

Bega Valley Shire

Community Strategic Plan 2042

2025 Revision



Camel Rock Surf School, Bermagui. Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Acknowledgement
of country

The Bega Valley Shire Council acknowledges and pays our respects to the traditional custodians of the lands, waterways, and airspace of the shire.

Contact Us

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Welcome

We are delighted to share our community’s vision for the next 18 years; the Bega Valley Shire Community Strategic Plan 2042. This Plan presents an inspiring roadmap for our shire as we move towards 2042 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. It is the key strategic plan that will guide us as we work together to achieve great things for Bega Valley.

Since the first Community Strategic Plan (Plan) was developed over a decade ago, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services. Bega Valley Shire Council has a custodial role in initiating, preparing and maintaining this Plan. Its implementation draws on the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

With the election of a new council in September 2024, NSW Integrated Planning and Reporting legislation requires that this Plan be reviewed and updated to ensure it reflects the community’s priorities. This updated plan builds on the 2022 Community Strategic Plan, and considers the information gathered from engagement activities that took place in 2024. Your contributions have highlighted the strengths of our region and identified the key challenges we face.

Our community takes pride in its beautiful natural environment, the supportive sense of community, vibrant events, a relaxed lifestyle, and the kindness of our residents. These attributes make the Bega Valley a unique and wonderful place to live.

However, we also recognise the challenges that need to be addressed. Housing availability and affordability are pressing concerns, along with the need for improved infrastructure and better access to health services. Social issues, including community cohesion and support, and the effective use of Council resources, are also critical areas that require our attention.

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and, of course, our community will be critical to our success.

The unique nature of this Plan is that it is a document for the whole community. If we are to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way we can. This Plan is designed to encourage commitment to our future and a sense of common purpose and responsibility.

This is the Plan for Bega Valley, and we are committed to working with our community to reach our goals.

Vision

The Bega Valley Shire is an inclusive and welcoming community that integrates quality of life, prosperity, sustainable development and conservation of the environment.

Our connection to Country is guided by the culture and heritage of the Traditional Owners.

Vision definitions

- Quality of life**
The standard of health, comfort, and happiness experienced by our community.
- Prosperity**
The economic wellbeing and growth experienced by individuals, businesses owners, and businesses.
- Sustainable development**
Refers to developing in a way that is socially, ecologically and economically sustainable.
- Conservation of the environment**
Considers both the local natural and atmospheric environment and the broader global environmental issues such as resource use and climate change.

Our plan

About our plan

The Bega Valley Shire Community Strategic Plan (CSP) documents the aspirations and priorities of our community. It sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

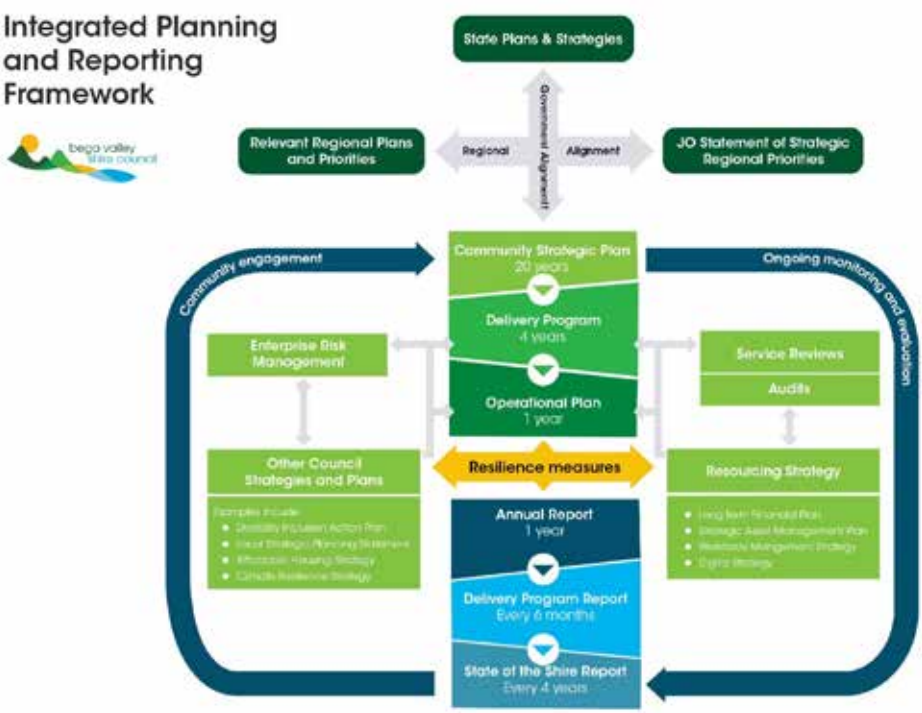
It is the community's plan for the future, not a council plan. Bega Valley Shire Council is the custodian of the CSP. We resource engaging with the community to understand your needs and compile the CSP; however, many other external agencies and stakeholders also lead and support the vision and strategic priorities.

Businesses, industry groups, community groups, individuals, service providers and government agencies all have a role to place in reaching our shared vision.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is required under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires that the Council develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. The Community Strategic Plan is based on the social justice principles of equity, access, participation and rights.



Our Bega Valley

The Bega Valley Shire, also known as the Sapphire Coast, is located at the south-eastern corner of NSW. The population of around 36,000 is dispersed, with a third of us living in rural areas and the remaining two thirds spread across twelve villages, four major towns and adjacent urban settlements.

Land is used for agriculture, particularly dairy farming and beef production, conservation and timber production. Other land uses include agriculture, particularly dairy farming and beef production. Fishing, oyster harvesting, tourism, health care/social assistance, construction, manufacturing and retail are also important industries. The unique coastline abounds in stunning beaches, tranquil forests, serene rivers and lakes, and picturesque mountain backdrops.

Total population
36,279
SEIFA index*
986

- Top industries of employment
- 1 Health care / social assistance
 - 2 Construction
 - 3 Retail trade
 - 4 Accommodation and Food Services
 - 5 Education and Training

*Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Bega Valley Shire consisted of 100 people, there would be:

4
Aboriginal and Torres Strait Islanders

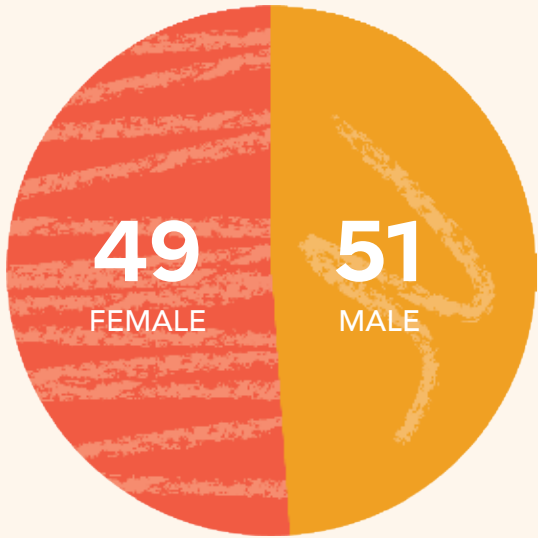
12
born overseas

3
speaking languages other than English at home

20
with an individual income less than \$400 per week

52
that completed higher education

49
that did not complete year 12



20: 0 – 19 years 41: 20 – 59 years 39: 60+ years

33 living by themselves 67 living in families

2 unemployed and looking for work 22 who volunteer

40 working part time 49 working full time



14
care for someone with a disability

6
have a disability



75
who own, or pay a mortgage on a house

21
who rent



66
who drove to work

5
who walked to work

Source: ABS Census 2021. profile.id. economy.id. BOSCAR, NSW Health stats. NSW Population Health Survey.

Community engagement

What we asked

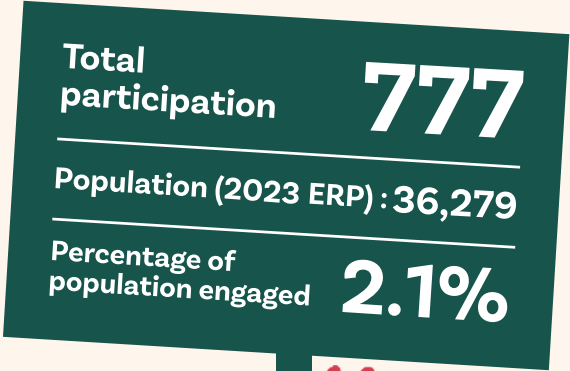
1. How do you feel about the vision in the endorsed CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- Virtually – surveys.
- On paper – written submissions, drawing sheets.
- In conversation – discussion guides.

Participation

Over 700 people from Bega Valley Shire participated in the Towards 2042 Stage 1 engagement from 1 February to 15 March 2024.



* The Regional Wellbeing Survey, conducted annually by the University of Canberra, measures the wellbeing and quality of life of people living in rural and regional Australia.

Community engagement

What is important to you

When we asked the Bega Valley community what makes their area a great place to live, the beautiful natural environment was the most prominent highlight. Residents deeply value the stunning landscapes, including the beaches, coastline, and access to National Parks, which contribute to the region's unique charm and appeal. The local people and the strong community spirit are also important, with a sense of caring and cooperation that has been especially evident in challenging times. The region's vibrant events and entertainment scene has gained significant importance, with festivals, markets, and arts events bringing people together and enriching community life. The relaxed lifestyle, characterised by a slower pace and a close connection to nature, continues to be a key attraction, offering residents a peaceful, fulfilling way of life. Since 2021, the importance of events and entertainment has grown notably, while the emphasis on peace and quiet and sense of community has slightly diminished.

Main challenges

Participants identified several key challenges facing the Bega Valley community. Housing availability and affordability emerged as the top concern, with rising home ownership costs and a limited rental market exacerbated by holiday rentals. Council-related issues included worries about increasing rates, financial sustainability, and perceived misuse of ratepayers' money. Access to services, particularly health and medical care, was a significant challenge, with difficulties in seeing doctors and specialists, under-resourced hospitals, and inadequate mental health support. Social issues were highlighted, including community attitudes, alcohol and drug use, declining cohesion, and rising crime rates. Infrastructure problems, such as poor road conditions, slow repairs, and unreliable internet, were also notable concerns for residents.

Since 2021, concerns around accessing housing have dramatically increased, along with significant challenges related to services, infrastructure, cost of living, and social issues. While the focus on retaining young people and recovering from natural disasters and COVID-19 has shifted, these matters remain important. The rise of more immediate concerns has simply reshaped community priorities, placing other challenges, such as jobs and employment, in a different context rather than diminishing their importance.

Key priorities

People who took part in the engagement indicated they prioritise:

- Housing for all, including affordability, availability, and reducing homelessness, as the top priority.
- The need for a better Council, seeking lower rates, improved administration, better transparency, and a council that listens to the community.
- Infrastructure improvements, such as a quality sealed road network, bridge protection, enhanced digital communications, and more public toilets.
- Enhancing sport and recreation facilities, including upgrading the Bega Pool, developing more mountain bike trails, and creating safer cycling paths.
- Improving health services by reopening Pambula Hospital, expanding South East Regional Hospital services, improving access to mental health services, reducing doctor wait times, and attracting more medical professionals to the shire.

Changes in priorities since 2021 were minimal, with housing availability and affordability, climate change adaptation, and health and aged services consistently featuring as top concerns.



Merimbula Wharf, Merimbula. Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Council’s role

Council is committed to understanding the community’s priorities, concerns and needs in critical services, facilities and programs.

Whilst Bega Valley Shire Council is the custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The CSP describes Council’s role in the delivery of each priority using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States, including Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs). These goals serve as a global blueprint for peace, prosperity, and sustainability for people and the planet, now and into the future.

As responsible global citizens, we have integrated the principles of the SDGs into the development of this Community Strategic Plan. By aligning our local strategies with these global goals, we ensure that our community not only addresses local priorities but also contributes to the broader vision of sustainable development worldwide.

These are the seventeen SDGs we have considered in the formulation of our strategies:

The goals include:

- 1. No poverty
- 2. Zero hunger
- 3. Good health and well-being
- 4. Quality education
- 5. Gender equality
- 6. Clean water and sanitation
- 7. Affordable and clean energy
- 8. Decent work and economic growth
- 9. Industry, innovation and infrastructure
- 10. Reduce inequalities
- 11. Sustainable cities and communities
- 12. Responsible consumption and production
- 13. Climate action
- 14. Life below water
- 15. Life on land
- 16. Peace, justice and strong institutions
- 17. Partnerships for the goals



Plan

The Bega Valley Shire CSP consists of five themes:

A. Our community

A connected and vibrant community where people are happy, safe and well.

B. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

C. Our environment

We embrace sustainable living and value and conserve our natural environment.

D. Our infrastructure

Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.

E. Our civic leadership

Local leadership is strong, consultative and responsive to our community's needs.

Each theme outlines strategic objectives, strategies for achieving them, important partners and collaborators, and the specific role of Council. A separate section explains the review and reporting process, and measures to track progress. The strategies in this Plan have been developed with careful consideration of the quadruple bottom line – social, economic, environmental, and civic leadership - and are grounded in Social Justice Principles.



Green Cape Lighthouse, Ben Boyd National Park. Courtesy of Sapphire Coast Destination Marketing

A. Our community

A connected and vibrant community where people are happy, safe and well.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
We are a vibrant, respectful, inclusive and connected community that enjoys a culturally rich community life.	A.1 Provide and support opportunities for social interaction, arts and culture, activities and events.	Provide Collaborate	Traditional Owners and First Nations people Bega Eden Merrimans Local Aboriginal Land Councils (LALCs) Community members Community groups Museums, history societies Event producers NSW Government
	A.2 Respect and promote our cultural heritage and diversity and partner with and acknowledge Traditional Owners and First Nations people.	Provide Collaborate	
	A.3 Ensure growth and change in our towns and villages enhances character that reflects local identity, improves liveability, and supports community needs.	Provide Collaborate	
We are a resilient and caring community that supports the health and wellbeing of our residents.	A.4 Provide and support aged, disability and community services that enhance people's quality of life.	Collaborate Advocate	Health and community services providers Community groups NSW Government Australian Government Canberra Region Joint Organisation CSIRO
	A.5 Expand local health and specialist services available to the community.	Advocate	
	A.6 Support our community to build connections and capacity to adapt to challenges	Provide Collaborate Advocate	
Our shire is a safe and affordable place to live.	A.6 Ensure community safety and public health is planned for.	Provide Advocate Collaborate	Emergency services NSW Government Australian Government Housing providers: Southern Cross Housing, Mission Australia, Homes NSW
	A.7 Support opportunities for provision of diverse and affordable housing.	Advocate Collaborate	



Bar Beach, Merimbula. Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Supporting documents, plans or strategies

- Bega Valley Local Recovery Action Plan
- Disability Inclusion Action Plan 2021-2025
- Memorandum of Understanding with Local Aboriginal Lands Councils
- Library Strategic Plan, Regional Gallery Strategic Plan, Arts and Culture Strategy
- Bega Valley Affordable Housing Strategy
- Bega Valley Local Strategic Planning Statement
- Bega Valley Shire Events Strategy 2024-2028

B. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our economy is prosperous, diverse and supported by innovative and creative businesses.	B.1 Support local business and industry to be resilient and successful.	Provide Collaborate Advocate	Local business and industry NSW Government Australian Government Chambers of Commerce
	B.2 Promote and support opportunities to diversify and grow our economy and provide local jobs.	Provide Collaborate Advocate	
We have meaningful employment and learning opportunities for people at all stages in life.	B.3 Deliver local education, training and learning opportunities that meet skills gaps in our key industry sectors.	Advocate	Education and learning providers Local business and industry NSW Government Australian Government Canberra Region Joint Organisation RDA Southern NSW and ACT
	B.4 Provide education and employment pathways that help young people living in the Bega Valley Shire.	Provide Advocate	
Our key industries are resilient and strong.	B.5 Strengthen infrastructure and connectivity at Port of Eden, Merimbula Airport and through the East-West freight corridor.	Collaborate Advocate	Local business and industry Tourism bodies Regional Circularity Cooperative Community groups NSW Government Chambers of Commerce
	B.6 Diversify and expand key industries, leveraging our natural strengths.	Collaborate Advocate	
	B.7 Encourage regional collaborations and partnerships.	Collaborate Advocate	



Eden Killer Whale Museum. Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Supporting documents, plans or strategies

- Economic Development Roadmap

Bega Valley Circular Economy Roadmap

Commercial Land Strategy

Local Strategic Planning Statement
- Sapphire Coast Vision and Platform for Growth

South East and Tablelands Regional Plan 2036

Far South Coast Regional Economic Development Strategy

C. Our environment

We embrace sustainable living and value and conserve our natural environment.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our air and water are clean, and our natural environment and rural landscapes are protected.	C.1 Deliver and support integrated water management.	Provide Collaborate	Local business and industry Community groups NSW Government Australian Government
	C.2 Ensure land use planning and resource use supports sustainable growth whilst protecting the quality of the natural environment and our rural landscapes.	Advocate Provide Collaborate	
We are leaders in sustainable living and support innovative approaches to resource use and sustainable design principles.	C.3 Support innovative approaches to waste minimisation and resource recovery, circular economy and local solutions.	Provide Advocate Collaborate	Community members Community groups Local business and industry Regional Circularity Cooperative NSW Government Canberra Region Joint Organisation
	C.4 Adopt sustainable design principles in the planning of our urban areas and infrastructure provision, and encourage sustainable buildings and lifestyles.	Provide Advocate Collaborate	
We adapt to and mitigate the effects of climate change.	C.5 Promote renewable energy adoption.	Provide Collaborate Advocate	Community members Community groups Local business and industry NSW Government Australian Government
	C.6 Develop climate-resilient infrastructure and improve energy efficiency in existing buildings and assets.	Provide Collaborate Advocate	
	C.7 Support community and industry led climate adaptation programs.	Collaborate Advocate	



Middle Beach, Merimbula. Photo by David Rogers Photography, courtesy of Sapphire Coast Destination Marketing

Supporting documents, plans or strategies

- Clean Energy Plan 2030
- Climate Resilience Strategy 2050
- Bega Valley Shire Council Waste Strategy
- Local Strategic Planning Statement
- Bega Valley Development Control Plan 2013
- Floodplain Risk Management Plans
- Coastal Management Programs

D. Our infrastructure

Our infrastructure complements our natural surroundings and character while enhancing the lives of our community.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our infrastructure meets community needs.	D.1 Plan and provide for waste, water, sewerage and stormwater infrastructure and services that will meet current and future needs.	Provide Collaborate Advocate	Community members Community groups NSW Government Australian Government Canberra Region Joint Organisation Telecommunications providers
	D.2 Deliver better mobile phone coverage and faster and more reliable internet services.	Advocate	
Our community has access to quality community assets that support health and wellbeing.	D.3 Plan and provide for improved access to community facilities and leisure and recreation assets that will meet current and future needs	Provide Collaborate Advocate	Community members Community and sporting organisations NSW Government Australian Government
Our transport networks support our community to work, learn and socialise.	D.4 Plan for, develop and deliver active transport options by creating paths and tracks for walking and cycling.	Provide Collaborate Advocate	NSW Government Australian Government Transport providers Local business and industry RDA Southern NSW + ACT
	D.5 Deliver public and community transport options and improve highway connectivity.	Collaborate Advocate	
	D.6 Our transport network makes it easy to move through and beyond the shire.	Provide Collaborate Advocate	



Bike Riding, Tathra Mountain Bike Trails. Photo by Damian Breach, courtesy of Sapphire Coast Destination Marketing

Supporting documents, plans or strategies

- NSW Government Future Transport 2056 Strategy
- Bega Valley Shire Council Strategic Asset Management Plan
- Merimbula Airport Masterplan 2043
- Cemetery Strategic Plan 2020-2030
- Community Land Plans of Management
- Bega Valley Active Transport Strategy

E. Our civic leadership

Local leadership is strong, consultative and responsive to our community’s needs.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council’s role	Our partners
We are an informed and engaged community with transparent, consultative and responsive Government services.	E.1 Lead, govern and regulate in an ethical, equitable, transparent and accountable way.	Provide Collaborate	Community members Community groups NSW Government
	E.2 The community has opportunities to actively engage and contribute in a timely manner to things that affect their wellbeing using relevant and varied communication channels.	Provide Collaborate Advocate	
Government services have strong organisational practices that deliver services and facilities to meet community needs.	E.3 Government services have well-governed financial and strategic management processes to ensure ongoing viability and value for money.	Provide Advocate	Community members Community groups NSW Government Australian Government
	E.4 Government services have strong relationships with other organisations and across all levels of government to advocate for our communities.	Provide Advocate	



Blue Pool, Bermagui. Photo by Damian Breach, courtesy of Sapphire Coast Destination Marketing

Supporting documents, plans or strategies

- Community Engagement Strategy
- Bega Valley Shire Council Resourcing Strategy
- Funding our Future

Our progress

Working together

This Community Strategic Plan outlines our collective vision for the future. We must work together to guide and implement strategies that move us towards these goals.

Council is proud to act as the custodian of the Community Strategic Plan, ensuring that the aspirations and priorities of our community are meaningfully documented and elevated among our partners.

Council’s commitment in responding to this plan is reflected in the Delivery Program, which translates strategic objectives into actionable plans over a four-year term, aligning with the Council election cycle.

Review

To ensure accountability and transparency, the plan is reviewed every four years in line with the Council term. This regular review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Reporting on our progress is a key component of this process.

Council will prepare the State of the Shire Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives, and will be presented and endorsed to the second meeting of a newly elected Council.

Measures

The following tables outline the measures for determining whether the objectives of this plan are being achieved. They are not measures of Council’s performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.



Measure	Source	Baseline	Desired trend
Community			
Personal Wellbeing Index	UC Regional Wellbeing Survey 2023	72.7	Increase
Community Wellbeing Index	UC Regional Wellbeing Survey 2023	5.9	Increase
Sense of Belonging Index	UC Regional Wellbeing Survey 2023	5.8	Increase
Median Household Income (weekly)	ABS Census 2021	\$1,200	Increase
Index of Relative Socio-economic Disadvantage (IRSED)	ABS SEIFA 2021	986	Stabilise or increase
Equity and Inclusion Index	UC Regional Wellbeing Survey 2023	4.5	Stabilise
Percentage of children developmentally vulnerable on 1 or more domains	Australian Early Development Census 2021	19.6%	Stabilise or decrease
Life expectancy at birth for all persons	Health Stats NSW 2020	83.4 years	Stabilise or increase
Persons with a long-term health condition as a percentage of total population	ABS Census 2021	35.5%	Decrease
Persons with a mental health condition as a percentage of total population	ABS Census 2021	10.3%	Decrease
Voluntary Work for an organisation (all persons)	ABS Census 2021	21.9%	Stabilise
General Psychological Distress	UC Regional Wellbeing Survey 2023	11.1	Decrease
Crime and Safety Index	UC Regional Wellbeing Survey 2023	4.1	Increase
Mortgage costs >30% of income	Profile ID	15.0%	Decrease
Rent costs >30% of income	Profile ID	38.4%	Decrease
Access to general health services	UC Regional Wellbeing Survey 2023	3.1	Increase
Access to specialist health services	UC Regional Wellbeing Survey 2023	2.4	Increase
Access to mental health services	UC Regional Wellbeing Survey 2023	2.4	Increase

Measure	Source	Baseline	Desired trend
Our Economy			
Gross regional product as a % of total State Gross Regional Product 2023	Profile ID 2024	0.29%	Increase
Total GST registered businesses 2023	Profile ID 2024	3,228	-
Annual net change of GST registered businesses as a % of total businesses 2023	Profile ID 2024	2.7%	Increase
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.4%	Increase
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	52.4%	Increase
Persons with no non-school qualifications	ABS Census 2021	37.1%	Decrease
Quality of local schools	UC Regional Wellbeing Survey 2023	5.4	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	3.0%	Decrease
Environmental			
Landscape and Aesthetics Index	UC Regional Wellbeing Survey 2023	6.2	Stabilise or increase
Perceived Environmental Health Index	UC Regional Wellbeing Survey 2023	3.9	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2022-23	10.93 tonnes	Stabilise or decrease
Average Development Application lodgement time	NSW Planning Portal 2023-24	40 days	Stabilise or decrease
Average assessment days for Development Applications	OLG Your Council Report 2022-23	152 days	Decrease



Measure	Source	Baseline	Desired trend
Infrastructure			
Quality of local roads	UC Regional Wellbeing Survey 2023	2.9	Stabilise
Access to public transport	UC Regional Wellbeing Survey 2023	2.3	Increase
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	8.13 per 100 kms of main	Stabilise or decrease
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	10250 CO2eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	46.3	Increase
Access to Telecommunications Index	UC Regional Wellbeing Survey 2023	4.1	Increase
Number of public halls	OLG Your Council Report 2022-23	17	-
Number of public libraries	OLG Your Council Report 2022-23	4	-
Open public space	OLG Your Council Report 2022-23	826 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	8	-
Civic leadership			
Operating Performance Ratio	OLG Your Council Report 2022-23	6.3	Stabilise
Infrastructure backlog ratio	OLG Your Council Report 2022-23	2.1	Stabilise
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.2	Stabilise or increase

Acknowledgements

The Bega Valley Shire Community Strategic Plan 2042 has been developed in partnership with the Bega Valley community, Bega Valley Shire Council, the Canberra Region Joint Organisation, and Projectura.

Bega Valley Shire Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the plan.

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**Towards
2042!**

