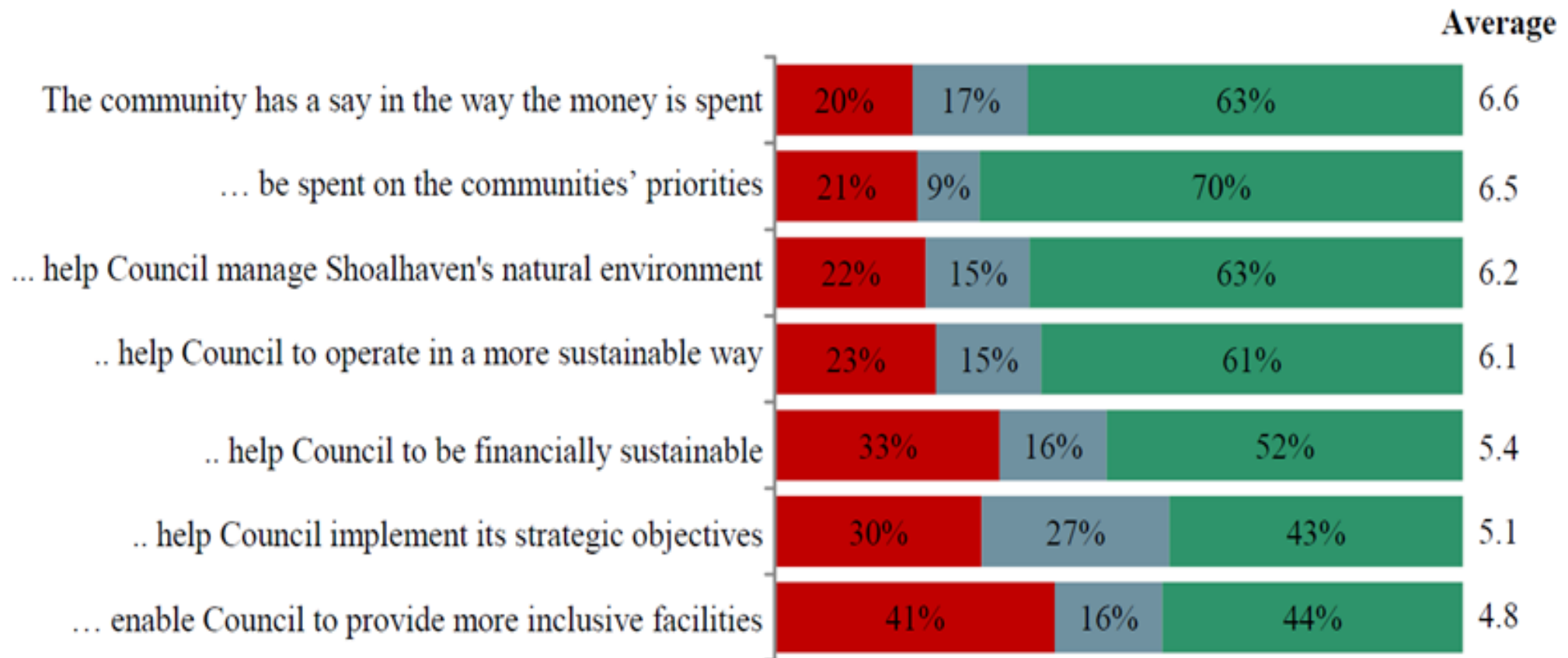
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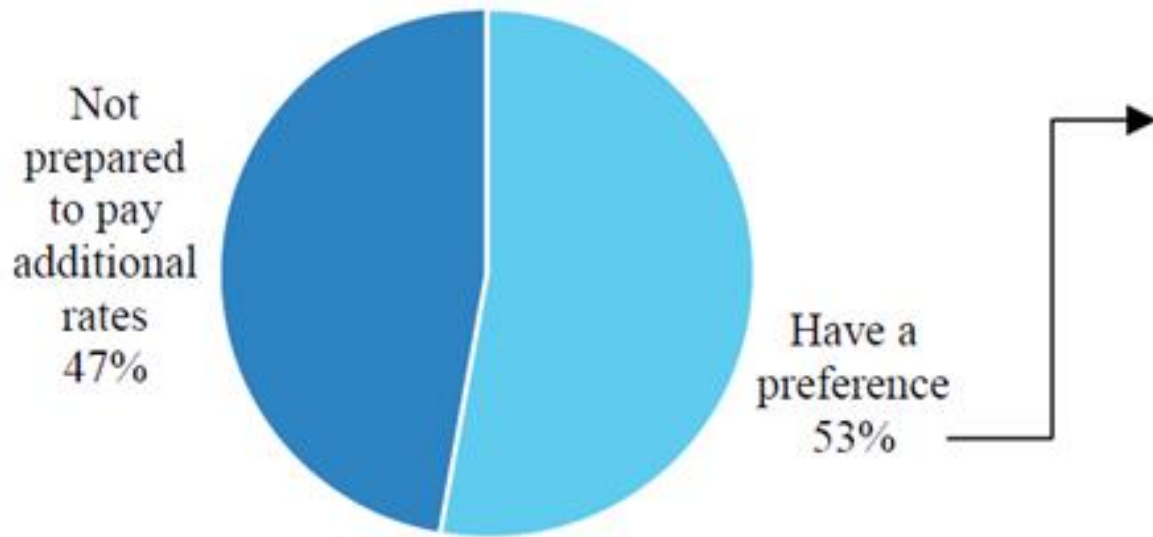
Roads	58%
Facilities management	26%
Maintaining a balanced budget	12%
Maintaining a deficit	3%
Asset renewal	9%

---

*I am willing to pay higher rates, usage fees and charges if it is going to*

■ Disagree (0 - 4) ■ Neutral (5) ■ Agree (6 - 10)






---

Increase rates by 11.5% every year for 2 years (plus the rate peg): Lowest increase over a seven year period	37%
Increase rates by 6.27% every year for 4 years (plus the rate peg)	30%
Increase rates by 5% every year for 7 years (plus the rate peg): largest increase over a seven year period	33%

---

Base: Rate payers who have a preference (n = 186)

# Other Revenue Measures

- Fees and Charges - \$4Mil over past 2 years
- User Pays \$500,000 next 2 years
- DA Fees \$400,000 next 2 years

# Continued Efficiencies

## Achieved - \$3,358,000 Savings

- **Organisational Restructure - \$328k Saving**
  - Merging of Construction & Maintenance Units
  - Merging of Parks & Facilities Management
  - Mechanical Services Review
- **Resourcing Strategy - \$480k Saving**
  - Minimise use of Casual Employees
  - Increase Trainee Program (17 Trainees & Apprentices)
- **Overtime Reductions -\$150k Saving**
  - Compared to 13/14 in Asset Construction & Maintenance / Parks Units
  - Further reductions will impact service level (weekend bin collection, amenities cleaning etc)
- **Plant & Fleet - \$2.4m**
  - Restructure of Plant Reserve - Released capital for asset improvements
  - Fuel Savings (rationalisation of type of vehicle, focus on deisel engines)

## Planned:

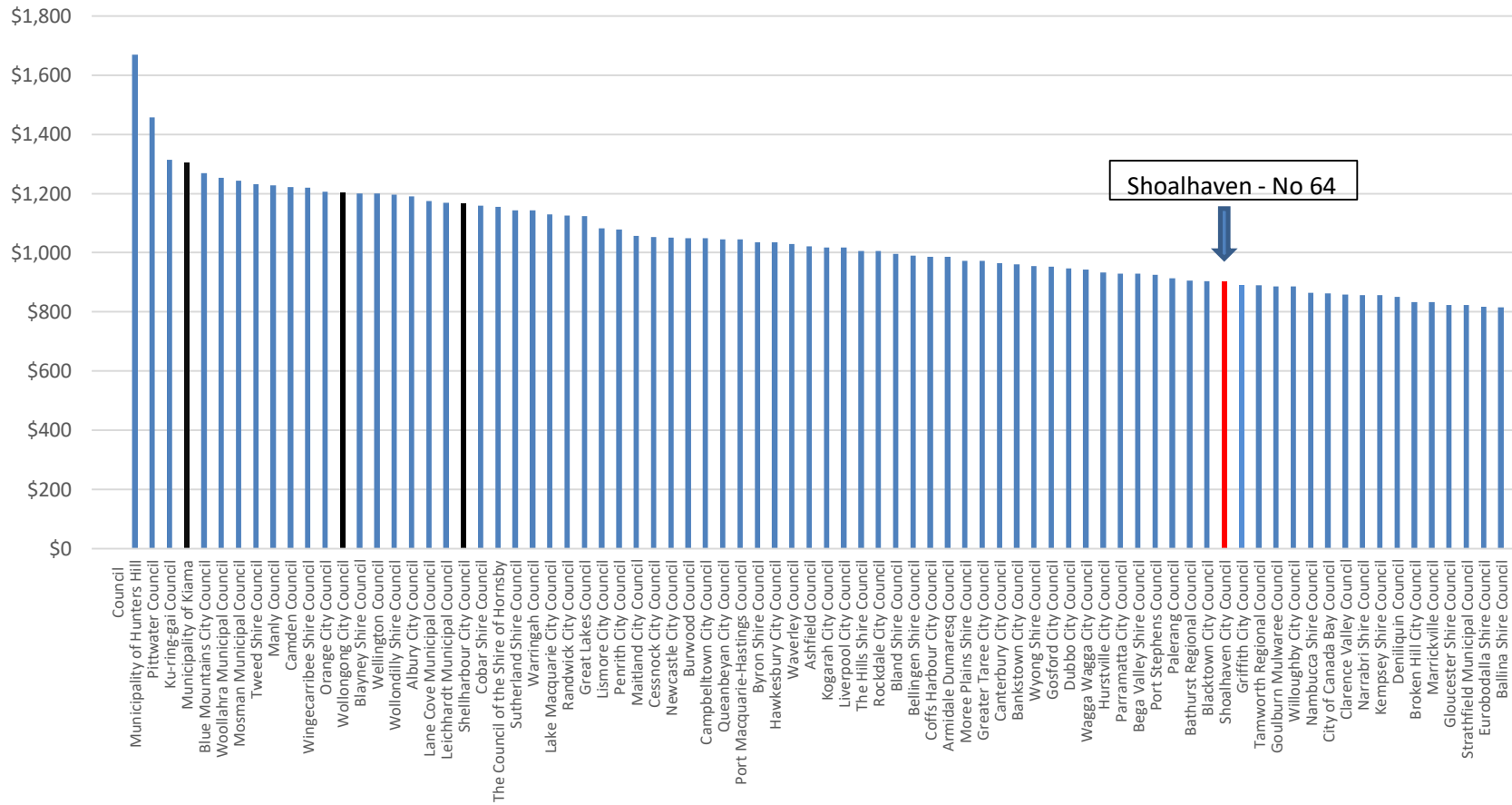
- **Allocation of Plant Items**
  - Increase utilisation of existing plant, minimise use of external plant
- **Comerong Island Ferry Service Review**
  - Current operational cost \$480,000
  - Provides a service to a small number of residents.

## Implemented and Ongoing:

- **Park Bin Servicing**
  - Increased Peak season servicing to address community expectations
- **Material Supply Contracts**
  - Long term material supply contracts for Pavement Materials and Concrete
- **Construction Material Reuse**
  - Reuse of spoil materials in infrastructure development at Waste Facilities

# Capacity

Top 80 Council Residential rates 2014/15



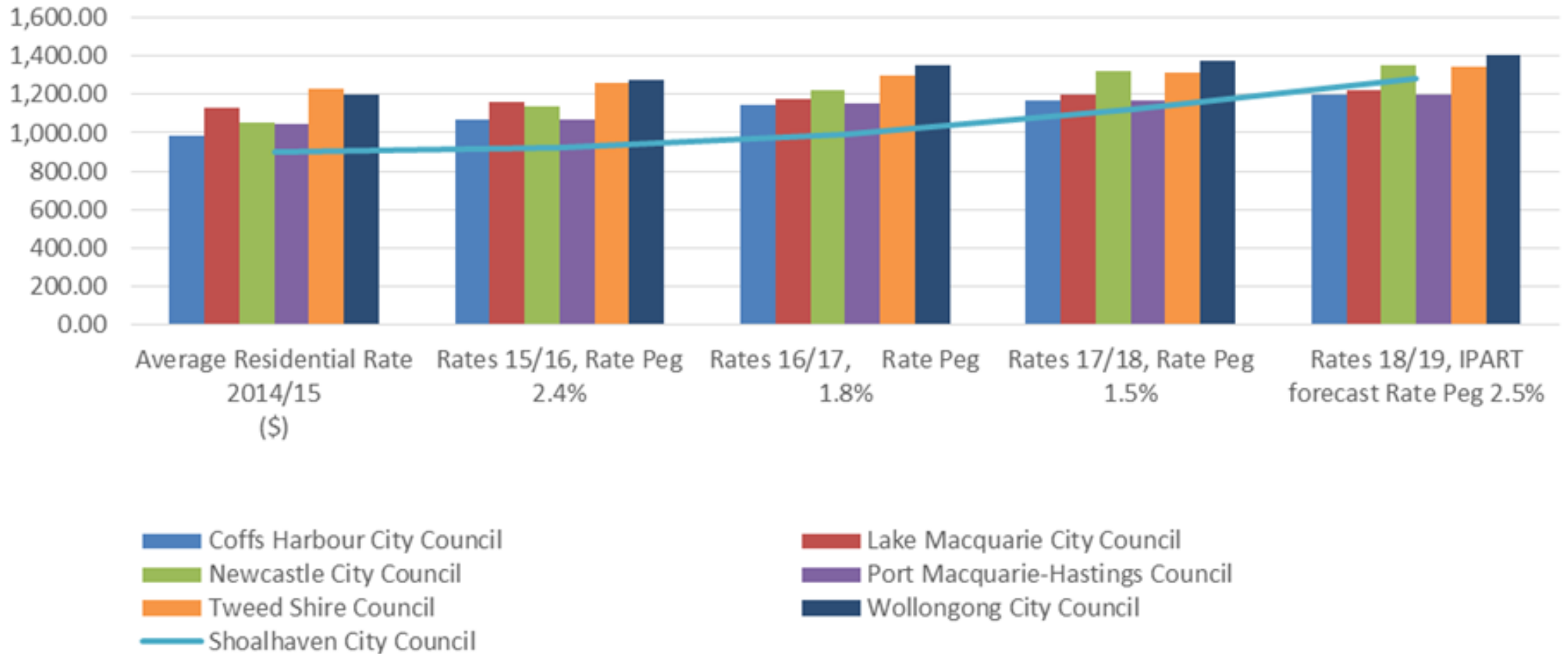


# Ability to Pay?

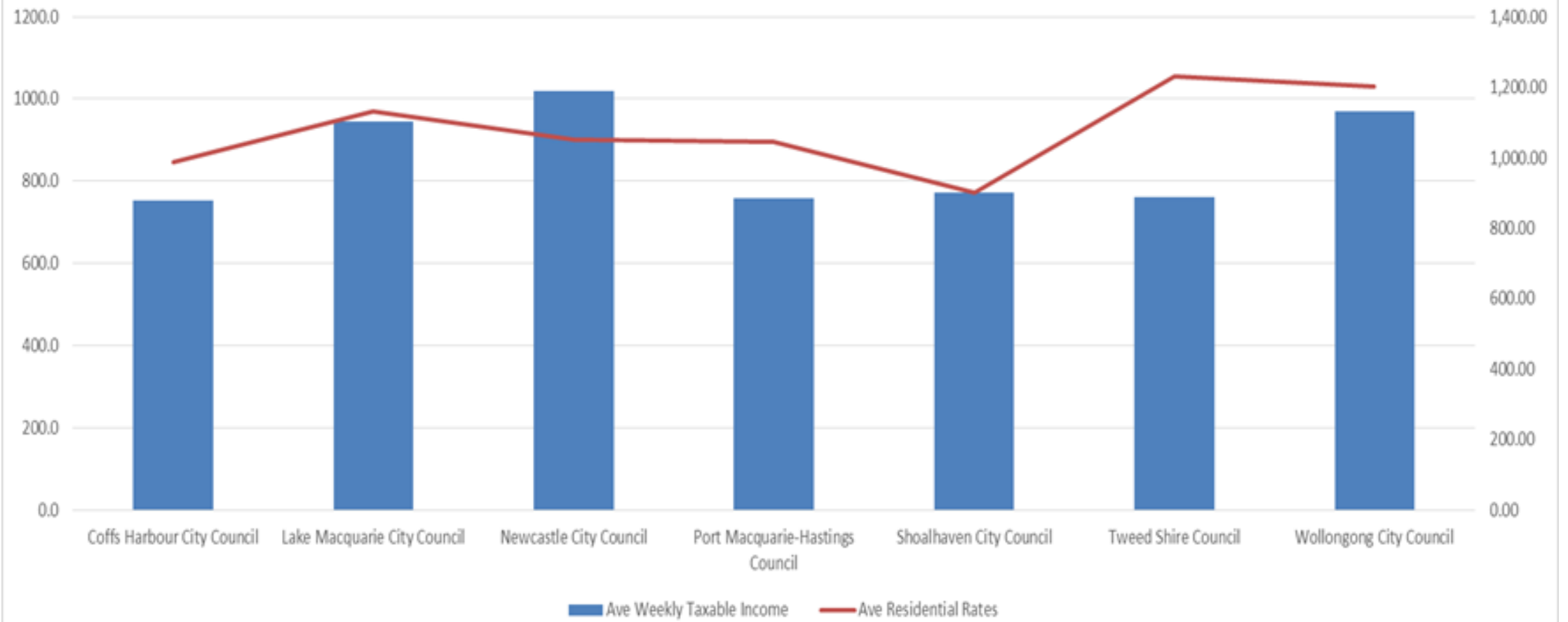
<b>Council</b>	<b>Average Residential Rate 2014/15 (\$)</b>	<b>% Difference</b>
<b>Coffs Harbour City Council</b>	986.43	9.36%
<b>Lake Macquarie City Council</b>	1,130.00	25.28%
<b>Newcastle City Council</b>	1,050.60	16.47%
<b>Port Macquarie-Hastings Council</b>	1,044.04	15.75%
<b>Shoalhaven City Council</b>	902.01	0.00%
<b>Tweed Shire Council</b>	1,231.46	36.52%
<b>Wollongong City Council</b>	1,201.07	33.15%



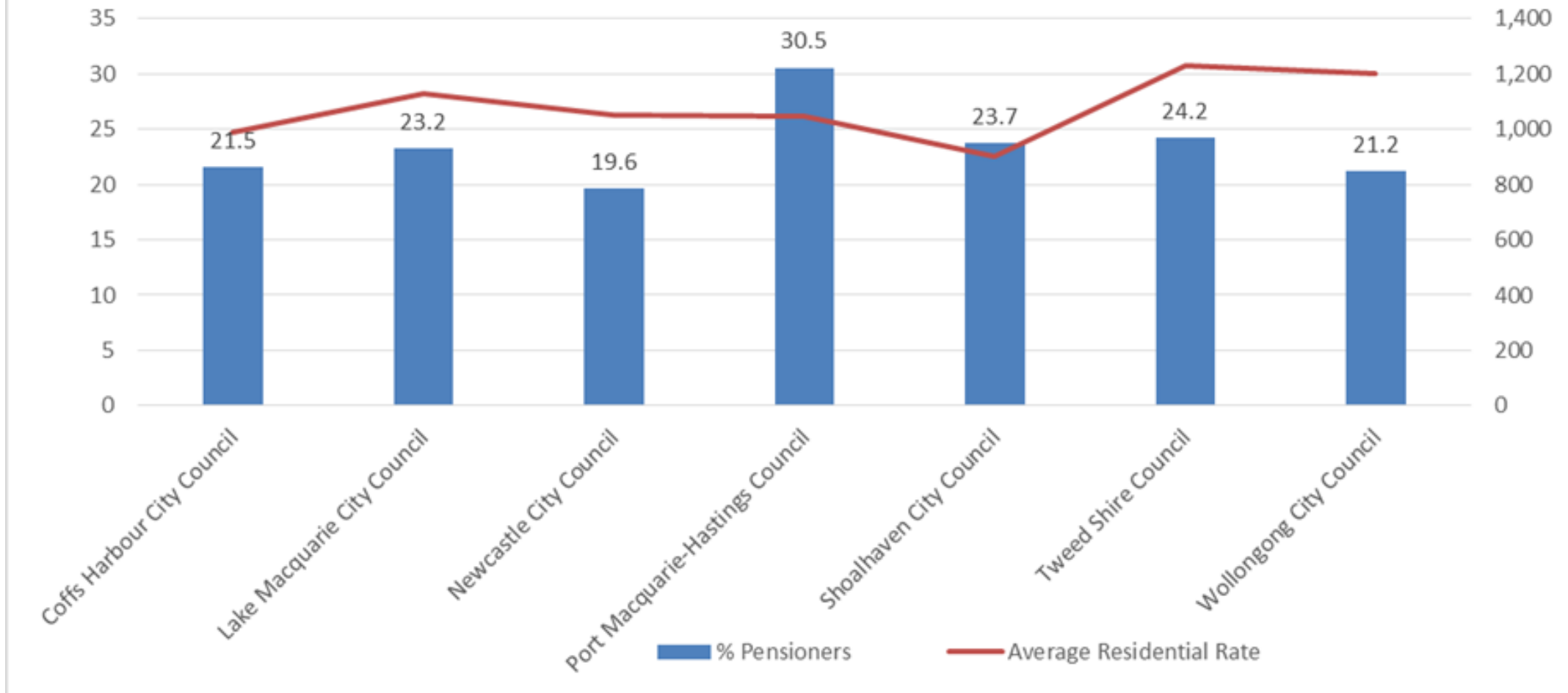
## Average Residential Rates 2014/15 to 2018/18 with SRV for SCC



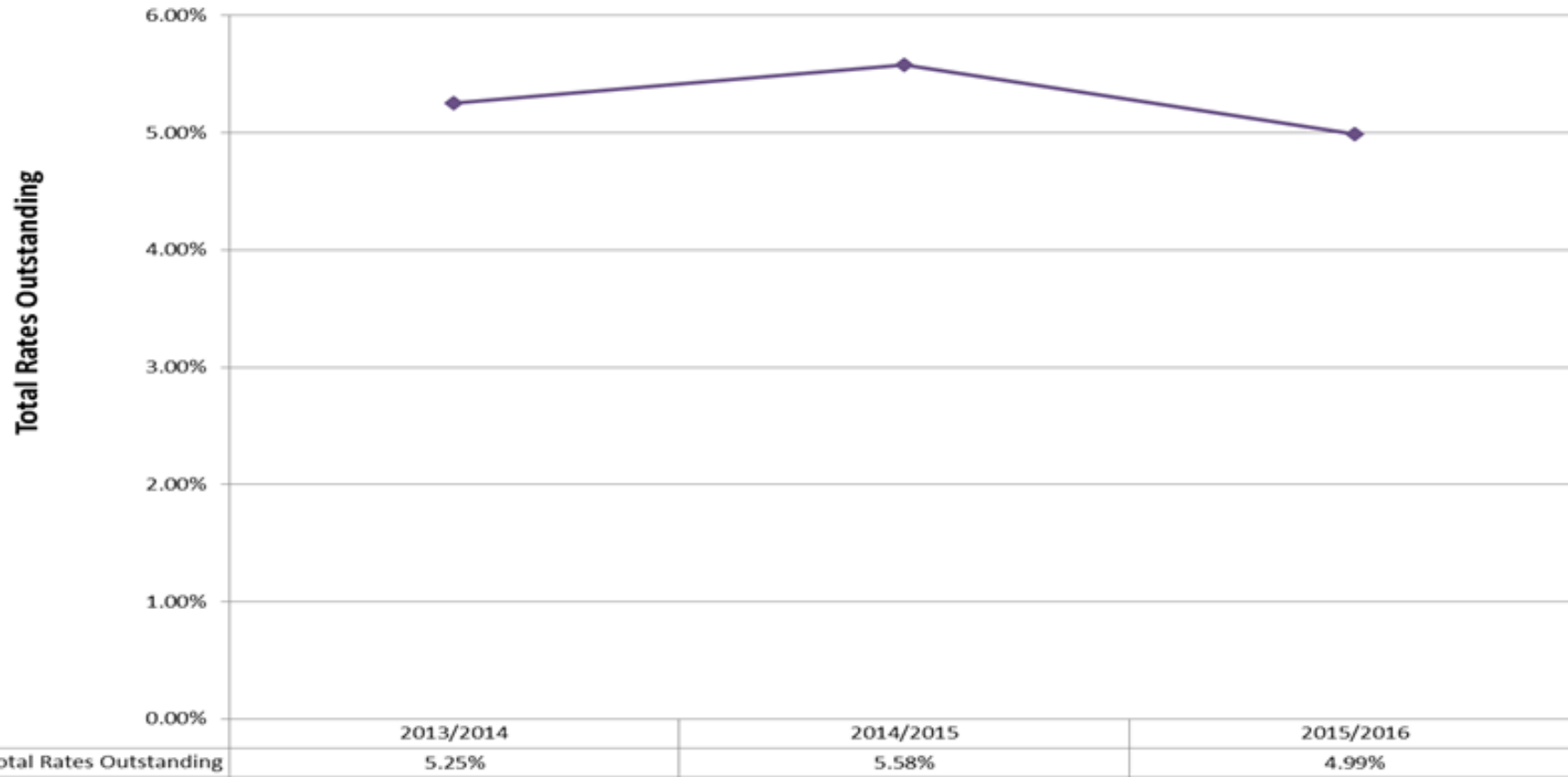
Average Weekly Taxable Income compared to Average Residential Rate



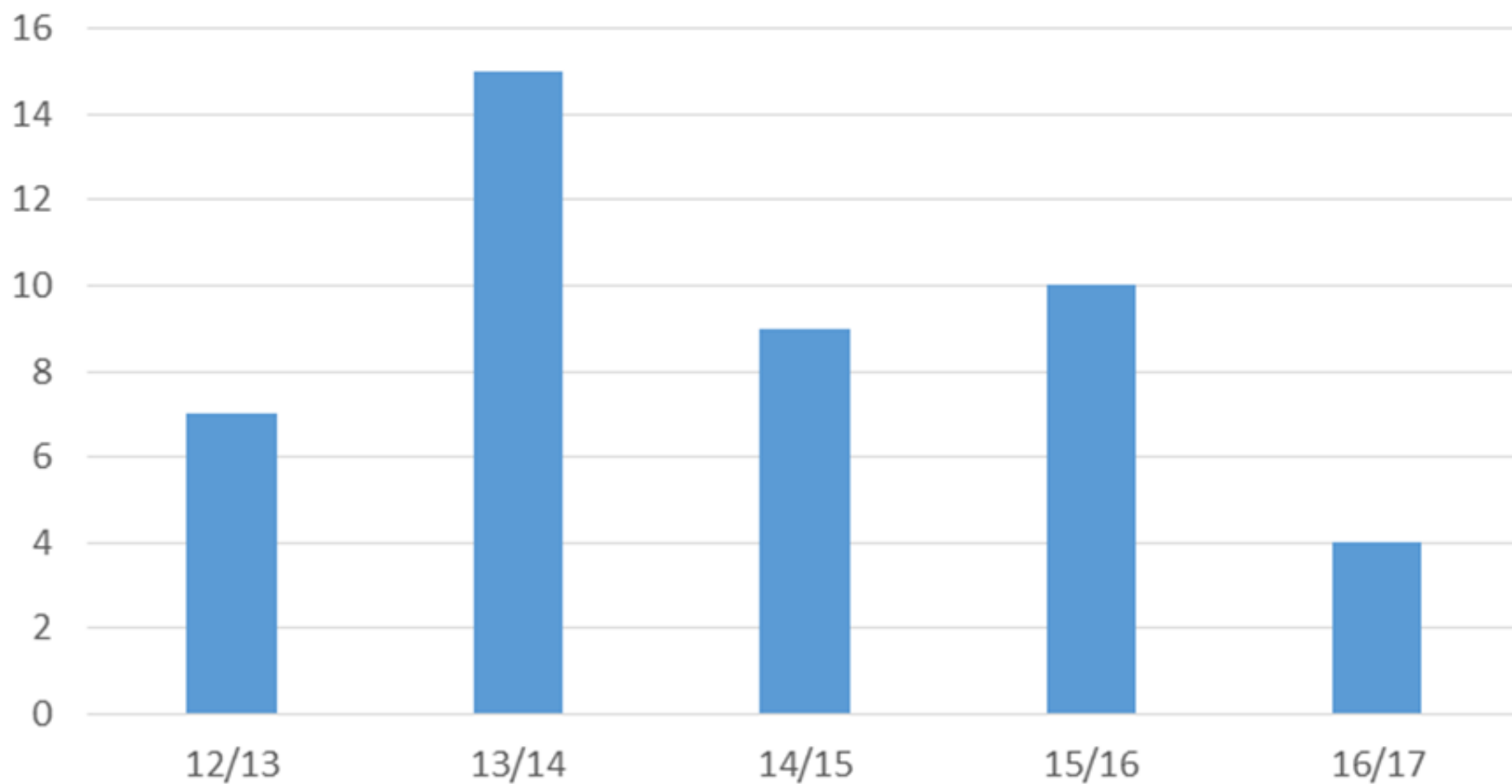
## % Pensioner Residential Rate



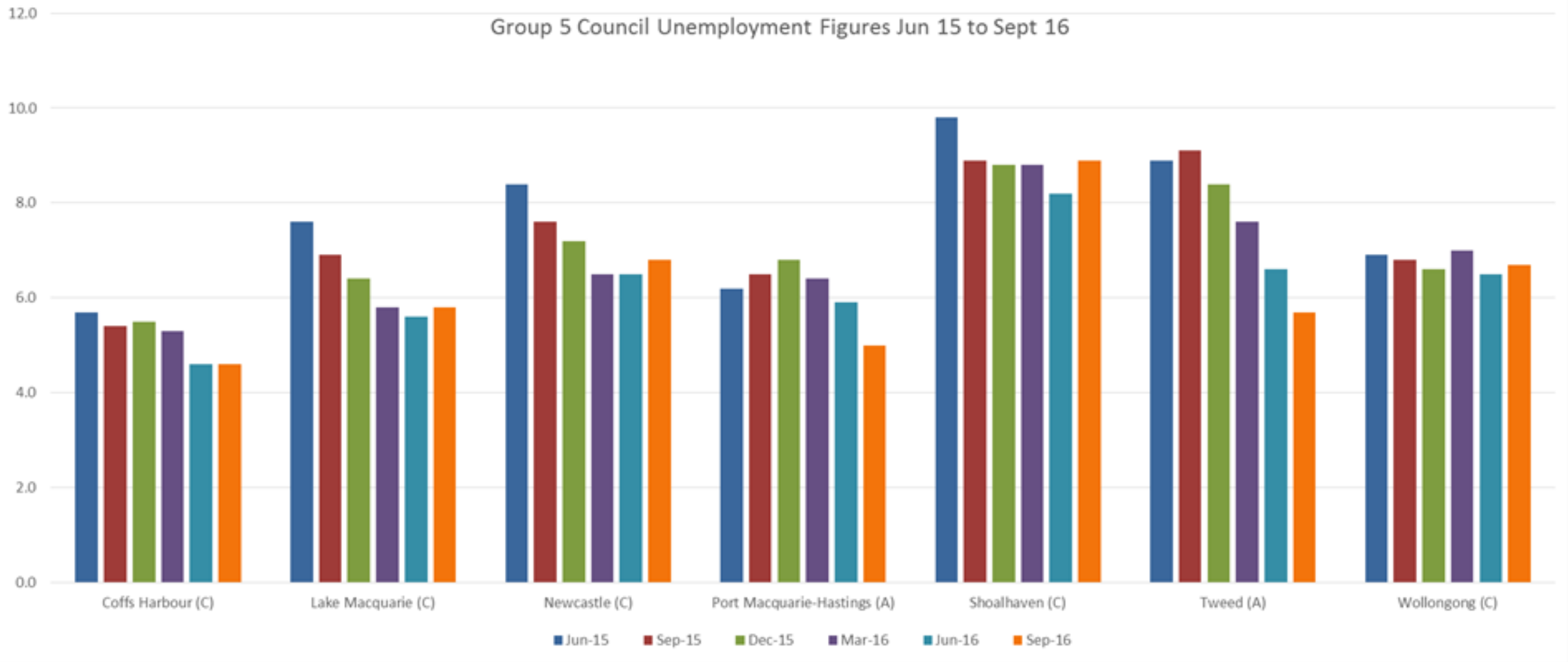
### Percentage of Total Rates Outstanding



## Ratepayers Under Hardship Policy



Group 5 Council Unemployment Figures Jun 15 to Sept 16



# Asset remaining and useful life

- The useful life is expressed as the period of time over which the assets are expected to be consumed
- Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life
- Fair value for infrastructure assets is generally determined by depreciated replacement cost



# Example of Bridge



Croziars Road – Asset ID 43473 – Constructed 1969 –  
Asset Life 50 years – supported by new beam and will replace  
this year



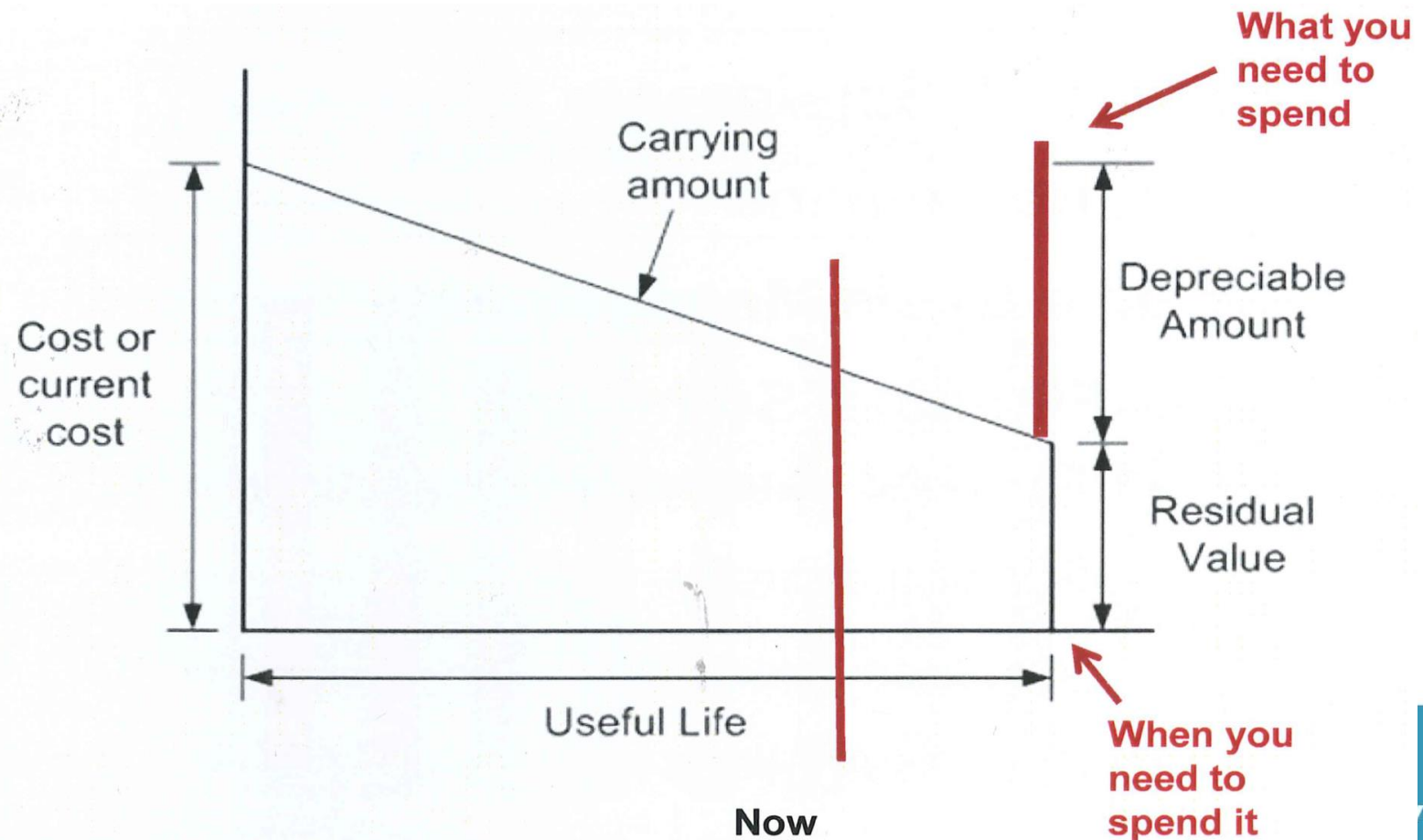
# Example of Building



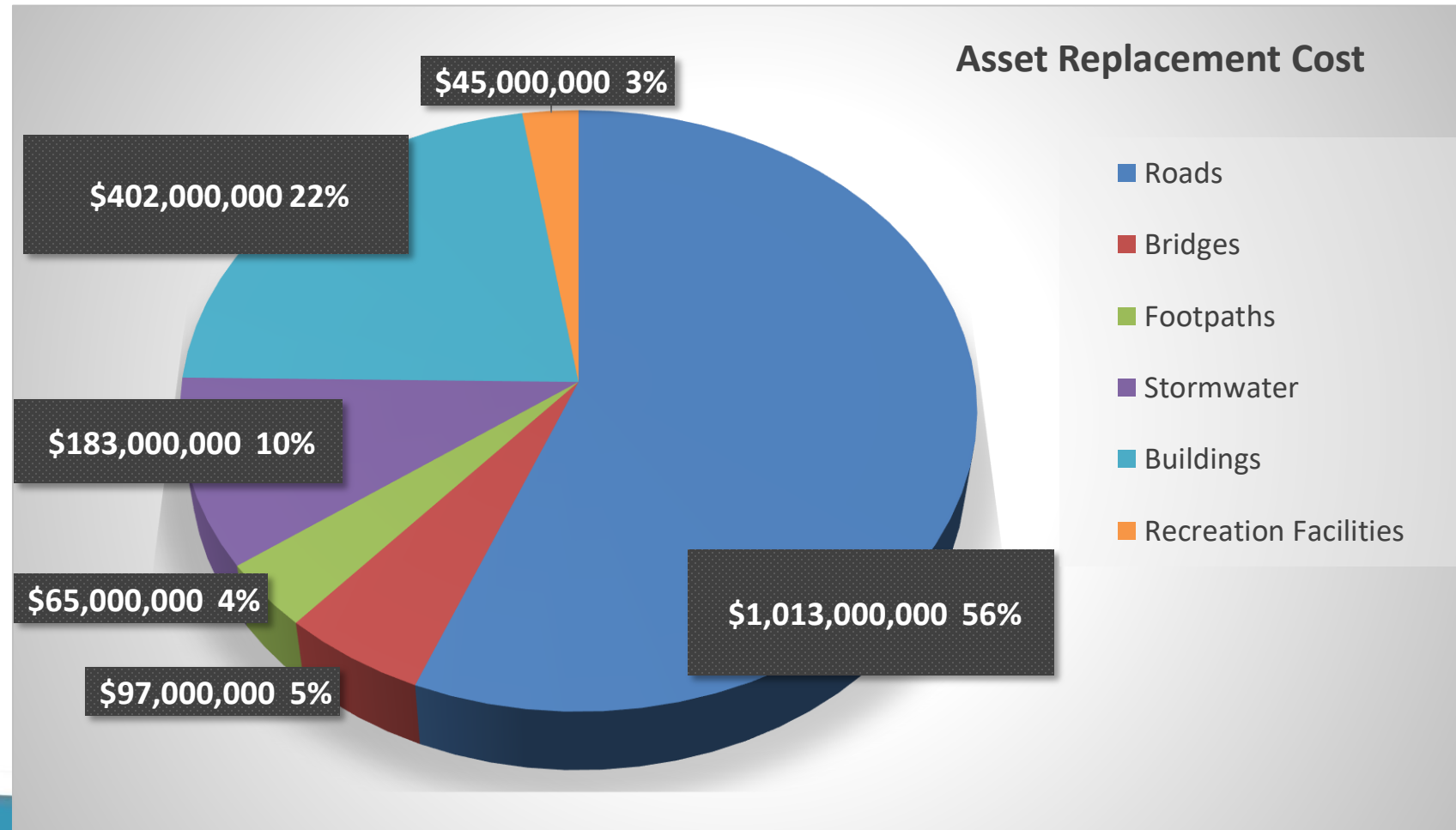
Ison Park – Sporting Amenities No2, constructed 1976 age 41 years old – 19 years remain

# Renewal Planning Methodology

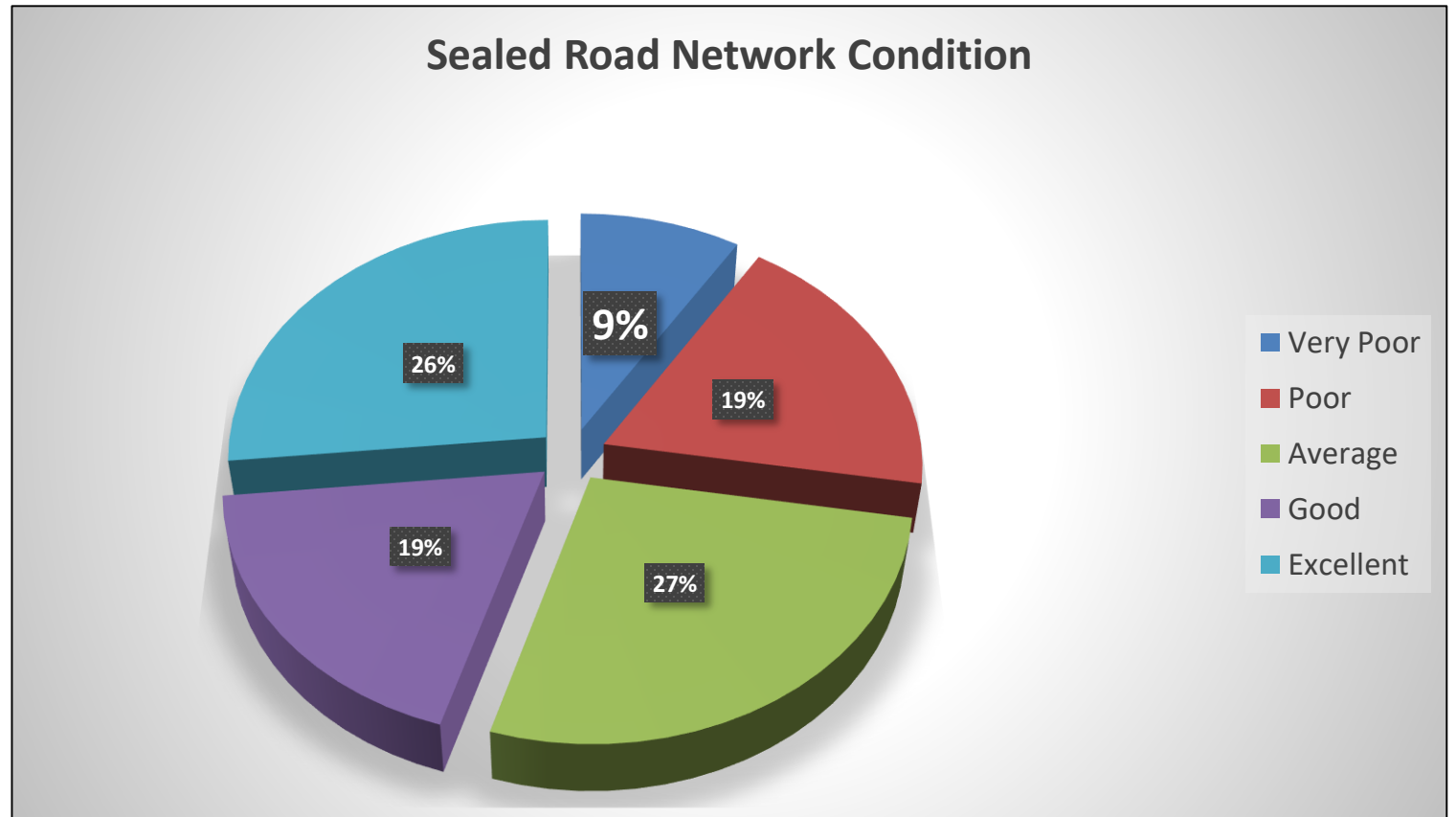
- Useful life and depreciation



# Asset Valuation



# Monitoring Assets -Roads



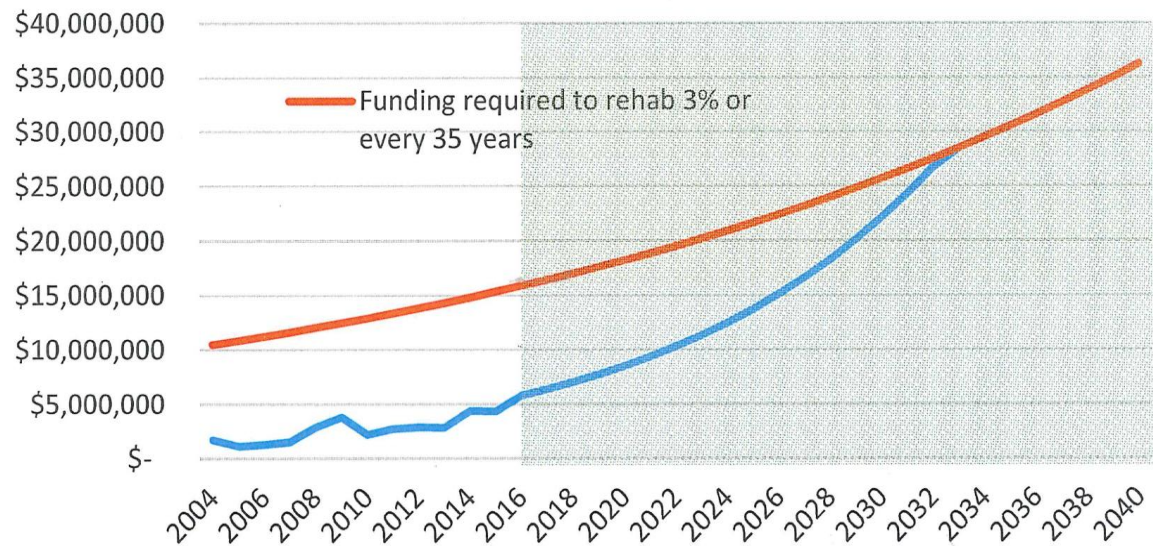
Over 100 km of road is poor



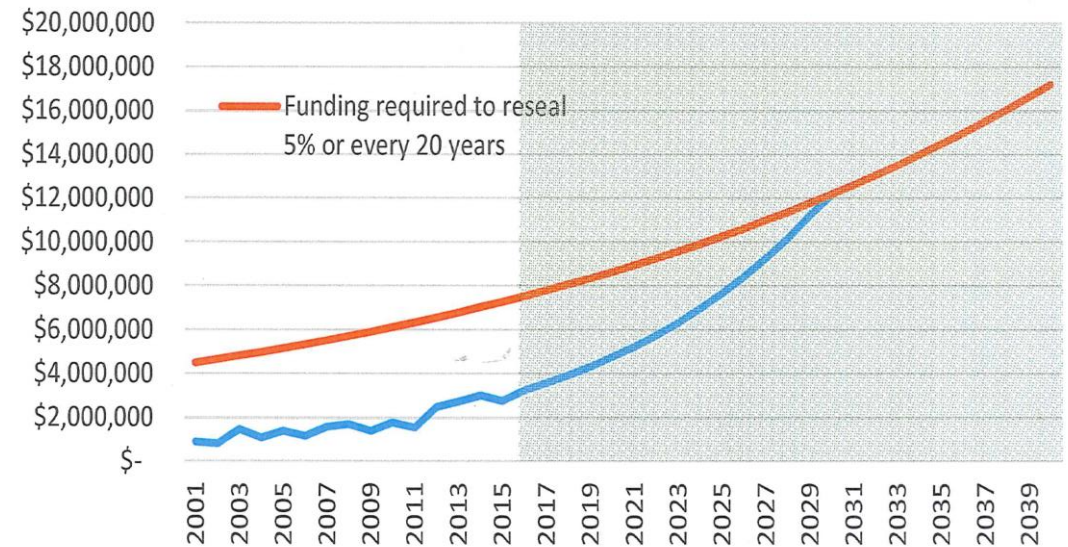
# Road funding required

- 1400kms of Sealed road – 14km rebuild, 50 km reseal

### Required Rehab Funding

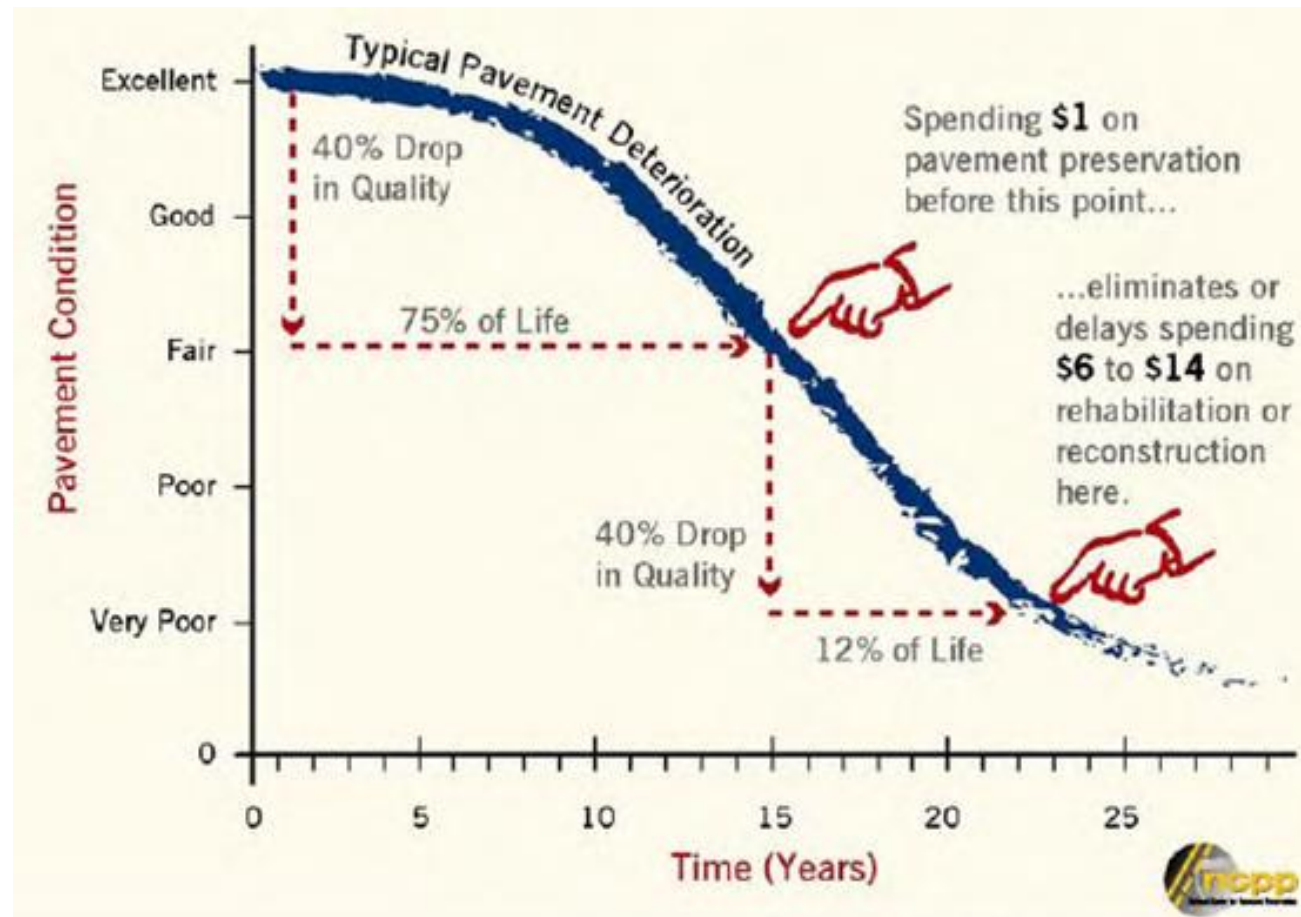


### Reseal Funding Requirements

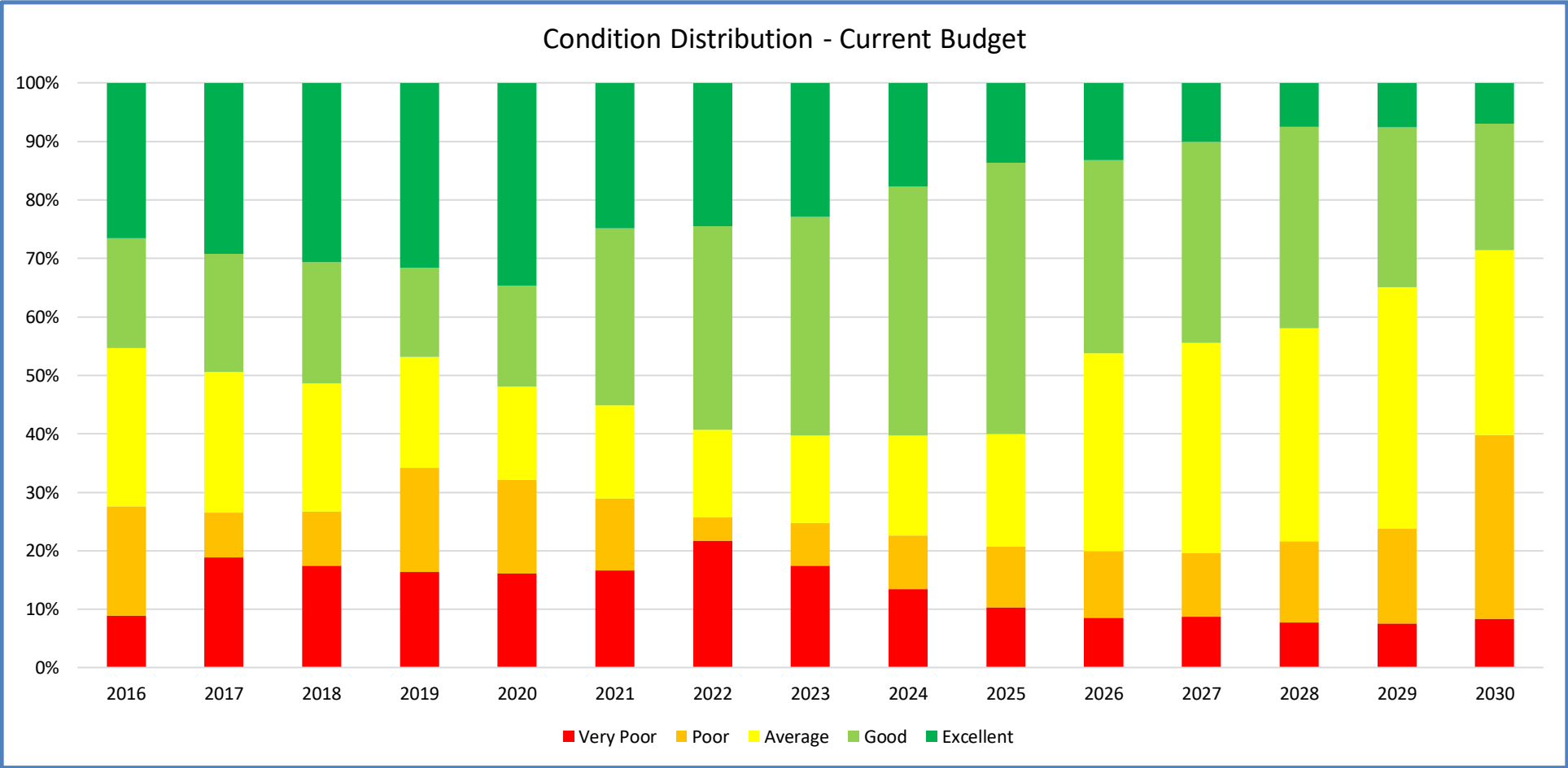


- Rebuild every 100 yr - Reseal 30 yrs (life 15 yrs)
- Depreciation of over \$13 million

# Road sealing



# Condition of Roads



## Appendix 11 - Written Submissions

Not published



## Appendix 12 - Guestbook posts

Not published

## Appendix 13 - Combined CCB Submission

# PRELIMINARY THOUGHTS OF SHOALHAVEN CCBs ON PROPOSED RATE INCREASES

## Introduction

A number of the Shoalhaven CCBs have met and considered, in detail, the Council proposals for rate increases. This document summarises a collective view of their concerns but also suggests a way forward.

Our concerns are;

- Understanding the appropriateness of the scale of proposed increases
- Council's record in forecasting
- Building trust between Council and the Community
- Council's process of inviting comment from the Community
- Addressing Council's current cost structures
- Proposed speed in which rate rises are proposed and additional sums to be expended

Ways forward;

- Delay rate rises until full consultation with the Community
- Council to conduct full assessment of cost drivers and methods of service delivery
- Undertake an independent review of the forward projections
- Engage with the Community in assessing services they are willing to pay for

This document does not address all our specific concerns and observations instead concentrating on the bigger picture.

## Summary of concerns

Council proposals imply rises well above the IPART peg, and the Fit for the Future (FFF) Delivery Plan/Operational Plan (DPOP) council documents/reports. Members of the CCBs of course recognise there are rising costs associated with the delivery of quality services that are appropriate and the need for Council to ensure viable finances. Members, and indeed the wider communities represented by the CCBs are, in the main, willing to contribute their fair share of the costs necessary to deliver the appropriate range and standard of services at an efficient price.

However, we share a set of concerns regarding the processes that seem to have led Council to its proposals:

1. Despite directing a lot of effort at getting across the Council accounts and budgets, we have been unable to infer from them that the scale of the proposed increases is necessary and will be used to fund the appropriate range and standard of services.
  - We have come away with serious reservations about aspects of the accounts, notably in relation to valuation and depreciation of assets but extending across a range of elements
  - We recognise difficulties in handling valuation and depreciation of long-lived assets as the assumptions made can lead to very different calculations flowing through into financial ratios for FFF
  - Beyond questions of technical accuracy, there are serious questions of whether the accounts present a suitably balanced view of the structure of costs and outlays, suited to planning for the future
2. Council's track record in relation to forward projections points to a systematic tendency to overestimate general fund operating losses, which has special relevance in the context of a proposal to impose a substantial financial burden on the community in order to fund a projected shortfall
  - We note that the projections appear to include little, if any, allowance for any efficiency dividend on the Council side.
  - We also have, based in particular on some of the recent experience of road maintenance contracts, reservations about the efficiency of Council contracting processes – and the

associated implications for the cost and timeliness of delivering services of specified quality.

- We would hope that addressing the funding issues would come with a significant contribution from the Council side, in the form of greater efficiencies, if ratepayers are expected to contribute well above peg rates
3. Even more fundamentally, the combination of these uncertainties about the real state of the accounts in combination with the recent record of bias in forecasting operating losses discussed below, have fostered a level of mistrust of the financial processes that is driving the proposals for much higher rates
- The proposals for rate increases appear based on projections of losses that are uncertain as to magnitude and where recent record suggests they may embed significant upwards bias
  - But the proposed strategy, while acting aggressively to manage the risk of Council failing to satisfy fit for FFF ratio requirements, appears not to address sound management of the risk of unnecessarily imposing substantial financial stress on many in the community through rate increases that may prove excessive to need and that may fund projects and services that are not going to be cost effective, given the implications for rate levels.
  - We believe that urgent action is needed to address these issues of trust in the process – ahead of committing irreversibly to a rate increase that may prove excessive
4. The Council's online survey of attitudes to alternative rates models was far too narrow in its focus and options offered, the information on the long-term consequences of offered choices was far too limited, and the responses to date have been far too few, to imply that the results should be taken as reflective of community views on forward rate strategy.
- The survey did not cover
    - the scope of the services to be provided,
    - nor potential scope for efficiencies in delivering the services, and
    - failed to spell out the different long term consequences of choosing between the offered options
5. The magnitude of the increases being proposed, and the manner in which they are likely to impact on wellbeing across the communities of the Shoalhaven, strongly suggests that a much wider perspective is needed than one focused on the revenue increases. **The appropriate range and form of services should be influenced by the cost of delivering those services, and the forward proposals imply costs and social stress from those costs substantially higher than had been being assumed.**
- Before locking into such higher costs, it would seem appropriate to look at a strategic review of the range, quality and timing of services to be delivered, and taking into account the implications of these choices for the ongoing financial burden on the Shoalhaven community.
    - It is not clear that maintaining all current and proposed services is appropriate *if* this brings with it the financial pressures implied by the proposed rate increases – and it would be appropriate for the community to be able to express its views on the best balance between rate increases and service coverage.
    - If the services cannot be maintained without the proposed level of rate rise, then tough trade-offs are necessarily implied – and consideration should be given to approaches that reduce services, or transfer responsibility for services outside the Council, as well as ones that increase rate levels
6. Given our serious reservations about whether Council is achieving efficient levels of costs, in sourcing services both internal and through its external contracts, we have particular concerns with

a strategy designed to raise rates very quickly and to proceed to expend those revenues under these current sourcing models.

- Until these concerns can be allayed, and until the wider options for delivering sustainable service delivery and funding running forwards have been thoroughly explored, moving too rapidly to raise rates and expend the revenues through traditional sourcing approaches appears very high risk from a ratepayer perspective.
- This adds an extra dimension to the risk that ratepayers could be forced to pay more than is necessary to ensure viable delivery of an appropriate range of services.

## Thoughts on a way forward

Against this background, the CCBs are proposing an approach that addresses all three potential instruments for achieving a viable and sustainable solution in a way that best meets ratepayer needs. This is stated as a basis for discussion only – but does include measures that address many of the concerns while maintaining a focus on sound funding. Key elements in this approach include:

1. Council to proceed to rates revision in a much less aggressive form than any of its formal proposals, recognising that this could imply a delay in acting on some of the proposed projects and may bring with it some higher costs in the future, *if* alternative efficiencies are not found
  - Our proposal is that, for the next round of rates, these be held to the peg, creating time for consideration of alternatives in some depth, and hence guarding against the real risk of getting it badly wrong, to the detriment of ratepayers
  - Effectively, this implies a 12 month delay in any aggressive move to use higher rates to address Council concerns, with the reduced revenues partially covered by delaying some major expenditures, with this approach in turn delivering scope for greatly reducing the risks of imposing rate increases that are in fact excessive to need, or locking in expenditures that are not cost effective after taking into account their implications for ratepayer charges
2. Utilising this period of delay, Council to work with the CCBs in building trust in the process and the underlying numbers. We believe this is likely to require, as one ingredient, an independent and professional review of the projections on which the proposals are based, including consideration of better approaches to managing the risks inherent in forward cost uncertainties. In the first instance, we would seek to work with Council in building our understanding of the accounts and the associated cost drivers; to consider whether there are any errors or distortions in the reporting, accounting and forward projections where a better understanding may point to opportunities to better address forward needs; and to explore opportunities for tapping into greater efficiencies as a contributor to forward funding needs:
  - What has been driving the above trend increases in staff costs and are there any lessons?
  - Do the asset valuations and treatment of depreciation build a balanced view of the associated costs?
  - Are there opportunities to test the efficiency of the delivery models through selective additional outsourcing of some services?
  - How confident is Council of the efficiency of its contracting and project management activities in relation to major new projects and capital renewal – are there lessons to be learnt ahead of committing to major capital renewal in relation to roads etc?
  - Recognising the possibility that the proposed rate increases could be excessive to need, what are the implications of taking a more adaptive approach to bridging the uncertain gap? What of a less aggressive approach to initial rate rises while working to increase procurement and wider efficiencies and using the growing information on costs and needs to fine-tune the rates strategy over time? What if this is also tied into the next element in

our proposals, and viability risks are being further addressed through adjustments to the range of projects and services?

3. Council look carefully at the scope for conducting, ahead of the proposed above-peg rate increases, a systematic review of the range, quality and timing of its services – inclusive of the true costs, to ratepayers, of delivering these services.
  - This process should include consideration of services that might be reduced, more tightly targeted, shifted to a different pricing model, eliminated or transferred to other providers (private sector, State Government where Council is being pressured to take on services traditionally provided by the State Government); it could extend to tapping or growing alternative sources of funds, including service charges (pay parking, approvals charges etc.)
  - We see an holistic review of the whole of the range of services as fundamentally different from case by case consideration of cuts to individual initiatives where case by case opposition to cuts in individual initiatives can prove a major obstacle to systematic improvement
  - The CCB's currently preferred model for this type of holistic review – where the attitudes of residents and ratepayers are central to getting it right – would be some adaptation of the 'Citizen Jury' approach recently undertaken by Eurobodalla Shire (<http://www.esc.nsw.gov.au/inside-council/community-and-future-planning/citizens-jury>)
    - This approach involves the residents centre stage in a way that requires that an holistic view be taken of all elements in the proposed service package, including the implied costs of delivery – and requires that each service be justified in terms of the benefits and costs (financial, social, environmental) it offers to the overall package
    - It could well greatly reduce the political difficulties that arise in any consideration by Council of service cuts, where this is done item by item rather than holistically
    - It seems quite possible that this process could reveal new approaches to service delivery and funding in the Shoalhaven that could work to everyone's advantage.

## In conclusion

*If* the funding shortfall were known with precision, *if* we were confident the services would be delivered at efficient prices and *if* we were certain that the right package of services is being delivered, then Council's proposed approach on rates would make a lot more sense. But there are massive uncertainties on all three of these elements. **Council's proposals essentially drop almost all of the risk associated with these uncertainties onto ratepayers when there are options for a more efficient, and equitable, approach to risk management that respects the requirements for viability.** The CCBs are keen to work with Council in getting to this point.