

Extra Ordinary Meeting

Meeting Date: Thursday, 19 June, 2025

Location: Council Chambers, City Administrative Building, Bridge Road, Nowra

Attachments (Under Separate Cover)

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3. Reports

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Shoalhaven 2035 Community Strategic Plan

Draft – post exhibition



Acknowledgement of Country

Walawaani (welcome),

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

Walawaani njindiwan (safe journey to you all)

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

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Message from the Mayor

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

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

These targets are expressed within four main focus areas:

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

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

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

Patricia White

P.K. White

Mayor, Shoalhaven



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CL25.209 - Attachment 1



About this *plan*

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

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

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



Shoalhaven 2035 Community Strategic Plan

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

- Vision statement

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CL25.209 - Attachment 1



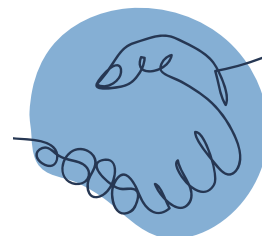
Access

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



Participation

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



Equity

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

Council's Guiding Principles



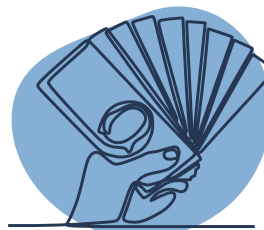
Rights

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



Environmental

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



Economic

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

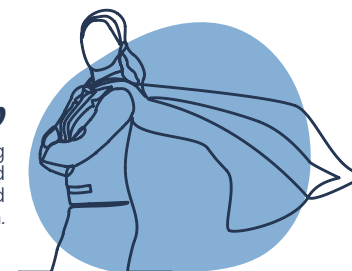
Social

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



Civic Leadership

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



≡ Our Shoalhaven

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

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

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

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

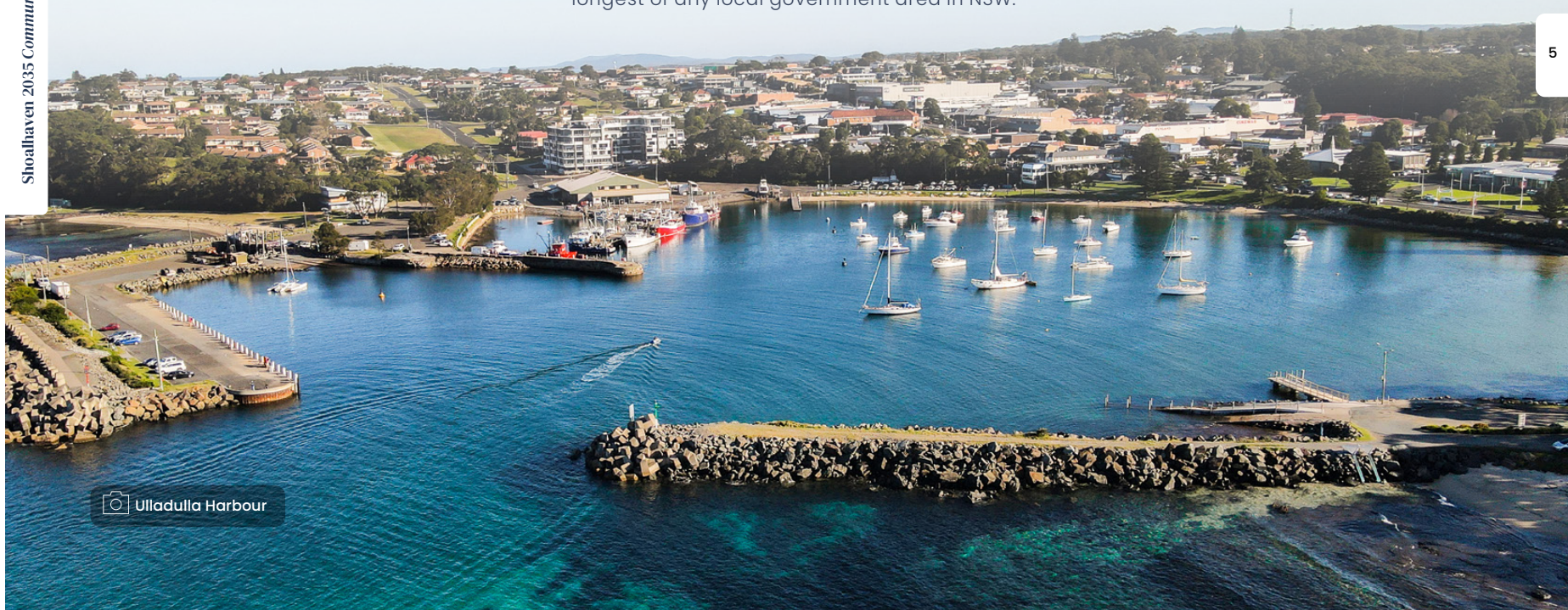
Shoalhaven boasts some of the most beautiful landscapes on Australia's east coast including rainforests, woodlands, rocky areas, coastal plains, farmland and floodplains. It has over 165 kilometres of coastline, the longest of any local government area in NSW.

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

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

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Shoalhaven 2035 Community Strategic Plan



Ulladulla Harbour

Our places

“
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Where are we *now*?



Population
110,611

(ABS ERP 2024)
13.5% born overseas
8.1% need disability
assistance

Median age

48

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

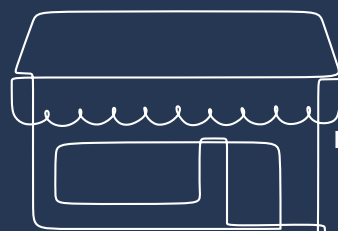


Labour Force

49,164

In workforce
50.1%

Unemployed
4.9%



Local Businesses
8,281



Largest Industry
Health care and social
assistance



21%

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

18%
Older couples
without children

26%
Single
person

5.2%
Single
parent

Total Households

45,894

(ABS 2021)

25.8%
Mortgage

23.1%
Renting

3.4%
Social housing



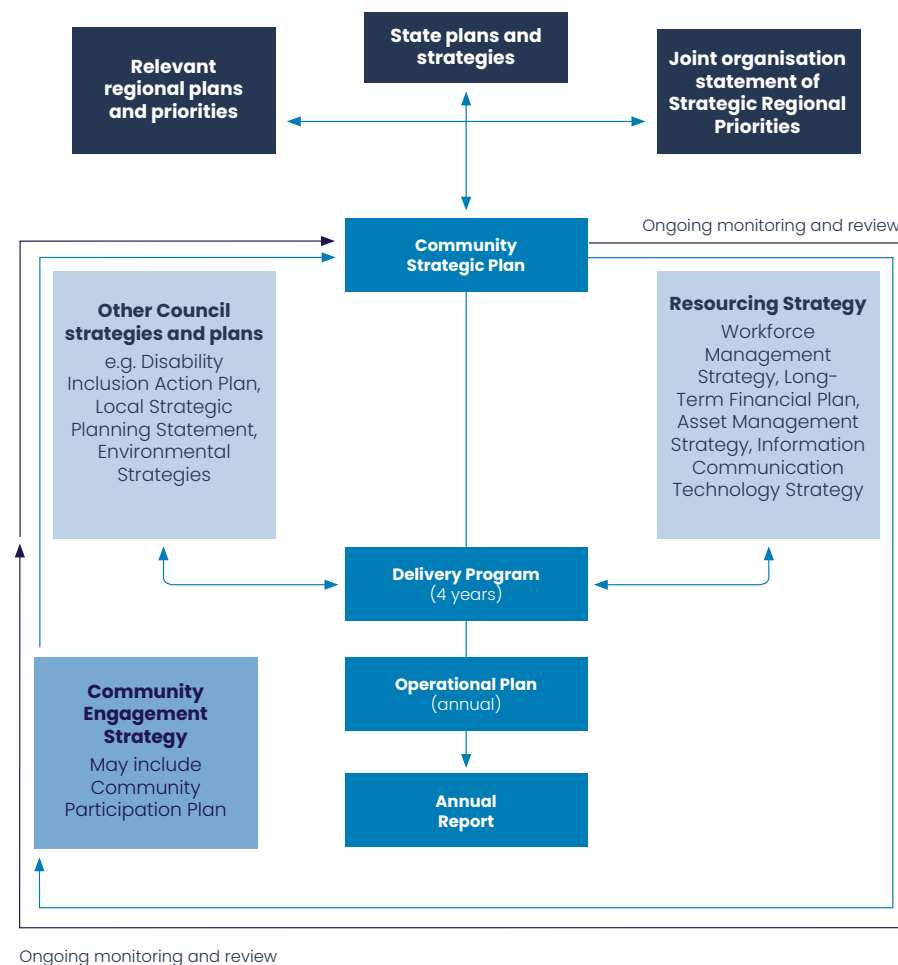
6.5%

**identify as Aboriginal and
Torres Strait Islander**

Integrated Planning and Reporting Framework

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

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



≡ What are the *key elements*?

Community Strategic Plan

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

Delivery Program

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

Operational Plan

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

Resourcing Strategy

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

Community Engagement Strategy, including Community Participation Plan

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

