
Eurobodalla Shire Council

Project Management Plan

Batemans Bay Masterplan Revision

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Author

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Revision History

Version	Issue Date	Author/Editor	Description/Summary of Changes
1.0	2 June 2026	Nina Bowbridge	New Project Planning document: documenting work completed, in progress and proposed

Reviewed By

Version	Issue Date	Name	Position	Review Date
1.0		Gary Bruce	Director/Project Manager	
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Related Documents

Document	Location

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1. PROJECT OVERVIEW

1.1 Project Description: Why a Masterplan for Batemans Bay?

The Bateman's Bay Masterplan aims to provide a vision for Batemans Bay and surrounding areas as a regional hub that is a place and space for everyone, balancing economic opportunity, urban development, local identity and environment values.

It also provides:

- technical information to government authorities, including Council's Development Assessment team to guide decisions about land use in the next 25 years; and
- a framework for other policy and land use decisions (planning proposal, LEP, DCP, Developer Contributions) that will directly inform site specific decisions about land use and built structures.

Batemans Bay is a key regional centre on the South Coast linking Canberra to the coastline and the main service centre for the Eurobodalla Shire.

Batemans Bay is in need of revitalisation. This has been an objective in all related planning documents since 2006. In recent years, new development in and around the town centre has been limited to new apartment buildings along Beach Road. Preliminary feedback from the building industry indicates that development under the current planning controls is not financially feasible. The number of requests for site specific rezoning (Planning Proposals) or variations to development standards has also increased in recent years. This provides an opportunity to review the current planning controls and work with the community to identify and preferred new planning controls.

A new masterplan aims to provide viable opportunities for development that meet community needs for diversity of housing (e.g. shop-top apartments, townhouses, seniors housing), public space, and a town centre that is welcoming, functional and easy to navigate. In support of this intention, the masterplan aims to enable dynamic and improved infrastructure, adaptation to climate risks and natural hazards, protection of the natural environment, and economic development.

Council is continuing to engage widely, reviewing and sharing feedback received previously, and strengthening that through renewed outreach and idea generation throughout the community.

1.2 Background

Masterplan process to date

A draft Masterplan was available for community consultation between 14 April to 30 June of 2025. 254 written submissions and 75 image submissions were received reflecting a diverse range of interests and opportunities.

After the engagement on the draft Masterplan, a Probity Report was commissioned to assess the integrity of the Masterplan and its preparation. This was originally due to the land in Council's ownership, but its scope was extended to review the assumptions and governance around the draft masterplan. The 'old bowling club' site on the Princes Highway and owned by Council was subsequently removed from the masterplan via Council resolution.

This project plan outlines the work program requested in the 10 March 2026 Council resolution in response to the Probity Report. The resolution requested a proposed work program addressing the Probity Report recommendations along with governance, timing, staging, funding, engagement and delivery of affordable housing via planning controls.

Rationale

Population data and dwelling targets are currently being reviewed. Overall, Bateman's Bay and the Shire has had relatively slow growth in recent decades. A similar growth rate is anticipated in and around Batemans Bay unless or until new economic drivers emerge.

However, with a Shire for whom the "beautiful natural environment" is a key value, densification of existing urban spaces allows us to keep our natural places less impacted, as well as reducing the need for extended infrastructure like water, sewer and roads. Densification also has potential benefits for social cohesion and emissions reduction that Council is also committed to.

Housing Affordability

The Masterplan and related plans can assist progress toward these targets by creating an environment conducive to housing affordability. In particular, housing choice and smaller lot sizes in some areas can create housing diversity that caters for a broader range of needs and price points. Currently the Shire is dominated by single detached dwellings. The future development of Batemans Bay may assist in housing affordability by increasing the housing diversity (different types of dwellings) within locations that are walkable to the town centre.

While social housing is the responsibility of State government, Council can play an enabling role through planning measures. The Eurobodalla Housing Strategy (adopted October 2025) sets clear affordability targets, including at least 500 new social housing dwellings and 150 supported accommodation units by 2041. Initiatives to support affordable housing include an Affordable Housing Contribution Scheme and amendments to the Eurobodalla Local Environment Plan 2012 and relevant Development Control Plans. Specific initiatives to support affordable housing will progress alongside but separately to the Masterplan.

1.3 Project Objectives and Desired Outcomes

The Masterplan focuses on three key objectives:

Primary Objectives	Desired Outcomes
Revitalisation and activation of Batemans Bay town centre and surrounding districts	Batemans Bay is a place where people want to be: to live, visit, do business, shop and work. Bateman's Bay operates well as a service centre for the region.
Increase housing diversity	Batemans Bay and surrounding areas provide housing choice for people of varied ages and incomes.
Promoting a climate resilient town centre	Mitigation and/or adaptation measures are part of the master-planning process in determining areas suitable for densification.

The Department of Planning, Housing and Infrastructure have a Performance and Wellbeing framework that considers the following themes. The Masterplan applies these as described.

Themes and Supporting Objectives	Desired Outcomes
1. Healthy: planned access to well-maintained and quality open space	Health and wellbeing are enhanced through urban planning and design The town centre and satellite precincts are able to be reached through the use of active transport modes, such as walking and cycling. Transport networks are reviewed and established to facilitate walkability and ease of access for all residents and visitors.
2. Secure: ensure people and communities have access to disaster-resilient, sustainable and respectful built environment and open space	All users can safely access the places and spaces they require. Public safety is maintained through crime prevention, movement and place, and mitigation and adaptation measures in hazard zones and connected spaces and thoroughfares.
3. Housed: facilitate adequate and diverse quality housing	Land use planning provides for the greatest range of housing to maximise opportunities for all residents to access housing.
4. Community: promote diverse, cohesive communities and cultural opportunities	Built environment and open spaces are accessible and adaptable for all abilities and identities. The town centre reflects indigenous and settler history.
5. Sustainable: promote integration of sustainable materials, protect the environment and respond to climate risks	Building access, placement and design encourage sustainable measures such as green-scaping, water harvesting and FOGO service collection. Biodiversity and relevant habitat including green corridors and spaces are created, integrated, protected and enhanced.
6. Prosperous: land use and transport that supports economic development, and productivity for all	Built environment and land use caters for the full range of business and economic activities, including education and visitor economy and sustainability A diversity of business and employment land uses are available to cater for current and emerging economic opportunities and enterprises.

1.4 Project Scope

The following items are included in the Scope of the Project:

In scope		Out of scope
Geographic area	Batemans Bay Central- south side of the Clyde River including Smoke Point; extending along Beach road to Batehaven and along the Princes highway up to and including the industrial estate off Cranbrook Road.	2 Vesper Street, Batemans Bay.
Timeframes	Revised draft Masterplan and Planning Proposal to be submitted to the Department by 24 Dec 2026 Revised Masterplan exhibited February 2027	
Watchpoints	Probity Report Recommendations Community concerns about height and flood risk. There may be others identified through review of feedback to date. Planning Proposal funding from Department of Planning requires dispersal by Dec 2026. Reporting 'by exception' to Council. Any findings that are significantly different to studies completed to date require Council reports/decision and could impact on timeframes. Project Cost, build on work to date to the fullest extent possible; utilise knowledge and skills within Council to inform Master-planning decisions and spend in a targeted manner.	

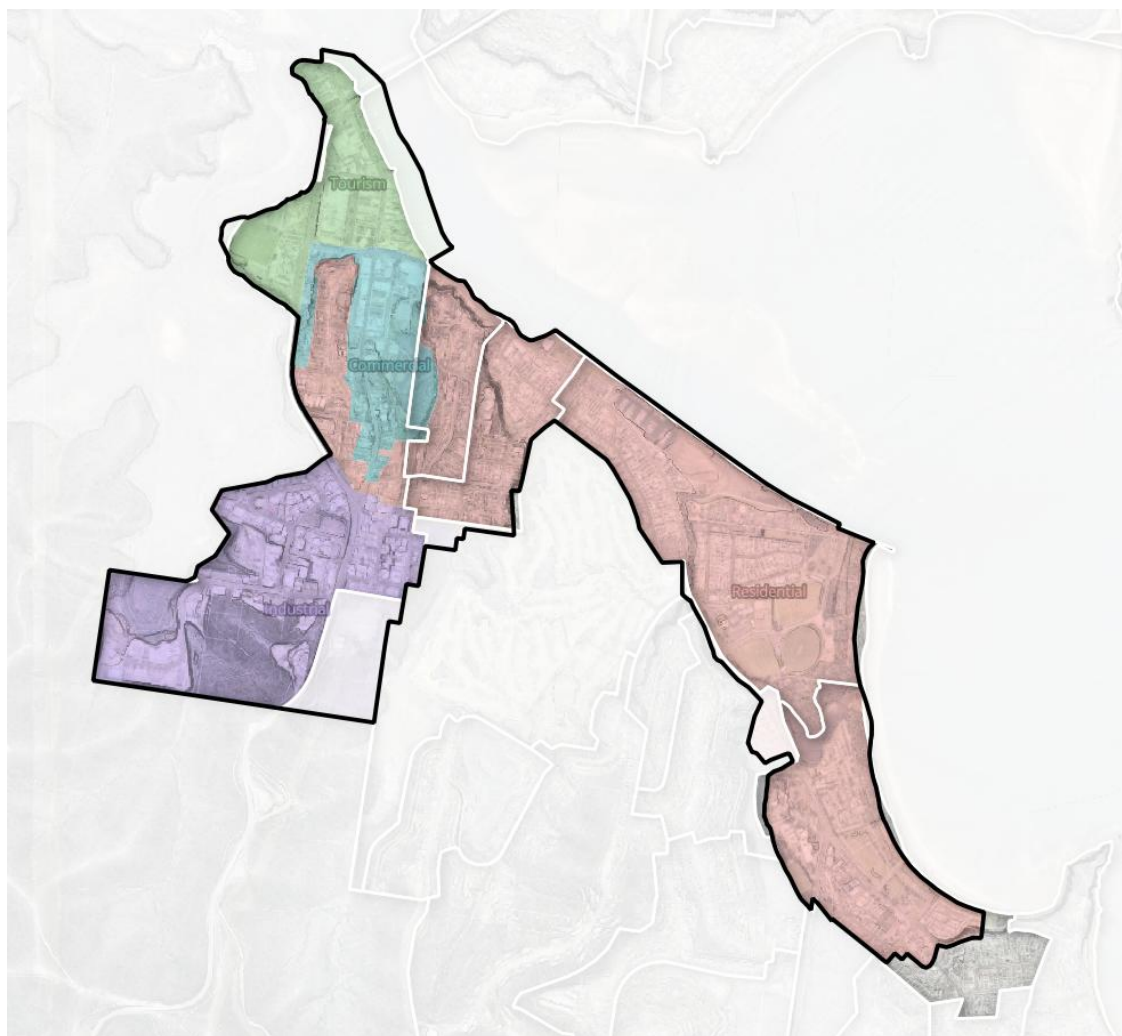
1.3.1 Assumptions

No.	Assumption	Potential Impacts
1	Community, Council and business want the Bateman's Bay town centre to remain a functioning town centre resilient to impacts of climate change.	Moruya may grow at a faster rate than Batemans Bay due to the new hospital, however this plan assumes that Bateman's Bay will remain a key township

No.	Assumption	Potential Impacts
2	Bateman's Bay continues to be the primary service centre for Eurobodalla Shire in the Department of Planning, Housing and Infrastructure.	While the relationship to Moruya is a consideration when considering employment lands, identifying an alternative regional service centre is not considered as part of this process.
3	Growth projections presumed to remain stable unless demography or economic drivers change.	Review and update likely to be required if different drivers emerge. Recommend that Council reviews the Masterplan at 5 year intervals to mitigate against this risk.

Note that further planning assumptions will be considered and documented as the project progresses.

The Study area is proposed as below. It is suggested that the study area boundaries previously identified are adjusted slightly to align with ABS data units (SLA1 and mesh block) which would allow Council to better track change over time. The following image of the study area shows the difference between current and proposed study area.



1.3.2 Constraints

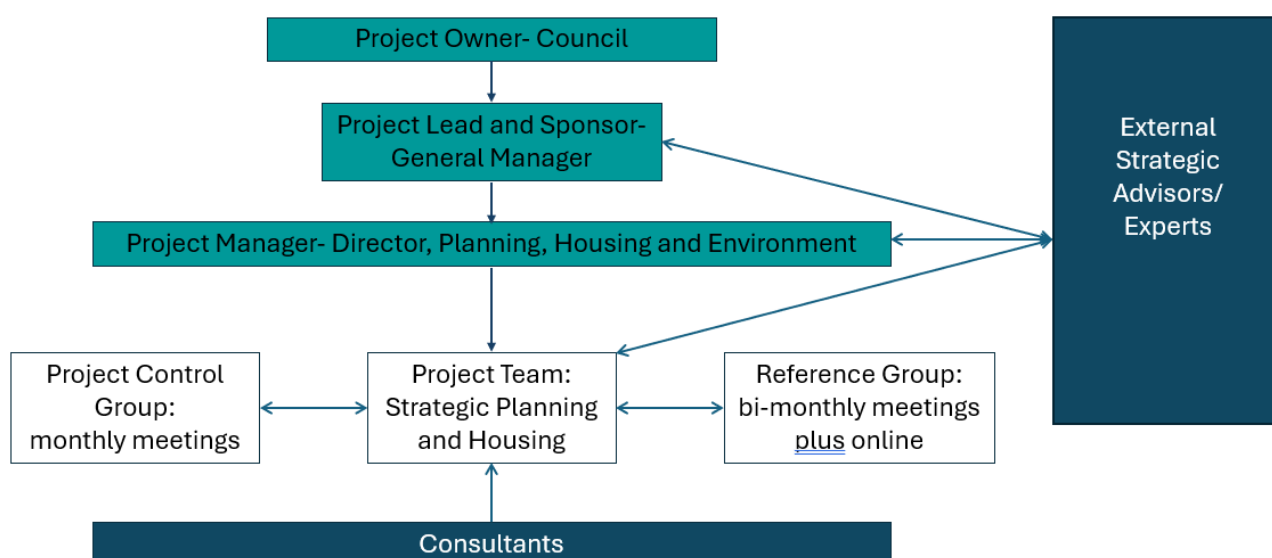
The project is constrained by the planning proposal funding deadlines set by the Department of Planning, Housing and Infrastructure and those resolved by Council.

The project is constrained by resourcing required to review and integrate findings from the various studies; coordinate and conduct targeted stakeholder engagement and draft and/or edit key plans and documents.

Key decisions require Council endorsement; acceptance/noting of key studies and any other inputs that emerge as well as the masterplan itself.

2. PROJECT ORGANISATION AND GOVERNANCE

2.1 Roles & Responsibilities



Role	Membership	Frequency	Responsibility
Project Owner	Council	Council meetings: Quarterly report and as required Ongoing updates through Council Bulletin	• Endorsement of Key decisions • Note key milestones and findings • Review Public Feedback • Respond by exception to updates
Project Lead and Sponsor	General Manager	Meets Fortnightly/ Monthly with the Project Manager	• Project oversight

Project Manager	Director Planning and Environment under delegation of GM	Meets Weekly/Fortnightly with Divisional Manager, Coordinator or Team	• Project Coordination • Human resources
Strategic Advisors and/or Expert Panel	Identified experts in their field to meet as a Group or be available for advise on specific points	Ad hoc, as required	• Provide support to decision-making at key intervals
Project team	Strategic Planning and Housing	Daily work, Fortnightly meetings with PM	• Studies/analytics/policy inputs • Options/Recommendations to PCG and/or ELT • Fulfil project and reporting
Project Control Group	Internal stakeholder input from Council teams:	Meets monthly: water and sewer, roads, stormwater, infrastructure/ technical services DA and compliance environment, recreation services, community development, economic development, tourism and others.	• Provide advice to decision makers on and strategic direction • Collaborate with project team when appropriate to form cross government linkages • Advocate and promote the project within their own organisation
External Reference Group	Reference Group to include representatives covering. <i>Relevant government agencies can attend if/as required</i>	Meets bi-monthly: 1. Residents 2. Visitors 3. Landowners 4. Builders 5. Business inc. Chamber of Commerce 6. Retail & Service operators 7. Social and Health Services 8. Indigenous Communities 9. Young people	• Provide input to decision makers on and strategic direction and communication with community
Consultants	Specialist Studies and Technical Advice		• Identified Studes and modelling through consultancies to support opportunity assessment for masterplan

2.2 Stakeholder Engagement Plan

Stakeholder Engagement will build on and complement prior engagement. Council acknowledges that community did not accept the previous proposal about 100m high built structures. Individual and group consultations will be conducted, summarised and made available to the public at key intervals. Consultations will be provided with a thematic summary of consultation to date; review of baseline data and objectives and proposed scenarios with which to respond. An online survey will be available for the broader public outside of the targeted face-to-face engagement.

Targeted stakeholder engagement has been planned with people living and working in the Bay; developers; indigenous community and extended users of the Bay, including young people.

And evening and day-time open consultation will be established in Bateman's Bay in August to provide opportunity for general public input into the three different densification scenarios.

See [Appendix A](#) for a detailed stakeholder engagement plan

Key contested issues from the draft plan were height (and related questions about population and growth) and climate change/flood risk. Council is not proceeding with the proposed heights from the 2025 draft Masterplan, and will consider some alternative approaches to densification and housing diversity in and around the Bay. These will be the core focus of future engagement through the use of three (3) possible scenarios and the advantages and disadvantages of each.

- 1- **Town Centre Densification:** Increased density in the town centre but less than as previously exhibited.
- 2- **Medium Density Throughout:** Allowing small increases in height and density across the entire study area, such as 6 storeys.
- 3- **Around the Town Density:** retaining existing height limits in town centre but developing around the town fringe areas to provide walkability to, from and through the centre.

Meetings are being initiated with developers and real estate agents to determine feasibility and viability of new and more diverse housing stock, as this will be required in every scenario.

Early information emerging from the Flood Impact and Risk Assessment report has prompted internal discussions regarding the opportunities and constraints related to infrastructure augmentation (roads, stormwater, water and sewer). This will be a key dependency in what is possible regarding the development and densification of the town centre.

3. PROJECT APPROACH

3.1 Delivery Strategy: Batemans Bay Masterplan and Planning Proposal

A complete project management plan has been drafted using Monday.com which includes taskings for these key activities and identifies the pink areas as critical paths.

Major Delivery Phase	Timeline - Start	Timeline - End
Risk assessment	20/04/2026	6/05/2026
Stakeholder engagement plan	22/04/2026	6/05/2026
Complete Project Plan- Batemans Bay Masterplan	24/04/2026	16/06/2026
Complete traffic and transport study	28/04/2026	15/09/2026
Conduct Stakeholder Engagement	28/04/2026	7/08/2026
Complete Ecological study and environmental opportunities report	1/05/2026	31/07/2026
Complete Batemans Bay flood investigation and risk assessment	1/05/2026	1/07/2026
Complete Heritage assessment	1/05/2026	26/06/2026
Review existing studies including geotechnical report, movement and place study; height and density study; economic analysis	1/05/2026	27/07/2026
Review previous stakeholder engagement	6/05/2026	30/06/2026
Draft proposed local environment plan (LEP) and Development Control Plan (DCP) updates: Final draft prepared by 24 Dec 2026	1/04/2027	31/05/2027
Review existing objectives and baseline data	18/05/2026	19/06/2026
Establish densification scenarios for consultation and study input	18/05/2026	26/06/2026
Identify barriers to densification- Fact-finding	1/06/2026	10/07/2026
Complete community mapping and social needs analysis (Built Environment): Social Services consultation	17/06/2026	24/07/2026
Establish panel of advisors	29/06/2026	31/07/2026
Scoping Study: Water and Sewer Network Bateman's Bay (consultant)	1/07/2026	15/09/2026
Infrastructure Planning Review	1/07/2026	31/10/2026
Redraft Master plan and planning proposal; intensive drafting 15 Sept-30 Oct	31/07/2026	30/10/2026
Draft contributions plan: Final draft prepared by 24 Dec 2026	31/07/2026	31/05/2027
Council Endorsement: Masterplan and Planning proposal	2/11/2026	15/12/2026
Masterplan Public Exhibition: 15 Jan-26 Feb	16/12/2026	26/02/2027
Lodgement of Gateway determination	15/12/2026	24/12/2026
Planning Proposal to Department of Planning, Housing and infrastructure	15/12/2026	24/12/2026
Council report on Public Exhibition submissions	26/02/2027	31/03/2027
Redraft of Masterplan and planning proposal	1/04/2027	30/04/2027
Council final review of updated Master Plan and planning proposal	3/05/2027	31/05/2027

3.2 Deliverables & Accountabilities

No.	Deliverables	Responsible	Accountable	Consulted	informed
1	Revised Project Plan (this plan)	Strategic Planning	Council	Infrastructure; Community Development; Natural Environment and Sustainability; Economic Development	All internal Stakeholders
2	Flood investigation and risk assessment	Strategic Planning	Housing, Planning and Environment	Council; Economic Development	Infrastructure; All internal stakeholders
3	Ecological study; Environmental Improvement Plan	Strategic Planning; Natural Environment Sustainability	Natural Environment Sustainability	Infrastructure	Council
4	Traffic and transport study	Strategic Planning; Infrastructure	Technical Services	Development Assessment	Council
5	Contributions Plan	Strategic Planning	Council	Development Assessment; Economic Development	To be determined
10	Community Mapping and Social Needs Analysis	Strategic Planning; Community Development	Strategic Planning; Community Development	Economic Development: Facilities	Infrastructure; Development Assessment
11	Heritage Assessment	Strategic Planning	Strategic Planning	Development Assessment; Infrastructure	Council

No.	Deliverables	Responsible	Accountable	Consulted	informed
12	Scoping Study Report: Water and Sewer Network Bateman's Bay	Strategic Planning; Water and Sewer	Infrastructure	Infrastructure	Council
13	Infrastructure Planning Review	Strategic Planning; Infrastructure	Infrastructure		Council
14	Revised Masterplan and Planning Proposal	Strategic Planning	Council	All internal stakeholders	To be determined
20	Local environment Plan (LEP) and development control plan (DCP)	Strategic Planning	Council	Development Assessment; Infrastructure; Economic Development	To be determined
21	Council report on Public Exhibition	Strategic Planning	Council	All internal stakeholders	To be determined
22	Final revised masterplan	Strategic Planning	Council	All internal stakeholders	To be determined

3.3 Budget

Council received \$200,000 from the Department of Planning, Housing and Infrastructure with a Council co-contribution of \$150,000. This funding is still being used to support a range of studies and consultancies that are supporting the Planning Proposal that will be required to articulate the Masterplan. Deadlines have been renegotiated to end of the 2026 working year.

Funds from Council's Contribution Plan have been made available to support the traffic and transport study.

Existing Budget

Throughout the three (3) financial years from 23-24, total expenditure is \$732,310. This includes \$350,000 sourced through grants.

Budget Item	Approximate allocations
Planning studies	\$260,000
Infrastructure studies	\$150,000
Environment, Heritage and Engagement	\$190,000
Supporting documents: LEP, DCP, Contributions plan	\$135,000

Additional Budget

Budget Item	Allocation	Notes
Round 2 stakeholder engagement, including Council Public workshop, venues and travel for engagement activities	\$10,000 total	Consultant engaged
Public Exhibition: Modelling and Design	\$40,000	Previously allocated
Scoping Study: Water and Sewer Network Batemans Bay	Up to \$100,000*	Depends on internal capacity and timing
Panel of Expert Advisors	\$35,000	
TOTAL	\$85,000-\$185,000	

* There is a possibility that this can be done internally, but this needs to be confirmed.

4 RISK MANAGEMENT

4.1 Risk Management Process

Risks will be reviewed with Project Manager/s at least monthly, with mitigation measures introduced to the extent possible.

4.2 Key Risks & Solutions

For a full risk register see [Appendix B](#).

Summary of Risks:

Risks to the Bateman's Bay Masterplan from June 2026 onwards broadly fall into three groups: Project Risks; Reputational Risks to Council; Risks regarding the fulfillment of the Plan.

Project Risks

RISK	Potential Harm	Solution
The revised masterplan is not endorsed by Council (or possibly by ELT) within necessary timeframes	Delayed masterplan; grant funding withdrawn at additional expense to council; reduced confidence in the planning processes and Council, continued public concern, community fatigue and frustration, delays in completing other planning and strategy work	Identify and work with differing stakeholder groups; provide updates throughout the process; go back for decision 'by exception'; provide clarity in objectives and communication
Insufficient project resources	Deadlines not met; burnout among staff; errors and delays; inability to complete the project	Consultancies established to cover key elements; internal engagement for additional support; strategic recruitment conversations with people and safety
Internal buy-in is not achieved	Deadlines not met; at worst, inability to complete the project	Project Control Group regular meetings to consider project time, budget and quality. Regular updates and Consultation on outcomes and timing, and generalised familiarity with the project plan, updated as required
Studies, consultancies or other activities not completed on time.	Delayed masterplan; grant funding withdrawn at additional expense to council	Meet with staff regularly to get update; plan to finish work early where possible; intervene early if activities off track.

Reputational Risks

RISK	Potential Harm	Solution
Negative media and/or community sentiment continues, including but not limited to integrity concerns	Reduced confidence in council decisions; difficult to get clear messages/information into the public domain	Regular updates; Clear document in plain English (Underpinned by relevant studies); transparent communication to the extent possible

Lack of clarity about master-planning process and intended outcomes	Reduced confidence in council decisions; reputational damage to council	Clear document in plain English (Underpinned by relevant studies); transparent communication to the extent possible
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Risks of Revised Masterplan

RISK	Potential Harm	Solution
Masterplan not endorsed at all	Ultimate potential for lack of development in the town centre and associated funding of public infrastructure.	Work closely with all stakeholder groups to find an acceptable pathway forward
Options for development are not taken up by the market/opportunities not fully realised	Continuing ageing of town centre and related infrastructure; limited public use and lack of development; lack of versatility to adapt to emerging economic opportunities; poor outcomes for future generations	Engage with Building/ Development/Real Estate industry to fully consider feasibility and viability
Inadequately planned road network	Congestion and car dependence	Traffic and Transport modelling & traffic plan
Potential flooding and insufficiently addressed in masterplan	Poor access and harm to residents. Continued concern from residents. Increased burden on developers and potential sterilisation of development	FIRA and FRMSP to consider all flooding issues and possible mitigations. Infrastructure review internally to consider mitigation and adaptation measures. Additional scenarios considered for building outside of flood affected areas
Impact on existing environment	Degradation of natural environment, including waterways	Ecology plan and environmental opportunities report. Consideration of planning controls to management risks
Buildings too tall	Overshadowing. Wind-tunnelling. Lack of support for plan	Listen and understand community needs and interests; good design,

RISK	Potential Harm	Solution
	Loss of character	aesthetic, number & placement Clarity on population and housing need (diversity) to inform densification
Uncertainty about masterplan and intended outcomes	Reduced investment in Batemans Bay	Increased and better information Clearer reports and info
Too much urban infrastructure	Increased heat impacts and reduced community wellbeing; environmental impacts.	Good design, placement, and planning control; consideration of environmental enhancements

APPENDIX A: STAKEHOLDER ENGAGEMENT PLAN

Stakeholder Group	Influence/Impact	Engagement Level and Channel/method
‘Locals’: People and Entities Living and Working in the Bay		
Residents in Batemans Bay	Many not directly affected by changes to town centre but may impact the broader neighbourhood. May directly affect future for their grandchildren, work and educational opportunities Useful source of knowledge about what works and what is needed. Source of place activation and economic development in and around a new town centre	Inform through Letterbox drop with QR code to survey
Businesses in Batemans Bay: Industrial, Retail, Law, Hospitality, Health, Recreation	Directly affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development in and around a new town centre.	Inform through Letterbox drop with QR code to survey. Engage through Presentation/Consultation to Chamber of Commerce
Batemans Bay Local Aboriginal Land Council and NSW Lands Council	The traditional owners and land councils have a long and continuing relationship with the area, including rights and responsibilities to care for country, some of which is enshrined in legislation. Useful to inform opportunities, constraints and considerations as well as further engagement opportunities. Affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development across a broader geographic area as well as town centre.	Inform through letter and engage through offer of direct meeting.

Other non-residential entities and services in the Bay, including Government offices • Services Australia • Service NSW • Australia Post • Community Centre • Eurobodalla Community Support Network subgroup (those located in the Bay)	Directly affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development in and around a new town centre	Inform through letter or phone with offer for government services group meeting
Bateman's Bay Users		
Service and Retail users – residents from surrounding areas (up to 20min drive from town centre)	Affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development in and around a new town centre	Inform through poster with QR code in all willing service and retail spaces, key business and tourist destinations
Cafes and Shops, including Bay Pavilions and shopping Plazas (note these serve as distribution outlets already for visitor information)	Affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development in and around a new town centre.	
Visitors/Tourists and Tourism agencies, such as Tourism NSW	Useful source of knowledge about what works and what is needed. Strong source of place activation and economic development in and around a new town centre.	
Building Industry		
Landowners in Batemans Bay	Knowledge of local area and constraints (environment and built environment) and opportunities for increased density.	Engage for Fact-finding in early stages and subsequent group-based

Building Sector: Developers, Investors and Planners – small, medium and large companies	Assess feasibility and viability of developments in and around Batemans Bay. Identify financially viable opportunities, including for affordable housing- either integrated or through contributions.	land owners presentation and consultation
Affordable Housing Experts	Can provide examples/models and technical advice about how to strengthen opportunities for Affordable Housing, and risks/constraints to navigate	
Indigenous Community		
Indigenous individuals and groups as users of place	Indigenous community members are regular users of the Batemans Bay town centre.	Inform through poster with contact details in all willing indigenous services, retail spaces, key business
Walbunja-Yuin Traditional Owners of the Batemans Bay area and Local Aboriginal Land Councils	Local Aboriginal Land Councils play the important role of understanding and protecting indigenous rights, the scope of which continues to be clarified through legal frameworks. Collaboration can help to understand and appropriately respond to these considerations Affected by changes to their neighbourhood. Useful source of knowledge about what works and what is needed. Source of place activation and economic development across a broader geographic area as well as town centre.	Engage through direct meetings where possible

Walbunja-Yuin Elders of Batemans Bay	Elders have a long and continuing relationship with the area, including rights and responsibilities to care for country. Elders can provide background, heritage, understanding of place as well as how the indigenous community want and need to use the town centre and surrounding areas.	Engage through direct meetings where possible
Extended Community		
Young people: - Youth Council - Schools: Batemans Bay High and Sunshine Bay Primary	Young people are frequent users of public spaces, including parks and open spaces and often use active transport to get around.	Engage through direct meetings where possible
Community Services Eurobodalla Community Support Network-subgroup comprised of those servicing the Bay especially indigenous and housing services	There are many health, housing and other support services in the Bay some service specific segments of the community. They have a good sense of the needs of their members/clients and how the town centre can help support those needs.	Engage through the Eurobodalla Community Support Network
Environment Groups related to Bateman's Bay	Provide local knowledge of biodiversity considerations and/or experiential opportunities for residents and visitors. Complementary knowledge for ecological study - mapping green corridors and protecting sensitive ecosystems and spaces.	Inform through Letterbox drop with QR code to survey Engage through an environment forum if possible
Services for Low Income households/individuals - Centrelink - Community Centre	Knowledge of impacts of built environment on lower socio-economic residents and opportunities to address systemic issues exacerbated or alleviated through land use systems.	Inform through Letter/phone and QR code to survey Engage through an inclusion forum if possible

Safety and Justice: • Police • Corrections	Knowledge of public safety issues and any key issues with regard to built environment, particularly within the town centre but also across satellite precincts and	Inform through Letter/phone and QR code to survey Engage through a safety forum if possible
Expertise and Approvals		
State Government Agencies: • NSW Department of Planning, Housing and Infrastructure • NSW Department of Climate Change, Environment, Energy and Water • Transport for NSW	Some agencies may have guidelines or limitations with which council needs to comply. They may also have case studies for issues Bateman's Bay is experiencing including flood risk, climate change and coastal inundation. Other agencies may be identified throughout the course of engagement.	Inform through Letterbox drop with QR code to survey Engage through a government forum if desired/possible
Council Advisory Committees: • Housing Improvement Advisory Committee • Audit, Risk and Improvement Committee • Climate and Environment Advisory Committee • Aboriginal Advisory Committee • Disability Inclusion Advisory Committee • Heritage Advisory Committee • Visitor Economy Advisory Committee • Community Facility Management Committees	Eurobodalla Shire has a highly educated retiree community and late career migration community that is well represented on a number of committees. Members also have knowledge and experience of other aims, objectives, plans and strategies of council and can provide suggestions to integrate similar or divergent aspirations. The committees also act as a strong 'litmus test' for community concern and/or acceptance of the respective plans and decision points. It is recommended that they are engaged at key stages throughout the process through written information at a minimum and direct engagement where possible.	Inform on a bi-monthly basis in written form (email) and an update provided at each meeting to the extent possible.

External committees: • Eurobodalla Local Traffic Committee • Eurobodalla Bushfire Management Committee • Floodplain Management Association of NSW • South East Arts (SEA) • South East Australian Transport Strategy Inc (SEATS) • Batemans Marine Park Advisory Committee	These committees have familiarity with council aims and objectives with specific expertise that may be useful to identify early in the revision process.	Inform on a bi-monthly basis in written form (email). Direct engagement on an 'as needed' basis
Infrastructure Services Providers: • Essential Energy • NBN/Telstra	As core infrastructure any constraints or considerations may need to be taken into consideration in the planning controls that support the masterplan.	Inform on a bi-monthly basis in written form (email). Direct engagement on an 'as needed' basis

APPENDIX B: RISK REGISTER

Date identified	Description	Risk Category	Likelihood	Consequence	Level of Risk	Risk Owner	Risk Treatment Actions
1-Jun-26	The revised masterplan is not endorsed in Dec 2026	Project risk	Possible	Major	High	ELT	Full and comprehensive review of community and Council feedback. Get objectives and project plan endorsed by Council before proceeding. Demonstrate opportunities and constraints to respond to various interests/suggestions. Targeted community consultation to address gaps and concerns. Additional and simplified information sharing to address understanding
1-Jun-26	The revised masterplan is not endorsed within the 26-27 financial year	Project risk	Unlikely	Major	High	ELT	Council workshops at key intervals; early familiarisation with plan and identification of issues; strong engagement with interest groups
1-Jun-26	Council's ELT not on board the revised Masterplan	Project risk	Unlikely	Major	Medium	Director	Regular updates to Project Manager (GM) and ELT meetings; Direct engagement on key issues; regular
1-Jun-26	Council's ELT not on board with the project plan	Project risk	Unlikely	Major	High	Director	Regular updates to Project Manager (GM) and ELT meetings; Direct engagement on key issues; regular
1-Jun-26	Internal buy-in not achieved/Lack of commitment to Project Control Group and Work	Project risk	Possible	Major	High	ELT	ELT engagement and support for project control group; get support from Divisional Managers for Project plan. Identify proxy PCG representation and communication methods

	Stream obligations						
1-Jun-26	Inadequate project resourcing, both inhouse and external	Project risk	Likely	Major	High	Director	Consultancies need to cover key elements; internal engagement for additional support; strategic recruitment conversations with people and safety
1-Jun-26	If Infrastructure review (traffic and transport; water and sewer) not completed on time	Project Risk	Possible	Major	High	Director Infrastructure/ Division Manager	Regular meetings and updates, clarity on critical path; active participation in the project control group
1-Jun-26	Loss of corporate knowledge of masterplan core processes through staff turnover	Project risk	Likely	Moderate	Medium	Division Manager	Effective transition; quality existing staff identified and IT/data obligations enforced
1-Jun-26	Consultancies run over time	Project risk	Possible	Major	High	Director	regular staff and consultant updates; clarity on deadlines and dependencies; early intervention if activities off track
1-Jun-26	Negative community or media sentiment regarding masterplan continues	Reputational	Possible	Moderate	Medium	Division Manager/ Comms	Communications Plan
1-Jun-26	Public concern about integrity of the process	Reputational	Possible	Moderate	Medium	Division Manager/ Comms	Clear document in plain English; underpinned by relevant studies; transparent communication to the extent possible

1-Jun-26	Lack of clarity about masterplan and intended outcomes	Reputational	Possible	Moderate	Medium	Division Manager/Comms	Include comms in project control group and/or meet regularly; provide regular public updates
1-Jun-26	Options for development not taken up by the market or not fully realised	Masterplan	Possible	Major	high	Director	Strongly test feasibility and viability with building sector; provide incentives for development that aligns with key objectives (including affordable housing)
1-Jun-26	Inadequately planned road network	Masterplan	possible	moderate	medium	Director infrastructure	conduct traffic and transport study
1-Jun-26	Potential flooding insufficiently addressed in masterplan	Masterplan	Possible	Major	high	Director	engagement with infrastructure staff;
1-Jun-26	Buildings too tall	Masterplan	possible	Moderate	medium	Division Manager	Removal of previous masterplan heights from consideration; Modelling and case study review through master-planning process
1-Jun-26	Too much urban infrastructure (concrete jungle)	Masterplan	possible	moderate	medium	Director	provide design standards and clear planning controls alongside masterplan; complementary greening/street tree strategy established and implemented; environmental protections and opportunities identified and actioned
1-Jun-26	Impact on existing environment	Masterplan	possible	moderate	medium	Director	Ecology audit and opportunities report developed in conjunction with Natural Environment and Sustainability