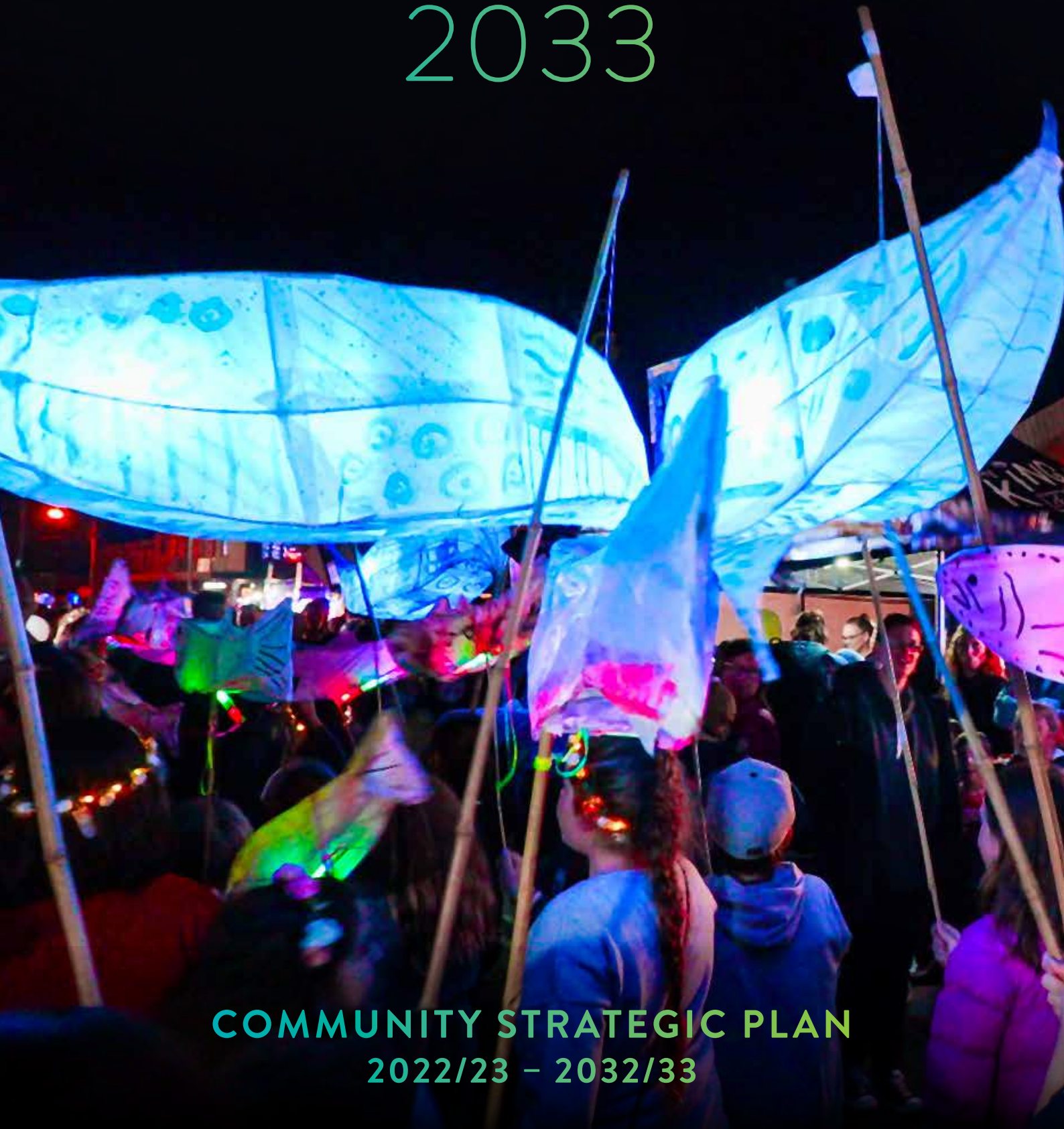


WOLLONDILLY 2033



COMMUNITY STRATEGIC PLAN
2022/23 – 2032/33



Acknowledgement^{*}

Wollondilly Shire Council acknowledges the traditional custodians of the land in Wollondilly, the Dharawal and Gundungurra peoples.

We acknowledge the living culture and spiritual connections to the land for the Dharawal and Gundungurra people and all Aboriginal Nation Groups that may have connections to the area; and that Wollondilly is remarkably placed as the intersection of many tribal lands.

We recognise the traditional Custodians who have occupied and cared for this Country over countless generations and celebrate their continuing contributions to the Shire.

We also acknowledge and remember the Dharawal and Gundungurra peoples who were killed in the Appin Massacre on 17 April 1816.

^{}We acknowledge our continuing collaboration with the Tharawal Local Aboriginal Land Council*



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INTROD

UCTION

WELCOME TO WOLLONDILLY SHIRE COUNCIL'S COMMUNITY STRATEGIC PLAN.

This plan has been developed with input from over 900 community members and key partners to answer the following questions:

- Where are we now?
- Where do we want to be in 10 years' time?
- How do we get there?
- How do we know we're there?

This plan embraces corporate strategic planning approaches and satisfies legislative requirements for all local governments in NSW to have a plan to shape the future.

This plan describes:

- A future vision for Wollondilly Shire
- The priorities and aspirations of the community
- The outcomes the community seek and how Council will make progress towards them
- How success will be measured and reported

Wollondilly Shire Council commissioned the services of Catalyse in the development of this Community Strategic Plan. Catalyse provided the FUTYR framework that the layout of the Community Strategic Plan is based on and the MARKYT Community Scorecard, which is the annual community survey.

MAYOR'S MESSAGE

Welcome to the Community Strategic Plan (CSP) - the community's plan for Wollondilly.

Our Shire is growing and changing, and Council is well aware that we need to adapt to these changes. The challenge is finding the balance between the past, the present and the future.

We are committed to protecting what we love and what makes us special; our unique villages and lifestyle within a beautiful natural landscape. We are also ready to embrace the future and the opportunities it presents.

After consulting with Wollondilly residents, businesses and community groups about many topics, particularly over the past 18 months, what we have heard has directly informed the CSP.

Not surprisingly, roads have come through clearly as the top priority within our community. This is followed by the desire to preserve and enhance the character of the Shire while sustainably managing growth and development. Our community wants vital infrastructure in place to meet the needs of the growing population, as well as local jobs, tourism and agribusiness to support our local economy.

Following the bushfires, storm events and Covid lockdowns of the last two years, community resilience is also a priority. Our community wants to see investment in major infrastructure including new community and sporting facilities. They rightly expect a positive customer experience when doing business with Council, as well as sound financial management.

We have a plan for the longer term, and we will continue to collaborate with our communities and stakeholders as we move forward.

We live in an amazing Shire and our vision is to make it an even better place, together.

Matt Gould - Mayor



OUR NEIGHBOURHOODS

Wollondilly Shire Council has 2 wards: North and East.

Four Councillors represent the North ward and four represent the East ward.

The Council area spans 2,550km² from Bargo and Yanderra in the South, Appin and Menangle in the east, Warragamba in the North and the Nattai Wilderness, Yerranderie and Burragorang Valley to the West.

Our towns and villages are all unique and each have aspirations for being future 'ideal neighbourhoods'.

Common aspirations include:

1. Protection of the natural environment including natural features, views, vegetation, topography, water, wildlife
2. Investment in infrastructure including roads, footpaths, cycle ways
3. Great public open spaces including parks, street trees, footpaths
4. Spaces for community activities including gatherings, sports, picnics, performances
5. More employment opportunities, services and local businesses within the Shire that provide for daily needs
6. Protection and enhancement of the unique rural character of the townships and villages



APPIN
Appin, Cataract, Darkes Forest



DOUGLAS PARK | WILTON



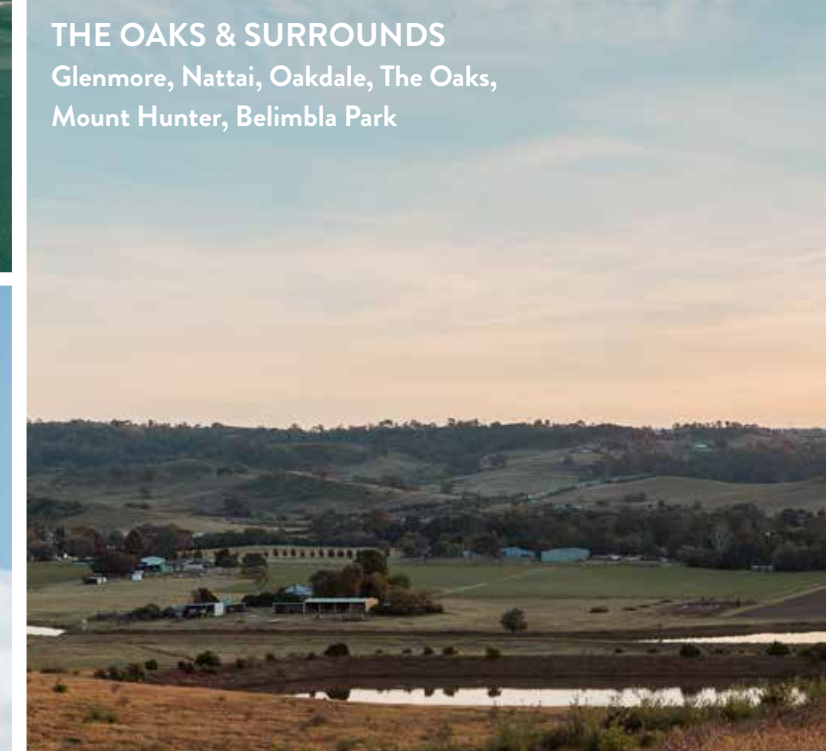
TAHMOOR & SURROUNDS
Tahmoor, Pheasants Nest, Bargo, Yanderra



PICTON & SURROUNDS
Picton, Razorback, Maldon



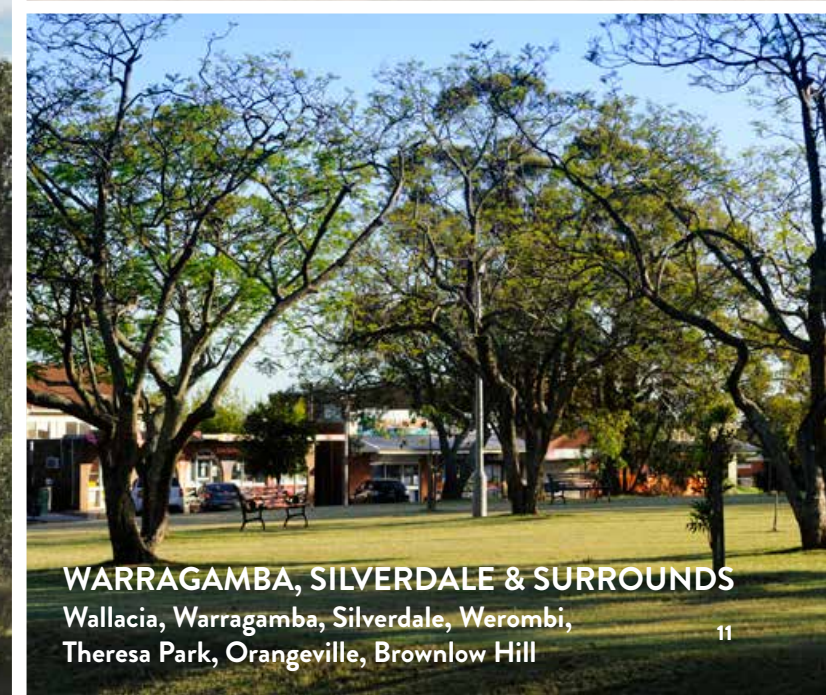
MENANGLE & SURROUNDS
Menangle, Cawdor, Camden Park



THE OAKS & SURROUNDS
Glenmore, Nattai, Oakdale, The Oaks,
Mount Hunter, Belimbla Park



THIRLMERE & SURROUNDS
Mowbray Park, Thirlmere, Couridjah,
Buxton Lakesland, Blue Mountains
National Park, Yerranderie



WARRAGAMBA, SILVERDALE & SURROUNDS
Wallacia, Warragamba, Silverdale, Werombi,
Theresa Park, Orangeville, Brownlow Hill

WOLLONDILLY SHIRE AT A GLANCE

Wollondilly is situated on the rapidly growing South Western fringe area of Sydney in Gundungurra, Dharawal and Darug country. The landscape is a beautiful patchwork of rural lands, scenic bushland and towns and villages. With both rural and urban aspects, Wollondilly marks the transition between the outer edges of Greater Sydney and regional NSW.

The Shire covers a land area of 2,560km², of which two-thirds is national parks and water catchment areas, including parts of the Greater Blue Mountains World Heritage Area. Our community has a strong connection with the natural environment with the Shire's bushland, rural land, gorges, waterways, ranges and plains contributing to visual and cultural connections in the landscape as well as providing important social, recreational and tourism opportunities. We have an important custodial role over the lands that supply drinking water to Greater Metropolitan Sydney as we are home to five dams, some of which are the largest in NSW; Warragamba Dam, Cataract Dam, Cordeaux Dam, Nepean Dam, Avon Dam.

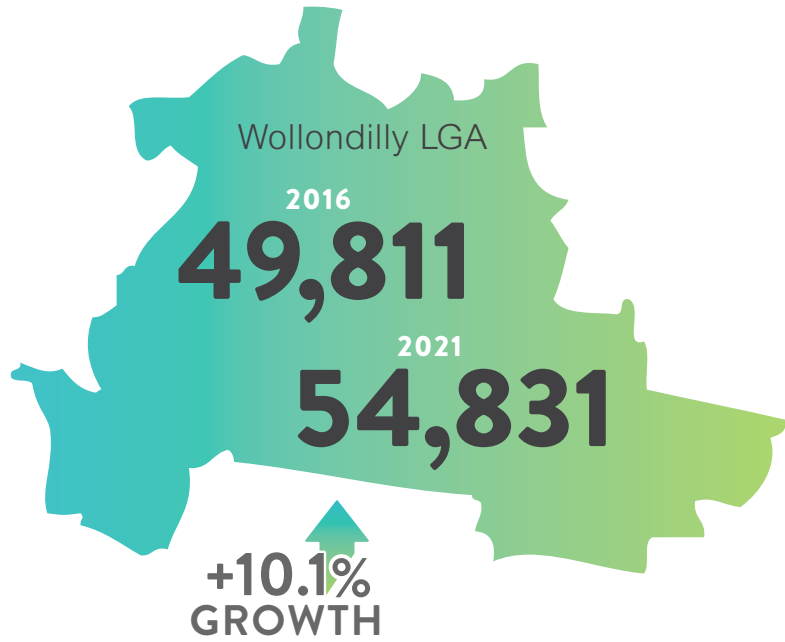
Wollondilly's timeless history interweaves the dreamtime legends of the Gundungurra, Darug and Dharawal people, the traditional owners of the land. Aboriginal heritage, history and culture are all inherently linked to country, and we acknowledge and respect this unique and everlasting connection.

Our rural landscape, towns and villages date back to the early European settlers who followed the first fleet's famous straying cattle to the "Cowpastures". This location (around the Menangle and Camden Park area) was the birthplace of modern agriculture in Australia and from that time onwards, agriculture has been integral to the development, character, economy and identity of the Shire and continues to be a productive, sustainable and integral part of who we are. Wollondilly's European history and heritage is reflected in the buildings and places of historical significance found throughout the Shire, including the Old Picton Post Office built in 1892, St Bede's Church, known as one of the finest Regency Gothic Churches, and the town of Yerranderie, a Silver Mine Village.

Residents and visitors value the country style living that the Wollondilly area provides, as well as the peacefulness, sense of community and natural environment. Council owned facilities such as the Wollondilly Library, Wollondilly Leisure Centre, Warragamba Pool and Children's Services deliver a broad range of services to our communities. Enhancements to these services as well as the introduction of new initiatives to support current and future population growth are planned as part of the Wollondilly Cultural Precinct, including a Performing Arts Centre, new Children's Services building and new library.

WOLLONDILLY SHIRE AT A GLANCE

POPULATION



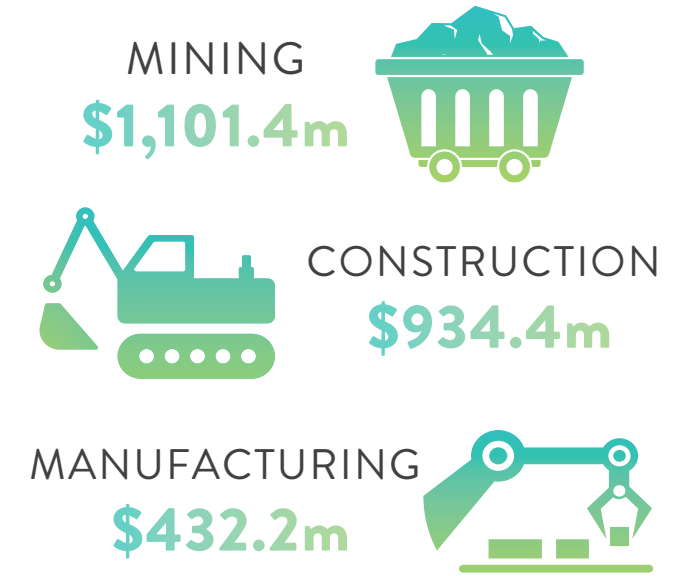
MEDIAN HOUSE PRICE 2018



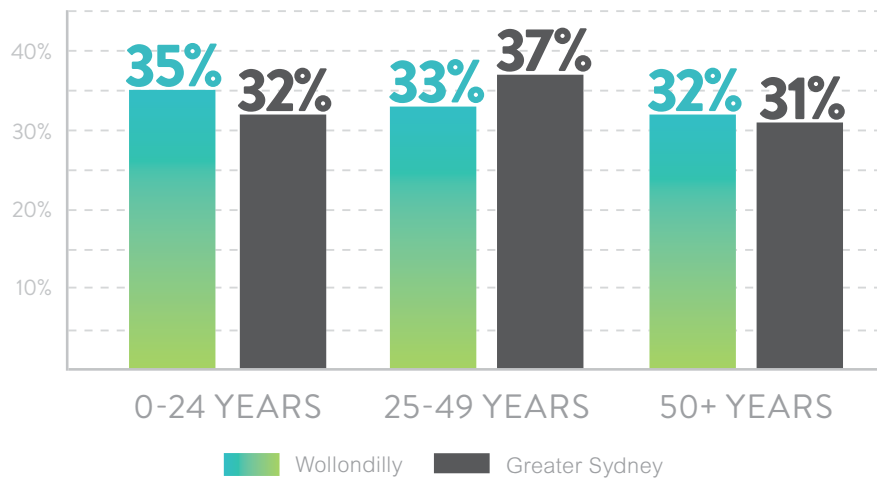
GROSS REGIONAL PRODUCT JUNE 2021



HIGHEST VALUE INDUSTRIES 2020/21



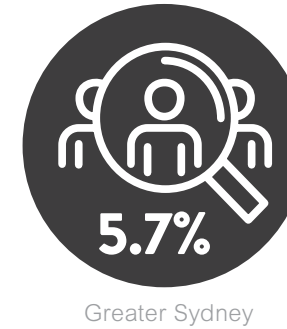
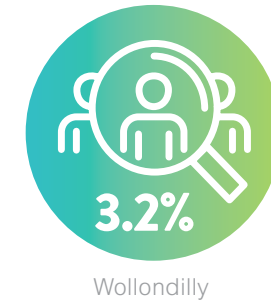
AGE PROFILE 2016



NUMBER OF BUSINESSES



UNEMPLOYMENT RATE



COUNCIL MANAGES



LIVEABILITY RATING BY THE COMMUNITY

"a good place to live"



Source: 2021 MARKYT® Community Scorecard

MANAGING GROWTH AND CHANGE

Wollondilly 2040 is our Local Strategic Planning Statement (LSPS). It outlines a vision for land use planning over the next 20 years and applies to all of Wollondilly Shire. The LSPS supports the implementation of the CSP by identifying key planning priorities and actions that focus on protecting and retaining the many elements that make Wollondilly extraordinary. It is also about embracing the future and creating environments that help to make people feel happier and healthier.

It also sets out how change will be managed into the future as our Shire is growing and changing. With growth already occurring in Wilton, and expected additional future growth in Appin, Wollondilly's population is estimated to double to approximately 100,000 or possibly triple to 150,000 in the next 20 years. (Note that the NSW Government's Greater Macarthur Growth Area plans for the Appin area are contrary to Council's position on growth). The pace of growth is expected to accelerate significantly over the next few years, with substantial population increases likely within 10 years.

Managing growth and change will have a ripple effect, providing both opportunities and challenges for our community, our environment and our economy.

Key concerns include the protection of our precious natural environment including the green corridor that runs through Appin to Wilton and down to Avon Dam and Bargo, which has an important role to

play in housing one of the last healthy koala populations in NSW. The need to ensure our beautiful surrounding landscape is protected is a vital consideration when new towns, places and developments are being planned.

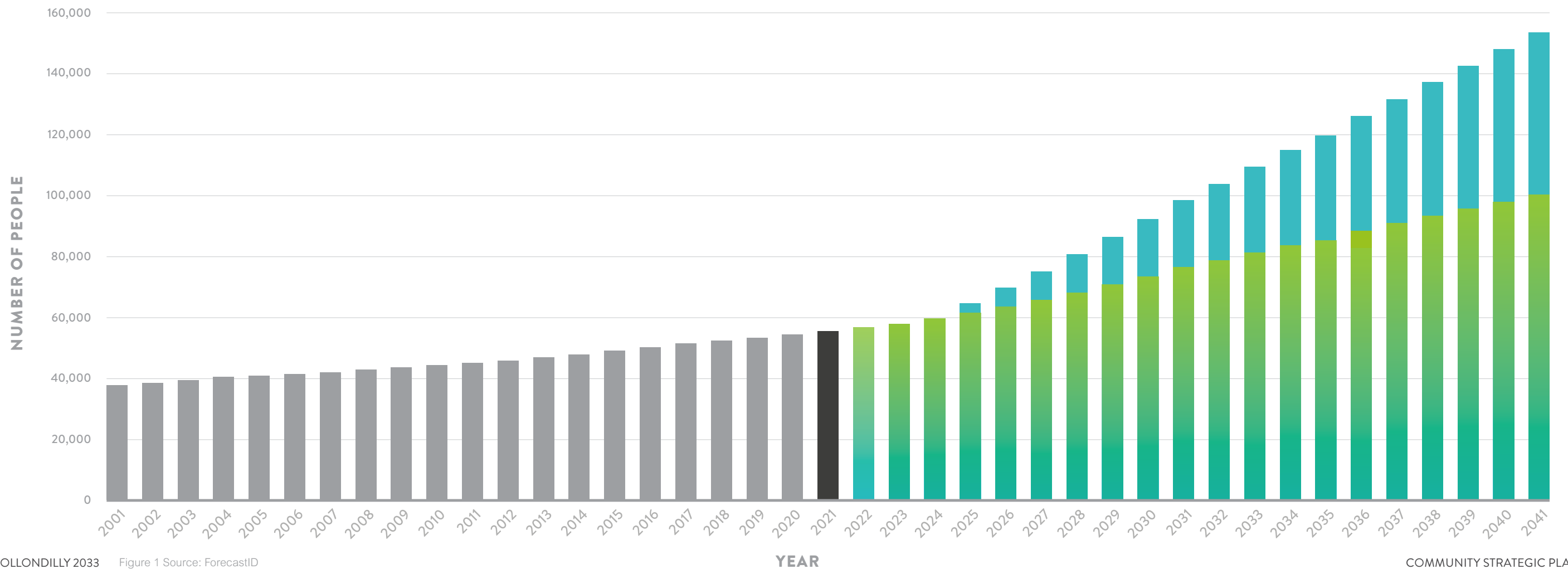
To date, the planned rate of growth has not been clear and has not been matched with upgrades to vital infrastructure. One of the top priorities for our community is improving the quality of the road network within Wollondilly. With significant distances to traverse, a dispersed settlement pattern and many workers needing to leave the Shire for employment, the community is heavily reliant on the road network. Therefore, roads need to be maintained and adequately planned for. Additionally, public transport options in the Shire are limited and do not meet the current demands of the population. With the planned growth to come in Wilton, the deficit in transport options will become even more pronounced unless addressed by public transport solutions.

Our communities need healthy built environments and liveable places with better access to health care services and programs. Much of our community is required to leave the Shire for health and education services as there are limited options available. Currently there are no hospitals in the Shire and only one public secondary school. With the population forecast to potentially triple in the next 20 years, planning for important community services is required now.

Council's full policy on managing growth and change is captured in Council's Local Strategic Planning Statement "Wollondilly 2040".

WOLLONDILLY HISTORIC & PROJECTED POPULATION 2001 - 2041

HISTORIC GROWTH TREND 2021 SHIRE WIDE INCLUDING WILTON GREATER MACARTHUR (APPIN)

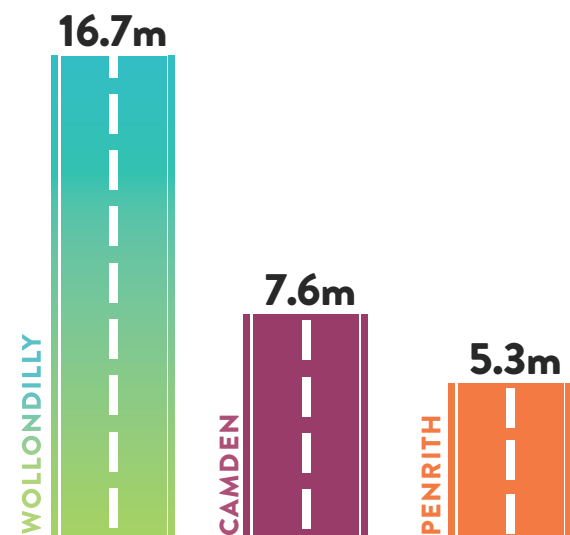
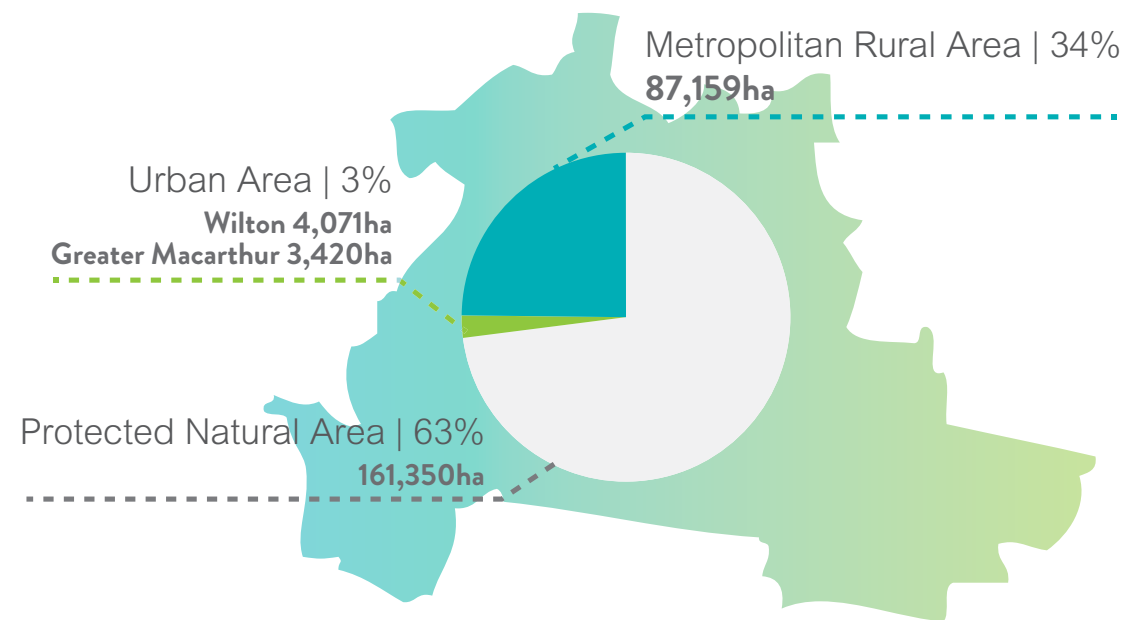


BECAUSE OF OUR LOCATION WE HAVE A UNIQUE SET OF CHALLENGES:

- Management of growth and development pressures;
- Agricultural land being lost to urban development and land fragmentation;
- Conflicts between rural and urban land uses;
- Limited infrastructure and services;
- Limited employment opportunities.

The right infrastructure at the right time to support our current communities and future growth is a key aspiration of our Community Strategic Plan. We want prosperous towns and villages that achieve a balance between growth and maintaining our rural character and community spirit.

Our community asks for a sound approach to planning and a commitment to the necessary community facilities and infrastructure to support future growth.



**Metres of Road
per rate payer**

WOLLONDILLY HAS
54,000+
RESIDENTS & GROWING



AND

Icons representing community facilities:

- 15 PRIMARY SCHOOLS (Apple icon)
- 1 SECONDARY SCHOOL (Graduation cap icon)
- 1 COMBINED PRIMARY & SECONDARY SCHOOL (House icon)
- 14 MEDICAL PRACTICES (Cross icon)



PRIORITIES

RITIES

PRIORITIES SHIFT OVER TIME IN RESPONSE TO WHAT'S HAPPENING LOCALLY AND GLOBALLY.

To provide quality of life outcomes, Wollondilly Shire Council must adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

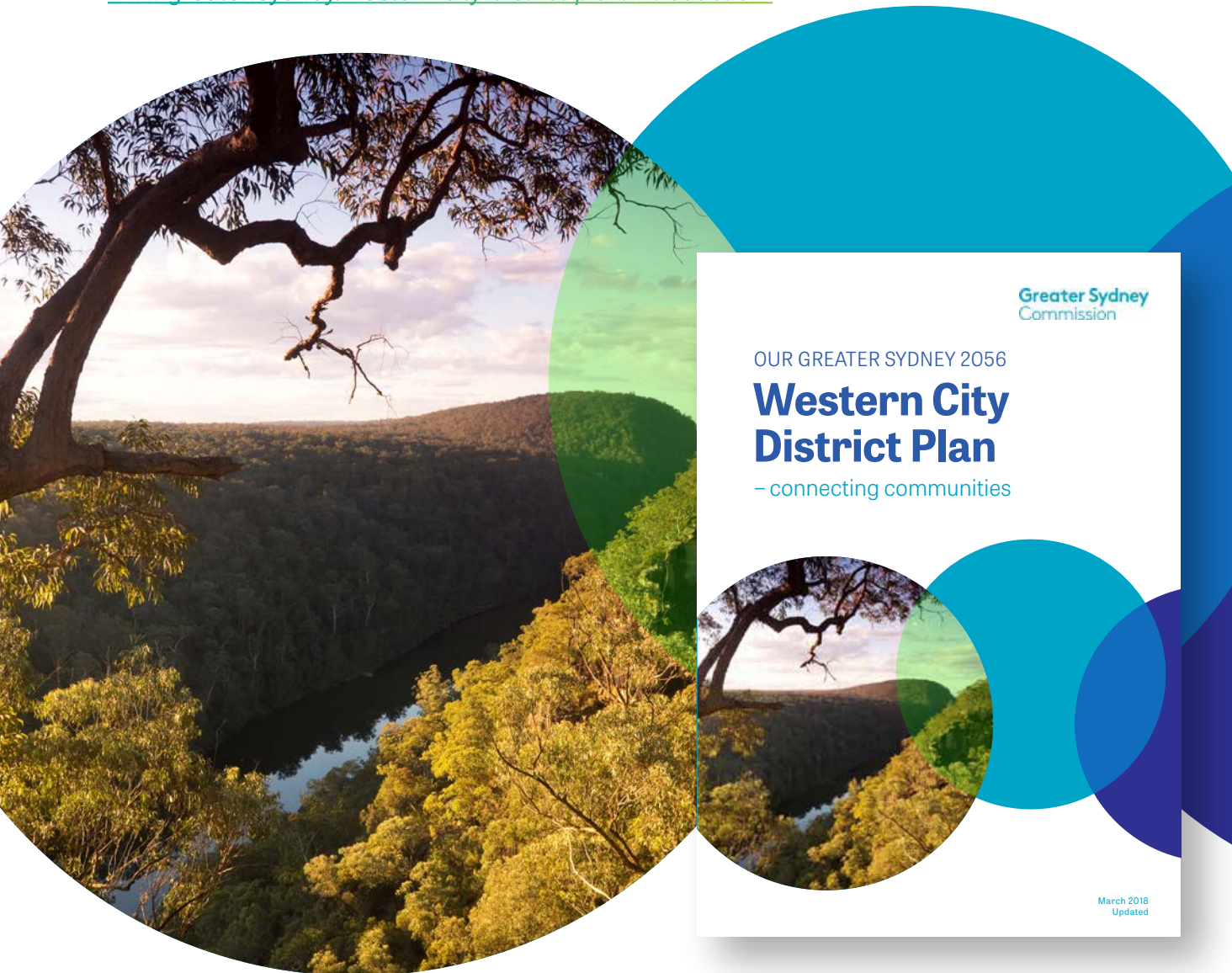
LINKING LOCAL WITH GLOBAL PRIORITIES

Our Shire is influenced by and contributes to global trends. The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. Wollondilly Shire Council aims to positively contribute to the achievement of these goals within our local context. Learn more about the SDGs at sdgs.un.org/goals

PEOPLE		ENVIRONMENT		PLACE & LANDSCAPE	ECONOMY	PERFORMANCE
1 NO POVERTY	2 ZERO HUNGER	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	4 QUALITY EDUCATION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	11 SUSTAINABLE CITIES AND COMMUNITIES	8 DECENT WORK AND ECONOMIC GROWTH	17 PARTNERSHIPS FOR THE GOALS
10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	14 LIFE BELOW WATER	15 LIFE ON LAND		9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	SUSTAINABLE DEVELOPMENT GOALS

STATE PRIORITIES

Wollondilly is part of the Western Parkland City, with infrastructure and other plans for our Shire outlined in the NSW Government's Western City District Plan, available at www.greater.sydney/western-city-district-plan/introduction



LOCAL PRIORITIES

Wollondilly 2040 is Council's Local Strategic Planning Statement which supports the implementation of the Community Strategic Plan and the Western City District Plan. The Local Strategic Planning Statement can be viewed at: www.wollondilly.nsw.gov.au/wollondilly2040



The priorities and projects outlined in this Delivery Plan align with and support the key themes and directions of the Western City District Plan:

PEOPLE	ENVIRONMENT	PLACE & LANDSCAPE	ECONOMY & PERFORMANCE
<ul style="list-style-type: none"> • Celebrating diversity and putting people at the heart of planning • Designing places for people 	<ul style="list-style-type: none"> • Valuing green spaces and landscape • Using resources wisely • Adapting to a changing world 	<ul style="list-style-type: none"> • Infrastructure supporting new developments • Working together to grow a Greater Sydney • Giving people housing choices • Developing a more accessible & walkable city 	<ul style="list-style-type: none"> • Working together to grow a Greater Sydney • Creating the conditions for a stronger economy

PEOPLE	ENVIRONMENT	PLACE & LANDSCAPE	ECONOMY & PERFORMANCE
<ul style="list-style-type: none"> • Cultivating a creative and cultural destination connecting people with places • Embedding health and wellbeing considerations into land use planning for healthy places • Planning high quality well connected open spaces 	<ul style="list-style-type: none"> • Valuing the ecological health of Wollondilly's waterways • Protecting biodiversity and koala habitat corridors • Delivering an urban tree canopy • Planning resource recovery options • Living with climate impacts and contributing to broader resilience 	<ul style="list-style-type: none"> • Aligning infrastructure provision with community needs • Establishing a framework for sustained managed growth • Creating vibrant, healthy & sustainable communities in the new town in Wilton • Providing housing options that meet local needs and match the local character of towns and villages • Enhancing vibrant & sustainable local towns & villages • Enhancing and protecting the diverse values of the Metropolitan Rural Area 	<ul style="list-style-type: none"> • Developing the visitor experience and economy by increasing access to natural areas and rural landscapes • Attracting investment and growing local jobs • Leveraging greater investment and business opportunities from the Western Sydney International (Nancy-Bird Walton Airport) • Embracing innovation to enhance liveable, connected and sustainable communities

COMMUNITY PRIORITIES

To understand local needs and priorities, Wollondilly Shire Council commissioned an independent community survey in 2021. In total, 918 community members completed a survey known as the MARKYT® Community Scorecard. The results showed that the community was mostly concerned with the responsible management of growth and development, with a focus on roads, traffic management, footpaths and cycle ways, telecommunications, and planning and building approvals.

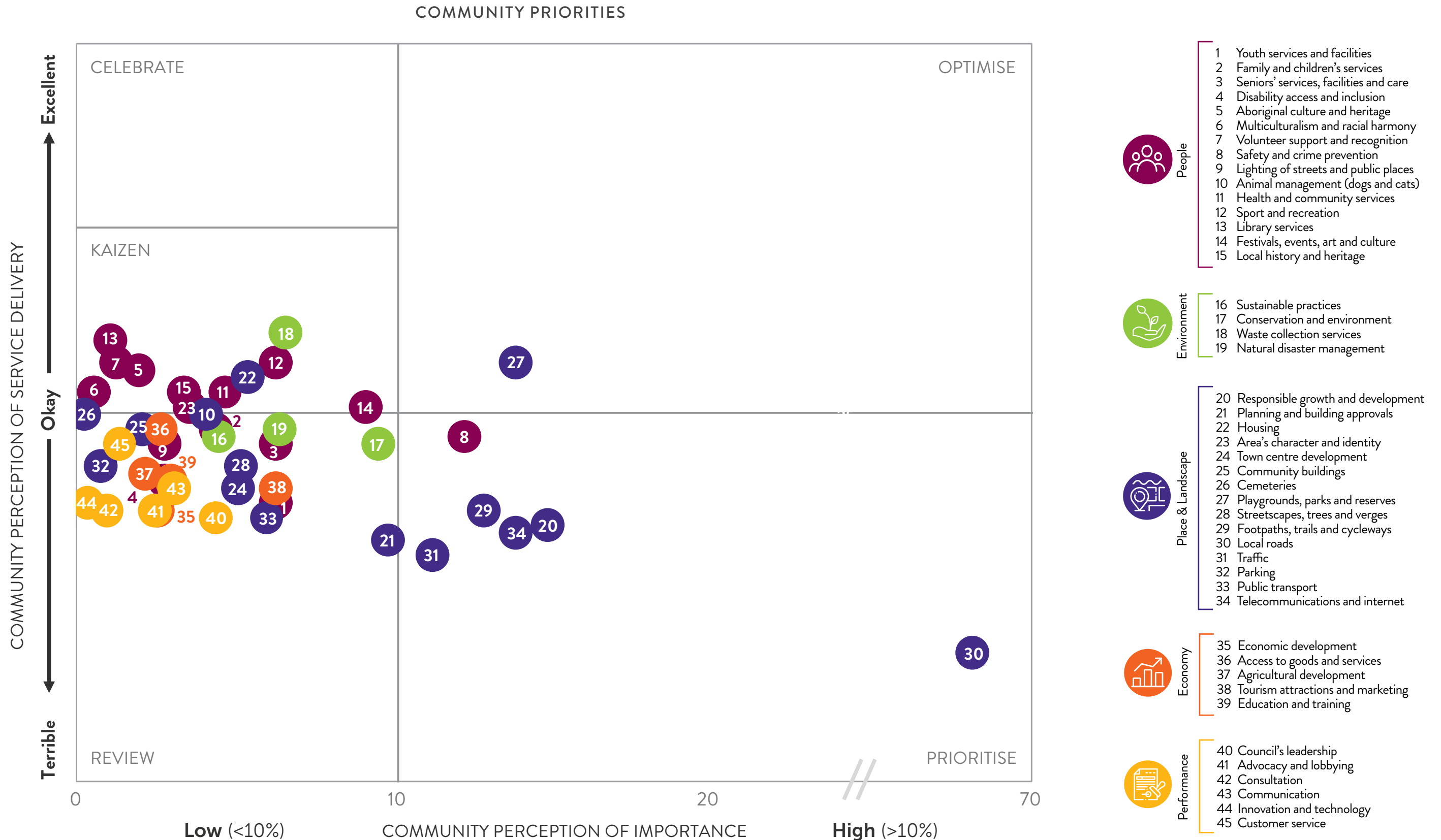
HOW TO UNDERSTAND THIS DIAGRAM

Respondents were asked what areas they would like the Council to focus on improving and how they would rate each service area.

Service areas in the "Prioritise" box are considered high priorities and performance is perceived to be low.

Service areas in the "Optimise" box are considered high priorities and performance is rated high.

Service areas sitting in the "Kaizen" & "Review" box aren't as high a priority for the community but there is opportunity for performance to be improved.





MAJOR INFRASTRUCTURE AND NEW COMMUNITY / SPORTING FACILITIES

As our community grows, the demands on playgrounds, sportsgrounds and other community facilities will increase. These fundamental parts of our everyday community life need to be maintained and new facilities introduced to match growth.

CUSTOMER EXPERIENCE AND CARE FOR COMMUNITY



Our community want a positive customer experience when dealing with Council. The desire for ongoing improvements to service delivery, alongside planning for growth, means organisational capability and enhancement is a key aspiration for both the community and Council administration.



SOUND FINANCIAL MANAGEMENT

Our community wants to see good value for money when paying their rates. This includes meeting service delivery expectations, understanding the direction of Council and hearing from Council regularly.



ROADS, ROADS, ROADS

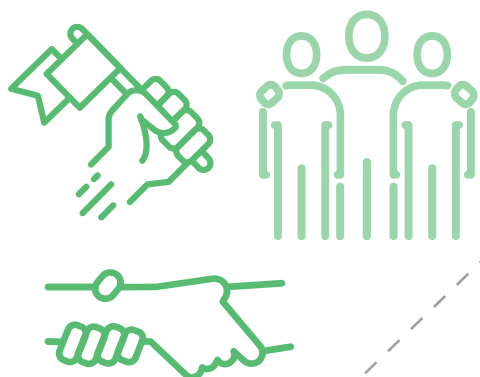
A top priority for our community is improvement of the road network, including increasing the quality of road maintenance and resurfacing to improve safety. We are seeking support from the State to accelerate road infrastructure such as the Picton Bypass, a critical piece of infrastructure that will ease current and predicted traffic congestion issues as well as provide safer evacuation routes for residents during times of natural disasters.

We are also calling for some of our major roads such as Remembrance Drive and Silverdale Road to be reclassified as State roads so that their maintenance can be managed and funded by the NSW Government.

COMMUNITY RESILIENCE

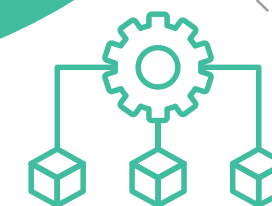
In the past four years, our community has experienced an extended period of drought, the devastating 2019/20 Green Wattle Creek Bushfire, further damage to businesses and road infrastructure caused by the 2020, 2021 and 2022 storm events, and a prolonged period of uncertainty due to the Covid-19 pandemic.

A top priority for Council is to create a resilient and prepared community to ensure we can withstand future events and recover quickly. Managing the impacts of these disasters requires sustainable financial decisions to be made within a complex environment, with many competing priorities and limited resources.



LOCAL JOBS, TOURISM, AGRIBUSINESS

Our community would like to see Wollondilly grow into a thriving prosperous economy. The Shire has significant economic growth potential through agriculture, new industrial and commercial employment land opportunities, tourism growth, a growing services and retail sector, and agritourism opportunities. We want to ensure economic and job opportunities are realised as the Western Parkland City is planned and developed, including opportunities that will flow from the aerotropolis.



VITAL INFRASTRUCTURE TO MEET THE NEEDS OF THE GROWING COMMUNITY

With forecast growth set to double, or potentially triple our current population, our community is concerned about poor planning at a State level leading to inadequate infrastructure and a lack of necessary services and facilities to support new developments. We need to ensure that the State Government plans for the Shire to deliver vital infrastructure including health, education, public transport, roads, community, recreation and telecommunications services.



PRESERVING AND ENHANCING THE CHARACTER OF THE SHIRE WHILE SUSTAINABLY MANAGING GROWTH AND DEVELOPMENT

Our community wants to look after and enhance what is so special about Wollondilly, and welcomes growth that is planned and designed with respect to the unique neighbourhoods, heritage and landscape of our Shire.

We want to enhance what makes Wollondilly great and welcome new neighbourhoods that complement our existing towns and villages.



OUR VISION:

MAKING

Wollondilly

EVEN BETTER TOGETHER

By understanding the current context of Wollondilly and our community's priorities, we have a clear picture of where we are now and our aspirations for the future. Together with the community, we have developed a shared vision that captures where we want to be in 10 years' time.

ASPIR

ATIONS

To achieve our vision, we have five key pillars with supporting aspirations. The aspirations describe what our community would like Wollondilly to be in the future.

10 YEAR ASPIRATIONS FOR OUR:



PEOPLE

A safe, inclusive and resilient community, with access to services that support good health and well being.



ENVIRONMENT

Our pristine and beautiful natural environment is protected, responsibly managed and enhanced as we grow and play our part for the future.



PLACE & LANDSCAPE

Wollondilly's unique towns and villages sitting within our beautiful natural landscape. We are shaping growth to ensure change respects what we have and where we want to be. Our communities have functional infrastructure and safe roads they need.



ECONOMY

We are an emerging and dynamic Shire with a thriving and diverse economy. We seek to attract new viable business to support the region while also supporting our towns, villages and rural lifestyle



PERFORMANCE

The community recognises we are striving to be a leading local government. We listen and respond to community needs, delivering excellent customer experiences.

HOW TO READ THIS PLAN

ASPIRATION STATEMENT

The aspiration statement describes a desired state that is important to and valued by the community.

PILLAR

There are five pillars in Wollondilly Shire - People, Environment, Place & Landscape, Economy and Performance.



ENVIRONMENT

Our pristine and beautiful natural environment is protected, responsibly managed and enhanced as we grow and play our part for the future.

WHERE ARE WE NOW?

There have been a number of recent events that highlight the importance of planning for climate change impacts and resilience. Over the last two years alone Wollondilly has experienced significant impacts on local communities and infrastructure from drought, floods, and fires. Resilience is therefore a high priority.

Our community recognises that responsible development has a big role to play for the future of our Shire. Planning and caring for the environment is especially important given 63% (161,350ha) of Wollondilly is 'protected natural environment'.

It is important to continue to protect the environment, including realising the potential negative impact of poor planning and the design of new developments on the natural environment, as well as ensuring we all contribute to sustainability efforts.

Wollondilly Shire contains much of Sydney's drinking water catchment, and is rich in natural heritage including unspoiled creeks and rivers. It is increasingly important to proactively manage and protect our waterways and water sources into the future. In order to do this, Council have adopted and are implementing guiding strategies and policies including the Integrated Water Management Strategy and Water Sensitive Urban Design Guidelines.

Waste services were rated highly by the community. Recognising the Shire is growing and evolving, the community is looking to Council to ensure waste services continue to meet expectations and increased demand.

WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the Environment aspiration and outcomes.

- Sustainable practices
- Conservation and environment
- Waste collection services
- Natural disaster management

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
5. Our community is prepared and resilient in the face of natural disasters and emergencies	5.1. Minimise risks and impacts from bushfires, storms, flooding and other natural disasters.	<ul style="list-style-type: none"> • Activate Wollondilly Long Term Recovery and Resilience Plan • Stonequarry Creek (Picton) Floodplain Risk Management Plan
6. Our beautiful natural environment is valued, protected and enjoyed.	6.1. Sustainably manage, conserve and enhance our natural habitats and reserves.	<ul style="list-style-type: none"> • Biosecurity Weed Management Strategy • Waste Management and Resource Recovery Strategy Action Plan 2020-25
7. We have shared responsibility for climate action and sustainability	7.1. We adapt to a changing climate and reduce our impact 7.2. Develop a sustainable, low waste, circular economy. 7.3. Conserve and manage water resources.	<ul style="list-style-type: none"> • Integrated Water Management Strategy

LINKED STRATEGIES

Linked strategies provide further information about how objectives and actions will be achieved

OBJECTIVES

Objectives describe what the Shire will strive to attain to support the achievement of the outcome.

OUTCOMES

Outcomes describe the desirable result or benefits to the community from delivering services, facilities, activities and projects.



PEOPLE

A safe, inclusive and resilient community, with access to services that support good health and wellbeing.

WHERE ARE WE NOW?

Wollondilly Council provides a wide range of services and programs to the community including the library, a mobile library service, the Dilly Wanderer and child care services. The community also enjoys the many events and festivals hosted by Council, helping to nurture connectivity in the community and celebrate our strong community spirit.

To address local needs, the community would like Council to improve community safety. With the closest police stations in neighbouring Local Government Areas, Council is being asked to advocate for better services to serve our growing area.

Community priorities also include more sport and recreation grounds and facilities. The love of sport runs deep across Wollondilly and a focus for Council is on maintenance, upgrades and renewals to sportsgrounds and facilities across the Shire.

Growth impacts mean an increase in demand for services and community facilities. It is important for Council to be proactive and plan for the social, health and wellbeing needs of the community, especially as the demographics of the Wollondilly Shire evolve.

Planning for future needs has already commenced, including the commencement of the Wollondilly Cultural Precinct. This will bring a new library, child care centre and performing arts centre to the area. However, more funding will be required from the State Government and as a result Council will need to be advocating strongly for funding towards the necessary facilities to support our current and future communities.

WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the People aspiration and outcomes.

- Safety and crime prevention
- Animal management
- Health and community services
- Sport and recreation
- Library services
- Festivals, events, art and culture
- Local history and heritage
- Aboriginal culture and heritage
- Multiculturalism and racial harmony
- Youth services and facilities
- Family and children's services
- Seniors' services, facilities and care
- Disability access and inclusion
- Volunteer support and recognition

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
1. We are an engaged and active community	1.1. Encourage participation in sport and recreation activities. 1.2. Enable and grow participation in arts, culture and community events.	<ul style="list-style-type: none"> • Wollondilly Cultural Precinct Plan • Wollondilly Library Strategy
2. We are proud to be a diverse and inclusive community.	2.1. Grow understanding and respect for cultural diversity, history and heritage 2.2. Listen and respond to community needs at all stages of life. 2.3. Provide and promote services and programs that positively engage with and develop young people (12-25 years). 2.4. Provide and promote services to support seniors, people living with a disability and vulnerable groups.	<ul style="list-style-type: none"> • Disability and Inclusion Action Plan <p>For a list of planned sport, recreation and community facility upgrades see the <i>Delivery Program</i> and the <i>Capital Works Program</i> available at wollondilly.nsw.gov.au</p>
3. Our community is a safe place to be	3.1. Improve community safety and crime prevention infrastructure, programs and services. 3.2. Encourage responsible animal management.	
4. We have access to services to support our health and well-being	4.1. Improve access to quality health and community services.	





ENVIRONMENT

Our pristine and beautiful natural environment is protected, responsibly managed and enhanced as we grow and play our part for the future.

WHERE ARE WE NOW?

There have been a number of recent events that highlight the importance of planning for climate change impacts and resilience. Over the last two years alone Wollondilly has experienced significant impacts on local communities and infrastructure from drought, floods, and fires. Resilience is therefore a high priority.

Our community recognises that responsible development has a big role to play for the future of our Shire. Planning and caring for the environment is especially important given 63% (161,350ha) of Wollondilly is 'protected natural environment'.

It is important to continue to protect the environment, including realising the potential negative impact of poor planning and the design of new developments on the natural environment, as well as ensuring we all contribute to sustainability efforts.

Wollondilly Shire contains much of Sydney's drinking water catchment, and is rich in natural heritage including unspoiled creeks and rivers. It is increasingly important to proactively manage and protect our waterways and water sources into the future. In order to do this, Council have adopted and are implementing guiding strategies and policies including the Integrated Water Management Strategy and Water Sensitive Urban Design Guidelines.

Waste services were rated highly by the community. Recognising the Shire is growing and evolving, the community is looking to Council to ensure waste services continue to meet expectations and increased demand.

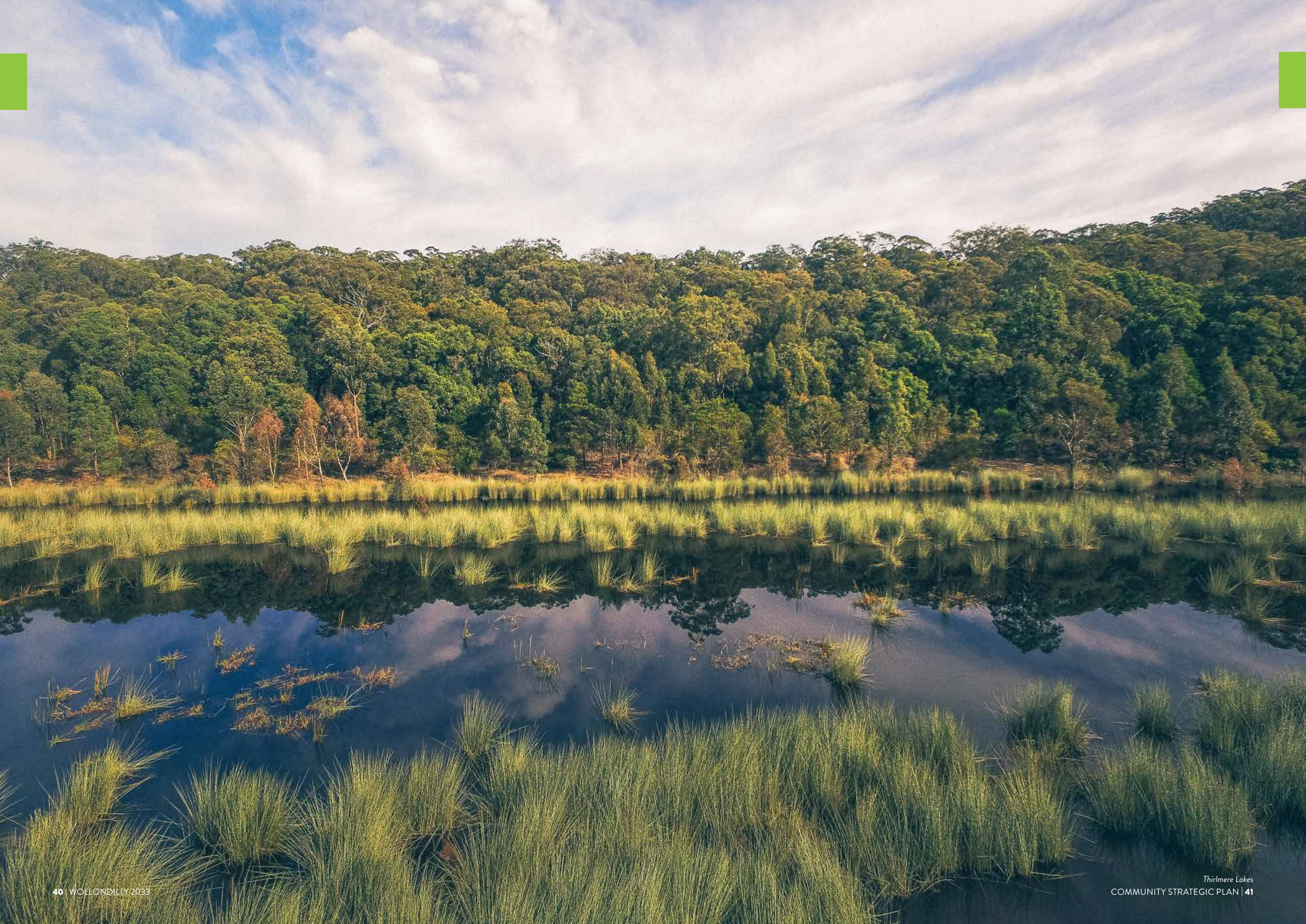
WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the Environment aspiration and outcomes.

- Sustainable practices
- Conservation and environment
- Waste collection services
- Natural disaster management

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
5. Our community is prepared and resilient in the face of natural disasters and emergencies	5.1. Minimise risks and impacts from bushfires, storms, flooding and other natural disasters.	<ul style="list-style-type: none"> • Activate Wollondilly Long Term Recovery and Resilience Plan • Stonequarry Creek (Picton) Floodplain Risk Management Plan
6. Our beautiful natural environment is valued, protected and enjoyed.	6.1. Sustainably manage, conserve and enhance our natural habitats and reserves.	<ul style="list-style-type: none"> • Biosecurity Weed Management Strategy • Waste Management and Resource Recovery Strategy Action Plan 2020-25
7. We have shared responsibility for climate action and sustainability	7.1. We adapt to a changing climate and reduce our impact 7.2. Develop a sustainable, low waste, circular economy. 7.3. Conserve and manage water resources.	<ul style="list-style-type: none"> • Integrated Water Management Strategy





PLACE & LANDSCAPE

Wollondilly's unique towns and villages sitting within our beautiful natural landscape. We are shaping growth to ensure change respects what we have and where we want to be. Our communities have the functional infrastructure and safe roads they need.

WHERE ARE WE NOW?

Our community wants a better road network to meet current and future needs. Existing roads need higher levels of maintenance. There is a strong desire for more to be done to repair local roads, including fixing potholes.

Support is also needed to repair and upgrade regional and State significant roads including advocating to the State Government to reclassify roads that now carry high traffic levels mostly as a result of increased growth. These roads include: Menangle Road, Wilton Road, Macarthur Drive, Remembrance Driveway, Finns Road, Silverdale Road, Montpelier Drive, Bakers Lodge Road, Avon Dam Road, Werombi Road, Burragorang Road, Woodbridge Road and Blaxland Crossing Bridge.

New roads are also needed to support growth across the Shire with the community already experiencing difficulty getting around the Shire. Support from the State is also needed to fund the Picton Bypass.

Our community is supportive of growth and new development, but only if it is supported by necessary infrastructure and respects Wollondilly's heritage and character, including being responsive to the surrounding landscape.

WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the Place & Landscape aspiration and outcomes.

- Responsible growth and development
- Area's character and identity
- Planning and building approvals
- Telecommunications and internet
- Housing
- Town centre development
- Community buildings, halls and toilets
- Cemeteries
- Playgrounds, parks and reserves
- Streetscapes, trees and verges
- Footpaths, trails and cycle ways
- Public transport
- Local roads
- Traffic
- Parking
- Lighting of streets and public places

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
8. Our transport systems are safe, accessible, affordable and sustainable	8.1. Deliver an efficient, safe & comfortable road network to meet community expectations on road condition. 8.2. Encourage more people to walk, ride or use other active transport. 8.3. Improve shared and public transport services.	<ul style="list-style-type: none"> • Wollondilly 2040 LSPS • Asset Management Strategy • Picton Town Centre Transport Plan 2026 • Wollondilly Cultural Precinct Master Plan
9. Our townships and villages are attractive, welcoming and healthy places to live	9.1. Create vibrant and welcoming towns with a strong sense of place and local identity 9.2. Picton is Wollondilly's Community, Culture and Civic Centre (Primary Centre). 9.3. Manage places with special landscape, rural & scenic value 9.4. Provide new, and enhance existing, places that support physical activity, support social cohesion, enable access to healthy food and integrate neighborhoods with nature. 9.5. Provide and maintain community buildings and facilities. 9.6. Provide quality maintained parks & public open spaces. 9.7. Manage streetscapes.	<ul style="list-style-type: none"> • Water Play Strategy <p>For a list of park and open space upgrades see the Delivery Program and the Capital Works Program available at wollondilly.nsw.gov.au</p>
10. We grow in a responsible way that respects and enhances what makes Wollondilly unique	10.1. Manage urban growth effectively in and around Wilton. 10.2. Evidence based planning and fully funded infrastructure informs any future growth in Greater Macarthur. 10.3. Plan for adequate utilities & infrastructure to support economic & population growth.	
11. We have access to adequate, safe and affordable housing	11.1. Facilitate access to diverse housing options.	





ECONOMY

We are an emerging and dynamic Shire with a thriving and diverse economy. We seek to attract new viable business to support the region while also supporting our towns, villages and rural lifestyle.

WHERE ARE WE NOW?

Wollondilly is experiencing significant change. The Shire is (and will remain) one of the fastest growing local government areas in New South Wales, with forecasts of reaching 100,000 or even 150,000 people by 2041. In order to become a thriving and diverse economy, more local jobs are required.

Currently there are limited employment opportunities in the Shire with over 70% of working residents having to travel outside of the Shire for work.

Limited telecommunications and internet services have an impact on the ability of residents to work effectively. This has also impacted education for students, in particular while working from home during Covid – a major disadvantage that must be addressed.

The Shire has significant economic growth potential through agriculture, new industrial and commercial employment land opportunities, tourism growth, a growing services and retail sector, and agritourism opportunities. We want to ensure economic and job opportunities are realised as the Western Parkland City is planned and developed, including opportunities that will flow from the aerotropolis.

WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the Economy aspiration and outcomes.

- Economic development
- Agricultural development
- Tourism attractions and marketing
- Access to goods and services
- Education and training opportunities

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
12. We have a prosperous, diverse and resilient economy with work opportunities for everyone	12.1. Attract and retain diverse industries and businesses to grow the economy and local jobs.	<ul style="list-style-type: none"> • Destination Management Plan • Wollondilly Cultural Precinct Plan
	12.2. Improved digital access and improved services	
12.3. Support agricultural growth and development.		
12.4. Create a vibrant and welcoming tourism destination.		
13. We have access to quality education and lifelong learning opportunities	13.1. Facilitate access to quality education, training and development opportunities.	



the Dilly
Stop, Visit and
Love Local

NO STOPPING
1P
8:30-6:00
8:00-12:00

MENANGLE ST
Wollongong



PERFORMANCE

Our community recognises we are striving to be a leading local government. We listen and respond to community needs, delivering excellent customer experiences.

WHERE ARE WE NOW?

Wollondilly Shire Council is in a period of transition as it responds and adapts to the growing population. The challenge currently facing the organisation is how to deliver high quality customer services while balancing the pressures growth places on an organisation.

Our community is looking to Council to provide strong, united leadership, a clearly articulated vision for the future and the opportunity to engage and participate in the decision making process. They want Council to be accessible and to feel heard and understood.

Our community is also seeking good value from the rates they pay. It is important for Council to demonstrate responsible financial management that will deliver services in line with community expectations. It is also important for the organisation to demonstrate long term financial sustainability; a demonstrated plan to deliver to the needs of the growing Shire and not at the expense of community infrastructure.

WHAT WE WILL KEEP DOING

Council will continue to focus on the following areas, which will contribute to the achievement of the Performance aspiration and outcomes.

- Councillors' overall performance
- Advocacy and lobbying
- Consultation
- Communication
- Embracing innovation and technology
- Customer service

OUR PLAN FOR THE FUTURE

OUTCOME	OBJECTIVES	LINKED STRATEGIES
<p>14. We are a collaborative community - Everyone is working towards a shared vision</p>	<p>14.1. Provide strong, open and accountable leadership.</p> <p>14.2. Raise community awareness and involvement in local decisions and activities through improved communication and consultation</p>	<ul style="list-style-type: none"> • Community Engagement Strategy • Business Enhancement Plan • Workforce Management Plan • Long Term Financial Plan • Data, Information and Information Technology Strategy
<p>15. Our Council provides excellence in customer service, financial management and organisational performance</p>	<p>15.1. Provide a sustainably high performing organisation to achieve the vision of 'an even better Wollondilly together'.</p> <p>15.2. Strong & sustainable financial management and value for money for all residents</p> <p>15.3. Embrace innovation to improve business efficiencies and drive performance.</p> <p>15.4. Deliver great customer service and outstanding customer experiences</p> <p>15.5. Effectively manage the Shire's assets.</p> <p>15.6. Attract, develop and retain a competent, engaged, diverse and high performing workforce.</p>	<ul style="list-style-type: none"> • Customer Experience Framework • Asset Management Strategy • Property Strategy



RESOURCING THE PLAN & COUNCIL'S ROLE

STRONG COMMITMENT TO VALUE

Shire services, facilities and key actions and projects are funded through a limited range of Council revenue stream options including rates, fees and charges and cash reserves. Alternative sources include grants from State and Federal Government. Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure as part of the Integrated Planning and Reporting requirements under the Local Government Act 1993. Council is committed to delivering best quality service to the community and will continue to focus on core businesses which align to the priorities of the community.

RESOURCING STRATEGY

The Wollondilly Shire Council Resourcing Strategy supports the Community Strategic Plan 2023-2033, the Delivery Program 2022-2026, and the annual Operational Plans, detailing the resources needed to implement the priority projects and actions in addition to core business functions.

The Resourcing Strategy consists of three components:

Long Term Financial Plan shows the way Council proposes to manage its financial commitments and maintain financial sustainability. This plan focuses on Council's long term financial goal of financial sustainability and delivering quality services to the Community. This plan addresses areas that impact the Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability.

Asset Management Framework provides the information needed to plan for future management of assets and identifies ways to fund the repair and upkeep of current assets. This strategy is a reflection of Council's intention that our community's infrastructure network and services are maintained in partnership with other levels of Government and stakeholders to meet the needs of local residents.

Workforce Management Strategy ensures that we have the right resources, programs and strategies to overcome the identified workforce challenges now and into the future. This includes managing growth and resourcing provision, local government reform and continuous improvement, an ageing workforce and the need for investment in skills, attraction and retention and opportunities for leadership capability. Together, these strategies will support the achievement of the strategic projects identified in Council's Delivery Program.

HOW WE DEVELOPED THIS PLAN WITH OUR COMMUNITY

The Integrated Planning and Reporting (IP&R) framework is a legislated requirement that all councils develop a suit of strategic plans that help guide the activities and service levels of an organisation towards the vision articulated by the community. In summary, it is business planning that aligns to the community's priorities and expectations of service levels.

When developing its plans, Wollondilly Council considers the feedback from the community provided in the annual community survey and other community consultations, as well as issue specific strategies that have been developed and adopted. In the past two years, we have engaged with our community regarding numerous projects and plans, reaching more than 1,800 people. As well, more than 900 people gave us input through the MARKYT® Community Scorecard survey. In 2022/23, Council will develop a Community Engagement Strategy to identify where there are opportunities to increase engagement and participation of community involvement in strategy and policy development.

A regular program of checking in with the community and reporting on progress will ensure Council demonstrates transparency and accountability as it delivers high quality service and great outcomes for the community.

INTEGRATED FRAMEWORK KEY

The Resource Strategy is a 10 year strategy aligned with the CSP that identifies the resources required to deliver long term objectives. It includes long term financial projections based on the Asset Management Plan, Workforce Plan, major project plans, the revenue strategy and specific issues strategies.

The Delivery Program is developed on a four yearly cycle and reviewed annually to prioritise or re-prioritise projects, corporate projects and services. It links annual operations to the Community Strategic Plan and informs the annual budget process.

Asset Management Strategy scope covers Road Infrastructure, Drainage, Buildings, Fleet and Plant, Parks and Environment and Footpaths.

Issue Specific Strategies are often delivered by cross functional project teams. Examples include the Local Strategic Planning Statement, ITC Strategy, Economic Development Strategy, Sustainability Strategy, Land Management Strategy, Integrated Transport Strategy etc.

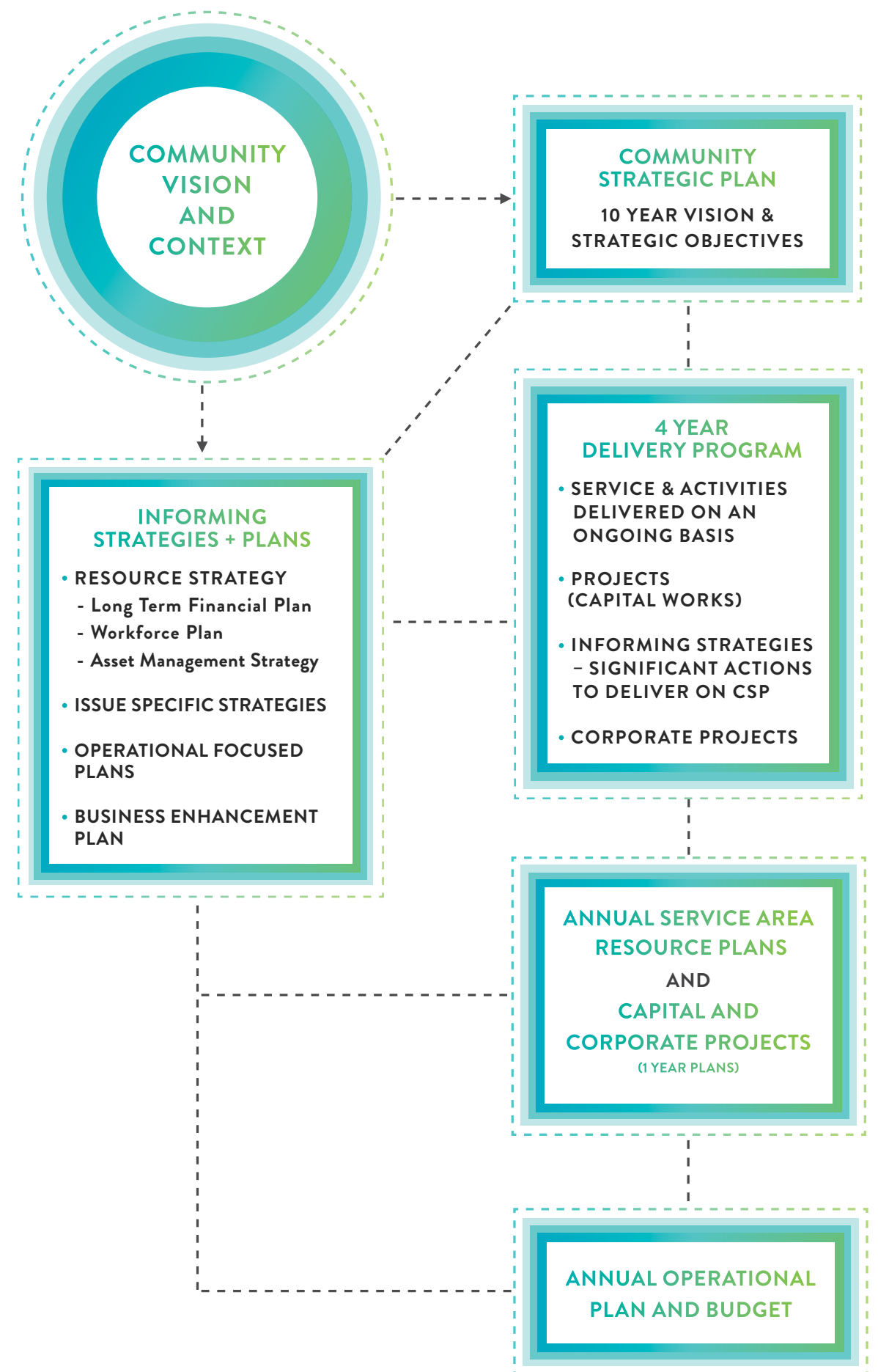
Operational Focused Plans are the documents that guide our activities including for example major roads plan, land management plans, action plans, strategic risk register, master plans.

The Annual Budget details the revenue and expenditure estimates for activity scheduled for the relevant financial year.

Annual Service Area Resource Plans are prepared by each business Unit for the year ahead and are focused on planning and resourcing for each of the Shire's service areas and directly feed into the annual budget process. These service areas are clearly understood and aligned with the long term strategic objectives and vision in the CSP. Service area plan summaries will help communicate what we do to the new Council and help inform our 4 year delivery program.




Business Unit Plans structured around the services we provide will ensure reporting, and such things as the annual survey, can easily align community feedback on services with operational planning. Noting the annual survey this year will focused on community priorities and performance relating to service areas.

INTEGRATED FRAMEWORK



STRATEGIC MEASURES TO MONITOR PROGRESS

Each year progress against the following key Strategic Measures, along with the results of the annual community survey, will be reported on in the Annual Report. For more detail on these measures, current levels and targets please see our Delivery Plan 2022/23 – 2026/27.

CSP PILLAR	STRATEGIC MEASURE
 <p>PEOPLE</p>	Attendance at our two key events (Illuminate and The Festival of Steam)
	Number of library members
	Total annual library visits (physical visits to main library plus mobile libraries)
	Year round care attendance/enrolment rate
	Pre-school attendance/enrolment rate
	Family Day Care Educators in operation
	Community Satisfaction with Safety and Crime Prevention
	Crimes rates in the Shire
	School zones patrolled per month during school term
	Proportion of food shops achieving 4 and 5 star "Scores on Doors" certificates
	Swimming Pool compliance inspections completed in accordance with Council schedule
	Proportion of commercial premises inspections completed for health regulation purposes
	Community satisfaction with animal management.
	 <p>ENVIRONMENT</p>
No net loss of koala habitat	
Number of plants annually given away to the community	
Weed management outcomes delivered	
% of domestic waste diverted from landfill	
C02 emissions and/or energy cost in Council's operations	
Council's Water Sensitive Urban Design implementation	
 <p>PLACE & LANDSCAPE</p>	Road Pavement Condition Index (PCI) improvement
	Proportion of annual scheduled road renewal works completed on time
	The amount of new cycle-ways and footpaths being provided
	% of workforce travelling to work via public transport (bus & train)
	Parks, open space and reserves mown and serviced in accordance with adopted service standards

 <p>PLACE & LANDSCAPE</p>	Community satisfaction regarding the Shire's character and identity
	Increase in net number of trees in Council's areas of control
	Increased housing diversity / housing typology
	Housing growth on track with Council's housing strategy targets
	Key infrastructure elements delivered in the Wilton Growth Area
 <p>ECONOMY</p>	The Shire's jobs to workforce ratio
	Total area of land designated as an employment zone
	Annual number of businesses provided with planning pathway support/advice
	Number of Business Wollondilly subscribers
	Total number of businesses categorised agriculture operating in the Shire
	Annual number of day trip visitors to Wollondilly
	Annual number of visitor nights (rooms occupied) in Wollondilly
	Number of people following our Visit Wollondilly social platforms (Facebook and Instagram)
	Number of average monthly visitors to Council's main tourism website 'Visit Wollondilly'
	 <p>PERFORMANCE</p>
Number of average monthly visitors to Council's main Website	
Proportion of the community reached by our various communication channels	
Number of e-news subscribers	
Number of Your Say Wollondilly registrations	
Unrestricted Current Ratio	
Debt Service Cover Ratio	
Rates and Annual Charges Outstanding	
Buildings and Infrastructure Renewals Ratio	
Infrastructure Backlog Ratio	
Contact Centre calls answered within 20 seconds	
Customer Service Satisfaction	
Service Quality Complaints	
Community satisfaction with Council's Leadership	
Net median time for determination of development applications	
Proportion of annual adopted/budgeted Capital Works Program successfully delivered	
Level of employee 'engagement'	



Wollondilly
Shire Council

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