

Eurobodalla Community Strategic Plan

Developed by Eurobodalla Shire Council in partnership with the Eurobodalla Community



eurobodalla

2030

friendly responsible
thriving proud

April 2012

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a message from the eurobodalla mayor

The eurobodalla2030 Community Strategic Plan identifies people's values and future visions. It looks at community needs and aspirations, and describes what must occur in this area to provide a positive lifestyle and future opportunities for our residents.

Importantly, the eurobodalla2030 Community Strategic Plan pre-empts fundamental changes to the way Eurobodalla Shire Council fulfils its role. It is not, however, a detailed plan of our everyday activities, there are other processes to do that. Some of these changes will be highly visible, others will unfold over time.

The plan also signals a change in approach that will see the Council, the community and other groups working together to create a Eurobodalla that will provide the best possible future for its residents.

While over 3,000 people of all ages and walks of life have contributed their thoughts and ideas to develop a direction for what the Eurobodalla should be like in the year 2030, I personally would like to acknowledge and thank the contribution made to the development of this plan by 17 residents listed below who are the eurobodalla2030 Community Reference Group.

Natalie Browning, Cameron Creswell, Rhonnie South, George Browning, Gail Stevens, Andrew Bain, Elizabeth Lambert, Ben Johnson, Valerie Brandenburg, Stuart Whitelaw, Christine Lee, David Oliphant, Linda Wilton, Mark Anderson, Maureen Kinross, Bjarni Wark and Judy Malonyay.

A stylized, handwritten signature in white ink that reads "F Thomson".

Eurobodalla Shire Mayor
Councillor Fergus Thomson

about this plan

The eurobodalla2030 Community Strategic Plan is a ‘whole of community – whole of government’ approach to planning that will address all areas of life in the Eurobodalla Shire. The Plan promotes taking a shared responsibility for the environment, the state of our assets, health care, a broader economy, more jobs and community pride.

The eurobodalla2030 Community Strategic Plan is written in three parts.

Part 1- Strategy Information and Background: Brings to light the Shire’s key issues and concerns.

Part 2 – Strategy Structure: Describes our vision and the principles that support our goals

Part 3 – Strategic Focus Areas: Liveable Communities, Sustainable Communities, Productive Communities and Collaborative Communities deliver nine objectives and 29 strategies to address the quadruple bottom line (social, economic, environment and governance) indicators for achieving our goals. Focus Areas also identify the resources needed regardless of which level of government is responsible.

The eurobodalla2030 Community Strategic Plan has been prepared in partnership with the community and offers a vision for our future. The Plan provides a clear appreciation of the needs and priorities of our community as well as a framework for sustainable development.

A significant outcome of the eurobodalla2030 Community Strategic Plan is the recognition of Council’s roles in addressing the community’s concerns and aspirations.



our land



The Eurobodalla Shire encompasses a 110 kilometre north/south coastal strip between South Durras and Wallaga Lake, westwards to the Clyde Mountain, in the north to Dampier Mountain and Belowra in the south west.

The Shire has an area of 342,900 hectares of which the dominant land uses are conservation (42%), timber production (30%), agriculture (12%), bushland (12%) waterways (2%). Batemans Bay, Narooma, Moruya, Tuross Head and Broulee townships cover about 2% of the Shire, comprising the majority of the urban land. By road, Batemans Bay is approximately 120 kilometres east of Canberra and 260 kilometres south of Sydney.

The Shire retains an extremely high proportion of intact land based and marine ecosystems such as estuaries, rivers, wetlands and forests that have high conservation values. Most of the land within the Shire's eastern coastal lowlands is private freehold property.

There are six Local Aboriginal Land Councils (LALC) across the Shire. From north to south they are: Batemans Bay, Mogo, Cobowra (Moruya), Bodalla, Wagonga (Narooma), and Merrimans (Wallaga Lake).

our people

When the 2006 Census was conducted, the Shire's population was 34,660. The 2011 Estimated Resident Population is 38,893, while in the year 2030, our population is predicted to reach 49,748 people¹.

The 2006 Census reveals that when compared with NSW, the Eurobodalla population is older with a median age of 47 compared to 37 and with 58% of people aged 16-64 years age compared to 65% for the State.

At 4.5%, the percentage of Aboriginal people living in our Shire is more than twice the State average while the number of people born overseas is significantly lower at 13.5% compared to 23.8% for the State.

When over 1,200 residents took part in Council's community survey in 2009 as part of the Social Plan development, nearly half of all respondents rated their health as very good or excellent although only a third of Aboriginal people felt this way. Residents also reported being very involved with their family and friends and physical activities such as regular visits to beaches, places of interest, parks and gardens. Residents also enjoy clubs, arts and cultural events, education courses and libraries².

In the same survey, residents indicated that they were heavily involved in their community, with 44% saying that they had participated in voluntary work in the previous three months. Surveys and group discussions conducted in 2010-11 for the eurobodalla2030 community engagement process reinforces the high level of importance and satisfaction that local people place on volunteering in social, environmental, cultural, emergency services and economic sectors.

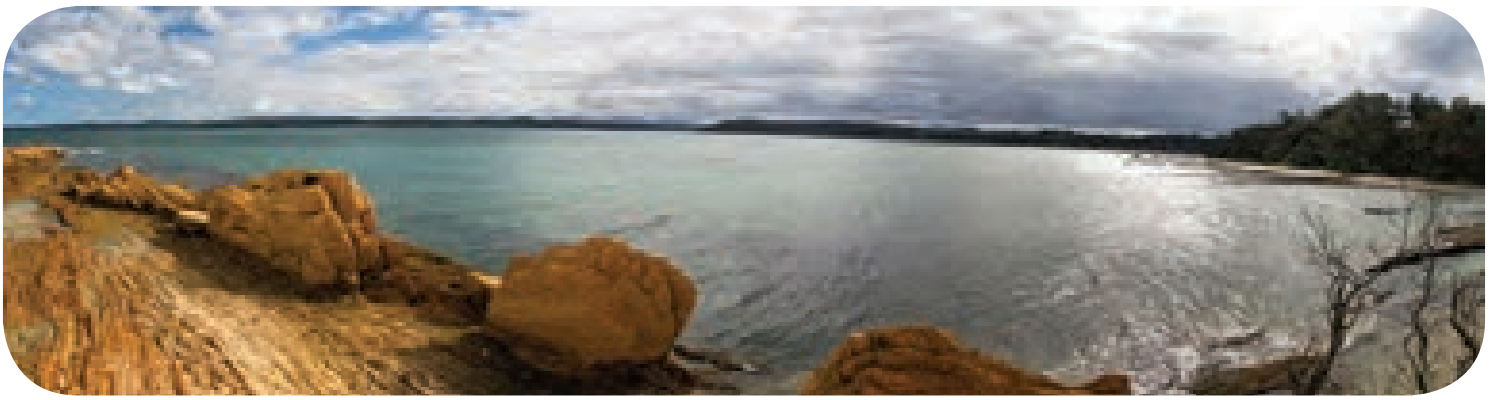
In December 2010, Eurobodalla Shire Council adopted a Statement of Commitment to Reconciliation that acknowledges the rights of Aboriginal people to live according to their beliefs and customs and gives due respect and recognition to customary lore, heritage, beliefs and traditions. The Statement commits Council to working with the community towards reconciliation and to the provision of services, programs and activities that support growth and development of Aboriginal communities.

our economy

The main employment industries in the Shire are tourism, retail, accommodation and food services, health care and social assistance and construction. The current dependence on construction and tourism makes the Shire vulnerable to economic and seasonal fluctuations. This situation has also lead to higher instances of casual employment and under-employment for some residents.

Compared to the State, the Eurobodalla Shire has a smaller proportion of the population in the labour force and a higher unemployment rate.

There are about 3,100 businesses in the Shire with the majority employing four people or less. There were just over 100 businesses that employ more than 20 people. About 83% of residents work in the Shire with the construction workers accounting for the majority of people leaving the Shire for work.



our natural environment

The Eurobodalla Shire Council area has diverse habitats ranging from coastal areas and lowland plains to the mountains of the Great Dividing Range.

The diversity of habitats support a rich biodiversity that includes 62 vegetation types, over 1,500 plant species, 345 bird species, 252 fish species, 128 mammal species, 26 reptile species and 31 amphibian species.

Occurrences have been recorded of 12 Endangered Ecological Communities (EEC), and populations of 22 plant and 66 animal species that are vulnerable or endangered nationally or in the State. An additional 33 plant species and 13 animal species are listed as vulnerable or endangered in the Shire.

With an increase in the Shire's population and the projected effects of climate change, there has been a need to conserve water and reduce waste through awareness raising, incentives and restrictions.

Recent engagement with the community has reinforced the high value placed on the natural environment by local people, non-resident ratepayers and visitors. The future quality of our social and economic wellbeing is dependent on our stewardship and responsibility in maintaining our natural environment.

our council

Eurobodalla Shire Council has nine elected representatives including a popularly elected Mayor, about 400 full time equivalent staff, seven apprentices and 22 trainees in a range of professions.

In 2011 Council resolved to undertake an organisational review resulting in a structure aligned to objectives of the Community Strategic Plan with the expectation that future communication, planning and actions undertaken will be reflective of the community goals and aspirations.

The Council's organisational structure has three directorates overseeing Community & Corporate Outcomes, Planning and Sustainability Services and Infrastructure Services.

In addition to paid employees, approximately 650 volunteers work in areas such as youth, aged and disability services, environment projects, fire, emergency and rescue services, community transport, botanic gardens, arts, culture and library services, various committees and advisory groups and at a range of community events.

Just over half of Council's income (51%) is derived from rates, the remaining income is derived from fees and charges, grants, capital grants, contributions and investments. Separate income collected from water, sewer and waste customers is used only for those services.

While water and sewer services are major activities of our Council, few other councils in NSW provide these functions.



our local infrastructure

Council is responsible for infrastructure assets with a replacement value over \$1.2 billion. Water, sewer and transport assets represent 78% of total assets and include 580kms of sealed roads, 390kms of unsealed roads, 145 bridges and major culverts, 120kms of paths, 27 footbridges, 4,300 car parking spaces, 175kms of stormwater pipes, five sewage treatment plants, two water treatment plants, 540kms of sewer mains, two waste landfill sites and one waste transfer station.

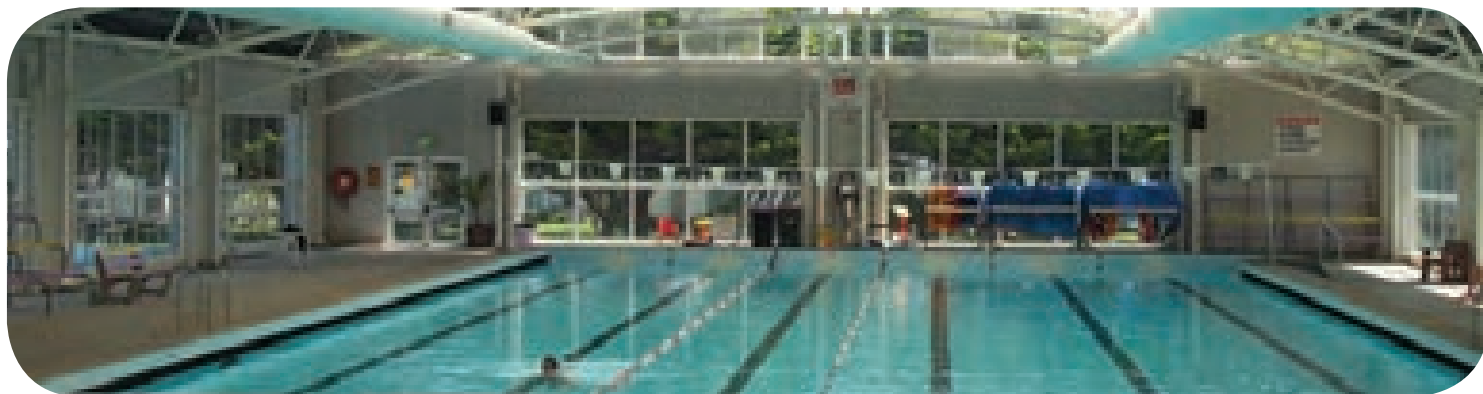
Council also looks after 500 community buildings such as public toilets, halls and bus shelters, over 15 wharves and jetties, 30 boat ramps, 12 sporting complexes, three public pools, three public libraries, 22 Rural Fire Stations, the Moruya Fire Control Centre and Hot Fire Training Facility and over 1,000 reserves.

After a lifecycle review of its assets and operations, Council is aware that it is spending only about half of what is needed to maintain and replace transport and stormwater assets, and about one quarter of the expenditure needed to maintain and replace water and sewer assets over the long term. The total combined life expectancy of all landfill sites in the Shire is about 10 years. A concerted effort needs to be made to reduce waste input and conserve landfill space while introducing a program to secure increased space or a future landfill site.

There are deficiencies within the transport and stormwater network that will need to be addressed over time. Similarly, some villages are currently without sewer or water supply and rely on their own systems.

As population growth occurs, levels of service will steadily decline unless action is taken to improve capacity, for example, as traffic increases on Beach Road Batemans Bay, the frequency of traffic congestion and delays will increase. The Kings and Princes Highways have major deficiencies impacting on safe and efficient transport to and from our Shire. This also affects the wellbeing of our community due to high accident rates and reduced access to fresh produce and medical services as well as social, cultural, education and business opportunities available in other major centres.

The condition of these Highways, a lack of provision for more efficient trucks such as B-doubles and the need to construct a *Link Road* connecting the Princes Highway to the Batemans Bay By-pass is restricting local economic development and employment opportunities.



integrated planning and reporting process

WHY ARE WE CREATING EUROBODALLA2030?

The aim of eurobodalla2030 is to encourage Council, the community and other agencies to work together to plan, deliver and review efficient and effective services.

All councils in NSW are required to develop long, medium and short term plans under the **Integrated Planning and Reporting (IPR) Framework** to comply with the *Local Government Amendment (Planning and Reporting) Act 2009*.

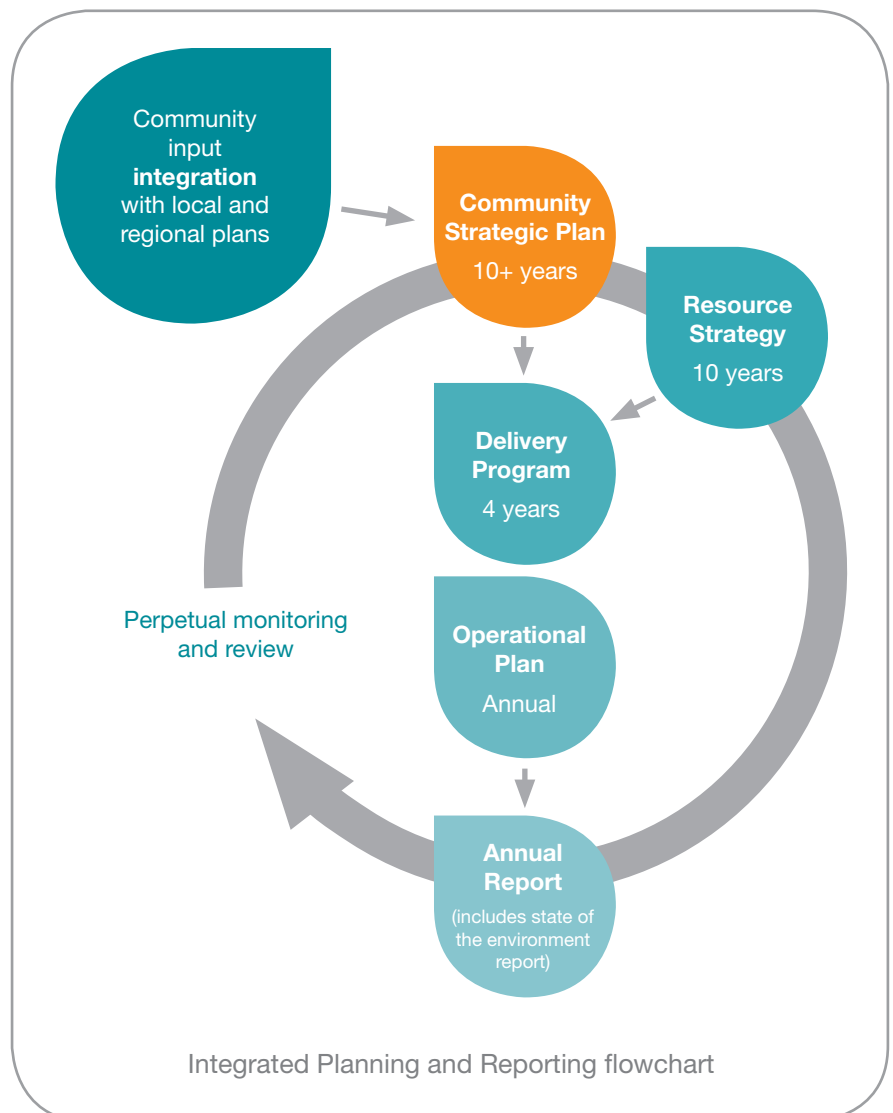
Based on the IPR framework, the eurobodalla2030 **Community Strategic Plan** is a visionary document with broad strategic focus areas, objectives and strategies that seek to benefit the economy, the environment and the people of the Eurobodalla Shire.

A **Resourcing Strategy** including asset management plan, a workforce management strategy and long term financial plan ensures that everyone understands the resources required to support the Community Strategic Plan.

A **Delivery Program** shows the principal activities that are the responsibility of Council and how services and programs are going to be provided during a Council's term in office. The Delivery Program is complemented by an annual **Operational Plan** which details the implementation of these strategies.

HOW WILL WE KNOW THE PLAN IS WORKING?

Our success at implementing strategies is reported annually and the Community Strategic Plan is fully reviewed and endorsed every four years in line with Local Government elections. This is to ensure that it remains relevant to the Shire's changing circumstances. In delivering our plans to the community, there are government guidelines, State Legislation and State and Regional plans to consider. Key guidelines and requirements particular to the IPR framework include: the principles of ecologically sustainable development, social justice principles and quadruple bottom line reporting.



community and stakeholder engagement

COMMUNITY ENGAGEMENT STRATEGY

“Each Council must prepare and implement a Community Engagement Strategy based on social justice principles for engagement with the local community in developing the Community Strategic Plan” (Section 402 of the Local Government Act).

The following four stage strategy was used to provide a clear, concise and accountable approach to community engagement enabling the Eurobodalla community to be actively involved in the development of our Community Strategic Plan. A range of engagement methods were used to ensure participation by people of all ages, cultures and locations.

Inform: communication and media strategy, fact sheets, information updates via the web, press, radio and community venues.

Consult: community survey, community reference group, web poll and shopping centre open days.

Involve: prioritising feedback via a community summit, focus groups and telephone survey.

Collaborate: strategy development with Councillors, community members and a community reference group via forums and workshops.

COMMUNITY REFERENCE GROUP AND COMMUNITY ENGAGEMENT

The eurobodalla2030 Community Reference Group (CRG) was established by Council to provide advice on community engagement processes and activities, foster effective links between Council and local community groups and to help Council to identify and acknowledge the values and long term aspirations of the residents. The CRG has 17 self nominated members appointed by Council who sought to create a balanced and experienced membership recognising gender, age, location and ethnicity.

The eurobodalla2030 community engagement process has involved over 3,000 people using the following methods:

- **eurobodalla2030 dedicated web site:** 3,400 visits by 1,940 visitors
- **Community Survey:** 1,401 people including 210 non-resident ratepayers and 193 visitors to the Shire
- **Telephone Survey:** 517 people including 113 non-resident ratepayers
- **Focus Groups:** 98 residents of all ages
- **Community Summit:** 99 people representing civic and community groups, businesses, government and non-government agencies
- **Four Deliberative Forums:** 22 people including CRG members and other interested residents
- **Secure On-line Discussion Area:** 17 member CRG
- **80 public submissions** to the draft of the Community Strategic Plan

A full report of the methods and results is contained in the Background Papers to the Plan.

GOVERNMENT AGENCIES AND NEIGHBOURING SHIRES

Eurobodalla Shire Council enjoys direct links with Commonwealth and State Government agencies via the 14 State and Federal Government agencies represented on our human services network: Eurobodalla Healthy Communities Group and the South East Regional Organisation of Councils.

The success of the eurobodalla2030 Community Strategic Plan is somewhat dependent on its relationship and integration with the NSW2021 Plan, South Coast Regional Strategy and the strategic plans and agreements of individual government departments overseeing portfolios such as health and aged care, natural environment, tourism, regional planning and development, forestry, Aboriginal affairs, infrastructure and transport.

key messages to emerge from our community engagement

From the conversations with our community, a number of key themes have emerged about what our community thinks about our Shire.

These themes have helped form the framework for the Plan.

The natural environment is important

The state of our infrastructure is a significant issue

Health care is a priority

Employment and a broad based economy is essential

People want to be proud of where they live

In addition, over 500 residents and non-resident ratepayers were surveyed and asked to consider and rank six strategic infrastructure projects key to the future of the Eurobodalla Shire. None of these projects are the sole responsibility of Council.

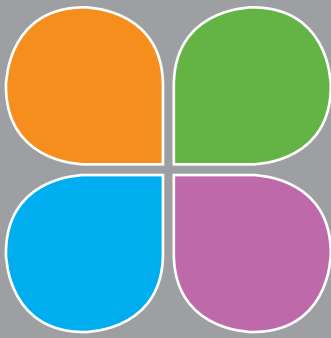
The results show that all respondents ranked a single regional hospital as the most important infrastructure priority followed by upgrading of the Kings and Princes Highways and an expanded tertiary education centre.

The lowest ranked infrastructure priority for residents was the regional waste management facility, while for non-residents it was a regional indoor sporting and aquatic centre.

The inclusion of this information in the eurobodalla2030 Community Strategic Plan provides a clear direction to move forward and enables Council to take advantage of Federal and State funding initiatives. It also shows that our community is thinking strategically and can consult and plan accordingly.



Community Strategic Plan Forum - Batemans Bay Soldiers Club, November 2010



PART 2 – STRATEGY CONTENT

The eurobodalla2030 Community Strategic Plan consists of a vision, overarching principles and four focus areas.

Our **community vision** is designed to encourage commitment to our future and a sense of common purpose and responsibility. Supported by our **community principles**, our Vision reflects the kind of Shire that we would like to be in the year 2030.

Each of the four **Focus Areas** has **Objectives** and **Strategies** that are designed to achieve the Vision, regardless of community, government or private sector responsibility.

Objectives are the highest level aspirations or long term goals of the community while **Strategies, Indicators** and **Measures** outline what will be done to achieve an objective and the indicators to measure our success. Often called the quadruple bottom line approach, objectives and strategies are grouped to ensure that **social, environmental, economic** and **governance** issues are examined and addressed. Each indicator has a target, measure and data basis listed in Appendix 4.

The Vision, Focus Areas, Objectives, Strategies and Measures are illustrated over the following pages.

The figure below describes the cascading and integrated format of the long, medium and short term plans in keeping with the IPR framework.

Community Strategic Plan 10+ years

Council Delivery Program 4 years

Council Annual Operational Plan

Community Focus
Areas and Objectives

Community Strategies, Council Actions
and Indicators

Indicator
Domains

Council Actions and Tasks
Indicators and Measures

Council Annual Report

eurobodalla

2030 community vision

friendly responsible thriving proud



liveable
communities

friendly

we are happy, supportive and welcoming



sustainable
communities

responsible

our choices benefit the community and the environment



productive
communities

thriving

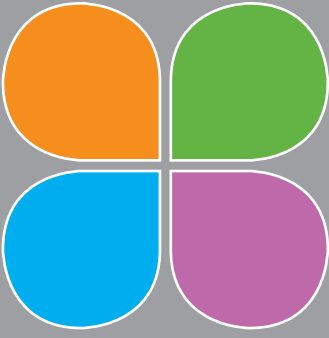
we are successful and sustainable in growth and development



collaborative
communities

proud

our Eurobodalla leads the way



our community principles

The eurobodalla2030 Community Strategic Plan extends well beyond the area of influence and responsibility of our Council, it is for everyone. It is therefore important that the Plan is guided and underpinned by a set of values or principles that were developed after a lot of thought and discussion with the community.

The principles listed below are considered as the most important by the Eurobodalla community.

COMMUNITY SPIRIT

We are friendly and resilient, and proudly live in harmony with each other and the environment

MUTUAL RESPECT

We take responsibility for our actions and give everyone a fair go

CARE

We take interest in the wellbeing of each other and our home

TRUST

We insist on honesty and open decision making

STEWARDSHIP

We make commonsense decisions for the benefit of all, based on research and community consultation

PARTICIPATION

We take opportunities to be involved in our community

COOPERATION

We recognise the value of partnerships to help us achieve our goals

INNOVATION

We act dynamically when planning for a balanced and prosperous future

eurobodalla

2030 community vision

friendly responsible thriving proud

liveable communities

- Our community is healthy and active
- People are aware, included and able
- The Eurobodalla is an affordable place to live

sustainable communities

- The natural environment is healthy, diverse and resilient
- Proactive and responsible planning supports the community and the environment
- Our resources are used wisely

productive communities

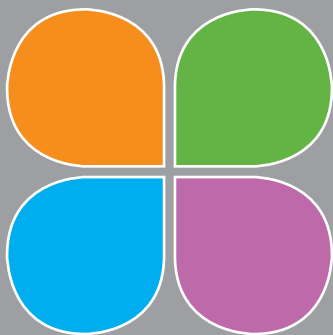
- The economy is competitive and our people skilled

collaborative communities

- Our leaders listen to and act on our behalf
- Our services and infrastructure are efficient and well managed

our community principles

Community Spirit Mutual Respect Care Trust Stewardship Participation Cooperation Innovation



liveable
communities



sustainable
communities



productive
communities



collaborative
communities

friendly responsible thriving proud

Focus Area 1



liveable

OBJECTIVE 1 - OUR COMMUNITY IS HEALTHY AND ACTIVE

- Strategy 1.1 Advocate for health services that cater for the changing needs of the Shire's people
- Strategy 1.2 Promote healthy lifestyle choices
- Strategy 1.3 Ensure that recreation and sporting facilities and opportunities cater for the changing needs of the Shire's people

OBJECTIVE 2 - PEOPLE ARE AWARE, INCLUDED AND ABLE

- Strategy 2.1 Encourage a more caring, responsible and involved community
- Strategy 2.2 Support the growth of a diverse and vibrant community life
- Strategy 2.3 Enhance and make best use of our public facilities and transport
- Strategy 2.4 Integrate, enhance and make best use of our education and training opportunities

OBJECTIVE 3 - THE EUROBODALLA IS AN AFFORDABLE PLACE TO LIVE

- Strategy 3.1 Seek to diversify local housing stock to match community and market needs
- Strategy 3.2 Build community capacity to pay for living costs

OBJECTIVE 4 - THE NATURAL ENVIRONMENT IS HEALTHY, DIVERSE AND RESILIENT

- Strategy 4.1 Maintain the diversity of our plants and animals
- Strategy 4.2 Manage and preserve our beaches and waterways
- Strategy 4.3 Identify and protect resource land and adopt sustainable agricultural practices

Focus Area 2



sustainable

OBJECTIVE 5 - PROACTIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY AND THE ENVIRONMENT

- Strategy 5.1 Plan for impacts of climate change
- Strategy 5.2 Plan to improve natural and built environments
- Strategy 5.3 Design principles recognise our local character, accessibility and sustainability
- Strategy 5.4 Manage and respond to environmental hazards and risks
- Strategy 5.5 Ensure that our Aboriginal and European cultural heritage is recognised and valued

OBJECTIVE 6 - OUR RESOURCES ARE USED WISELY

- Strategy 6.1 Develop a clean energy future
- Strategy 6.2 Use our water wisely
- Strategy 6.3 Reduce, reuse and recover waste

Focus Area 3



productive

OBJECTIVE 7 - THE ECONOMY IS COMPETITIVE AND OUR PEOPLE SKILLED

- Strategy 7.1 Help our local economy grow
- Strategy 7.2 Develop new industries and market places
- Strategy 7.3 Improve access to education and training

OBJECTIVE 8 - OUR LEADERS LISTEN TO AND ACT ON OUR BEHALF

- Strategy 8.1 Support effective communication that reflects our community values
- Strategy 8.2 Open and transparent decision making occurs
- Strategy 8.3 Build strong leaders and partnerships

Focus Area 4



collaborative

OBJECTIVE 9 - OUR SERVICES AND INFRASTRUCTURE ARE EFFICIENT AND WELL MANAGED

- Strategy 9.1 Assets, infrastructure and services managed to support community needs and agreed levels of service
- Strategy 9.2 Ensure financial sustainability and value for money
- Strategy 9.3 Employees are valued and contribute to continuous improvement

part 3 - turning our vision into action

The Community's adopted "Vision" is a guiding statement that describes where we want to be as a result of our efforts.

Our Vision embraces all aspects of the Eurobodalla - eurobodalla2030: friendly responsible thriving proud.

The eurobodalla2030 Community Strategic Plan describes what we need to do to realise our Vision and take Eurobodalla forward into the future. The Plan has four focus areas Liveable Communities, Sustainable Communities, Productive Communities and Collaborative Communities that are the heart of all the issues the community has raised and the things we need to do to achieve the future our community deserves.

While the Community Strategic Plan provides a way of expressing long-term community aspirations, these will not be achieved without sufficient resources such as time, money, assets and people, to actually carry them out.

Some things will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups. The four year Delivery Program and annual Operational Plans focus on matters that are the responsibility of the Council while the Resourcing Strategy looks more generally at matters that are the responsibility of others.



Volunteering for story time with students from St Marys Primary School at the Moruya Library



liveable communities

"A harmonious community with a mixture of cultures and where we can safely bring up our children"

elements of a liveable community

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong and vibrant cultural base and places for people to relax, study and play.

our outcomes for a liveable community

Research shows that the majority of our people enjoy good physical and emotional health, groups with a low socio-economic status, older people, people with disabilities and Aboriginal people experience the poorest health and wellbeing. To promote health, happiness and wellbeing, our actions are most likely to succeed if they are planned and delivered in partnership by a range of agencies and targeting those in greatest need.

There are three objectives and nine strategies in the **Liveable Communities Focus Area** designed to support a diverse and connected population that is also healthy, active, compassionate and informed. Through our actions, our home will be an affordable, accessible and secure place to live that is complemented by our desire for a clean environment and resilient economy.



Young local boy playing for Batemans Bay Football Club

OBJECTIVE 1 | OUR COMMUNITY IS HEALTHY AND ACTIVE

What will be done?	What we will measure	Our target
1.1 Advocate for health services that cater for the changing needs of the Shire's people	Number & proportion of people travelling outside the shire to access health services and facilities	Reduced travel outside the shire

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups		✓	✓		✓
Eurobodalla Shire Council			✓		✓
Southern NSW Local Health Network	✓	✓	✓		✓
Other health providers and agencies	✓	✓	✓		✓

National and State Links (see Appendix 1):

Australian Government - National Health Reform Agreement | NSW2021 Goals 11, 12 and 19



Strategic infrastructure priority | Regional Hospital | Health Services Plan

What has been done?

Council has been lobbying State and Commonwealth Departments of Health regarding the need for a feasibility study for a regional hospital in the Shire.

Where are we now?

The National Health Agreement and changes in State Health Boundaries and Government have delayed Council's proposal for a feasibility study.

The way forward

Keep lobbying to obtain support for a feasibility study.

Funding

Feasibility study funding from State and Commonwealth.

Priority

5 years The community has ranked a *Single Regional Hospital* as number one major infrastructure priority of six.

OBJECTIVE 1 | OUR COMMUNITY IS HEALTHY AND ACTIVE

What will be done?	What we will measure	Our target
1.2 Promote healthy lifestyle choices	Average life expectancy	Levels increased, particularly for Aboriginal people
	% of people achieving recommended daily activity levels	Levels increased
	Potentially hazardous drinking	Reduced proportion of people drinking more than the recommended maximum, lower incidence of women drinking during pregnancy
	Obesity levels	Levels reduced, particularly for children
	Incidence of cigarette smoking in the community	Levels reduced, particularly for young people
	Self reported health status	Maintained or improved

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓		✓
Southern NSW Local Health Network	✓	✓	✓	✓	✓
Other health providers and agencies	✓	✓	✓		✓

National and State Links (see Appendix 1):

Australian Government - National Health Reform Agreement | NSW2021 Goals 11 and 27



OBJECTIVE 1 | OUR COMMUNITY IS HEALTHY AND ACTIVE

What will be done?	What we will measure	Our target
1.3 Ensure that recreation and sporting facilities and opportunities cater for changing needs of the Shire's people	Level of satisfaction with recreation opportunities	Maintained or grows
	Participation in recreational activities	Maintained or grows

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Education and Communities		✓		✓	✓
Private providers	✓	✓	✓		✓
Non-government agencies	✓	✓	✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goal 27 | South East Arts' Artistic Statement



Family cycling on shared pathway by Moruya River

Strategic infrastructure priority | Regional Education, Arts and Recreation Centre

What has been done?

Investigation of community needs and concepts has occurred with residents and potential user groups

Where are we now?

We are examining land use and concept plans, delivery models and associated financial implications

The way forward

To proceed, the community needs to acknowledge and accept the high establishment and ongoing costs associated with this scale of infrastructure

Funding

The centre will require massive funding from State and Commonwealth Governments

Priority

10 years The community has ranked an *Expanded Tertiary Education Centre* as third and a *Regional Sporting and Aquatic Centre* fifth major infrastructure priority of six

OBJECTIVE 2 | PEOPLE ARE AWARE, INCLUDED AND ABLE

What will be done?	What we will measure	Our target
2.1 Encourage a more caring, responsible and involved community	Trust in others	Level of trust maintained or improved compared to 2005 social wellbeing survey
	Responsible companion animal ownership	Reduced dog attacks, barking dogs and nuisance dog complaints
	Contact with family, neighbours and friends	Level of contact maintained or improved compared to 2005 social wellbeing survey
	Number of drink driving offences	Reduced number of offences and reduced traffic accidents due to drink driving
	% of population participating and hours of voluntary work	Volunteers maintained or increased, hours increased
	Level of risk to the community	Risk management strategies in place (disaster, emergency management, services to achieve public health & safety)
	Aboriginal profile	Improved knowledge and awareness of Aboriginal community language diversity, needs and differences

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓		✓
Government agencies	✓	✓	✓	✓	✓
Non-government agencies	✓	✓	✓		✓

State Links (see Appendix 1): NSW2021 Goals 10, 13, 16, 23 and 24

OBJECTIVE 2 | PEOPLE ARE AWARE, INCLUDED AND ABLE

What will be done?	What we will measure	Our target
2.2 Support the growth of a diverse and vibrant community life	Level of participation in arts & cultural opportunities	Participation levels grow
	Acceptance of cultural diversity	Decrease in proportion of people reporting discrimination due to cultural background
	Awareness of cultural profile, diversity and values	Growing community awareness and communication of cultural profile
	Level of satisfaction with range of arts & cultural opportunities	People can access an adequate range of arts and cultural opportunities in the shire
	Number of volunteers in arts & cultural activities	Volunteers increased

Key contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council		✓	✓	✓	✓
Government agencies	✓	✓	✓	✓	✓
Non-government agencies	✓	✓	✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 14, 25, 26 and 27 | South East Arts' Artistic Statement



Dragon boating on the Wagonga Inlet

What will be done?	What we will measure	Our target
2.3 Enhance and make best use of our facilities and transport	Evidence of collaboration between providers	Collaborative projects/programs commenced
	Shared use options	Number of identified multiple use facilities grows
	Customer satisfaction with services and facilities	Facilities meet the needs of users
	Utilisation of infrastructure	Well utilised

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
Government agencies	✓	✓	✓	✓	✓
Non-government agencies	✓	✓	✓		✓

State Links (see Appendix 1):

NSW2021 Goals 8, 19 and 24

What will be done?	What we will measure	Our target
2.4 Integrate, enhance and make best use of our education and training opportunities	Evidence of collaboration between education and training providers	Collaborative projects/programs commenced
	Stronger pathways between education, training and employment	Evidence of improvements
	High school retention rates	More young people stay on at High School

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓		✓
Government agencies	✓	✓	✓	✓	✓
Non-government agencies	✓	✓	✓		✓
Schools, universities and colleges	✓	✓	✓		✓

State Links (see Appendix 1):

NSW2021 Goals 6 and 15



OBJECTIVE 3 | THE EUROBODALLA IS AN AFFORDABLE PLACE TO LIVE

What will be done?	What we will measure	Our target
3.1 Seek to diversify local housing stock to match community and market needs	Dwelling types & occupancy	Monitored and reported
	Housing costs as a proportion of average weekly income	Monitor
	Change in investment in higher density housing	Increase in higher density housing development
	Number of persons receiving rental assistance	Monitor

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups			✓		✓
Private builders and developers	✓	✓	✓		✓
Eurobodalla Shire Council			✓	✓	✓
Housing NSW and other Government agencies	✓	✓	✓	✓	✓
Non-government housing agencies and forums	✓	✓	✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 5, 13, 20 and 26 | NSW South Coast Regional Strategy



Youth Committee raising awareness of Youth Homelessness issues

What will be done?	What we will measure	Our target
3.2 Build community capacity to pay for living costs	Number of persons receiving rental assistance	Monitor
	Average weekly earnings	Monitor levels of low income households
	Proportion of pensioner rebate funded by the State Government	Increase share of cost is funded by State Govt
	% of dwellings unoccupied	Monitor as reduced levels of unoccupied dwellings means there are more people sharing the costs of services
	% of people in financial stress	Investigate measures
	Unemployment rate	Reduced level of unemployment

Key Contributors	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
All of Government and non-government	✓	✓	✓	✓	✓

State Links (see Appendix 1): NSW2021 Goals 3 and 5



Community Garden members working at the Moruya SAGE Site



sustainable communities

*“A vibrant coastal community that
is thriving economically and living
sustainably”*

elements of a sustainable community

A sustainable community is characterised by our appreciation of the Shire’s natural surroundings and biodiversity, supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

our outcomes for a sustainable community

Research shows that Eurobodalla residents and visitors have a very strong appreciation of the natural environment, our rural lifestyle and country atmosphere. The three objectives and eleven strategies in the **Sustainable Communities Focus Area** are designed to support careful and controlled planning and development of our Shire ensuring that the natural environment and our cultural heritage is promoted, protected and enhanced, and that our everyday actions are carbon friendly and resource neutral.



Fresh local produce at the Moruya Country Market

OBJECTIVE 4 | THE NATURAL ENVIRONMENT IS HEALTHY, DIVERSE AND RESILIENT

What will be done?	What we will measure	Our target
4.1 Maintain the diversity of our plants and animals	Extent and density of pest plant species	Maintained or reduced
	Extent and density of pest animals	Maintained or reduced
	Number of vulnerable and endangered native species	Maintained or reduced
	Extent and condition of ecological communities	Maintained or improved

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Environment and Heritage, NSW Department of Planning and Infrastructure, Catchment Management Authority	✓	✓	✓	✓	✓

National, State and Regional links (see Appendix 1):

Australia's Biodiversity Conservation Strategy 2010–2030 | South Coast Regional Conservation Plan
NSW2021 Goals 22, 23 and 24 | Catchment Action Plan



What will be done?	What we will measure	Our target
4.2 Manage and preserve our beaches and catchments	Groundwater quality & quantity	Meets guidelines and licence conditions
	Sewer spills to the environment	Minimised with tangible improvement on 2011 levels
	Condition of riparian zones	Maintained or improved
	Natural processes and condition	Hydrological regimes maintained or improved and barriers to fish passage removed
	Drinking water quality	Meets drinking water guidelines
	Surface water quality	Meets guidelines for recreational use and for healthy fisheries
	Volume and type of discharge to waters	Meets regulations
	Extent and condition of wetlands	Maintained or improved

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Environment and Heritage, NSW Department of Planning and Infrastructure, Catchment Management Authority	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 21, 22, 23 and 24 | South Coast Regional Conservation Plan
 South Coast Regional Strategy | Catchment Action Plan



North Moruya Breakwall

OBJECTIVE 4 | THE NATURAL ENVIRONMENT IS HEALTHY, DIVERSE AND RESILIENT

What will be done?	What we will measure	Our target
4.3 Identify and protect resource land ⁴ and adopt sustainable agricultural practices	Land capability & use	Constraints and opportunities are recognised in planning for changes of use
	Land management responses undertaken	Protection measures in place
	Extent of land degradation	Monitor and collect data to establish baseline
	Contaminated land	Identified, managed or restored

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council			✓	✓	✓
NSW Departments of Planning and Infrastructure and Primary Industry, Catchment Management Authority	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goal 3 | South Coast Regional Conservation Plan | Catchment Action Plan



Scarecrows in Tilba

⁴ For example, land suitable for agriculture, resources, energy production

OBJECTIVE 5 | PROACTIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY AND THE ENVIRONMENT

What will be done?	What we will measure	Our target
5.1 Plan for impacts of climate change	Climate change impacts	Improve understanding of impacts through studies and communication of issues

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Eurobodalla Shire Council		✓	✓	✓	✓
NSW Office of Environment and Heritage	✓	✓	✓	✓	✓

National and State links (see Appendix 1):

Australia's Biodiversity Conservation Strategy 2010–2030 | NSW2021 Goals 23 and 28

What will be done?	What we will measure	Our target
5.2 Plan to improve natural and built environments	Contaminated land	Identified, managed or restored
	Population and housing data	Policy responds to trends in population
	Landuse types by area	Appropriate uses
	Community satisfaction with management of the development of residential and rural lands	Maintained or improved above 2010 Survey results

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups			✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Department of Planning and Infrastructure, Office of Environment and Heritage, Catchment Management Authority	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 3, 20 and 29 | NSW South Coast Regional Strategy | Catchment Action Plan



A king tide at Murra Mia Walkway in Batemans Bay CBD March 9, 2012. Walkway partly closed where waves break.

OBJECTIVE 5 | PROACTIVE AND RESPONSIBLE PLANNING SUPPORTS THE COMMUNITY AND THE ENVIRONMENT

What will be done?	What we will measure	Our target
5.3 Design principles recognise our local character, accessibility and sustainability	Disability access improvements identified	Improvements implemented
	Satisfaction with the character of public spaces	Establish baseline

Key Contributors

Community members and groups
Eurobodalla Shire Council
NSW Department of Planning
and Infrastructure and Office
of Environment and Heritage
Private providers

Provider

✓

✓

✓

Funder

✓

✓

✓

Advocate

✓

✓

✓

✓

Regulator

✓

✓

Partner

✓

✓

✓

✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 20, 21 and 28 | NSW South Coast Regional Strategy



Home designer & builder going over plans for a home in Bayridge Estate, Batemans Bay

OBJECTIVE 5 | PROACTIVE AND RESPONSIBLE PLANNING SUPPORTS
THE COMMUNITY AND THE ENVIRONMENT

What will be done?	What we will measure	Our target
5.4 Manage and respond to environmental hazards and risks ⁶	Climate & its variation	Monitor temperature, rainfall and its variation
	Bushfire Risk Management	Substantial completion of targets in Eurobodalla Bushfire Risk Management Plan
	Sewer spills to the environment	Minimised with tangible improvement on 2011 levels
	Hazardous waste collected	Hazardous waste collection conducted annually
	% Households with a Bushfire Survival Plan in place	More households have a bushfire survival plan

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Department of Planning and Infrastructure, Catchment Management Authority and Office of Environment and Heritage	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goal 28 | South Coast Regional Conservation Plan | NSW South Coast Regional Strategy

What will be done?	What we will measure	Our target
5.5 Ensure that our Aboriginal and European cultural heritage is recognised and valued	Proportion of heritage sites, objects and places that have been assessed as well managed	Maintained or improved
	Cultural heritage sites, objects or places on interim listings and on the heritage register	Monitored

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Department of Planning and Infrastructure, Office of Environment and Heritage, Catchment Management Authority	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 26 and 27 | Catchment Action Plan
NSW South Coast Regional Strategy | South Coast Regional Conservation Plan

⁶ Climatic and topographical



OBJECTIVE 6 | OUR RESOURCES ARE USED WISELY

What will be done?	What we will measure	Our target
6.1 Develop a clean energy future	Energy efficiency measures	Reduced energy consumption
	Alternate transport modes	Increased use of public transport, cycleways and carpooling and reduced dependence on fossil fuels
	Energy sources	Substantially increase percentage of energy from sustainable renewable sources
	Greenhouse gas emissions	50% reduction in emissions by 2020 (from 2002 levels)
	% of population understanding the need for living and working more sustainably	Increased understanding

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Environment and Heritage	✓	✓	✓	✓	✓
South East Region of Councils	✓		✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goal 5 and 19 | NSW South Coast Regional Strategy



6kW Groundmount Solar Array



Tuross Falls

OBJECTIVE 6 | OUR RESOURCES ARE USED WISELY

What will be done?	What we will measure	Our target
6.2 Use our water wisely	Water use	Reduced usage
	Water reuse	Increased reuse

Key Contributors	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Environment and Heritage		✓		✓	✓
South East Resource Recovery Regional Organisation of Councils (SERRROC)	✓		✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 5, 19, 21 and 22 | NSW South Coast Regional Strategy

OBJECTIVE 6 | OUR RESOURCES ARE USED WISELY

What will be done?	What we will measure	Our target
6.3 Reduce, reuse and recover waste	Waste recycled	Increase in recycling volumes and waste diverted from landfill
	Hazardous waste collected	Hazardous waste collection conducted annually
	Solid waste to landfill	Reduction in per head of population volumes
	Waste reused locally	Evidence of local reuse projects

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW Office of Environment and Heritage		✓		✓	✓
South East Resource Recovery Regional Organisation of Councils (SERRROC)	✓		✓		✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 22 and 23 | NSW South Coast Regional Strategy



Surf Beach waste facility

Strategic infrastructure priority | Regional Waste Recovery and Recycling Centre

What has been done?

Council's draft Waste Strategy identifies that under present practices, the Shire's landfill sites will be full by 2020.

Where are we now?

Council is prepared to extend the life of existing sites by increasing our capacity to recover and recycle waste.

The way forward

Increase capacity to recover and recycle waste to improve sustainability and reduce impacts on the environment and landfill sites while establishing a means to address future waste demands.

Funding

The community needs to acknowledge and commit to waste management changes and increased costs.

Priority

5 years The community has ranked Regional Waste Management Facility as sixth major infrastructure priority of six.





productive communities

“I’d like our Shire to become a learning community with the sharing of public amenities and the skills we have for the benefit of everyone ”

elements of a productive community

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of Government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

our outcomes for a productive community

Our community wellbeing is enhanced by a strong and viable local economy that is in balance with the natural environment. The strategies contained in the **Productive Communities Focus Area** are designed to ensure that we are innovative and smart with a skilled and efficient workforce, that we have functional, sustainable and reliable infrastructure and that we are investment and development ready.



Students working hard at St Bernard's Primary School, Batehaven

OBJECTIVE 7 | THE ECONOMY IS COMPETITIVE AND OUR PEOPLE SKILLED

What will be done?	What we will measure	Our target
7.1 Help our local economy grow	Businesses and employment by industry	Increased diversity
	Visitor numbers	Maintained or improved
	Investment in major infrastructure	Maintained or improved
	Unemployment rate	Reduced level of unemployment
	Capacity of infrastructure	Peak demand met or managed

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Chambers of Commerce and businesses	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓		✓
Regional Development Australia (RDA)		✓	✓		✓
NSW Departments of Trade and Investment and Roads and Maritime Services	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 1, 3, 19 and 27 | RDA NSW South Coast Strategic Plan



Tilba Bakery



Strategic infrastructure priority | Kings Highway, Princes Highway and Batemans Bay Link Road

What has been done?

Lobbying of Government by SEATS, Southern Council's Group and NRMA for upgrading of the Kings and Princes Highways.

Where are we now?

Continued lobbying of State and Commonwealth Governments to prioritise highway upgrade into works programs and budgets.

The way forward

Upgrade of the Kings Highway is a priority due to our proximity to inland centres for tourism, freight and business.

The Princes Highway needs to become a *Road of National Importance* to receive appropriate Commonwealth funding for improvements to be made.

The *Link Road* connecting the Princes Highway to the South Batemans Bay By-pass is dependent on the major realignment of the Princes Highway.

Funding

Significant Government funding is required to upgrade and maintain the Kings and Princes Highways and to construct the Batemans Bay Link Road.

Priority

Next 10 years – The community has ranked the *upgrade of the Kings and Princes Highways* as the major infrastructure priority of six.

OBJECTIVE 7 | THE ECONOMY IS COMPETITIVE AND OUR PEOPLE SKILLED

What will be done?	What we will measure	Our target
7.2 Develop new industries and market places	Businesses and employment by industry	Increased diversity
	Business startups	Net increase in new businesses
	Investment in development of industrial, commercial and residential land	Maintained or improved

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Chambers of Commerce and businesses	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓		✓
Regional Development Australia (RDA)		✓	✓		✓
NSW Departments of Trade and Investment and Roads and Maritime Services	✓	✓	✓	✓	✓

State and Regional Links (see Appendix 1):

NSW2021 Goals 3, 4, 19 and 20 | RDA NSW South Coast Strategic Plan



Strategic infrastructure priority | Moruya Airport Redevelopment

What has been done?

Airport concept plan including investigation of development options was prepared and adopted within the last 10 years.

Where are we now?

A review of the relevance of the development options and concept plan to be undertaken in light of changes in the marketplace and airline industry.

The way forward

Council, community and investment partners needed to drive the process to capitalise on the social and economic benefits of having a commercial airport.

Funding

Significant Government funding and private investment will be required to upgrade and maintain Moruya Airport.

Priority

5 years The community has ranked *Moruya Airport redevelopment* as the fourth major infrastructure priority of six.



Moruya Airport from the sky

OBJECTIVE 7 | THE ECONOMY IS COMPETITIVE AND OUR PEOPLE SKILLED

What will be done?	What we will measure	Our target
7.3 Improve access to education and training	Education attainment of adult population	Monitored and reported
	Participation in adult education courses	Maintained or increased
	Adult literacy skills in English	Monitored and reported
	Participation in early childhood education	Increased
	Participation in tertiary education	Increased level of participation
	High school retention rates	More young people stay on at High School

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓	✓	✓		✓
Local education service providers	✓	✓	✓		✓
Eurobodalla Shire Council			✓		✓
NSW Department of Education and Communities	✓	✓	✓	✓	✓
Commonwealth Department of Education, Employment and Workplace Relations (DEEWR)		✓	✓	✓	✓

National and State Links (see Appendix 1):

DEEWR Review of Higher Education Final Report | NSW2021 Goals 6 and 15



Eurobodalla Shire Council has conducted a trainee/apprentices program since the 1990s, pictured are the 2011 participants at orientation day.





collaborative communities

“I’d like a Shire that is proud of its leaders and where the community is engaged in its decision making for a positive, sustainable and inclusive future ”

elements of a collaborative community

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

our outcomes for a collaborative community

The two objectives and six strategies in the **Collaborative Communities Focus Area** seek to ensure that we value the leaders, volunteers and advocates who have opportunities to lead creative local solutions and take personal responsibility to ensure that the Shire is socially and economically resilient and has retained our natural environment for future generations.



Volunteers constructing the Narooma to Dalmeny cycleway at Kianga

OBJECTIVE 8 | OUR LEADERS LISTEN TO AND ACT ON OUR BEHALF

What will be done?	What we will measure	Our target
8.1 Support effective communication that reflects our community values	Community satisfaction with council information	People have the information they need to access services
	Contact with family, neighbours and friends	Maintained or improved
	Range of information channels relied upon by community	Information providers use those channels
	Internet usage in the community	Increased usage

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW and Commonwealth Governments	✓	✓	✓	✓	✓

State Links (see Appendix 1):

NSW2021 Goals 31 and 32



Councils Environmental Education Officer with St Bernard's Primary School Children during Sea Week 2011

What will be done?	What we will measure	Our target
8.2 Open and transparent decision making occurs	Community satisfaction with level of participation in decision making	People have the information they need to effectively participate in decision making
	Level of perceived corruption	Establish benchmark and improve rating over time

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and civic groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW and Commonwealth Governments	✓	✓	✓	✓	✓

State Links (see Appendix 1):

NSW2021 Goals 31 and 32

What will be done?	What we will measure	Our target
8.3 Build strong leaders and partnerships	Representation of Aboriginal issues in local government	Evidence of active engagement with Aboriginal community
	Number of active collaborative community groups and projects	Maintained or increased
	Representation of women's issues in local government	Evidence of active engagement with women and womens groups
	Participation in regional collaborations	Maintained or increased

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups	✓		✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW and Commonwealth Governments	✓	✓	✓	✓	✓

State Links (see Appendix 1):

NSW2021 Goals 6, 15 and 30



Bushcare training at South Broulee beach

OBJECTIVE 9 | OUR SERVICES AND INFRASTRUCTURE ARE EFFICIENT, EFFECTIVE AND WELL MANAGED

What will be done?	What we will measure	Our target
9.1 Assets, infrastructure and services managed to support agreed levels of service	Utilisation of infrastructure	Well utilised
	Customer satisfaction with services and facilities	Facilities meet the needs of users
	Asset renewal ratios to target	Maintained or improved
	Road casualties per 100km of road	Reduced
	Capacity of infrastructure	Peak demand met or managed
	Condition of infrastructure	Facilities are safe and serviceable and meet defined levels of service
	Infrastructure backlog	Maintained or improved
	Level of traffic congestion during peak holiday periods	Monitor and review

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups		✓	✓		✓
Private providers	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW and Commonwealth Governments	✓	✓	✓	✓	✓

National and State Links (see Appendix 1):

Australian Government Nation Building Program | NSW2021 Goals 19, 20, 21, 27 and 30



Resealing Moruya Airport runway



Rotary Park, Narooma

OBJECTIVE 9 | OUR SERVICES AND INFRASTRUCTURE ARE EFFICIENT, EFFECTIVE AND WELL MANAGED

What will be done?	What we will measure	Our target
9.2 Ensure financial sustainability and value for money	Value of efficiency improvements	Measurable gains achieved
	Adequate infrastructure funding	Improved funding from Federal and State Government sources
	An adequate range of affordable services	Everyone can access basic services
	Average weekly earnings	Monitor levels of low income households
	Proportion of pensioner rebate funded by the State Government	Increased share of cost is funded by State Govt
	Level of Corporate Risk	Corporate risks are managed

Key Contributors

Community members and groups
Private providers
Eurobodalla Shire Council
NSW and Commonwealth Governments

Provider

✓
✓
✓
✓

Funder

✓
✓
✓
✓

Advocate

✓
✓
✓
✓

Regulator

✓
✓

Partner

✓
✓
✓
✓

State Links (see Appendix 1):

NSW2021 Goals 1 and 2

OBJECTIVE 9 | OUR SERVICES AND INFRASTRUCTURE ARE EFFICIENT,
EFFECTIVE AND WELL MANAGED

What will be done?	What we will measure	Our target
9.3 Employees are valued and contribute to continuous improvement	Work related injury claims	Reduced
	Employee participation in continuous improvement	Number of reported improvement programs
	Self reported satisfaction with work life balance	Maintained or improved (establish baseline)

Key Contributors

	Provider	Funder	Advocate	Regulator	Partner
Community members and groups		✓	✓		✓
Private providers	✓	✓	✓		✓
Eurobodalla Shire Council	✓	✓	✓	✓	✓
NSW and Commonwealth Governments	✓	✓	✓	✓	✓
Trade Unions	✓	✓	✓		✓

State Links (see Appendix 1):

NSW2021 Goals 1, 6, 14 and 25





appendix 1

NSW2021 is a 10 year plan released by the NSW State Government with 32 goals to address the economy, services, infrastructure, the local environment, communities and Government accountability

REBUILD THE ECONOMY

1. Improve the performance of the NSW economy
2. Rebuild State finances
3. Drive economic growth in regional NSW
4. Increase the competitiveness of doing business in NSW
5. Place downward pressure on the cost of living
6. Strengthen the NSW skill base

RETURN QUALITY SERVICES

TRANSPORT

7. Reduce travel times
8. Grow patronage on public transport by making it a more attractive choice
9. Improve customer experience with transport services
10. Improve road safety

HEALTH

11. Keep people healthy and out of hospital
12. Provide world class clinical services with timely access and effective infrastructure

FAMILY & COMMUNITY SERVICES

13. Better protect the most vulnerable members of our community and break the cycle of disadvantage
14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential

EDUCATION

15. Improve education and learning outcomes for all students

POLICE & JUSTICE

16. Prevent and reduce the level of crime
17. Prevent and reduce the level of re-offending
18. Improve community confidence in the justice system





appendix 1

nsw 2021 - 32 goals

RENOVATE INFRASTRUCTURE

- 19. Invest in critical infrastructure
- 20. Build liveable centres
- 21. Secure potable water supplies

STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES

- 22. Protect our natural environment
- 23. Increase opportunities for people to look after their own neighbourhoods and environments
- 24. Make it easier for people to be involved in their communities
- 25. Increase opportunities for seniors in NSW to fully participate in community life
- 26. Fostering opportunity and partnership with Aboriginal people
- 27. Enhance cultural, creative, sporting and recreation opportunities
- 28. Ensure NSW is ready to deal with major emergencies and natural disasters

RESTORE ACCOUNTABILITY TO GOVERNMENT

- 29. Restore confidence and integrity in the planning system
- 30. Restore trust in State and Local Government as a service provider
- 31. Improve government transparency by increasing access to government information
- 32. Involve the community in decision making on government policy, services and projects



appendix 2

local plans and strategies that support the community strategic plan

Social	Economy	Environment	Assets and infrastructure	Development and planning	Governance
<ul style="list-style-type: none"> • Social Plan • Positive Ageing Strategy • Youth Strategy • Cultural Plan • Disability Action Plan • Aboriginal Action Plan • Road Safety Strategic Plan 	<ul style="list-style-type: none"> • Economic Development Strategy • Eurobodalla Coast Tourism Strategic Plan • RDA NSW South Coast Strategic Plan 	<ul style="list-style-type: none"> • Catchment Action Plan • State of the Environment Report • Sensitive Urban Lands Report • ESC Greenhouse Action Plan • Interim Sea Level Rise Policy • South Coast Regional Conservation Plan 	<ul style="list-style-type: none"> • Transport Asset Management Plan (AMP) • Water and Sewer AMP • Stormwater AMP • Buildings and Facilities AMP • Marine Structures AMP • Shared Path Strategy • Recreation and Open Space Strategy 	<ul style="list-style-type: none"> • South Coast Regional Strategy • Local Environmental Plan • Settlement Strategy • Structure Plans • Development Control Plans • Plans of Management for Community and Crown Lands • Eurobodalla Heritage Study • Draft Employment Lands Strategy 	<ul style="list-style-type: none"> • Delivery Program • Long Term Financial Plan • Workforce Management Plan • Operational Plans





For more information about eurobodalla 2030
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www.eurobodalla2030.com.au

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Whilst every endeavour has been made to ensure the accuracy of the information in this publication, Eurobodalla Shire Council, their employees, contractors and agents cannot be held responsible for any consequence resulting from the use of the information or errors contained herein. 4/12.

eurobodalla community strategic plan

help our community grow

 **one**
community



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message from our mayor

When council asked the community in 2009, "What do you want Eurobodalla to be in the year 2030?" it started a community conversation that is still happening today.

Over 3000 people representing many age groups and walks of life were directly involved in the start of this conversation - through surveys, workshops, questionnaires, written submissions, information stalls and local media.

Thousands more were indirectly involved and these people shared their thoughts in conversations, newspaper stories, radio and online.

Over months, ideas flowed. People listened, shared, laughed, took on the challenges and refused to shy away from the hard topics.

This process was championed by 17 residents who formed the Community Reference Group. They gave up their time to be a voice and represent our community.

I would like to acknowledge and thank the contribution this group made to the development of Eurobodalla's first Community Strategic Plan.

One of the first responsibilities of the new council elected in September 2012 was to review the plan and build on the thoughts and ideas already underway.

So we picked up the conversation again and harnessed more ideas to fine tune the plan to make sure we had the best outcomes for our community.

This Community Strategic Plan reflects the insight, experience, vision, priorities, challenges and hopes for the future of our 'One Community'. And what a future it will be!

This plan is your plan. It belongs to you, our community, not to Eurobodalla Shire Council. And the people of Eurobodalla have already begun their journey toward achieving their goals.

In practice, One Community will be at the heart of council's operations. Future plans and decisions made by this council will be aligned to One Community.

In spirit, One Community is the result of an engaged and heartfelt conversation with a committed community who came together to create a powerful vision for our future.

I am proud of this plan and I applaud our community on their commitment to the future. I am looking forward to working together in the years ahead to make our vision a reality and Eurobodalla a better place to live.

Lindsay Brown
Mayor



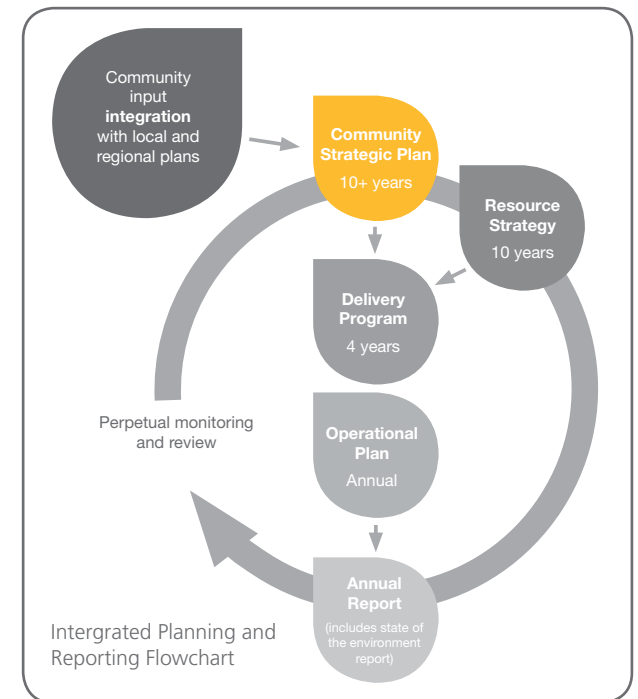
about this plan

Why do we plan?

All councils are required to develop short, medium and long term plans under the NSW Integrated Planning and Reporting (IPR) Framework. The Community Strategic Plan 'one community' is the highest order plan within this hierarchy that a council and its community will prepare. Its purpose is to identify the community's main priorities and aspirations for the future, and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community, and the level of resources that will realistically be available to achieve its aspirations.

One Community is supported by subordinate plans: a Resourcing Strategy that includes an Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan. As well as a Delivery Program and Operational Plan which outline activities that are the responsibility of council in achieving our community vision.

While council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as Federal and State Agencies, and community groups are also responsible for the delivery of the plan. The aim of the plan is to encourage council, the community and other agencies to work together as one community to deliver on our vision for the future.



Reviewing the plan

This version of the Community Strategic Plan – One Community, is an update of our original Community Strategic Plan - Eurobodalla2030, which was first adopted by council in April 2012.

In September 2012, the Eurobodalla local government elections were held and, in accordance with IPR legislation, a review of the recently adopted plan was required.

It was important that the review process be respectful to and build upon the community input to date and to ensure that the plan remains current and representative.

How was the plan developed?

Community involvement in the development of the first Community Strategic Plan was extensive. Council prepared a comprehensive Community Engagement Strategy to provide varied opportunities for our community to express their broad range of opinions, ideas and visions to help shape the plan.

The community was provided with genuine opportunities for active, meaningful and ongoing participation and over 3000 people from all walks of life took part in identifying the key issues, challenges and opportunities in creating the plan.

The Community Engagement Strategy for the review has continued this original conversation with our community, and kept the same intent by using additional input, feedback, contributions and information.

The key messages that were reinforced through our community conversation have helped to fine tune elements of the plan and develop our vision for one community.

- Liveable: having opportunities to participate in community life, looking after one another and being healthy
- Sustainable: that development is respectful, resources are used wisely and we look after our environment for the future
- Productive: having opportunities to grow, to work and to learn
- Collaborative: We talk to and listen to one another, we are responsible for our actions, and we respect ourselves and others



Why **one** community?

As part of our review process we asked the community what they wanted their plan to be called. We were looking for a name that would appeal to all ages, stand the test of time and help to connect the people within our shire. The ideas that came back from our community centred on growth, strength and connectivity.

When the name, 'one community', was suggested it seemed to capture the essence of what we had heard consistently throughout our community conversations.

Our logo for the plan represents each focus area as a petal that comes together to make a whole flower. This flower represents our focus and aim to work together to help our 'one community' grow.





planning in partnership

Our community often calls for more action in the areas of health, community safety, education, transport and environmental protection. Delivering on community expectations in these areas however, cannot occur in isolation and must recognise broader regional, national and global context. This means understanding our role and networks with other communities, industries and statewide partners.

The State Government has developed a State Plan – NSW 2012, which has a series of strategic goals that will assist with the delivery of community expectations at a state and regional level, while enabling coordination and alignment at a local level.

Our Community Strategic Plan has been developed with regard to the State Plan and associated Regional Plans.

NSW 2021 State Plan Goals	Rebuild the economy	Return Quality Services	Strengthen our local environment and communities	Restore accountability to government
South East NSW Regional Action Plan Priorities	Diversify the economy and provide sustainable employment options Improve access and options for education and employment	Deliver quality health and community services Provide accessible, efficient and integrated transport services	Manage our natural resources and protect the environment	Improve strategic planning and service delivery
Community Strategic Plan – One Community Objectives	We help our local economy grow We are skilled and have access to employment opportunities	We are healthy and active Our community is a great place to live	Our community and environment are in harmony We use and manage our resources wisely	We work together to achieve our goals We are an engaged and connected community

how will we know the plan is working?

Our objective is to bring about positive change within our community. It is therefore important to regularly check whether or not council, and all partners including our community is making progress towards achieving the goals set in our Community Strategic Plan.

We need to regularly ask ourselves:

Are we starting to see results and improvements?

Are the various partners in the plan doing what they said they would do?

What else do we need to do?

To do this, council will monitor the effectiveness of our Community Strategic Plan through the use of community indicators. The idea of community indicators is to measure issues of relevance to our community regardless of whether council has direct responsibility for them. Community indicators focus on longer-term, population or community level outcomes, measuring overarching changes which are the responsibility of various organisation, levels of government and other stakeholders. These indicators are listed for each of the four focus areas of the plan.

The success of implementing the plan is reported every four years in an end of the council term report that shows our progress towards the indicators listed in the plan. The plan is also fully reviewed and endorsed every four years in line with local government elections to ensure it remains relevant to our community's changing circumstances.

What is council's role in implementing the plan?

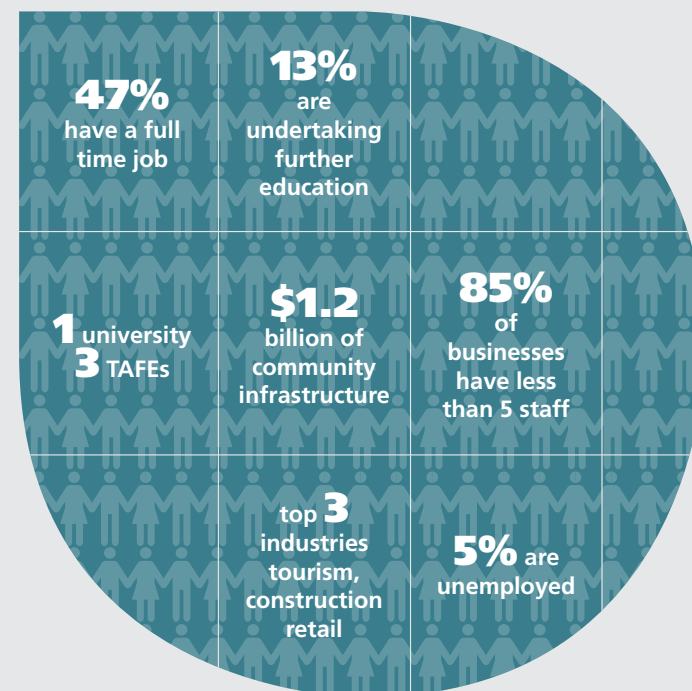
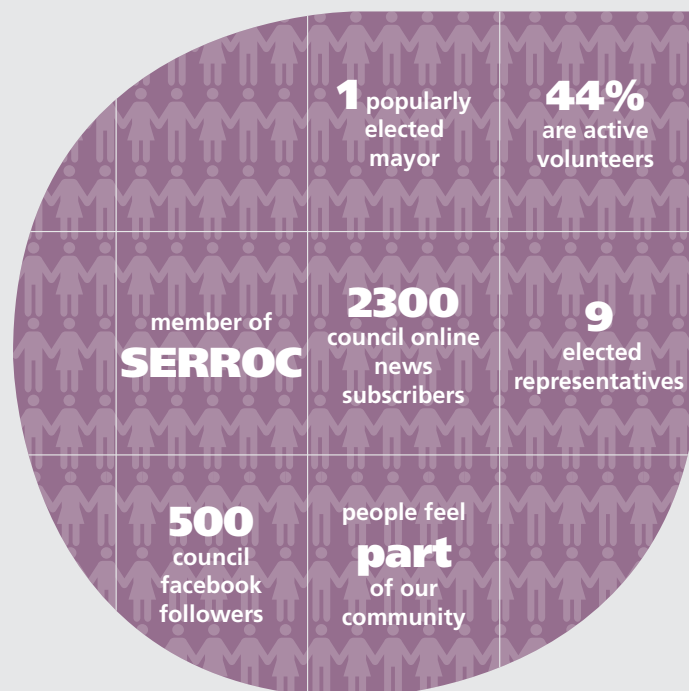
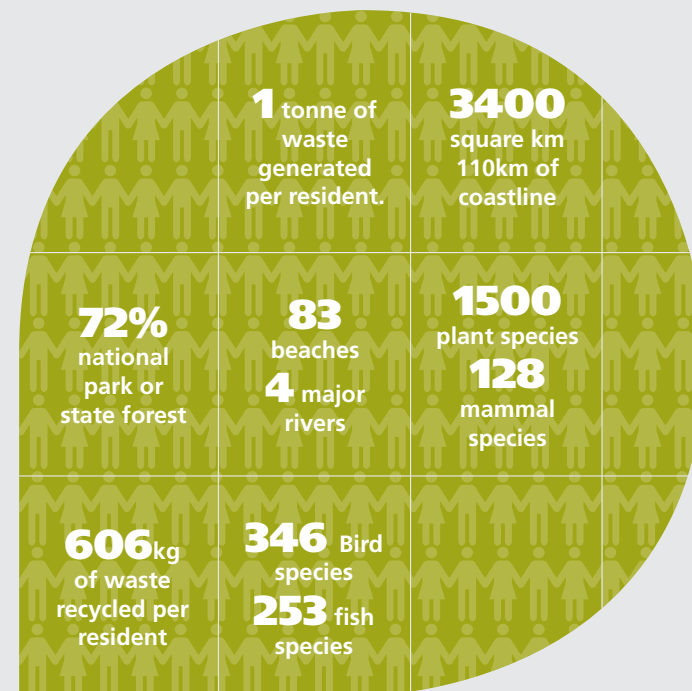
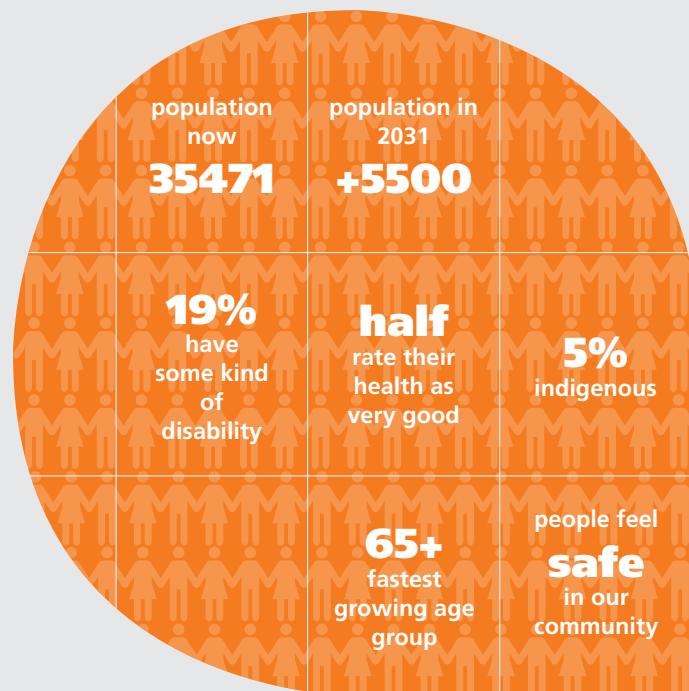
Council has multiple roles to play in delivering the Community Strategic Plan. Specific activities that council will undertake are listed in its Delivery Program and Operational Plan. Broadly councils role includes being:

- A **leader**: to plan and provide direction through policy and practices.
- A **provider**: of physical infrastructure and essential services.
- A **regulator**: of development, community health and safety, and the environment.
- A **partner**: with community, private and government organisations.
- A **supporter**: to support and advocate for the community it represents.
- A **promoter**: of the Eurobodalla as a place to live, visit and invest.



our community today

who we
are today
plays an
important
part in
shaping
our future
for our
community
tomorrow



shaping our tomorrow

The ideas and hopes of children today influence the growth and development of our community tomorrow. As part of our community conversation we asked our children what community meant to them, what they liked about it and how they wanted to see it grow into a friendly, responsible, thriving and proud community.

what makes our community **friendly**?

- Enjoying where you live
- Support from your community
- A clean and tidy environment
- Access to activities
- Safety
- Support for local talents

what makes our community **responsible**?

- Effective use of resources
- Looking after the environment
- Rules for development

what makes our community **thriving**?

- Employment opportunities
- Moving forward
- Supply of information
- Motivation
- Access to education and training

what makes our community **proud**?

- Connecting with groups in the community
- Removing barriers
- Community events
- Supporting each other

open
natural
exciting

coastal
one
magic
market
united
nice
inspire
tourism
youth



“become more environmentally aware at school.”

our community tomorrow

Valentine's Day 2030

Sometimes it can be hard to imagine what things might be like in the future. So as part of our community conversation, community reference group member Stuart Whitelaw shared with us his vision for the future....

The beach looks beautiful this morning as we enjoy our morning walk. Despite the 20cm of sea level rise in the past 20 years, it is hard to tell what has changed. The dunes are about 10 metres further back, and the lagoon has changed shape slightly, the middens are more exposed and some of the old banksias on the foredunes are now stumps sticking out of the beach. Small changes compared to the impact of sea level rises and storm surges on man made infrastructure like drains and sea walls. It hasn't bothered the sea eagles or the herons.

Batemans Bay town centre has had to come to terms with the sea level rises and several storm surges, which have so only caused nuisance flooding, but are a sign of things to come. A decision has been made to introduce canals through the business centre and new businesses are locating at first floor level. Images showing the town as the Venice of the South Coast have appeared on the local news screens.

Today is my day to do volunteering at the University of Sustainability. I pack my basket into the buggy. Our carport has two vehicles, the long distance bio-diesel car which we use every couple of weeks and the handi-buggy.

I love my trips to the highway in this rechargeable 2 seater. The trip takes about 5 minutes longer, but I get to hear the birds. The buggy is made locally from recycled components, bicycle style wheels, timber chassis, electric motors and rubber suspension.

At the top of the hill, there is a neighbour who I regularly pick up. She works part time at the Uni. We travel together to the highway hub.

We pass what was the Council green waste dump and is now the Country Energy/Council micro generator that uses tree loppings and other green waste to produce enough power for our small community. It produces bio-char which is in great demand for vegetable production. The plant is the size of 3 shipping containers and runs most of the year, providing jobs for 4 people. There is occasional noise from the chipper, but people have accepted it. The fires of the past 3 years have seen large numbers of dead casuarinas which are slowly being used as the areas are replanted and regenerated to coastal red gum forest.

We drive the 10km to the highway and I see the batteries need charging. I park the buggy and plug into the charging bay at the base of the wind generator. The cost is billed to my account automatically. There is also a space for a share car at the highway hub, but it is empty and the booking screen shows it won't be back until the afternoon. There are a group of bicycles in the racks from the early morning commuters as well as the usual borrow bikes accessible by ratepayer cards.

The highway shuttles run every 15 minutes, and can seat about 20 people. We have just missed one, but spend the time catching up on the latest fishing news from some other residents. The beach fishing is continuing to improve, which is great news for old fishos like me who can't get around the rocks too easily anymore.

On the way to Moruya township, we pass one of the first micro communities in the district on an old dairy farm. A result of flexible planning policies as well as investment schemes from the local 'slow money' exchange, there are now 30 of these communities that are net exporters of food and energy. They are true zero waste communities, and are given special rate

dispensation for their reduced load on community services, and for their employment generation.

The one on my left looks like a small village surrounded by pasture and food forest shelterbelts. It specialises in white rind raw milk cheeses, and has a large methane generator that feeds excess power to the local grid.

The shuttle pulls up outside the farm gate to pick up people and the container of cheese goes into the refrigerated trailer for transfer to Sydney markets. Eurobodalla is becoming well known once again for its individual cheeses.

As we head into Moruya, we pass the first part of the University, on what was originally Moruya TAFE. This section specialises in organic horticulture and food networks, including hospitality and tourism, with some building technology streams.

Passing the turn off to South Heads, we see the first part of the Moruya Floodplain Market Gardens. This small start of about 20 hectares of vegetable gardens has been overtaken by the enterprises on the Northern side of the river, which are a major food exporter of fodder crops as well as vegetables. Council played a pivotal role in this 500 hectare project by providing free treated effluent piped from its plant in Surf Beach to the early adopters. The flats now employ over 200 people in a variety of farming, horticulture and environmental management roles, and the Moruya campus is actively involved in several exciting pilot schemes.

The flats are now criss-crossed with shelter belts of carobs and honey locust trees which are just coming into full production. Free range poultry share these zones which also protect the drops from the increasingly strong winds.



The big floods of 2020 and 2022 taught many lessons about intensive horticulture management on the flood plains. The crop losses were compensated by the top dressing of 10mm of river silt across the flats. There is speculation that this mechanism will keep pace with the water table rise.

The Council had shown great vision in ensuring that any land close to town with good soil was protected from subdivision and could be used for agriculture even if it backed onto housing development. The banning of most pesticide spraying and the rise of organic practices mean that this is not such a problem. So despite the loss of production of some vegetables from the floodplain in the big floods, there was little need for food imports.

I am heading to the built environment faculty, which is right in town. This co-operative effort from two regional universities has changed Eurobodalla. There are centres in Narooma (aquaculture and marine studies), Moruya (Food and built environment) and Batemans Bay (Coastal and catchment studies and renewable energy).

The Moruya campus is mostly integrated into the town, with lecture places and admin areas located above the retail areas. Some student housing is also a part of the town centre, but many prefer to live closer to the coast, using the cycleways to get to classes.

The University has almost 4,000 students now, spread across the region. There is intense competition for teaching positions in what is one of the most desirable coastal locations. Many retired academics and professions are encouraged to be mentors and part time tutors in several faculties. Today is my day to take a drawing class and to be a guest judge at a design 'pinup' of the 'garbage housing' project.

Since Eurobodalla became a Sustainability Hub in 2012, the production of building materials from the waste stream has continued to increase. Over half of the factories in the industrial complex are now involved in recycling waste stream products.

After the drawing class I walk to the 'slow money' exchange. After several years as an on line service, our local stock exchange has now got a physical presence in the town. I want to have a chat with their investment advisor about a new start up that aims to produce a new stock feed concentrate. I regularly check on my other little local investments on line with the live web cams, but it is good to talk to someone who has a better handle on the new agriculture systems.

The concept of investing 50% of your assets within 50km of your home has caught peoples' imaginations, and local employment is the benefactor.

The afternoon lectures at UoS are just beginning so I am able to find a seat at one of the town's new breed of busy cafes. We all now understand that what we flush today, is returned to us as food in a year's time. Local food is no longer a novelty, it is what we expect.

The marine park has benefited from the ocean and river outfalls being diverted to land irrigation, fish stocks are booming, and the advantages of a small community waste catchment has resulted in safe, clean fertile soils.

The student exhibition is being set up in the central gallery space, which is also used by the local visual artists and musicians. There will be an opening tomorrow, where the best entries will get a chance to have full scale prototypes of their 'garbage houses' constructed at the experimental building station that

Council pioneered in partnership with the Uni.

After the judging, a few of us head to the pub for some of the local micro beers that have started to be produced. We have a lot to thank the students for. My elder flower ale is spectacular. I am getting a bit old for the music bars that the Uni has spawned, but the craft beers are appreciated.

After some shopping, I catch the 5.45 shuttle south along the highway. We pass one of the few large trucks that now use the highway. This has meant longer life spans for road pavements. The supermarket trucks now back load with primary industry products for Sydney.

As the real price of liquid fuels has increased 4 fold over the past 20 years, the radial distribution network in Sydney has made less and less sense for many items. Relatively low cost, bulky goods like fruit and vegetables were particularly affected and regional distribution became the norm. The south east has emerged as a region with enough variation in climate and soil types such that most food items are now produced and consumed here.

I leave the shuttle at the charging station, carrying the eggplants, cheese and red wine that I bought at the Locavore store in Vulcan Street and load them into the tray of the fully charged buggy.

It's a balmy evening, it's Valentine's Day, and I'm planning a meal from the garden for the two of us with char grilled eggplant and goat's cheese washed down with some delightful local wine.

Stuart Whitelaw February 14, 2011



our vision for the future

The plan consists of a vision, community values that support our vision and four focus areas that are the framework for a range of objectives and strategies required to implement our vision.

our community vision

Our vision is designed to encourage commitment to our future and a sense of common purpose and responsibility. It reflects the kind of community that we would like to be in twenty years' time.

-  **liveable** communities
friendly
we are happy, supportive and welcoming
-  **sustainable** communities
responsible
our choices benefit the community and the environment
-  **productive** communities
thriving
we are successful and sustainable in growth and development
-  **collaborative** communities
proud
we build community spirit and our Eurobodalla leads the way



our community values

The responsibility to work towards our vision for one community extends well beyond that of our council. It is something we will only achieve if we work together. To do this, we need to understand the values that we hold as a community, and how these can be woven through everything we do. These are the foundations on which we will build our future and sustain our community.

Community spirit:

We are friendly and resilient, and proudly live in harmony with each other and the environment

Mutual respect:

We take responsibility for our actions and give everyone a fair go

Care:

We take interest in the wellbeing of each other and our home

Trust:

We insist on honesty and open decision making

Stewardship:

We make commonsense decisions for the benefit of all, based on research and community consultation

Participation:

We take opportunities to be involved in our community

Cooperation:

We recognise the value of partnerships to help us achieve our goals

Innovation:

We act dynamically when planning for a balanced and prosperous future



our pathway to achieving our vision

This plan describes what we need to do to realise our vision, to take Eurobodalla forward into the future and to be one community. The plan has four focus areas: liveable, sustainable, productive and collaborative. These focus areas are at the heart of the things we need to do together to achieve the future that our community desires.

liveable

OBJECTIVE 1: WE ARE HEALTHY AND ACTIVE

- 1.1 Improve local access to health services
- 1.2 Encourage and enable healthy lifestyle choices
- 1.3 Provide the right places, spaces and activities

OBJECTIVE 2: OUR COMMUNITY IS A GREAT PLACE TO LIVE

- 2.1 Enable accessible and affordable lifestyle options
- 2.2 A shared responsibility for community safety
- 2.3 Celebrate our creativity and cultural expression

sustainable

OBJECTIVE 3: OUR COMMUNITY AND ENVIRONMENT ARE IN HARMONY

- 3.1 Encourage respectful planning, balanced growth and good design
- 3.2 Respond to our changing environment
- 3.3 Value, protect and enhance our natural environment

OBJECTIVE 4: WE USE & MANAGE OUR RESOURCES WISELY

- 4.1 Develop a clean energy future
- 4.2 Use our water wisely
- 4.3 Reduce, reuse and recover waste
- 4.4 Identify and make best use of our resource land

productive

OBJECTIVE 5: WE HELP OUR LOCAL ECONOMY GROW

- 5.1 Plan for and develop the right assets and infrastructure
- 5.2 Support the growth of our business community
- 5.3 Promote our community as the place to visit, live, work and invest

OBJECTIVE 6: WE ARE SKILLED AND HAVE ACCESS TO EMPLOYMENT OPPORTUNITIES

- 6.1 Increase the range of opportunities to work locally
- 6.2 Build on our quality education and training opportunities

collaborative

OBJECTIVE 7: WE ARE AN ENGAGED & CONNECTED COMMUNITY

- 7.1 Encourage an informed community
- 7.2 Enable broad, rich and meaningful engagement to occur
- 7.3 Build on our sense of community

OBJECTIVE 8: WE WORK TOGETHER TO ACHIEVE OUR GOALS

- 8.1 Build strong relationships and shared responsibilities
- 8.2 Work in partnership to plan for the future
- 8.3 Provide representative, responsive and accountable community governance





liveable communities

objective 1 - we are healthy and active

objective 2 - our community is a great place to live

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 1: WE ARE HEALTHY AND ACTIVE

We have access to a diverse range of high quality health care services and are supported in living a healthy and active life by the opportunity to participate in recreation activities.

How will we get there?

1.1 Improve local access to health services

1.2 Encourage and enable healthy lifestyle choices

1.3 Provide the right places, spaces and activities

Council Role

- Advocate for better health services for the community
- Provide home and community care services
- Promote healthy lifestyle choices to staff and the community
- Support local sporting groups and clubs
- Ensure recreation opportunities and facilities to meet changing needs
- Attract and assist recreation providers
- Provide Healthy Community Grants
- Provide shared pathways

Community Role

- Be physically active – walk, cycle or play a sport
- Embrace a healthy lifestyle and encourage others to as well
- Have regular medical check-ups
- Have a good work/life balance
- Increase your knowledge on healthy living
- Enjoy your local park, sportsground or patrolled beach

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Medicare Local
- Department of Education and Communities
- Department of Family and Community Services
- Peak industry bodies and local sporting groups



“We can build a great place to live by providing opportunities for participation in initiatives that have meaning and value with positive outcomes for everyone.”

“ We can work together to create great experiences and activities. All residents can be involved and Council can help them on their way. ”

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 2: OUR COMMUNITY IS A GREAT PLACE TO LIVE

Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages.

How will we get there?

2.1 Enable accessible and affordable lifestyle options

2.2 A shared responsibility for community safety

2.3 Celebrate our creativity and cultural expression

Council Role

- Advocate and plan for improved social, health and housing outcomes
- Deliver programs and services that support our community in all stages of life
- Monitor and regulate environmental and food safety standards
- Promote responsible animal ownership
- Promote and plan for improved road safety
- Deliver community programs
- Conduct citizenship ceremonies
- Support community events and festivals
- Conduct NAIDOC Week activities
- Provide grant programs
- Provide library services
- Coordinate and promote arts and cultural programs


Community Role

- Report criminal activity and anti-social behaviour
- Support community safety programs
- Be a responsible pet owner
- Report unsafe conditions on roads
- Be alert – be the eyes and ears
- Promote positive youth role models
- Respect the rights of others
- Be a responsible driver
- Respect each other's differences
- Participate in celebrations and events
- Share your cultural events
- Visit a library
- Enrol in a special interest group

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Department of Family and Community Services
- Department of Education and Communities
- Department of Trade and Investment, Regional Infrastructure and Services
- South East Arts Region
- Roads and Maritime Services

A full-page background image showing a person in a black wetsuit surfing on a large, white, foamy wave. The surfer is positioned in the center-right of the frame, leaning back with arms outstretched. The water is a deep blue-green, and the sky is a clear, bright blue.

How do we know if we are on track to achieve a **liveable** community?

Our progress towards achieving the objectives of a liveable community will be measured against the following community indicators. They will be reported on every four years in line with the end of the council term.

- Health
- Safety
- Active Living
- Creativity and Culture

Measures, targets and data sources used to inform the report can be found in the Eurobodalla Indicator Framework document.



● sustainable communities

objective 3 - our community and environment are in harmony

objective 4 - we use and manage our resources wisely

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 3: OUR COMMUNITY AND ENVIRONMENT ARE IN HARMONY

We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance.

How will we get there?

3.1 Encourage respectful planning, balanced growth and good design

3.2 Respond to our changing environment

3.3 Value, protect and enhance our natural environment

Council Role

- Undertake invasive species programs
- Manage growth and development
- Ensure planning is responsive to the environment and community needs
- Encourage sustainable development
- Plan for the impacts of climate change
- Undertake bush and wetland regeneration
- Provide for conservation of endangered ecological communities and threatened species
- Support Landcare volunteers
- Deliver environment education programs
- Support local emergency services
- Undertake bushfire hazard reduction

Community Role

- Be active in commenting on new development
- Get involved in activities and events that assist to protect the environment
- Take ownership of our natural environment.
- Retain vegetation on private property
- Dispose of garden waste carefully
- Plant a tree
- Know what to do in an emergency

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Southern Rivers Catchment Management Authority
- Department of Planning and Infrastructure
- Office of Environment and Heritage
- Landcare Groups
- Department of Primary Industries
- Sustainable Agriculture and Gardening Eurobodalla (SAGE)

“Sustainability is not just about the environment, its about people and society.”



“ Council needs to guide and lead the way, demonstrate how it can be done. ”



WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 4: WE USE AND MANAGE OUR RESOURCES WISELY

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.

How will we get there?

4.1 Develop a clean energy future

4.2 Use our water wisely

4.3 Reduce, reuse and recover waste

4.4 Identify and make best use of our resource land

Council Role

- Provide water and sewer services
- Implement the Greenhouse Action Plan
- Undertake waste minimisation and education programs
- Provide and promote initiatives to reduce water, energy and waste
- Provide waste and recycling services
- Support the protection of our resource land through long term planning
- Support community gardens and farmers markets


Community Role

- Reduce, reuse, recycle
- Reduce your energy consumption and/or switch to green energy
- Use water thoughtfully
- Install a rainwater tank
- Choose energy efficient appliances
- Compost kitchen and garden waste
- Be responsible in the disposal of waste
- Take note of what goes down the drain
- Use environmentally friendly products
- Install energy and water saving options in your home
- Use recyclable bags and say no to plastic
- Carpool, ride a bike or walk
- Employ sustainable farming and grazing practices

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Department of Planning and Infrastructure
- Office of Environment and Heritage
- Department of Primary Industries
- Sustainable Agriculture and Gardening Eurobodalla (SAGE)



How do we know if we are on track to achieve a **sustainable** community?

Our progress towards achieving the objectives of a sustainable community will be measured against the following community indicators. They will be reported on every four years in line with the end of the council term.

- Growth and Development
- Natural Environment
- Waste
- Water
- Native vegetation cover
- Environmental Change

Measures, targets and data sources used to inform the report can be found in the Eurobodalla Indicator Framework document.



productive communities

objective 5 - we help our local economy grow

objective 6 - we are skilled and have access to employment opportunities

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of Government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 5: WE HELP OUR LOCAL ECONOMY GROW

Our business and industry sector is smart, innovative, and resilient and is supported and prepared for future growth and challenges.

How will we get there?

5.1 Plan for and develop the right assets and infrastructure

5.2 Support the growth of our business community

5.3 Promote our community as the place to visit, live, work and invest

Council Role

- Provide and maintain road network
- Advocate for funding for major projects
- Advocate for evolving legislation to support positive growth and change
- Provide and maintain public infrastructure
- Promote and support business investment and employment growth
- Provide visitor information services
- Advocate for National Broadband Networks
- Partner with business and industry to attract funding and investment
- Develop and promote tourism brand
- Provide support services, networking and training opportunities for local business and industry

Community Role

- Shop locally
- Use local and regional service providers
- Promote the Eurobodalla Shire as a great place to live, visit and explore
- Participate in tourism events
- Enjoy local entertainment options
- Report problems with infrastructure
- Seek work in local area
- Employ local people
- Pursue business skills and learning opportunities where possible
- Support and/or join your local chamber of commerce

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Regional Development Australia (RDA)
- Department of Trade and Investment, Regional Infrastructure and Services
- Roads and Maritime Services
- South East Australian Transport Strategy Inc
- Chambers of Commerce and Businesses
- Destination NSW

“ My role in creating a productive community is to get out and do things - be a user and a consumer. ”





“ My top three ingredients for a productive community are education, access to support and resourcing. ”

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 6: WE ARE SKILLED AND HAVE ACCESS TO EMPLOYMENT OPPORTUNITIES

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

How will we get there?

6.1 Increase the range of opportunities to work locally

6.2 Build on our quality education and training opportunities

Council Role

- Support and advocate for the growth of tertiary education opportunities in our area
- Partner with business and industry to develop and explore opportunities for job growth within the region
- Provide opportunities for cadetships, apprenticeships and work experience within council


Community Role

- Think local when looking for work opportunities
- Create opportunities for trainees, apprenticeships and work experience
- Undertake education and vocational training

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- Regional Development Australia (RDA)
- Department of Trade and Investment, Regional Infrastructure and Services
- Department of Education and Communities
- Commonwealth Department of Education, Employment and Workplace Relations
- Chambers of Commerce and Businesses
- Local education providers



How do we know if we are on track to achieve a **productive** community?

Our progress towards achieving the objectives of a productive community will be measured against the following community indicators. They will be reported on every four years in line with the end of the council term.

- Assets and Infrastructure
- Growth and Promotion
- Employment and Education

Measures, targets and data sources used to inform the report can be found in the Eurobodalla Indicator Framework document.



collaborative communities

objective 7 - we are an engaged and connected community

objective 8 - we work together to achieve our goals

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 7: WE ARE AN ENGAGED AND CONNECTED COMMUNITY

Our thoughts and ideas are valued, we are empowered with the knowledge and have the opportunity to participate.

How will we get there?

7.1 Encourage an informed community

7.2 Enable broad, rich and meaningful engagement to occur

7.3 Build on our sense of community

Council Role

- Provide open clear lines of communication with the community
- Provide quality customer service
- Encourage community participation in planning and policy development
- Provide a diverse range of opportunities for the community to be involved and engaged
- Value and consider feedback
- Support community groups and organisations

Community Role

- Visit council's website www.esc.nsw.gov.au
- Subscribe to council's online news
- Check out councils facebook site
- Read council's annual report
- Attend a Council meeting
- Discuss your ideas and suggestions for the future with a councillor
- Encourage others to actively participate in their community
- Say hello to your neighbours
- Be proactive in assisting your neighbours
- Get involved in a community group or organisation
- Volunteer your spare time
- Share your knowledge
- Respond to surveys and provide comment on issues that concern you
- Attend industry forums

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- South East Regional Organisation of Councils
- Division of Local Government
- Progress and community associations
- Chambers of commerce

“ Listen to others who may have a different point of view. Participate in local activities and become more social. Create opportunities and pathways for people to connect. ”



“ My top three ingredients for a collaborative community are open communication, reciprocal relationships and respect. ”



WHERE DO WE WANT TO BE IN 20 YEARS TIME?

OBJECTIVE 8: WE WORK TOGETHER TO ACHIEVE OUR GOALS

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

How will we get there?

8.1 Build strong relationships and shared responsibilities

8.2 Work in partnership to plan for the future

8.3 Provide representative, responsive and accountable community governance

Council Role

- Work in partnership with Federal and State Government, other councils and regional organisations
- Support mayor and councillor's in their role
- Provide corporate functions
- Conduct council business in an open and transparent manner and in accordance with legislative and statutory requirements
- Act with the wider community in mind
- Be responsive to new information
- Manage expectations
- Be an employer of choice
- Ensure the needs of our Shire and community are reflected in state and regional plans
- Seek sources of funding to implement our community vision

Community Role

- Join a council committee
- Get involved in a community group or organisation
- Provide feedback to council
- Get to know our council and how it supports our community
- Read about how council compares to other equivalent NSW councils
- Keep an open mind

Who else can help us get there?

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

- South East Regional Organisation of Councils
- Division of Local Government
- Progress and community associations
- Chambers of commerce



How do we know if we are on track to achieve a collaborative community?

Our progress towards achieving the objectives of a collaborative community will be measured against the following community indicators. They will be reported on every four years in line with the end of the council term.

- Community Engagement
- Community Satisfaction
- Governance

Measures, targets and data sources used to inform the report can be found in the Eurobodalla Indicator Framework document.



For more information about the eurobodalla community strategic plan go to www.esc.nsw.gov.au

Access to Information

The best way to find out information about council is to read the meeting agenda papers, subscribe to the online newsletter and read Council Noticeboard in the local papers, visit the website, drop into a library in Narooma, Moruya and Batemans Bay, or visit the council administration building in Moruya.

Community Information is also made freely available at the Dr Mackay and Batemans Bay community centres. There are links to networks, people and groups in the community in council's Community Services Directory, an online directory of services groups, sporting, culture and other interest groups that is available on council's website.

How to contact us

In person	Customer Service Centre Corner Vulcan & Campbell Streets, Moruya Monday to Friday, 8.30am to 4.30pm
Phone	02 4474 1000 For after-hours emergencies call 1800 755 760
Fax	02 4474 1234
Mail	PO Box 99, Moruya NSW 2537
DX	DX 4871
Email	council@eurocoast.nsw.gov.au
Web	www.esc.nsw.gov.au and click "Your Say"
Councillors	See contact details on our website, and on Council's Noticeboard page in local papers

Whilst every endeavour has been made to ensure the accuracy of the information in this publication, Eurobodalla Shire Council, their employees, contractors and agents cannot be held responsible for any consequence resulting from the use of the information or errors contained herein. 4/13.