



Create WOLLONDILLY

COMMUNITY STRATEGIC PLAN 2033



Create WOLLONDILLY

“Growth, development and change is inevitable and much of the time, out of control. What we can control is how we respond to it and the direction that it takes. The challenge for Wollondilly's future will be 'balance' between the past, the present and the future. Wollondilly is unique. It is Sydney's water bowl and a large part of its food bowl. It's a beautiful rural setting and rural lifestyle with towns and villages, a strong sense of community, a rich and diverse environment including green space, rolling hills, rivers, lakes, mountains, heritage and agriculture. The challenge for Wollondilly will be the preservation of these treasured aspects of living in our Shire. I want our future generations to still have these views, to enjoy what we have now and what we possibly take for granted. Once it's gone, it's gone. You can't get it back.”

Karen Burgess, Winner of the Create Wollondilly 2033 Art Competition (16 years and older category)



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“A PLACE TO LIVE

and work that values the inherent beauty of the Shire, is proud of its community and supports innovation and inclusiveness.”

Residents vision for Wollondilly in 2033

INTRODUCTION

Councils need to focus on long term strategic planning and to set priorities through community consultation. The preparation of this Community Strategic Plan (CSP) is an important part of this process.

The CSP is meant to ask four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we know we've arrived?

In other words the CSP captures the strengths, issues and potential opportunities for our Shire and in response it establishes strategies for achieving the outcomes we all want.

What does Create Wollondilly mean?

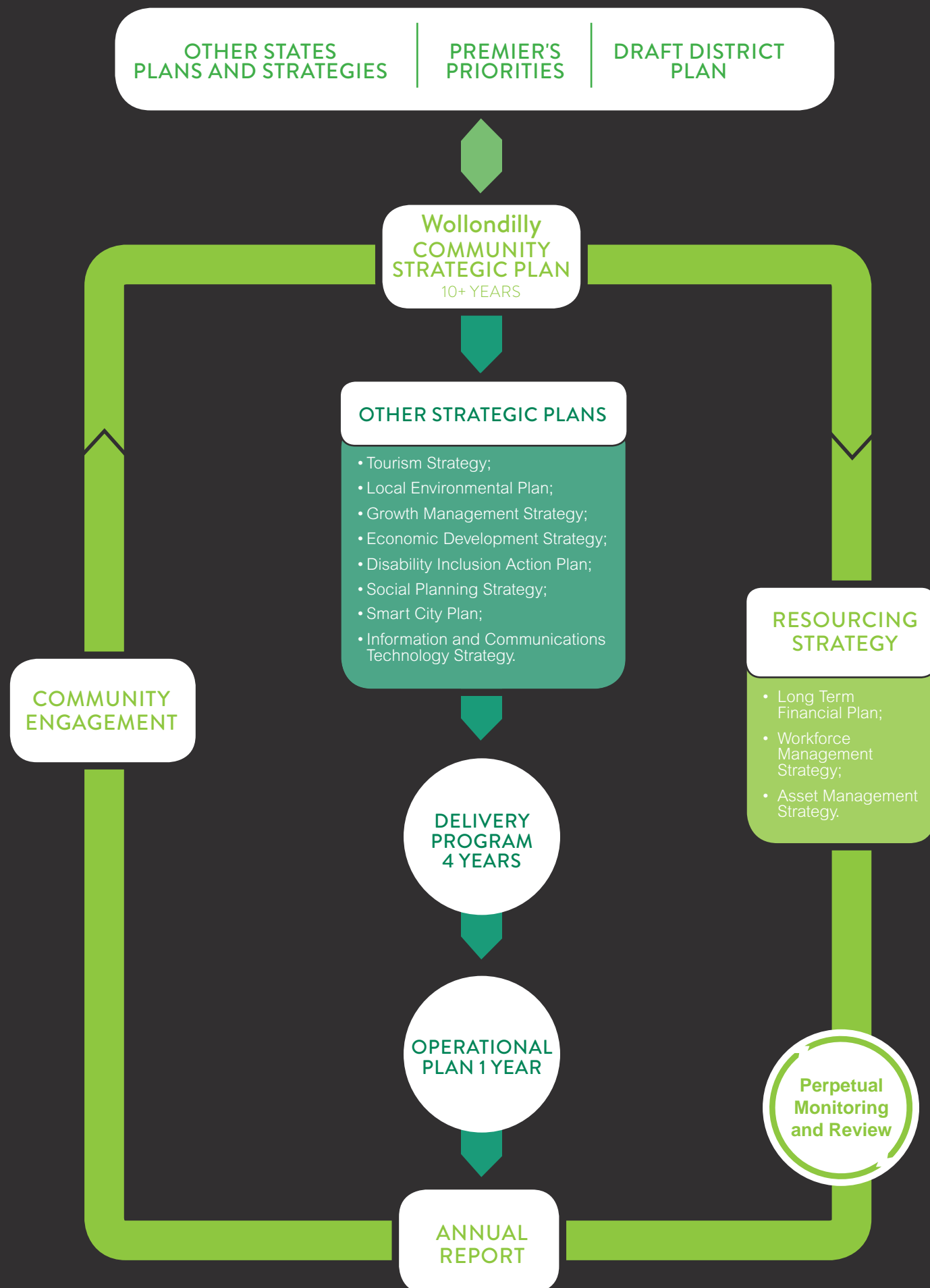
The aspirations expressed by our community have been clear and consistent over the years. We want to secure a positive future for ourselves and our children by having:

- A quality lifestyle in a rural setting.
- Prosperous towns and villages that achieve a balance between growth and maintaining our rural character and community spirit.

- Better roads, infrastructure and transport options.
- A wider range of local services, facilities, community events and activities.
- A growing economy with more local jobs and education.
- A protected and enhanced natural environment.

So our aspirations are a mix of valuing what we currently have, but also wanting to create more opportunities. Our long term strategy therefore needs to be about keeping the great opportunities we've already got while at the same time maximising ("creating") new opportunities that can arise from future change and growth.

Council, government and non-government agencies, the private sector and the community all need to work as partners to achieve these goals and **Create Wollondilly** together.



WHAT IS A COMMUNITY STRATEGIC PLAN?

The Integrated Planning and Reporting (IP&R) Framework for NSW Councils is another name for what most of us would call “corporate planning”.

Under the IP&R framework, Councils need to prepare a CSP as their highest level long term plan. The CSP expresses the aspirations held by the community of Wollondilly and sets strategies for achieving those aspirations.

Supporting the CSP is a Resourcing Strategy which is made up of:

- A 10 year Long Term Financial Plan;
- A 4 year Workforce Management Strategy; and
- A 10 year Asset Management Strategy.

Council then prepares a 4 year Delivery Program (which outlines Council’s commitment to the implementation of the CSP and which is aligned with the 4 year term of Council). Council’s annual Operational Plan is included as part of the 4-year Delivery Program.

Although the CSP is a long term strategic document it is reviewed on a 4-yearly rolling cycle to align with the incoming Council. It is therefore an important document to set and guide the direction of an elected Council during its electoral term.

Create WOLLONDILLY FOCUSES ON 5 THEMES:



Sustainable and Balanced **GROWTH**



Management and Provision of **INFRASTRUCTURE**



Caring for the **ENVIRONMENT**



Looking after the **COMMUNITY**



Efficient and Effective **COUNCIL**

In order to answer the key CSP questions of “where are we now?” and “where do we want to be?” there is a narrative and associated Outcomes under each of the themes. The narratives explore our current strengths, the issues and challenges we face, and the opportunities for the future. The Outcomes are brief expressions of what we want to achieve in the long term.

In order to answer the key CSP question of “how do we get there?” there are Strategies which aim to achieve the Outcomes for each theme area.

In relation to the key CSP question of “how do we know we’ve arrived?” there are performance measures and long term indicators which aim to measure how we are tracking towards achieving our desired Outcomes.

While Council prepares the CSP on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as government agencies, the private sector and community groups are also responsible for delivery of our vision for the future. So we all have a responsibility to **Create Wollondilly** together.



“HOUSING GROWTH,
open spaces, agricultural lands,
environmental protection.”

Resident's vision for Wollondilly in 2033



ALL ABOUT
Wollondilly
AND ITS
“PERI-URBAN” SETTING

The Wollondilly Shire is located on the south western fringe of Sydney at the foothills of the Southern Highlands.

Although it covers 2,560 square kilometres, almost two thirds of the Shire’s area is made up of national parks and water catchment areas. These protected lands are spectacular natural areas with enormous environmental and heritage value. Outside of these protected areas the Shire is a patchwork of agriculture, rural landscapes, bushland and separate towns and villages.

The Shire is rich in Aboriginal history and the backdrop of gorges, ranges and plains is interwoven with the dreamtime legends of the first Australians.

Wollondilly’s 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.

Today the Shire continues to be proudly “rural”. The community values this identity and character and the unique lifestyle opportunities of being in a rural setting within close proximity of Sydney. This context, where we are on the periphery (or edge) of the city, is referred to within this CSP as being “peri-urban”.

Peri-urban lands typically comprise a mix of urban and rural residential areas with productive agricultural lands, biodiversity areas and diverse topographies.

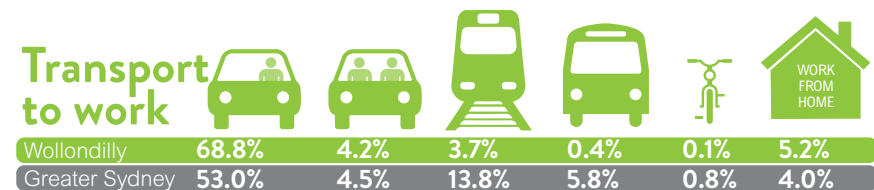
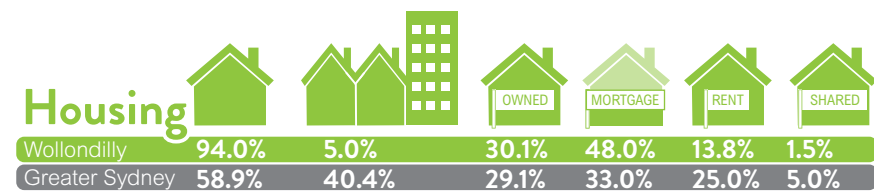
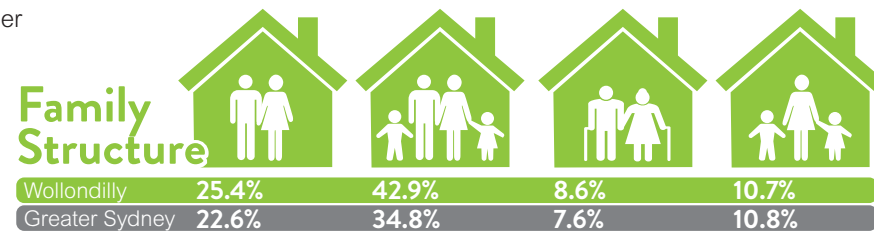
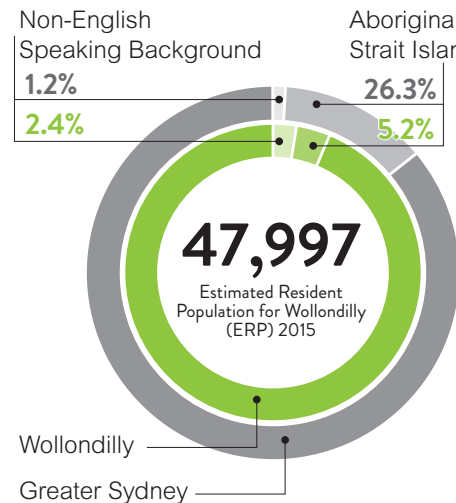
Because of their location they face a unique set of challenges:

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

Peri-urban areas such as Wollondilly have enormous environmental, economic and social value and are critical to the future resilience and functioning of Sydney as a whole, so they need to be carefully managed and protected. Wollondilly Council, along with 12 other Councils on the periphery of Sydney, is part of the Sydney Peri-Urban Network of Councils (SPUN) which works to stimulate discussion and strategic approaches to the management of Sydney’s peri-urban fringe.

WHO WE ARE

● Wollondilly ● Greater Sydney



Education

11% 24%
Bachelor or High Degree



26% 15%
Vocational Education

Top 5 Industry types we work in

12.6% 8.5%
Manufacturing

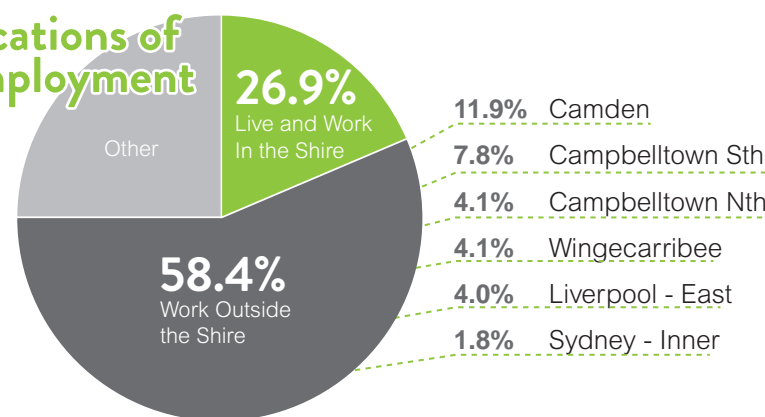
11.9% 7.1%
Construction

9.9% 10.9%
Health Care and Social Assistance

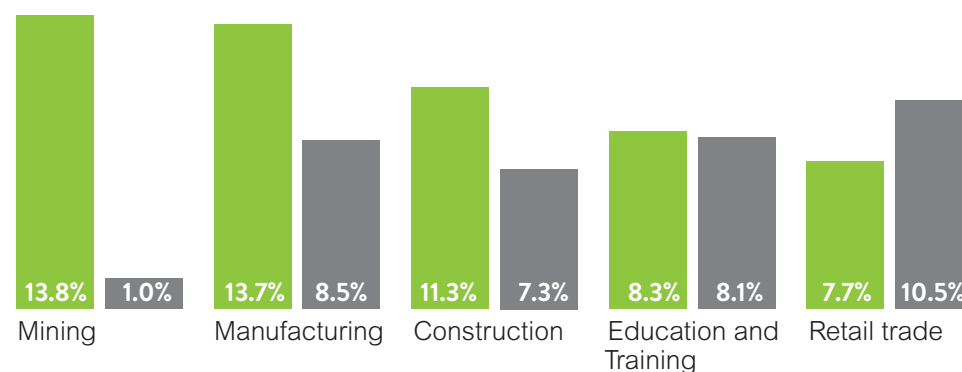
9.8% 9.8%
Retail trade

8.3% 7.6%
Education and Training

Locations of Employment



Top 5 Industries in the Shire



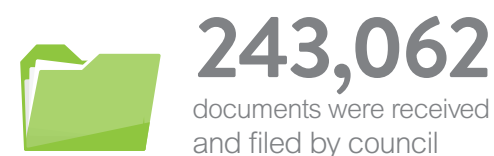
DID YOU KNOW?

During the 2015/16 year...

STAFF



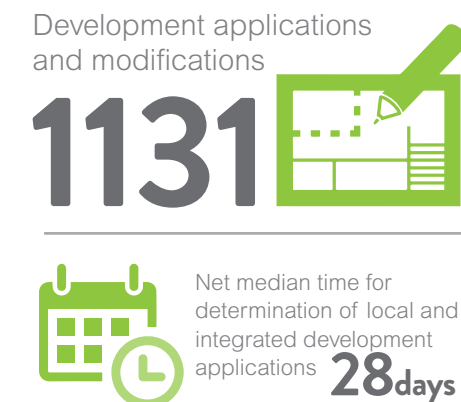
ADMIN AND CORRESPONDENCE



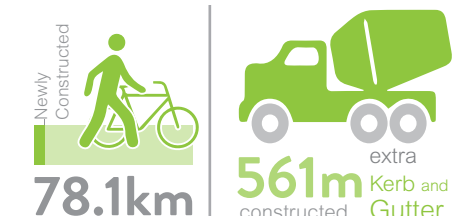
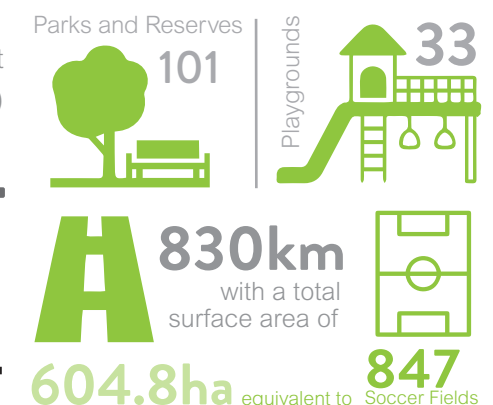
COMMUNITY



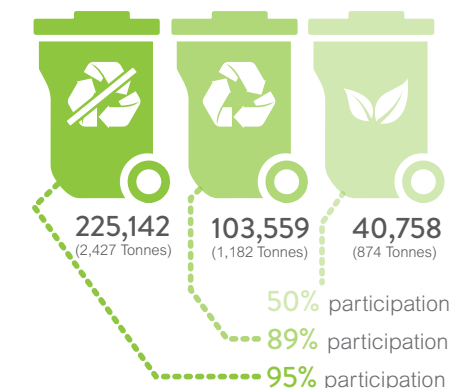
DEVELOPMENTS



ROADS, PATHS AND OUTDOOR AREAS



ENVIRONMENT



“SUSTAINED GROWTH, appreciable amenities that exist for the citizens and others outside Wollondilly - that attract visitors and business into the area.”

Resident's vision for Wollondilly in 2033



GROWTH

The concept of growth is frequently referred to in this CSP and Council is strategically preparing for the Shire to experience “future growth”.

Being clear about this growth (what it will and will not include) is beneficial for a number of reasons:

- It enables the community to understand what is being planned for and what may occur across the Shire over the short, medium and long term. (Significantly growth will be experienced differently across the Shire and will occur in some locations and not others over an extended period of time).
- It promotes a better understanding of the opportunities that growth can create and how it is integral to the community's aspiration for more jobs, more schools, health services, better infrastructure, transport choice etc.
- It enables us to understand that growth and rural living can both be achieved in balance.
- It helps us to identify and avoid undesirable types of growth or growth that is inconsistent with our concept of rural living.
- It enables Council to strategically plan for the future.
- It provides Council with a broad position on future growth for which it can advocate.

It is important however to understand that what occurs across the Shire regarding housing developments, employment lands and infrastructure improvements is not solely determined by Council. A wide range of interrelated factors determine growth outcomes and these can vary over time:

- NSW State Plan.
- Metropolitan Planning (A Plan for Growing Sydney) – NSW Department of Planning.
- District Planning (Draft South West District Plan) - Greater Sydney Commission.
- Other State and Federal Government policies and directives (e.g. Transport and Freight Strategies).
- Market and economic conditions.
- Infrastructure provision issues - capacities, constraints, strategies, funding, timing.
- Key regional infrastructure drivers (Western Sydney Airport, Sydney Orbital M9, Maldon-Dombarton Railway).
- Environmental considerations and constraints.
- Social considerations and community interests.
- Mineral extraction issues (particularly in relation to coal mining).

Nevertheless Council does play an important role in steering the growth outcomes within the Shire. It does this:

- By establishing a broad position on Growth in this Community Strategic Plan (see following page).
- Through its Growth Management Strategy.
- Through its Local Environmental Plan and Development Control Plans.
- Through its own decisions on whether or not to support planning proposals and major developments.
- Through its Economic Development Strategy and actions.
- Through its Infrastructure strategies and works programmes.
- Through its Environmental strategies and actions.



COUNCIL'S POSITION ON GROWTH

Wollondilly's location on the outer peri-urban fringe of Sydney means the Shire is subject to significant pressure for development and population growth.

The NSW Department of Planning estimates that in order to house Sydney's growing population 725,000 new homes are needed over the next 20 years with 143,000 needed in the South West District (Liverpool, Fairfield, Camden, Campbelltown and Wollondilly). (Source: Draft South West District Plan, Greater Sydney Commission)

The current estimated population of Wollondilly Shire is approximately 48,000 and Council is predicting that this number could head towards 100,000 or beyond over the next 20 to 30 years. Council will be planning for this growth to occur in accordance with the following four key principles and objectives:

1. Rural Protection

Council is committed to managing growth so as to:

- Protect our rural lands, rural landscapes, and their surrounding environments.
- Protect the natural resources and systems upon which agriculture depends.
- Support and maintain a viable agricultural industry and encourage further agricultural investment in the Shire .
- Minimise the fragmentation of rural lands.
- Minimise rural land use conflict.

2. Growth in and around our existing towns

Council will only support appropriately scaled growth within and around its existing towns and villages that:

- Respects the character, setting and heritage of those towns and villages.
- Supports the economic and social sustainability of those towns and villages.
- Mitigates or minimises adverse environmental impacts.
- Retains green space / rural lands separation between towns and villages.
- Incorporates appropriate and timely infrastructure provision to meet the needs of the existing and incoming population.
- Addresses cumulative impacts and infrastructure requirements when considered in conjunction with other growth proposals.
- Does not compromise or conflict with the concept and vision of Rural Living (as defined in the following section of this CSP).
- Has incorporated, and has been informed by, extensive community engagement.

3. Wilton New Town

Council's priority focus for growth will be the development of a new town at Wilton and Council will not support the development of new towns or villages in other areas of the Shire. The vision for Wilton is to create a major new town over the next 20 – 30 years which will incorporate:

- 16,600 homes for a population of approximately 50,000.
- A major retail and commercial centre.
- Smaller order neighbourhood centres.
- Appropriate and timely infrastructure provision .
- Housing diversity.
- Employment lands and job diversity.
- Social/community facilities, services and infrastructure.
- Public transport services.
- Open space and recreation opportunities.
- Highly liveable healthy neighbourhoods.
- Retention and enhancement of significant environmental lands.

4. No other major growth areas

Council will not be supporting major urban development or the development of new towns or villages within its rural areas including those parts of Wollondilly that are in the "Greater Macarthur Land Release Investigation Area" (other than its commitment to the development of a major new town at Wilton). Council will therefore not be supporting major urban developments in the West Appin area.

NOTE: At the time of preparing this CSP, proposed amendments to the Environmental Planning and Assessment Act, 1979 are under consideration. One proposal is for Councils to adopt a "Local Strategic Planning Statement". If this requirement comes into force, then the above Council "Position on Growth" is considered to be (or at least be the basis of) that Strategic Planning Statement.

RURAL LIVING

For many years the Shire has identified Rural Living as its vision and we know that these words can mean different things to different people.

The previous CSP involved a community engagement process to explore the meaning of Rural Living. Following community workshops held in November 2012, a definition of Rural Living comprising six key characteristics was developed. The definition was further refined during the preparation of this CSP through focus groups held with community members and Councillors.

1. Rural setting and character

The rural setting is obvious with farmland and natural areas located between separate towns and villages and residents experience and value this setting irrespective of where and how they live. Infrastructure provision and service levels are appropriate to this rural setting and character, as opposed to infrastructure provision and service levels experienced in more urban settings.

2. Viable agriculture

Agriculture and associated industries are encouraged and supported and continue to be a productive, sustainable and integral part of our economy, community, landscape and environment.

3. Community lifestyle

Our community values its sense of community spirit which is fostered through a strong identity with village life, a sense of belonging, and commitment to community participation and co-operation.

4. Diverse environment

The Shire's diverse environmental assets, including its waterways and catchments, natural areas, biodiversity and agricultural lands are valued and protected because of their environmental, cultural and economic significance.

5. Heritage

The Shire's wealth of heritage is valued and protected because of its cultural significance and its contribution to our sense of place and belonging.

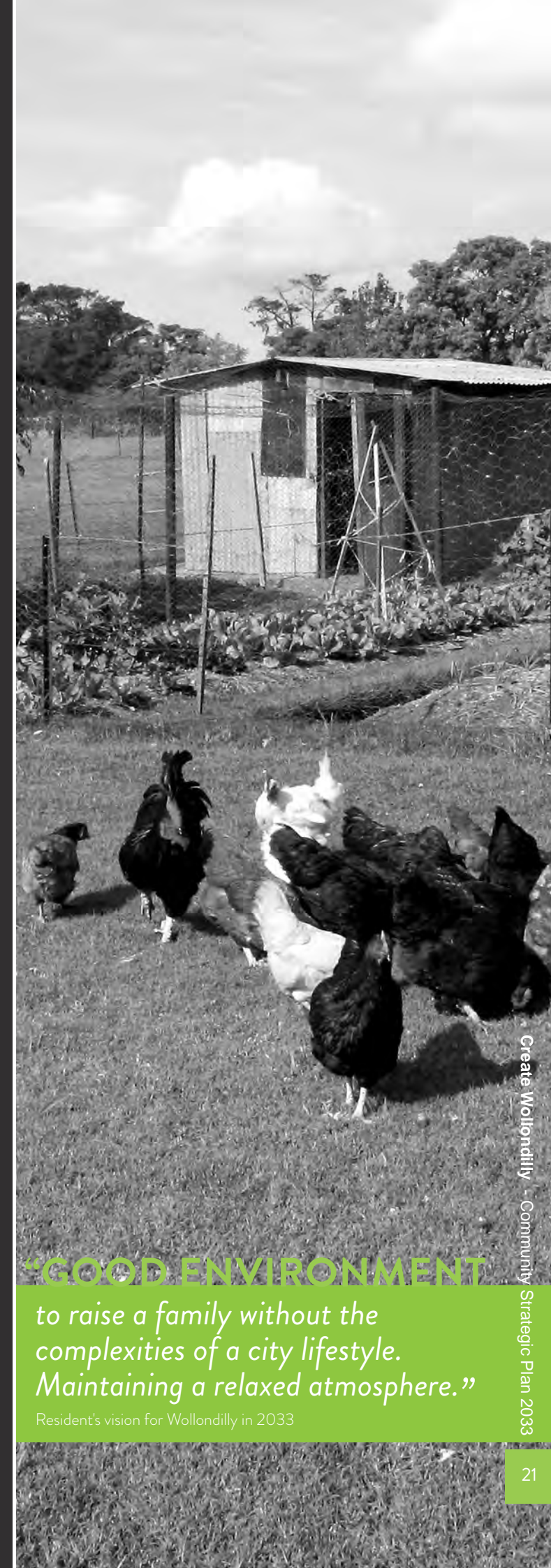
6. Towns and villages

Development is carefully managed to maintain the separation of our towns and villages and their unique identities and strives to enhance their role as focal points which provide opportunities – housing, jobs, shopping, business, leisure, civic and cultural events, community facilities, education, and social interaction.

By understanding these characteristics of Rural Living we are better able to appreciate that it's not just about development issues, but about the broader aspects of life in a rural area – towns and villages, community spirit, working agriculture, and a deep sense of place.

So Rural Living does not imply a “no-growth” position. Nor does it say “no” to change and progress. This is because Rural Living is not mutually exclusive with Council's Position on Growth presented on the previous pages. Rural Living and Growth can coexist if managed and planned for carefully. In fact to achieve the community's desire to maintain our current rural lifestyle, while at the same time have better services, more jobs, more schools, health services, better infrastructure and transport choices, we need to have both.

The theme of this CSP **Create Wollondilly** is all about how we need to maintain the value of Rural Living while at the same time creating new opportunities for growth and change.



“GOOD ENVIRONMENT

to raise a family without the complexities of a city lifestyle. Maintaining a relaxed atmosphere.”

Resident's vision for Wollondilly in 2033

HEALTH AND WELLBEING

Wollondilly Council is committed to pursuing actions and strategies which will contribute to the health and wellbeing of our community.

This commitment is underpinned by the following key principles:

- “Health” is not just the absence of disease or illness, but needs to be understood as a wider concept: “a complete state of physical, mental and social wellbeing” (World Health Organisation, 1946).
- Health and wellbeing are therefore not solely related to clinical health service delivery (although health services and facilities play an important role).
- The “Social Determinants of Health” establish the relationship between social factors and health (factors such as income, education, conditions of employment, social connectedness, transport access, food access).
- Wollondilly Council’s planning and actions shape the future of the Shire and therefore influence not only the social determinants of health, but other determining factors such as environmental conditions and access to health care services and programs.
- Wollondilly Council recognises that the design of built environments can have a significant influence on health and wellbeing outcomes and the “liveability” of places.

Our context and opportunities

Wollondilly Council’s commitment to positive health and wellbeing outcomes is driven by our current context and future opportunities:

- As a large peri-urban shire with dispersed towns and villages and a relatively low population, our community face a particular set of health challenges and issues related to limited local services and outreach, access and distance impediments, and other social, economic and environmental factors.
- The population of Wollondilly Shire is approximately 48,000 and this number could head towards 100,000 or beyond over the next 20 to 30 years. Council therefore has a responsibility to pursue best practice approaches so that our future communities are healthy and happy.
- Wilton New Town, as a planned town with an eventual population of up to 50,000, is an opportunity to deliver an exemplar built environment that achieves positive health outcomes and liveability.
- The Wollondilly Health Alliance (WHA) was formed in 2014 and is a partnership between Wollondilly Shire Council, South Western Sydney Primary Health Network and the South Western Sydney Local Health District. The objective of the WHA is “to proactively address the ongoing health issues facing the Wollondilly community and work towards creating a better serviced and healthier Wollondilly community”
- Wollondilly Council, in partnership with the WHA, produced a Wollondilly Social Planning Strategy (November 2016) which identifies the Shire’s key social issues and opportunities and prioritises actions to achieve positive social outcomes. The Social Planning Strategy’s approach recognises the importance of the social determinants of health.
- Wollondilly Council has also been working in partnership with SWSLHD (Population Health) and the University of New South Wales’ Centre for Health Equity Training Research and Evaluation (CHETRE) on how Council can better integrate social and health considerations into planning processes, particularly land use planning.

What we want to achieve

1. Healthy built environments and liveable places

These are environments and places that:

- Support and encourage physical activity.
- Provide transport choice and accessibility.
- Support access to employment and education opportunities.
- Connect and integrate social services and physical infrastructure systems.
- Provide diverse and affordable housing options.
- Support social cohesion and equity.
- Create desirable and attractive places with community identity and a sense of place.
- Enable access to healthy food.
- Provide a high quality and safe public domain.
- Provide opportunities for recreation, culture and entertainment.
- Integrate the natural environment through green spaces and networks.

2. Better access to health care services and programs.

Wollondilly needs more locally based health services, programs and facilities. They need to be in place early, adaptable to the growing population and focused on preventative health.

What we will do:

- i. Incorporate social and health considerations as an integral part of the planning processes for new and existing communities.
- ii. Continue to work to achieve positive community health outcomes through the Wollondilly Health Alliance.
- iii. Advocate for more locally based health services, programs and facilities.



RESILIENCE

Wollondilly Shire Council is an active participant in Resilient Sydney, a collaborative project hosted by the City of Sydney Council involving the NSW State Government and all metropolitan Councils. The project aims to produce a Sydney Resilience Strategy, where “resilience” is defined as:

“.....the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience”

(Source: 100RC website www.100resilientcities.org/cities/entry/sydney)

Chronic stresses are the ongoing or cyclical stresses that weaken the fabric and resilience of a city on a daily basis. In Sydney’s case these “slow-burning” stresses include lack of housing affordability, insufficient employment diversity, geographic inequity, inadequate transport infrastructure, increasing health services demand, diminishing social cohesion and increasing chronic illness.

Acute shocks are the sudden, sharp events that threaten a city. In Sydney’s case the top identified shocks include extreme weather related events such as heatwaves, bushfires, storms and flooding. But there is also a risk of other types of shock events such as infrastructure failure, water crisis, disease pandemic, terror attack and digital network failure.

The June 2016 Storm

On 5 June 2016 a severe East Coast Low weather system impacted many areas across the Wollondilly Shire, causing significant damage to the central business district of Picton and adjoining residential properties. Picton and its surrounds were inundated with stormwater with levels as high as 1.8m in some buildings due to the storm event. These levels exceeded the predicted 1:100 year flood levels. Water rose quickly and the SES performed 50 rescues and 17 evacuations during the peak of the storm event. Thankfully there was no loss of life or serious injury as a result of the storm event. Approximately 144 businesses were affected with many closing for an extended period while renovations and refurbishments had to be undertaken. 128 residents were also impacted with many residents losing all their possessions and personal effects.

Significant damage was also encountered on Wilton Road at Broughton Pass, between Wilton and Appin townships. As a result Broughton Pass was closed due to a retaining wall failure that occurred on 5 June. Due to the complexity of the repairs, the site is expected to remain closed until complex repairs are estimated to be completed by July 2017.

The coming together of the Wollondilly community during and after this event displayed a resilient community during a time of great adversity.

So how is this concept of resilience relevant to Wollondilly?

1. Wollondilly contributes to Sydney’s resilience

Wollondilly Shire (like all of Sydney’s peri-urban areas) plays a critical role in terms of contributing to the overall resilience of Sydney and potentially being inextricably linked to the city’s future resilience outcomes:

- Peri-urban areas including Wollondilly are forecast to accommodate a significant portion of Sydney’s future growth.
- Consequently Sydney’s overall urban “footprint” is played out on the peri-urban fringe.
- Infrastructure is literally “stretched” and “challenged” on the peri-urban fringe so Sydney’s overall infrastructure capabilities (provision, cost, efficiency and equity) are affected by what happens on these lands.
- Peri-urban areas such as Wollondilly play a vital food security role for Sydney (as a food source and due to relatively low “food miles”).
- Wollondilly has multiple environmental values upon which Sydney depends:
 - As a biodiversity resource;
 - As a catchment for Sydney’s water supply;
 - As “green lungs” contributing to air quality;
 - As a carbon sink.
- Wollondilly’s lands also have social/cultural values that contribute to Sydney’s overall identity and sense of place - a wealth of Europe heritage, rural landscapes and settlements as well as significant Aboriginal heritage.

- Wollondilly makes a specific economic contribution to Sydney through agricultural production and tourism and there is great potential to increase these capabilities. Council is strongly committed to supporting and enhancing both of these industries.
- Wollondilly contributes to the well-being of Sydney’s population by providing an accessible outlet or “escape” through recreational opportunities, rural experiences, agri-tourism, ecotourism, adventure tourism and connections with nature.

2. Wollondilly is affected by chronic stresses and acute shocks

Wollondilly faces a particular set of stresses and shocks:

Chronic Stresses

- Enormous growth pressure;
- Pressure on agricultural lands;
- Rural / urban land use conflict;
- Insufficient employment ;
- Lack of housing diversity;
- Inadequate transport infrastructure;
- Lack of public transport;
- Inadequate social infrastructure (health, education social services);
- Increasing chronic illness.

Acute shocks

- Bushfires;
- Storms and flooding;
- Heatwaves.

It is important to note that as population grows on Sydney’s fringe there will be more people susceptible to the effects of climate change and severe weather events as the risk of these events

is heightened in Sydney’s peri-urban areas.

In the wake of the June 2016 storm Council has been working with the community to further build their resilience and preparedness to deal with future events and their impacts. A Community Resilience and Innovation Project (CRIP) has been funded by the Office of Emergency Management and has involved a series of workshops with community members, businesses, non-government organisations, and emergency services. These workshops reflected on the recovery experience following the June 2016 storm event and the findings are being used to produce an updated Local Disaster Recovery Plan and toolkit.

3. Council’s “Position on Growth” supports resilience

This CSP contains a “Position on Growth” which is built on the principle that growth can be managed so that it minimises conflict with our vision of rural living. This is a model of growth which also aims to:

- Maintain the special values and attributes of our Shire that contribute towards Sydney’s overall resilience.
- Address the chronic stresses experienced by the Shire.
- Reduce the impact of future acute shocks.
- Avoid growth outcomes which increase our susceptibility to shocks and stresses.

NSW STATE PLANNING

Our CSP outcomes align with the Premier's Priorities and other State priorities outlined in the State Plan - "Improving NSW".

The NSW State Plan commits to:

- Assist the Wollondilly community to manage adverse events (through the work of emergency services and aspects of the health system).
- Provide appropriate social services on behalf of government departments such as Health, Social Services, Employment and Education.
- Provide evidence-based and accountable policy development and service delivery at a local level.

Links to the State Plan are reflected for each theme in the Linkages section at the end of this CSP.

Draft South West District Plan

The Draft South West District Plan (Draft SWDP) was prepared by the Greater Sydney Commission and was released in late 2016. The South West District comprises the local government areas of Wollondilly, Camden, Campbelltown, Fairfield and Liverpool. The Draft SWDP is intended to be an overarching State Government led strategic plan for the District.

Some of the notable directions in the Draft SWDP:

- The new Western Sydney Airport at Badgerys Creek (an "aerotropolis") is set to play a significant future role as a regional game changer:
 - Driving economic development, jobs and infrastructure.
 - Driving tourism / accommodation industry in the surrounding region.
 - Potentially expanding opportunities for agricultural exports.
- The SW District is noted as being Greater Sydney's fastest growing district (now and into the future).
- Wollondilly, Camden, Campbelltown and Liverpool are noted as collectively having significant capacity for housing supply into the long term.
- There is reference to the "Greater Macarthur Priority Growth Area" – which comprises major land releases at Menangle Park and Mount Gilead (both within the Campbelltown LGA) and a new town at Wilton.
- West Appin is referred to as "an urban investigation area identified having urban development potential for the long term when needed" (NOTE: Council will not be supporting major urban developments in the West Appin area).
- There is a strong emphasis on good design principles which aim to create liveable healthy neighbourhoods and cohesive communities.
- There is recognition of the SW District's potential as a visitor destination because of its distinctive natural and cultural assets.
- There is recognition of the importance of agriculture in the SW District and its contribution to Sydney's food supply.
- The plan refers to a "Metropolitan Rural Area" and has a range of principles and statements about the need to protect this area from urbanisation.
- In relation to the future planning and management of the "Metropolitan Rural Area", Councils are urged to "provide greater certainty with regard to built form outcomes in and around villages".

Council's overall strategic direction, as put forward in this CSP, generally aligns with the key directions in the Draft SWDP. The Council Position on Growth, the definition of Rural Living, and the way that this CSP proposes to achieve the two in balance reflects this alignment.

As this CSP aligns and supports the Draft District Plan the finalisation of the District Plan should likewise consider this CSP, and this Council's and Community's vision for the future, particularly in relation to land use planning. It is Council's view that the District Plan does not and should not compromise or override the CSP.

SOCIAL JUSTICE PRINCIPLES

Council will build the following principles into all facets of our organisation and everything we do:

Equity

We will strive for the fair distribution of resources with a particular emphasis on protecting those people who are considered vulnerable.

Access

We will provide all people with opportunities to use relevant services and facilities regardless of their circumstances.

Participation

We will encourage and provide opportunities for people to take part in decision making processes that impact on their communities, lifestyle or quality of life.

Rights

People should not be discriminated against and everyone is entitled to honesty, information and involvement.

“A HAPPY

and functional community with plenty of opportunity for all people to grow within the community.”

Resident's vision for Wollondilly in 2033





After each election Council is required to review its CSP to ensure it remains relevant and able to meet the needs of our changing community.

The Wollondilly CSP was first developed by Council in conjunction with the community in 2008, and was reviewed and updated again in 2012. In preparing this latest version of the CSP, the focus has been to once again review its content and ensure its key directions reflect the community's aspirations for Wollondilly into the future. This was done through a program of consultation which aimed to engage broadly with the community to understand their wants and needs for Wollondilly.

The consultation focused primarily around the concept of "opportunity." Specifically, it concentrated on capturing the community's views on the opportunities provided by future growth in the Shire, while still maintaining the opportunities of rural living.

It was important that we heard as many voices within the community as possible, so Council carried out a number of activities so the community could have their say, including:

- **Create Wollondilly 2033 Art Competition:** Council held an art competition to give the community the opportunity to give feedback in a non-traditional way about the future of Wollondilly. In particular, Council was keen to get local children involved in having their say about the future of Wollondilly. The competition theme was "What do you want Wollondilly to look like in 2033?".
- **Telephone survey:** Council contracted the services of an independent research company to conduct a telephone survey of Wollondilly residents. This telephone survey provided Council with a statistically significant representation of the community's views in relation to Council's services, facilities and quality of life. The survey also explored a range of aspirational issues regarding the future of the Shire, and the concepts of rural living and growth. As not every resident could be surveyed as part of the telephone survey, it was also made available on Engage.Wollondilly as an online 'opt-in' version. Residents could therefore voluntarily choose to participate in the survey.
- **Online Survey:** Council developed its own shorter online survey that provided the community with the opportunity to offer their feedback in a simple and straightforward way.

- **Community Kiosks:** A number of kiosks were held at community events across the Shire to engage with young children and their parents/carers about their vision for Wollondilly. Children completed a visioning exercise, while their parents/carers completed the online survey.
- **Focus Groups:** Community members were provided with the opportunity to participate in a focus group. The focus groups concentrated on having an in-depth discussion with active members of the community and allowed Council to gain a deeper insight into the community's views on Wollondilly's future, particularly in relation to the interrelated concepts of rural living and growth and whether they can be achieved in balance.

The opportunity to participate in these processes was widely promoted and available to everyone in the Shire. Council sought to engage a diverse group of people to reflect the demographic make-up of the Shire as well as gain a range of perspectives.

The findings from all the activities undertaken as part of the CSP community engagement process have helped to inform the development of this CSP. If you would like to see a copy of the engagement report that details the community feedback received head to www.wollondilly.nsw.gov.au

In addition, the development of this CSP has been informed by:

- Accumulated "knowledge" of key issues and community aspirations which have been gained over time through previous community engagement and the previous CSP consultation process.
- Findings of Council's End of Term Report (a report on progress against our CSP which Council considered at its August 2016 Meeting).
- Direct engagement with the elected Councillors who bring forward issues and perspectives on behalf of their constituents. This has involved a series of Councillor workshops on key strategic issues and the CSP.
- Engagement with other agencies, community groups and key stakeholders.
- Key issues for the Shire as contained in our Issues Paper.
- Strategic directions contained in State Government documents such as the Draft South West District Plan.
- Strategic directions contained in Council's various supporting plans and strategic documents.

WHAT YOU THE COMMUNITY HAVE SAID...

“ Growing up here, I have always loved the friendliness of the people and the knowledge that someone would stop to help if you ever needed it. The ability to walk through bushland and escape the noise of town, the quietness of the mornings and the resting afternoons. Knowing you are home if you have been in the city surrounded by smog and buildings by coming into hills and dotted valleys. Your kids able to ride their bikes or walk around town and to local swimming holes without fear of danger. ”

Remain a quiet rural environment with more modern infrastructure.

**TO KEEP IT COUNTRY
AND BEAUTIFUL.**

Maintaining the environmental integrity of the area as well as balancing the needs of agricultural, residential and commercial interests.

Balancing growth with maintaining our beautiful rural lifestyle. Ensuring there is not so much growth that we lose our sense of community.

**IT NEEDS TO KEEP ITS
RURAL CHARM AND
COMMUNITY SPIRIT.**

“I'd like Wollondilly to maintain its roots - its charm, community nature and historical value should remain intact and easy to see. At the same time however, I'd like to see Wollondilly change with the times - become more diverse and colourful, to branch out, take on new developments like schools, transport and jobs and advertise itself better in other suburbs and communities.”

“ Rural areas have charm that's a fact. The beauty, the view, from the cows on the farm, to the birds whistling in the old oak trees. Wollondilly is magical the way it is, no skyscrapers or fancy bridges will make it better just keep Wollondilly the way it is. Save the trees. ”

I would like to see Wollondilly maintain decent block sizes, and hope that the infrastructure will be provided to support any more housing developments.

“ **A TOWN THAT
MOVES WITH
GROWTH WHILST
MAINTAINING ITS
COUNTRY
CORE VALUES.** ”

Managed and sustainable growth without the loss of rural towns and sense of community.

To preserve the feeling of 'country' by maintaining some open spaces, green fields, corridors of trees. Don't allow the over development of our well known large housing blocks by allowing too much subdivision. Build the necessary infrastructure before the development and not after... Lobby government for more efficient public transport for all the commuters who will be joining us.

... and from the
**KIDS OF
WOLLONDILLY**

My wish for the future is that Wilton will have a public library.

I want a path to ride my bike to school on.

I would love more parks in Picton.

When I grow up I would like more bike tracks.

More swimming pools.

The best thing about Wollondilly is my family; my daddy, mummy, sister, me and my dog Rose-bud.



WORKING TOGETHER

Community expectations of local government for the delivery of infrastructure and services have increased while at the same time other levels of government have devolved various functions. The overall effect has been the need for Council to provide a greater range of services while endeavouring to meet higher standards.

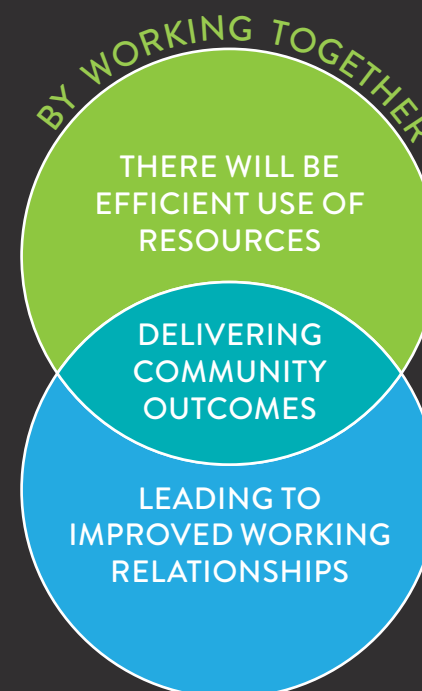
In this context, the role of Council is to:

- Identify local service and infrastructure priorities through consultation with our community;
- Balance community expectations with available resources;
- Perform specific regulatory functions;
- Work closely with other Federal and State agencies to deliver services to the community;
- Work in partnership with community groups and non-government organisations;
- Lobby for services to address community needs .

Although Council develops the Community Strategic Plan on behalf of the community, Council is not wholly responsible for its implementation. Transforming our communities' expectations into reality depends on the collective expertise and actions of individuals, community groups, organisations, the private sector and all levels of government. These concepts of collective responsibility and the need to work in partnership with others are reflected throughout this CSP.

Council has also developed an Issues Paper to complement the Community Strategic Plan and actively support our community to voice their needs and interests. The Issues Paper highlights and advocates for key issues and outcomes from Federal and State government over which Council has limited, or no direct control e.g. health services, public transport, highway upgrades, schools. To view Council's Issues Paper visit www.wollondilly.nsw.gov.au. These key issues have also been incorporated into the Council's Delivery Program to ensure Council's Advocacy efforts for the community are focused.

Good community outcomes are dependent on collaboration and partnership, particularly with other levels of government and non-government organisations. Therefore it is important for the Community Strategic Plan to link with the strategic plans and directions of other agencies. In turn, agencies must listen and respond to the strategic direction of **Create Wollondilly** if they want to help Wollondilly flourish. Towards the end of this CSP is a table which outlines the interrelationship and linkages between Council, other levels of government and non-government organisations.





SUSTAINABLE
AND BALANCED

growth



SUSTAINABLE AND BALANCED growth



Wollondilly's population is set to grow significantly in the future and our challenge will be to maximise opportunities for healthy, safe, accessible, affordable and connected communities with access to local jobs, while retaining Rural Living and minimising the potential for harm to our rich natural environment and agricultural lands.

Wilton New Town alone is proposed to increase the Shire's population by approximately 50,000 people over the next 20 - 30 years and will be the location for a vibrant new community with local access to schools, health services, public transport, shopping, jobs and recreational opportunities. However, some limited additional growth is also necessary in and around existing towns and villages to boost local economies and encourage housing affordability and diversity.

Wollondilly's location on the outer fringe of Sydney and its attractiveness as a place to live mean that there will always be pressure for growth. This growth creates an opportunity to attract higher level services, a more diverse range of employment opportunities and additional health and education opportunities. It also helps sustain and grow our existing communities and protects the viability of existing businesses. Business confidence and growth increases the range of goods and services supplied locally enabling Wollondilly residents to purchase within the Shire, thus reducing the amount of local expenditure escaping to other areas. Council's Growth Management Strategy directs growth to locations that maximise this potential. The Growth Management Strategy also works to keep our centres separated so that they feel like rural communities rather than part of the expanding suburbs of Sydney.

While well managed sustainable growth is encouraged, it needs to be balanced and should not be at the cost of the natural environment, heritage, our valued rural character or agricultural land. Achieving

this balance will require well planned and coordinated development and infrastructure and consideration of our unique towns and villages and our rural setting. Council's 4-part Position on Growth (earlier in this CSP) is intended to be a succinct statement of how to achieve this balance.

Wollondilly forms part of the Sydney metropolitan rural area, a peri-urban area with a wide range of uses such as urban and rural residential areas, water catchment land, biodiversity areas, and productive farming. This presents a number of challenges unique to peri-urban areas and the potential for conflict between land uses. The value of peri-urban areas in terms of their role in providing local food production and food security, ecosystem services (cooling our urban areas, access to green space and biodiversity, improved water and waste management, improved air quality, reduced carbon emissions, providing corridors for wildlife) and eco-tourism and agri-tourism opportunities needs to be better understood so that these can be promoted and protected. Wollondilly Shire Council is a recognised industry leader in its proactive approach to the protection of productive peri-urban rural lands and agriculture in the Sydney Basin.

Council is strongly committed to supporting agricultural industry in the Shire, not only because of its importance to our rural setting and character, but also because of its economic, social, environmental and cultural/historical values. Additionally, and perhaps even more importantly, agriculture in peri-urban areas such as Wollondilly is critical to Sydney's food supply and its future resilience. Our community also consistently expresses how important agriculture and rural lands are to their whole sense of place and why they love Wollondilly. The commitment to rural lands protection and the need to support agriculture in the face of urban development pressure is articulated in the first point of Council's Position on Growth (earlier in this CSP).

Along with agriculture, other key industries in Wollondilly are manufacturing, retailing, tourism and mining and Council will continue to strive for this employment base to be widened.

The lack of local job opportunities within Wollondilly places pressure on residents who need to leave and look for work elsewhere. Currently employment self-containment is low with up to 58% of the workforce leaving the area for work. Most resident workers experience significant travel times because Wollondilly is relatively isolated and public transport is poor.

Wollondilly has a shortage of knowledge based jobs. With the exception of a satellite Sydney University veterinary campus at Brownlow Hill, the Shire has a very limited tertiary education presence. The lack of a TAFE or locally based university is compounded by the lack of reliable public transport to tertiary institutions in other locations. So we need to strive for a more diverse range of employment and educational opportunities within the Shire. The prospect of growth at Wilton New Town and in other parts of the Shire provides great opportunities for us in relation to these issues, provided that growth is properly harnessed and managed.

Council considers that there are opportunities to strengthen and support tourism in Wollondilly. Because of the Shire's enormous environmental and cultural assets, its agricultural landscapes, and its proximity to Sydney there is potential to harness and encourage opportunities for agri-tourism, eco-tourism, adventure tourism, bushwalking, cycling, day visitation, and tourism associated with events and festivals.

Wollondilly is made up of 17 towns and villages each with its own distinct and unique features. The growth of Wilton New Town will add a new regional town to the mix. As our Shire grows we need to plan for liveable communities by maintaining and enhancing these communities as great places to live, work, visit and play. Liveable communities are those that are vibrant, prosperous, connected, accessible, resilient, distinct, well designed, attractive, healthy and safe.

Careful planning is required to ensure that new housing areas are integrated well into the physical and social fabric of existing neighbourhoods, towns and villages as this will impact on how cohesive and liveable the overall community will be, generating either a sense of unity or segregation. Outside of the Wilton Priority Growth Area, growth around villages needs to be managed so that the rate of growth is determined with regard to the need to provide infrastructure to service the additional population. Growth without adequate investment in infrastructure and service provision will undermine the liveability of these areas and the health and wellbeing of residents in the Shire. Planning for 'places' which are distinct and liveable will ensure that existing towns and villages are resilient to the inevitable changes facing the Shire. To manage this Council will be mindful of the growth target and locations identified in its Growth Management Strategy.

Mining has a long history in Wollondilly and continues to be a major employer. Underground coal mining has occurred in areas including Oakdale, Nattai, Appin, Tahmoor and Douglas Park and some of this mining has occurred directly underneath our towns and villages, resulting in impacts on the built environment and infrastructure above.

There are approvals in place that enable the continuation of underground coal mining in Wollondilly. Careful consideration will be given to the timing of urban expansion relative to the timing of mining operations to balance the protection of jobs, limit damage to structures and enable our towns and villages to grow in a logical manner. Where mining is imminent, urban development should be delayed so that mining can take priority. Where underground mining is uncertain, or a long time off, then it should not be seen as a barrier or constraint to quality urban planning.

Council's planning framework, from how we plan for and manage growth, how we rezone land right through to how we manage DAs, can play a significant role in helping to shape and deliver economic growth and creating great places to live. Our planning approach is also critical to ensuring future housing and economic growth is compatible with the vision of Rural Living.

OUTCOMES

WHAT DO WE WANT?

1. A built environment that supports liveable communities, respects the character, setting and heritage of our towns and villages and retains the vision of Rural Living.
2. A unique environment and rural landscape balanced with managed growth that is consistent with Council's Position on Growth and vision of Rural Living.
3. A strong local economy providing employment and other opportunities.
4. Expansion of employment and other opportunities based on the Shire's natural assets, strong agricultural base and tourism potential.
5. A strong and viable agricultural sector supported by the protection and preservation of agricultural assets and resources.

STRATEGIES

HOW WILL COUNCIL WORK TO ACHIEVE WHAT WE WANT?

Strategy GR1 – Growth

- Manage growth to ensure that it is consistent with Council's Position on Growth and achieves positive social, economic, and environmental outcomes for Wollondilly's towns and villages.

Strategy GR2 – Built Environment

- Manage land use and development to achieve a high quality built environment and innovative planning outcomes, while protecting our agricultural and rural landscape.

Strategy GR3 – Economic Development and Tourism

- Enhance economic development and tourism in Wollondilly Shire through the implementation of the Economic Development Strategy and the development of a Tourism Strategy and an Employment Strategy.

Strategy GR4 – Liveable Communities

- Plan for and enhance Wollondilly's liveability by encouraging great places to live with communities that are resilient, safe, affordable, healthy, well connected and retain their unique characters.

Strategy GR5 – Wilton New Town

- Create a new walkable and connected community supported by integrated public transport and matched by sustainable long-term local employment growth.

Strategy GR6 – Peri-urban lands

- Manage, promote and adequately protect peri-urban lands and their values.

Strategy GR7 – Agriculture

- Encourage and support agriculture and associated industries so that they continue to be a productive, sustainable and integral part of our economy, community, landscape and environment.

Strategy GR8 – Advocacy

- Advocate strongly for the interests of Wollondilly and its community in relation to planning and economic development outcomes and improved public transport services.

THE ROLE OF THE COMMUNITY

- Reduce “escape” expenditure by supporting local businesses and shopping locally whenever possible.
- Start up a local business.
- Get to know and support your local farmers and producers – drop in to a farmers market.
- Have a say when it comes to planning and growth matters.
- Get involved and advocate for ideas and solutions that you are passionate about.
- Talk to your local Councillor.
- Join a local club or group.
- Join a Chamber of Commerce.
- Participate in local events like the Steam Festival or IllumnARTe.





MANAGEMENT AND
PROVISION OF
Infrastructure





MANAGEMENT AND PROVISION OF *Infrastructure*

Council is the custodian of many community assets including roads, buildings, parks and reserves, cemeteries and waste facilities. A major asset review in 2010 found a substantial and ongoing shortfall in the funding required to maintain our assets in a satisfactory condition. If not addressed, the overall condition of Council's assets would have continued to deteriorate, posing a risk that key assets will no longer be able to provide safe and appropriate services to the community.

Following an extensive community engagement program during the second half of 2014, Wollondilly Shire Council submitted an application for a Special Rate Variation (SRV) of 10.8% pa over four years for the purpose of funding its increasing asset maintenance. The Independent Pricing and Regulatory Tribunal (IPART) approved this application in full, allowing Council to increase its general rate revenue by 10.8% each year from 2015/16 to 2018/19. With the input of these additional funds, the projected asset backlog is estimated to be addressed over a ten year program, assuming no external factors affect Council's ability to do so (such as natural disasters impacting on community Infrastructure and Council's resources).

The challenge arising from the implementation program for the additional funding is that the funds are not available immediately for works. It will take time to receive the additional income and apply

it to delivering the asset renewal program such that our assets meet the needs and expectations of the community. Additionally, many projects require substantial pre-planning and preparatory work such as geotechnical investigations and detailed engineering designs.

The need for asset maintenance and renewal will grow as residential and employment lands are developed with the accompanying provision of new or improved infrastructure. As an example, our future growth will require the capacity of the road network to improve to cater for increasing vehicle volumes. Some of the recognised areas for future road improvements (such as road linkages between Silverdale and Wallacia, linkages through or around Picton, linkages around and into Wilton New Town and around Appin) require significant resources beyond Council's capacity in the short term. As such, these will only be achieved through multi-agency commitment and funding.

It is important to understand that infrastructure provision within Wollondilly needs to be appropriate to our rural setting and character. This means that infrastructure provision and service levels will at times be significantly different to those experienced in more urban settings. Given the size of our Shire, this is not only a financial practicality, but also appropriate for the retention of our rural setting and character.

The scale and geographic spread of our Shire is such that we will always have a high

reliance on private vehicles. The challenge will be to achieve greater provision of public transport and active transport options (cycling and walking) to encourage people to reduce private vehicle usage where possible. Public and alternate transport arrangements are, however, relatively poor compared to more urbanised areas, with limited bus services and infrequent diesel train services that terminate at Campbelltown. Also, there are issues with the unreliability of passenger train services on the Southern Highlands line given that freight trains using this line are prioritised over passenger trains. Many in our community are reliant on this poor public transport network to access work, education or other needs such as health and social services. This is a particular issue for the sections of our community who have high levels of need but limited access to private transport (e.g. the aged, youth, people with disabilities). Council will continue to advocate to the State Government for improvements to public transport in the Shire.

Road safety is a major community issue, with higher than average crash rates across the Shire, particularly for our younger drivers. Growth in population will see more users on the roads and a greater need to provide a safe transport network.

Wollondilly Shire has significant bushland areas and remote towns and villages, which means we face a significant bushfire threat not only in our rural areas, but also in many of our residential areas. This is in addition to the risks of storms, flooding and significant transport incidents, with both the Hume Motorway and

Sydney/Melbourne Rail Corridor crossing almost the entire length of our Shire.

In addition to maintaining our existing infrastructure, we will continue to plan for new or improved infrastructure for the existing and new members of our community as well as lobbying for additional resources from other levels of government. Areas that we will be looking into include:

- Infrastructure and facilities for the planned development of Wilton New Town.
- Connectivity improvements in Warragamba and Silverdale that relate to opportunities that may arise from the planned Western Sydney Airport and associated economic growth.
- Road safety as well as vehicle and pedestrian connectivity improvements across the Shire.
- A Picton by-pass.
- The Picton to Tahmoor cycleway.
- Flood plain management in Picton.
- Improvements to sporting and recreational facilities.
- Revising the Section 94 Developer Contribution Plan as a source of funds to deliver new community infrastructure.
- Planning for new or improved tourism facilities to support tourism related economic activity.

Other infrastructure elements such as sewer, water and telecommunications are managed by other tiers of government or private companies. Ongoing lobbying over a number of years has resulted in significant improvements to sewer coverage, while the current rollout of the NBN will improve access to high quality communications.

OUTCOMES

WHAT DO WE WANT?

1. Infrastructure that is safe, accessible and fit for purpose.
2. Infrastructure that is sustainably maintained
3. Infrastructure that delivers upon the expectations and needs of our growing community.

STRATEGIES

HOW WILL COUNCIL WORK TO ACHIEVE WHAT WE WANT?

Strategy IN1 – Improve the Condition of our Road Network

- Manage, maintain and improve our road network to meet the needs of the community, now and into the future.

Strategy IN2 – Provision of Infrastructure and Facilities

- Provide a range of infrastructure and community facilities to meet the needs of the community, now and into the future.

Strategy IN3 – Manage Infrastructure and Facilities

- Manage infrastructure and community facilities to provide for and respond to community needs, improve safety and improve choices.

Strategy IN4 – Emergency Management

- Assist in the planning of the community's response to emergencies such as bushfires and flooding.

Strategy IN5 – Advocacy

- Advocate strongly for the interests of Wollondilly and its community in relation to infrastructure outcomes.

THE ROLE OF THE COMMUNITY

- Use Council's Customer Request Management (CRM) System to let us know of any needed infrastructure repairs or issues.
- Report vandalism to the Police and Council using the CRM system.
- Understand the challenges and resource limitations Council faces in relation to infrastructure maintenance.
- Get involved and advocate for ideas and solutions that you are passionate about.





CARING FOR THE

National Parks, Reserves and protected water catchment lands, which are rich in biodiversity, environmental value and cultural value, make up much of the Wollondilly Shire. Our rural lands also play an important environmental role by providing diverse habitat, contributing to air, water and landscape quality and the “rural living” setting of Wollondilly. Recurrent community consultation over many years has confirmed that having access to open space and being close to nature is highly valued by Wollondilly’s community.

Wollondilly has experienced growth, largely in the form of residential development, within and adjacent to our existing towns and villages. Such development results in a wide variety of pressures on local biodiversity and waterways as well as our rural lands and setting. We expect significant growth in the future, including the development of a major new town at Wilton. Council's overall position on this growth is described earlier in this document and is based on a "balanced" approach involving the protection of our natural environment and retention of our rural lands whilst allowing for the development of highly liveable and sustainable built environments. Council implements a range of measures as part of this approach such as the application of Environmental Protection Zones which are designed to restrict development or associated impacts in areas of identified environmental significance.

As our population grows the interaction between the community and our natural environment needs careful management in order to minimise risks to the environment and also risks to human health, safety and property. Issues such as bushfire hazard reduction, waste water and catchment management, waste management, illegal clearing, dumping and littering, regulating development and land use, control of weeds and pest animals are all critical matters for the Shire.

The retention of areas of biodiversity significance as part of the assessment and approval of large scale development will continue to be a major challenge within the Shire under new biodiversity legislation set to commence in 2017. Such areas could include Bargo Gorge, (near Tahmoor), which Council has resolved to be established as a National Park. Obtaining a greater understanding of the distribution of such areas as well as the pressures on watercourses from development activity is a key challenge for the future. This understanding also offers a range of opportunities to invite and encourage greater ownership of the environment by new residents, through controls such as environmental protection zones (referred to above), as well as programs to raise community awareness of its significance and value. The development of short and long-term strategies for the World Heritage listed Thirlmere Lakes in partnership with the community, government agencies

and research organisations provides an important collaborative opportunity for the coming term of Council.

Encouraging the community to adopt sustainability practices such as minimising waste and lowering resource consumption (such as water) is a key component of the leadership and advocacy role of Council. Council hosts a wide range of successful community-based programs designed to raise community awareness of Wollondilly's natural environment as well as encourage practices which assist Council in its protection of the environment. These programs include the donation of native plants to local residents from Council's community nursery and support for local Landcare groups.

Ultimately, an engaged and collaborative community is crucial to obtaining long-term environmental and social outcomes. Progress towards this goal, however, needs to be achieved within the context of increased legislative requirements and resource constraints.

Our environment includes substantial pristine landscapes throughout the Sydney drinking water catchment, an important and substantial array of sites and places of cultural significance to the Tharawal and Gundungurra people and locations critical to the development of modern Australia like the agricultural lands around Menangle. Together these form part of Wollondilly's rich heritage. The long term preservation and protection of this heritage is a critical element to creating a connection between people and their place in Wollondilly. There are protections within the land use

planning system for our important landscapes, as well as 281 individually listed buildings and 5 urban conservation areas across Wollondilly. Council will be vigilant in ensuring these controls remain in place.

The natural environment of Wollondilly is impacted by coal seam gas (CSG) and underground mining operations. While Council does not have any assessment, approval or regulatory powers in relation to these operations, we continue to advocate regularly regarding these projects and issues, expressing community concerns over impacts on biodiversity, watercourses and groundwaters (as well as the built environment). The protection of the natural and built environment from CSG and underground mining operations, as well as advocacy on behalf of the community, will continue to be an important challenge for the future.

Council has successfully implemented measures to minimise waste taken to landfill and has achieved increased levels of recycling within the community (and in Council's own operations). These initiatives have positive environmental outcomes including avoiding the sterilisation of land for additional waste management facilities and reducing the potential for soil contamination as well as associated benefits such as reduction in littering. Council will need to continue providing cost-effective and environmentally efficient waste resource recovery programmes that meet the changing needs of a growing local community.

The long-term reduction of greenhouse gas emissions to reduce the effects of global warming is recognised as requiring strategies and funding at the National and International level. However, the importance of implementing measures at the local level is also recognised as being a key challenge.

OUTCOMES

WHAT DO WE WANT?

1. An environment that is valued, preserved and protected, with new planning and development proposals supporting these values.
2. A community that is engaged with, and cares about, their environment.

STRATEGIES

HOW WILL COUNCIL WORK TO ACHIEVE WHAT WE WANT?

Strategy EN1 – Protect and enhance biodiversity, waterways and groundwaters

- Maintain and enhance the condition of biodiversity including the condition of water sources (both surface and groundwater).

Strategy EN2 – Protect the environment from development pressures

- Contribute to development to achieve positive environmental, social and economic outcomes.

Strategy EN3 – Vegetation management

- Achieve a balance between risk-based management and conserving biodiversity and maintaining public and private assets.

Strategy EN4 – Community involvement

- Engage the community during the preparation and implementation of Council's environmental activities and programs.

Strategy EN5 – Environmental awareness

- Enhance community awareness of the environmental values of Wollondilly's natural resources and rural lands and the threats to these values.

Strategy EN6 – Sustainable practices

- Enhance the adoption of sustainability practices by Council and the local community which reduce consumption of resources, generation of waste, as well as the level of greenhouse gas emissions.

Strategy EN7 – Agricultural Land and Capability

- Protect agricultural land and the natural resources which support agricultural capability.

Strategy EN8 – Auditing, Monitoring and Enforcement

- Undertake auditing, monitoring and regulatory enforcement and be responsive to community complaints to protect the environment and the health, safety and well-being of the community.

Strategy EN9 – Waste Management

- Provide the community with a workable and convenient waste management system, which also minimises waste generation, increases resource recovery and protects the environment.

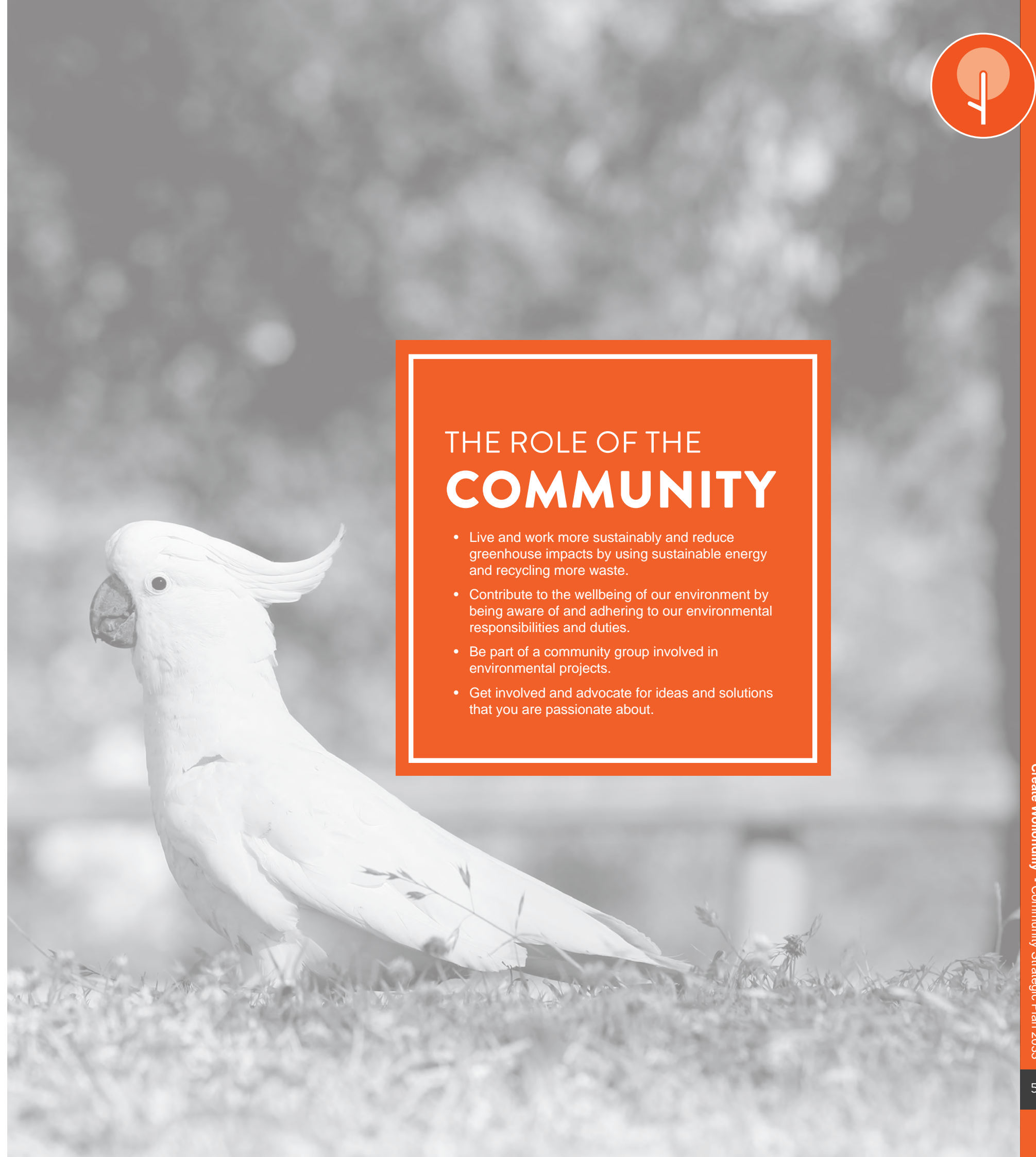
Strategy EN10 – Advocacy

- Advocate strongly for the interests of Wollondilly and its community in relation to environmental outcomes.



THE ROLE OF THE COMMUNITY

- Live and work more sustainably and reduce greenhouse impacts by using sustainable energy and recycling more waste.
- Contribute to the wellbeing of our environment by being aware of and adhering to our environmental responsibilities and duties.
- Be part of a community group involved in environmental projects.
- Get involved and advocate for ideas and solutions that you are passionate about.





LOOKING AFTER THE *Community*

Wollondilly's residents are very proud of the Shire and value its rural lifestyle, local village identity, community spirit and friendly atmosphere. However, there is a "trade-off" to some extent. To enjoy the great rural lifestyle opportunities of Wollondilly, the community can face challenges that arise from the Shire's relatively low population, its location on the outer fringe of a city, and its dispersed and varied towns and villages. This context means that the Shire has limitations regarding employment opportunities, schools, human services, cultural and recreational opportunities, shopping, leisure and more. There is therefore a very high incidence of people needing to leave the Shire to access all of these kinds of opportunities. This issue is compounded by limited access to public transport and a high reliance on having to travel significant distances.

One of our long term challenges is therefore to ensure that these life opportunities (jobs, schools, shops, professional services, cultural activities, health care, community facilities and services etc.) become available and accessible to all, either within our Shire (preferably) or at least regionally, while still retaining our village lifestyle and rural living vision. With population growth and a larger critical population mass there is potential to create more of these opportunities within our Shire. The theme of this CSP **Create Wollondilly** is all about how we need to create and harness new opportunities through growth and change while at the same time maintaining the value of rural living.

We value our towns and villages for their rural character, their sense of place, their heritage and the opportunities they provide for living, working, recreation and social interaction. With substantial housing growth planned for the next 20 years and beyond, we need to ensure that our existing towns and villages, as well as our new residential areas, continue to provide quality of life and the lifestyle our community values. This means they need to be developed in

accordance with best-practice approaches to urban development so that they deliver high quality environmental, economic and social outcomes for both now and the future.

Council is strongly committed to the principle of having a strategic approach to achieving social outcomes and so has adopted a Social Planning Strategy (late 2016). The Social Planning Strategy outlines how decision-makers, agencies and communities can work together to address community needs and build stronger, healthier and socially sustainable communities. This strategic approach will be critical to the development of Wilton over the coming years. As a planned town for an eventual population of up to 50,000, Wilton New Town represents an enormous opportunity to apply innovative approaches to planning for health and wellbeing outcomes. In order to achieve that goal, the planning and delivery of Wilton New Town needs to consider all determinants of health and wellbeing (social, economic, environmental).

As our population grows the needs of our community will also change and we may need to manage a different set of emerging social issues. We can expect Wollondilly's future population to more strongly reflect the demographics of Greater Sydney. There will be more people from non-English speaking backgrounds (currently only 5% compared to 26% for Greater Sydney) who may be relatively new to Australia and may require greater support to enable them to access a range of services. Our family structure is also likely to change from being one dominated by couples with children (currently 43% of the population) to one that is made up of more one parent and empty-nester households (currently 10.7% and 9% of the population respectively).

There will be demand for a range of diverse housing types that meet the needs of our changing population, with a need for housing diversity to suit retirees, "non-standard" family structures, people with disabilities, young people, and the rental market generally. Currently 94% of our

housing is single detached dwellings so Council will need to investigate options to deliver a wider variety of dwelling forms and sizes, in locations with good access to town and village centres, schools and services, through the preparation of a Housing Strategy. This Strategy will also incorporate investigation of options to address housing affordability, an issue affecting all of Sydney.

The demand for children's services is likely to increase as the population grows, especially with an expected influx of families choosing Wollondilly to raise their family. There will be a need for more flexible childcare that can meet the needs of a workforce that in large part needs to leave the Shire for work. Currently 58.4% of residents work outside the Shire. This proportion should reduce if more local jobs become available over time, however in the short term a large proportion of the Shire's population will have to seek employment outside the Shire.

Wollondilly has only one public high school (which is at capacity) and one private high school. High school students living in the Shire often have to travel significant distances with over 50% leaving the Shire to attend high schools in adjacent regions, so the need for a second public high school in the Shire has been a key issue for the community for many years. Wollondilly's poor public transport network exacerbates these issues so our high school students are often highly dependent on parental transport.

The development of the Wilton New Town is expected to deliver two additional (one public and one private) high schools but the timing of the delivery will depend on how quickly the population grows and the scheduling and planning capacity of the Department of Education. Even with future new high schools at Wilton, there will continue to be issues around access and capacity, particularly for the northern parts of the Shire.

The lack of tertiary education institutions in the Shire presents a challenge for young people accessing further education, including having to travel long distances or relocate to other areas. Wollondilly residents have typically been more likely to have vocational or trade qualifications (26.1% compared to 15.1% for Greater Sydney), which reflects employment patterns within the Shire. The proportion of the population with a bachelor degree or higher is lower than for Greater Sydney (11.1% compared to 24.1%) but has increased since the 2006 census. It is expected that this proportion will have increased when the results of the 2016 census are available.

A larger population for Wollondilly will create greater demand for health services generally. In 2014, hospitalisations for Wollondilly residents due to high body mass index, coronary heart disease and respiratory diseases were higher than the NSW average. It is well documented that Wollondilly is relatively disadvantaged in terms of available health services, especially access to GPs and specialist services. The Wollondilly Healthy Alliance was formed in 2014 to help address this and works to increase access to existing services and to explore e-health service provision for the Shire. As the Shire grows we can expect an expansion of health and ancillary services such as radiology and potentially day surgery. Wilton New Town has the potential to establish an integrated health care facility to service the greater Shire.

Earlier in this CSP is a section on the social justice principles of Equity, Access, Participation and Rights. Council, government and non-government agencies, the private sector and the community need to work toward these principles collaboratively so that everyone is included. When these principles are not being achieved, people are at risk of having fewer opportunities, feeling disconnected and not feeling as though they're a valued part of our community. Although Wollondilly Shire is not highly diverse in a traditional sense, when compared to other parts of Sydney (ethnicity, religion etc.) there are nevertheless differing levels of opportunity and inclusion across our communities. Council needs to make sure it works to bridge this divide by having a highly inclusive approach to engagement, communication, projects, and events.

Council plays an important role in terms of keeping our community engaged and informed in relation to Council business and community matters. The ever-changing landscape of innovative digital communication technology needs to be embraced by Council and used to best effect where appropriate. Council does however need to be mindful that although these digital approaches can increase inclusion and involvement for many, they need to be balanced with more traditional media so that other sections of our community are not excluded.

Because of its peri-urban location on the outer fringe of Sydney, Wollondilly faces challenges in accessing metropolitan opportunities or, alternatively, the whole of the Wollondilly Shire is classified metropolitan therefore excluding us from rural opportunities. In the case of human services, many are funded on a Macarthur regional basis so they tend to be located outside the Shire. As we grow we will need to continue to advocate for more of these services to be located within the Shire or to outreach into the Shire.



OUTCOMES

WHAT DO WE WANT?

1. Access to a range of activities, services and facilities.
2. Communities that are engaged, cohesive, included, and have a sense of belonging.
3. Communities that are healthy, happy and feel safe.

STRATEGIES

HOW WILL COUNCIL WORK TO ACHIEVE WHAT WE WANT?

Strategy CO1 – Strong Community

- Deliver a range of community projects, services, and events (including in partnership with community groups and NGOs) which strengthen our community.

Strategy CO2 – Health and Wellbeing

- Promote and support community health and wellbeing and plan for long term health services for the Shire.

Strategy CO3 – Social Planning

- Undertake strategic social planning approaches regarding community needs and issues, particularly in relation to future population growth.

Strategy CO4 – Engagement and Communication

- Implement excellence in our community engagement by consulting with and responding to the needs and concerns of our residents.

Strategy CO5 – Advocacy

- Advocate strongly for the interests of Wollondilly and its community in relation to community outcomes.



THE ROLE OF THE COMMUNITY

- Be tolerant and respectful and embrace diversity and change.
- Get involved and participate - speak up and advocate for ideas and solutions that you are passionate about.
- Listen to feedback and acknowledge limitations.
- Join a community group or a club.
- Do some volunteer work.
- Look out for your neighbours.
- Participate in local events like the Steam Festival or IllumnARTe.



EFFICIENT AND
EFFECTIVE

Council





EFFICIENT AND EFFECTIVE *Council*

The way our Council makes decisions (referred to as “governance”) has increased in complexity.

The decision-making processes of Council are expected to be reflective of our community's interests and aspirations today and into the future. Anyone affected by or interested in a decision should have the opportunity to participate in, and understand, the process for making that decision.

This desire has been recognised by the State Government and has led to the introduction of reform to the local government sector, designed to ensure that councils are connecting and collaborating with their community to build strong and sustainable partnerships into the future. By recognising Wollondilly as being “Fit for the Future” and a stand-alone Council, the State Government has shown support for our progress to date, however we will need to continue to implement best practice initiatives to be able to deliver the services

and results that our community expects. These reforms will continue during the life of this Community Strategic Plan and we will be proactive in implementing these reforms.

In an environment where the decision-making framework will continue to evolve as the State Government implements further reforms, the challenge is to ensure that we are able to engage our community, include the community in the decisions we make, and provide sufficient detail to the community to explain those decisions and their implications at a time when there is increasing scrutiny of processes and procedures.

As with all actions of Council, this will need to be carried out in the most cost Efficient and Effective manner possible to ensure that our limited resources can continue to support new initiatives and services for our growing community. We also need to ensure that our workforce has the capabilities, training and support to overcome these challenges and to deliver for our community.

Key to achieving a connected and collaborative community will be striking a balance between increased legislative requirements, increasing participation by the community and achieving objectives in appropriate timeframes. Council and the community will need to work together to determine the most appropriate and efficient way to “have the conversation” so that we are inclusive and equitable, transparent and responsive, yet remain operationally effective and sustainable in the long term.

Traditional communication methods no longer fit with the lifestyle of many in our community so we need to continue to embrace the increasing reliance on all forms of digital communication. Using innovative technology and media is essential to delivering services which are responsive to our community. Council does however need to be mindful that although these digital approaches can increase inclusion and involvement for many, they need to be balanced with more traditional media so that other sections of our community are not excluded.

Also, despite its benefits, the new “social media era” enables an environment where information can be easily miscommunicated by those who may not agree with, or understand, Council's directions and decisions. This can result in disproportionate resources being used to dispute the opinions of a few rather than implement directions and decisions that benefit the majority. Council will need to ensure that the dissemination of information is widespread and in language that can be clearly understood by all.

Our workforce's ability to rise to the challenges and cope with a continually changing environment is crucial to success. We will need to examine our operational efficiency, delivery of customer services and the provision of organisational training. Having a resilient, safe and supported workforce is critical to ensuring that we are achieving the outcomes the community expects. We will achieve this vision through the development and implementation of an innovative Workforce Management Strategy. This Strategy will enable our workforce to effectively respond to community growth, enhance our performance and also achieve the priorities our community desires.

OUTCOMES

WHAT DO WE WANT?

1. Government, community and business talking and working together.
2. A Council that demonstrates good business management and ethical conduct.
3. A Council that is viewed by the community as transparent, accountable and responsive to their concerns.

STRATEGIES

HOW WILL COUNCIL WORK TO ACHIEVE WHAT WE WANT?

Strategy EC1 – Employee Relations

- Build a resilient, safe and supported workplace that provides respectful, efficient and effective services for our customers now and for future generations.

Strategy EC2 – Risk Governance

- Ensure corporate risks are audited and managed appropriately to reduce the likelihood of any adverse impacts to Council or the community.

Strategy EC3 – Customer Service

- Deliver appropriate, responsive and effective service to our customers.

Strategy EC4 – Financial Sustainability

- Maintain Council in a strong financial position now and into the future.

Strategy EC5 – Resource Efficiency

- Drive a culture of continuous improvement across all aspects of service delivery.

Strategy EC6 – Information Management

- Implement innovative technological solutions to deliver quality information.

Strategy EC7 – Participation

- Enable community involvement in Council decision making.

Strategy EC8 – Accountability and Transparency

- Ensure Council maintains best practice approaches to open reporting and information access.

Strategy EC9 – Advocacy

- Advocate strongly for the interests of Wollondilly and its community.



THE ROLE OF THE COMMUNITY

- Get involved and participate.
- Be reasonable and respectful in your dealings with Council.
- Work with the Council as a partner to achieve our collective goals.

MEASURING OUR PROGRESS

How will we know we're achieving outcomes?

Wollondilly Shire Council will need to measure whether we are progressing towards the identified outcomes in the CSP. As has been discussed throughout this document, our social, economic and environmental well-being is not solely governed by Council. A wide range of factors beyond Council's influence determine these matters. But as the level of government closest to the community and with a direct local focus, we do play a critical role. So an approach to measurement that recognises this complexity and which focuses on Council's contribution is needed.

Council has developed the following measures and indicators to track progress:

- Key Performance Indicators (KPIs) will measure the efficiency and effectiveness of service delivery by Council.
- A Customer Satisfaction Survey conducted every two years will measure and monitor change over time in terms of progressing towards (or away from) the CSP outcomes and to better understand the community's needs and priorities.
- Local community indicators as supporting data will be sourced from government and non-government agencies to provide the community with an overall picture of the Wollondilly Local Government Area.

Council will report on the above measures and indicators in the End of Term Report which is a cumulative report at the end of the Council's four year term and is published in that year's Annual Report.

"SOMEONE THAT CAN

actually plan and balance housing, industry, education and infrastructure all while maintaining the initial reason people came to Wollondilly in the first place."

Resident's vision for Wollondilly in 2033



Outcomes	Key Performance Indicators (KPIs)
Sustainable and Balanced Growth	<ul style="list-style-type: none">• Increase the promotion and numbers of visitors to the Wollondilly Area as a Tourist destination.• Increase capacity for dwellings within 800 metres of urban services (train stations, shops).• Achieve housing targets in the South West District Plan.• Reduce the net processing time (median) for development applications.• Reduce the net processing time (median) for construction certificates.• Improve service levels for urban design and heritage advisory service.• Improve the application lodgement and assessment service to reduce delays.• Development approvals for new dwellings exceed the on ground delivery of housing (measured by number of bins issued compared to number of dwelling approvals).• Improved Service Levels within Council to support environmental values for development proposals.
Provision and Management of Infrastructure	<ul style="list-style-type: none">• 90% of Renewal and maintenance schedules completed.• An increase in appropriate sporting and recreation options near where people live.• Renewal Ratios, Asset Maintenance.• Achieve or exceed budgeted income for infrastructure programs.
Caring for the Environment	<ul style="list-style-type: none">• At least 66% of domestic waste is diverted from landfill.• An increase in plants distributed by the Community Nursery.• Maintain volunteer hours in the Community Nursery and associated activities.• Determine “sustainability indexes” for operations services.• Implement the revised Illegal Dumping Management Strategy.• Revised Waste and Resource Recovery Strategy.
Looking after the Community	<ul style="list-style-type: none">• An increase in the number of families / children accessing care through Council’s Children’s Services.• An increase of people using library services.• An increase of people using the Dilly Wanderer.• An increase in viewers to Council’s website.• Healthy attendance of people who participate in local events, for:<ul style="list-style-type: none">• Arts and Culture;• Ageing and People with Disability;• Youth Development;• Library.
Efficient and Effective Council	<ul style="list-style-type: none">• Statutory Reporting requirements are met and no adverse findings from the Office of Local Government.• Meet Fit for the Future Indicators.• 75% of all customer business transactions with Council are available on-line by 2025.

Outcomes	Customer Satisfaction Indicators
Sustainable and Balanced Growth	Increase or maintain a high level of satisfaction with: <ul style="list-style-type: none">• Council’s support for tourism.• Council’s support for local agriculture.• Council’s support for a variety of businesses.• Council’s support a wide range of work opportunities.• The planning and development of the Shire.• Heritage sites and natural flora and fauna being protected and maintained.• Shops and services in shopping areas meeting residents’ needs.
Provision and Management of Infrastructure	Increase or maintain a high level of satisfaction with: <ul style="list-style-type: none">• Parks and playgrounds;• Ovals and sportsgrounds;• Community buildings/halls/amenities;• Swimming pools;• Maintaining council roads;• Maintaining footpaths;• Building bike paths;• The cleanliness of public spaces;• Floodplain and stormwater management;• The management of traffic and safety on local roads.
Caring for the Environment	Increase or maintain a high level of satisfaction with: <ul style="list-style-type: none">• Recycling and waste management;• Tree management;• Environmental education;• Environmental regulation;• The natural environment being respected and protected.
Looking after the Community	Increase or maintain a high level of satisfaction with: <ul style="list-style-type: none">• The “quality of life” in Wollondilly.• The “sense of community” in Wollondilly.• Council’s festival and events program.• Increase level of satisfaction with the provision of Council information to the community.
Efficient and Effective Council	Increase or maintain a high level of satisfaction with: <ul style="list-style-type: none">• Opportunities for participating in Council decision-making.• Council’s long-term planning for the Shire.• Council’s financial management.• Information about Council and its decisions being clear and accessible.• Customer service provided by Council.



LINKAGES

The tables on the following pages show how our CSP under each of its five themes has key linkages and relationships to:

- Other key Council strategic documents;
- The NSW Government’s State Plan – “Improving NSW”;
- Federal and State Agencies and their strategic plans;
- A wide range of other government and non-government agencies and groups.

Sustainable and Balanced GROWTH

Council’s Supporting Documents	Links to the State Plan “Improving NSW”	Working with Federal and State Agencies	Working with Other Agencies
<ul style="list-style-type: none">• Wollondilly Local Environmental Plan (LEP) and Development Control Plan (DCP);• Rural Living Handbook and fact sheets;• Economic Development Strategy;• Tourism Strategy (to be prepared);• Growth Management Strategy;• Housing Strategy (to be prepared).	<p>Premier’s Priorities</p> <ul style="list-style-type: none">• Creating jobs;• Faster housing approvals. <p>State Priorities</p> <ul style="list-style-type: none">• Making it easier to start a business;• Encouraging business investment;• Accelerating major project assessment;• Increasing housing supply.	<p>Department of Planning and Environment</p> <ul style="list-style-type: none">• A Plan for Growing Sydney;• Greater Macarthur Land Release Investigation Area Preliminary Strategy and Action Plan. <p>Greater Sydney Commission</p> <ul style="list-style-type: none">• South West Sydney District Plan. <p>Department of Primary Industry</p> <ul style="list-style-type: none">• Land Use Conflict Risk Assessment (LUCRA). <p>NSW Trade and Investment</p> <ul style="list-style-type: none">• Visitor Economy Industry Action Plan – Destination NSW.	<ul style="list-style-type: none">• Sydney Peri-Urban Network of Councils (SPUN);• National Growth Area Alliance;• Chambers of Commerce;• NSW Business Chamber;• SWS Business Enterprise Centre;• Wollondilly Women in Business Group;• Wollondilly Tourism Association;• Development industry;• 100 Resilient Cities.

Management and Provision of INFRASTRUCTURE

Council's Supporting Documents	Links to the State Plan "Improving NSW"	Working with Federal and State Agencies	Working with Other Agencies
<ul style="list-style-type: none">Asset Management Strategy;Recreational Needs Study;Wollondilly Local Emergency Management Plan.	<p>Premier's Priorities</p> <ul style="list-style-type: none">Building Infrastructure. <p>State Priorities</p> <ul style="list-style-type: none">Reducing Road Fatalities;Improving Road travel reliability.	<p>Office of Emergency Management</p> <ul style="list-style-type: none">NSW State Emergency Management Plan. <p>Infrastructure NSW</p> <ul style="list-style-type: none">State Infrastructure Strategy. <p>NSW Roads and Maritime</p> <ul style="list-style-type: none">2020 Strategy and Delivery Plan 2016-17;NSW Black Spots Program;NSW Roads to Recovery Program;NSW Traffic Route Lighting Subsidy Scheme. <p>Office of Sport</p> <ul style="list-style-type: none">NSW Sport and Recreation Grants. <p>Office of Environment and Heritage</p> <ul style="list-style-type: none">Heritage Grants Program;Special Areas Strategic Plan of Management 2015. <p>Water NSW</p> <ul style="list-style-type: none">The Healthy Catchments Strategy. <p>Safe Work NSW</p> <ul style="list-style-type: none">Work Health and Safety Roadmap 2022.	<ul style="list-style-type: none">Emergency Services: RFS, SES, Police, Ambulance, Fire;Rescue NSW;Neighbourhood Centres;Sporting Groups;Cultural Groups;355 Committees;NSW Health;Water NSW;Subsidence Advisory NSW;National Parks;NSW Public Works.

Caring for the ENVIRONMENT

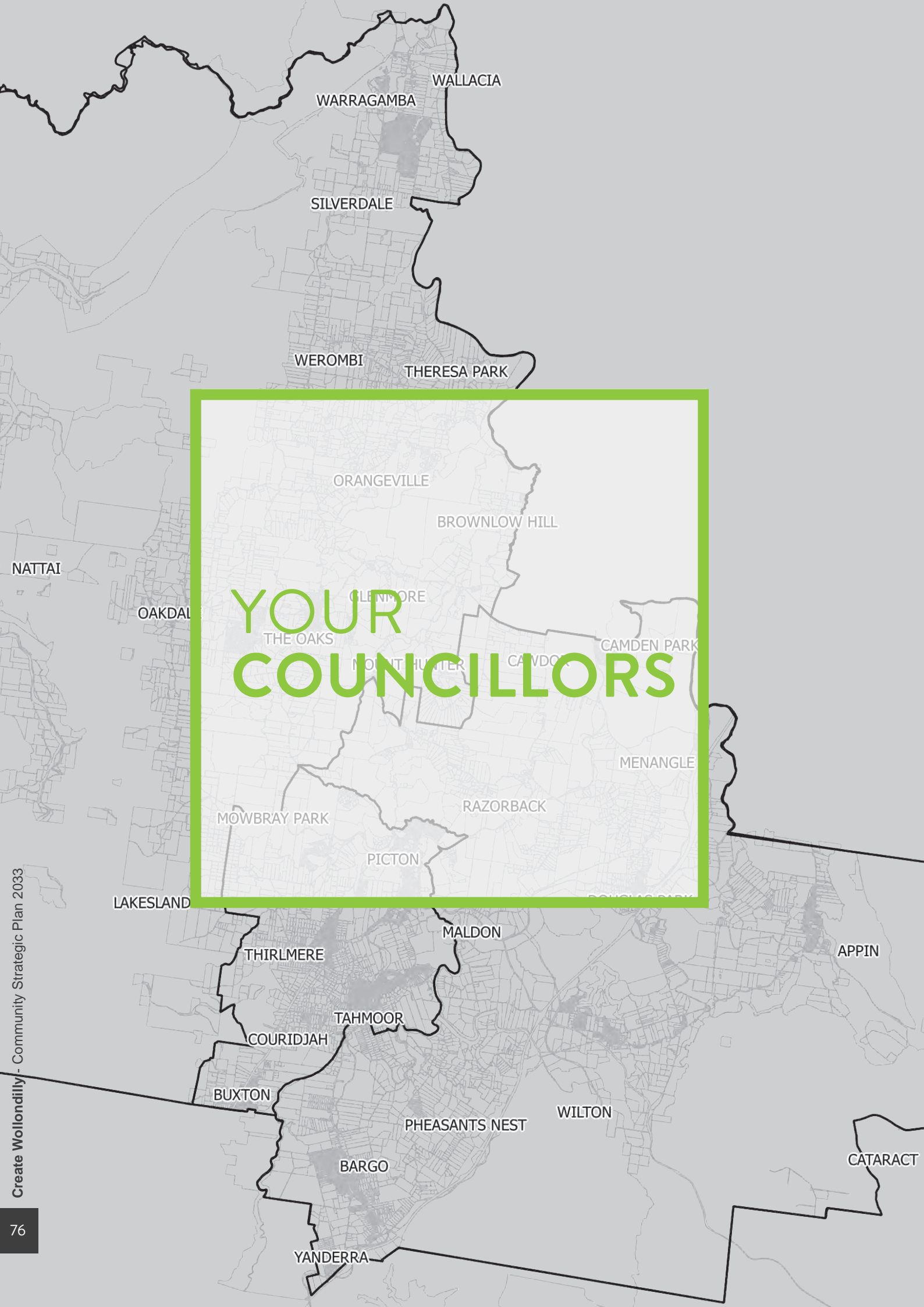
Council's Supporting Documents	Links to the State Plan "Improving NSW"	Working with Federal and State Agencies	Working with Other Agencies
<ul style="list-style-type: none">Waste Management Plan;Biodiversity Strategy;Wollondilly Local Environmental Plan (LEP) and Development Control Plan (DCP).	<p>Premier's Priorities</p> <ul style="list-style-type: none">Keeping our environment clean.	<p>NSW Department of Primary Industries</p> <ul style="list-style-type: none">Strategic Plan 2015-19;NSW Biosecurity Strategy 2013-2021;Emergency Management Strategic Plan;NSW Invasive Species Plan 2015-22. <p>Greater Sydney Local Land Services</p> <ul style="list-style-type: none">Local Strategic Plans. <p>Office of Environment and Heritage</p> <ul style="list-style-type: none">Energy Efficiency Action Plan;The Greater Blue Mountains World Heritage Area Strategic Plan;Special Areas Strategic Plan of Management 2015;The mysterious hydrology of Thirlmere Lakes – Nov 2016. <p>NSW Environment Protection Authority</p> <ul style="list-style-type: none">NSW Waste Avoidance and Resource Recovery Strategy 2014–21. <p>New South Wales National Parks and Wildlife Service</p> <ul style="list-style-type: none">Regional Pest Management Strategy 2012–17: Metro South West Region.	<ul style="list-style-type: none">Sydney Peri-Urban Network of Councils (SPUN);Association of Mining Related Councils;Tharawal Local Aboriginal Lands Council;Greater Sydney Local Land Service;Friends of Thirlmere Lakes;National Parks Association;Community Consultative Committees:<ul style="list-style-type: none">AGL;Bulli Seam;Tahmoor Colliery.

Looking after the COMMUNITY

Council's Supporting Documents	Links to the State Plan "Improving NSW"	Working with Federal and State Agencies	Working with Other Agencies
<ul style="list-style-type: none">Wollondilly Social Planning Strategy;Wollondilly Disability Inclusion Plan.	<p>Premier's Priorities</p> <ul style="list-style-type: none">Improving Education Results;Protecting our Kids;Reducing Domestic Violence;Tackling Childhood Obesity. <p>State Priorities</p> <ul style="list-style-type: none">Increasing Cultural Participation;Reducing Violent Crime;Transitioning to the National Disability Insurance Scheme.	<p>NSW Health</p> <ul style="list-style-type: none">State Health Plan Towards 2021;NSW Domestic and Family Violence Prevention and Early Intervention Strategy 2017-2021. <p>NSW Department of Education and Communities</p> <ul style="list-style-type: none">Strategic Plan 2012-2017;Living well: a strategic plan for mental health in NSW 2014 – 2024. <p>NSW Department of Family and Community Services</p> <ul style="list-style-type: none">The NSW Ageing Strategy 2016-2020;NSW Disability Inclusion Plan 2015-19;Future directions for Social Housing in NSW. <p>NSW Government emergency response agencies</p>	<ul style="list-style-type: none">Educational Facilities e.g. Primary Schools, High Schools, TAFE, Universities;Wollondilly Health Alliance;Tharawal Local Aboriginal Lands Council;Community Links Wollondilly;Uniting;Sector Connect;SW Community Transport;STARTS;RSL Lifecare;Men's Sheds;Wollondilly Support and Community Care;Campbelltown Arts Centre;Warragamba /Silverdale Neighbourhood Centre;The Oaks Historical Society;Wollondilly Arts Group;Benevolent Society;PCYC;Touched by Olivia Foundation;St Vincent de Paul;Local RFS groups;Local SES groups;Yerranderie Management Committee.

Efficient and Effective COUNCIL

Council's Supporting Documents	Links to the State Plan "Improving NSW"	Working with Federal and State Agencies	Working with Other Agencies
<ul style="list-style-type: none">Policies, Protocols and Procedures;Internal Audit Committee and Audit Plan;Governance Health Check;Digital Shire ICT Plan;Corporate ICT Strategic Plan .	<p>Premier's Priorities</p> <ul style="list-style-type: none">Improving Government Services. <p>State Priorities</p> <ul style="list-style-type: none">Delivering strong budgets.Better Government Digital Services.	<p>Department of Infrastructure and Regional Development</p> <ul style="list-style-type: none">Local government financial assistance grants. <p>Office of Local Government</p> <ul style="list-style-type: none">Fit for the Future Initiative;Comparative Information on NSW Local; Government CouncilsLocal Infrastructure Renewal Scheme (LIRS). <p>The Department of Finance, Services and Innovation</p> <ul style="list-style-type: none">Digital+ 2016 - NSW Government ICT Strategy. <p>ICAC</p> <p>Audit Office of NSW</p> <ul style="list-style-type: none">Local government reform agenda. <p>NSW Electoral Commission</p> <ul style="list-style-type: none">Council go forward strategy. <p>Australian Department of Prime Minister and Cabinet</p> <ul style="list-style-type: none">Smarter Cities Program. <p>National Broadband Network</p> <p>NSW Ombudsman</p> <ul style="list-style-type: none">Reports and complainant data.	<ul style="list-style-type: none">Legal Panel;Macarthur Region of Councils (MACROC);Police.



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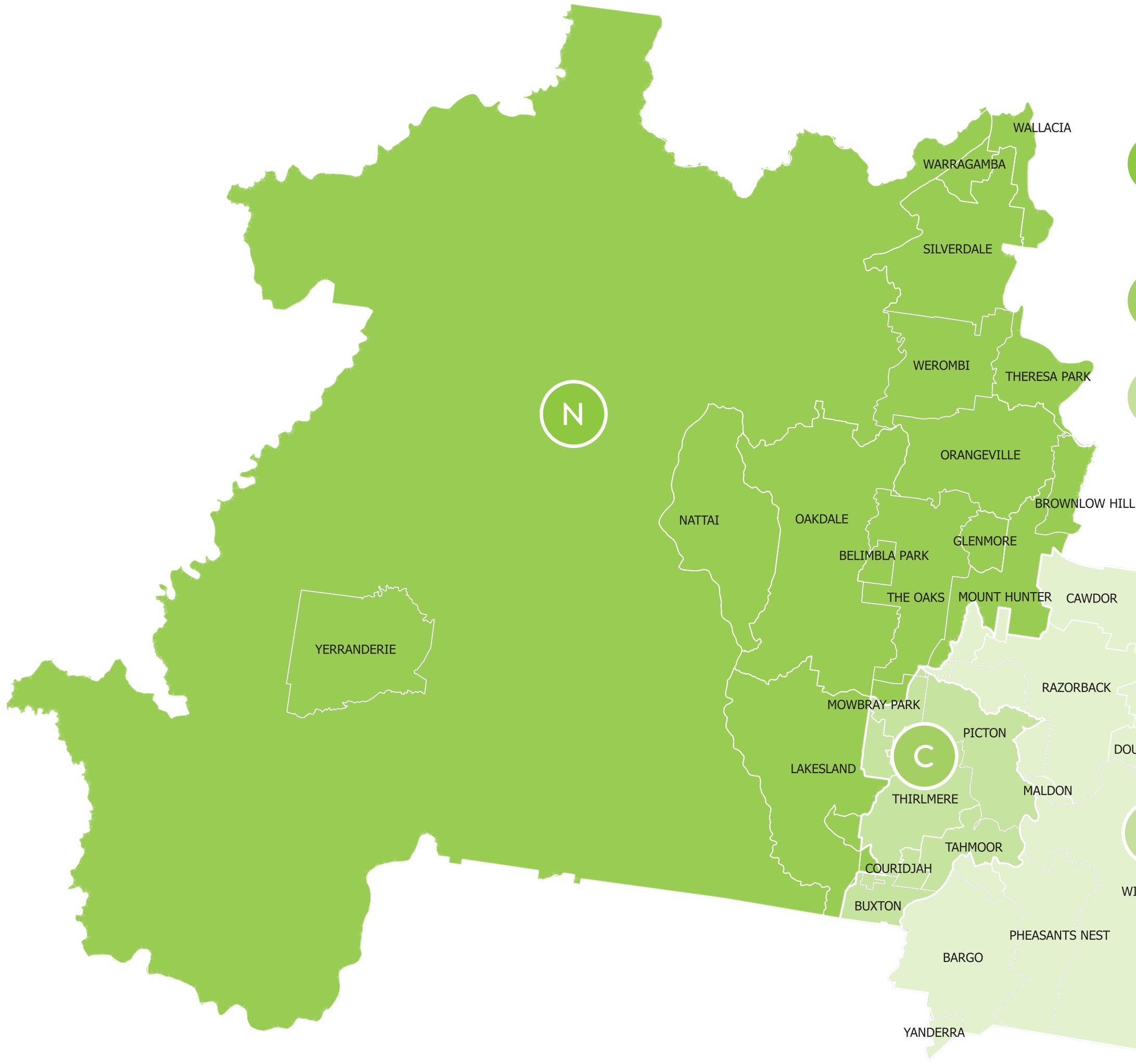
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YOURWARD

N

NORTH

Wallacia | Warragamba | Silverdale | Werombi | Theresa Park
Orangeville | Brownlow Hill | Glenmore | Mount Hunter
The Oaks | Belimbla Park | Oakdale | Nattai | Mowbray Park
Lakesland | Yerranderie

C

CENTRAL

Picton | Thirlmere | Tahmoor | Couridjah | Buxton

E

EAST

Cawdor | Camden Park | Menangle | Razorback
Douglas Park | Maldon | Wilton | Pheasants Nest
Bargo | Yanderra | Cataract | Appin | Darkes Forest



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