

# GROWING YOUR FUTURE TOGETHER

## WOLLONDILLY COMMUNITY STRATEGIC PLAN 2033





# GROWING OUR YOUR FUTURE TOGETHER

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All councils in NSW need to focus on long term strategic planning and to set priorities and aspirations through community consultation. The preparation of Wollondilly Community Strategic Plan 2033 (CSP) is an important part of this process. The CSP captures the strengths and the key issues facing our Shire and in response it establishes strategies to provide Council and the community with a focus and direction for achieving the outcomes we all want.

Over the years the aspirations expressed by our community have been clear and consistent. We want a balanced approach to growth which maintains the vision of “rural living” and a network of sustainable, prosperous and resilient towns and villages. We want access to a greater range of local services and facilities, more local jobs and education, better transport options and safer roads. We want to protect and enhance our natural places and waterways and live a healthy lifestyle in rural surrounds. We want to feel safe

and protected, and to secure a future for ourselves and our children.

Our community expects leadership from Council and responsibility in managing its finances and assets. They expect Council to listen and to be ethical, accountable and transparent.

The CSP covers five key themes – Community, Governance, Environment, Economy and Infrastructure. Council’s role in the CSP is to provide services, make wise and beneficial decisions in the interests of our communities and represent our communities in local, state and federal contexts.

We all want Wollondilly to continue to be a great place to live, work and visit. Wollondilly Community Strategic Plan 2033 is the roadmap for achieving this goal.



# RURAL LIVING





# WELCOME TO WOLLONDILLY

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Wollondilly, on the south western outskirts of Sydney and at the foothills of the Southern Highlands, is surrounded by spectacular, natural beauty and rural pastures. Its 2,560 square kilometres stretch from Yanderra in the south, Appin and Menangle in the east, Warragamba in the north with the Nattai wilderness, Yerranderie and Burragorang Valley to the west.

The district is rich in Aboriginal and European history. The earliest known inhabitants of the district were the Gundangurra Tribe, who gave the area its name. The word Wollondilly is attributed to having three meanings:

"A place where spirits dwell" and "Water trickling over rocks".

The third meaning is connected to a legend about the burning black coal that was carried inside the skull of a bunyip, within a basket woven of waratah stems. "Worron" means black coal and "dilly" means carry basket.

A colourful tapestry interweaves the Dreamtime legends of the Gundangurra and Tharawal people on a backdrop of gorges, ranges and plains with a rural patchwork created by the white settlers who followed the first fleet's famous straying cattle to the Cowpastures.

Each of the towns and villages have their own stories to tell and personalities to meet but the rural charm with country hospitality is found everywhere.



# YOUR COUNCILLORS

AND WARD

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# THERE ARE

# 45,093\*

# OF US

\*Estimated resident population 2012

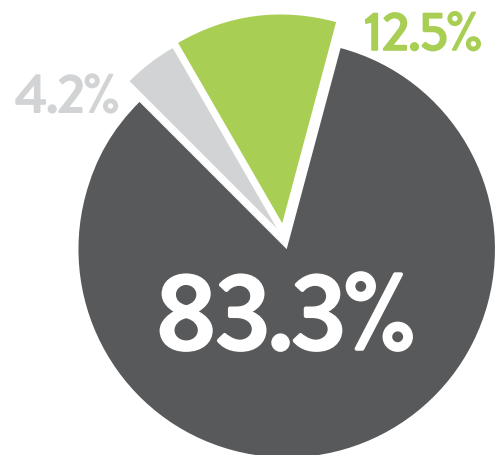
# THIS IS WHO WE ARE

## AGE \*From the 2011 Census

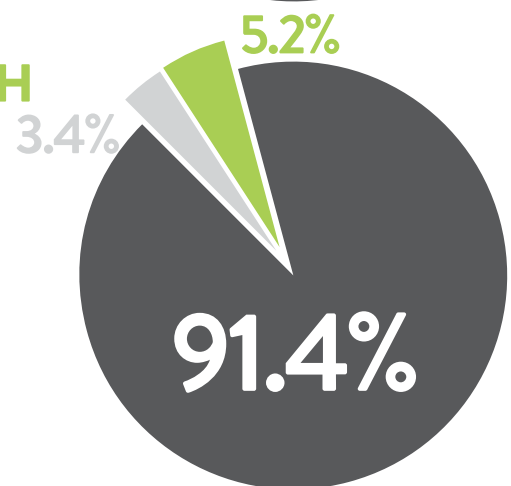
## STRUCTURE

0-4	7.4%
5-11	11.3%
12-17	9.3%
18-24	8.9%
25-34	10.8%
35-49	22.4%
50-59	13.5%
60-69	9.5%
70-84	5.8%
85+	1.1%

- OVERSEAS BORN
- AUSTRALIAN BORN
- NOT STATED



- NON ENGLISH SPEAKING
- ENGLISH SPEAKING
- NOT STATED



## HOUSING OWNERSHIP

- Fully owned - 30.1%
- Mortgage - 48.3%
- Renting - social housing - 1.5%
- Not Stated - 4.8%

- Renting - private 13.8%
- Renting not specified - 0.7%
- Other tenure type - 0.8%



# FAMILY STRUCTURE



Couples with children - 42.9%

Couples without children - 25.4%

Lone household - 15.7%

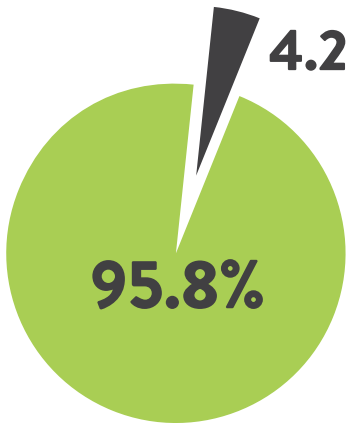
One parent families - 10.6%

Visitors - 0.5%

Other - 2.4%

Other families - 0.8%

Group household - 1.7%



- EMPLOYED
- UNEMPLOYED

## WHERE WE WORK

Live and work in the area	26.9%
Live in the area but work outside	58.4%
Work area unknown	14.7%

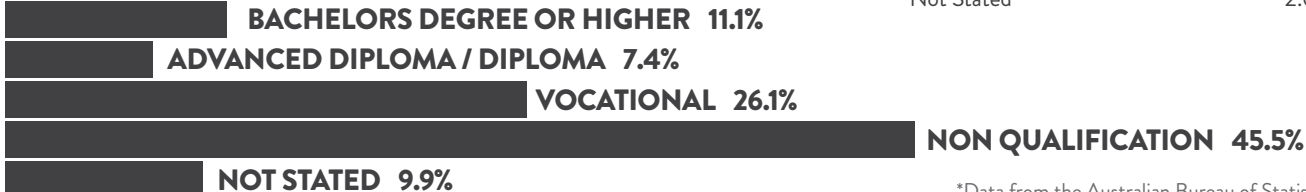
## OUR JOBS

Managers	12.2%
Professionals	15.2%
Technicians & Trades Workers	18.2%
Clerical & Admin Workers	15.5%
Community & Personal Service	9.3%
Sales Workers	8.3%
Machinery Operators	9.8%
Labourers	9.7%
Other	1.8%

## HOW WE GET THERE

Train	3.7%
Bus	0.4%
Car - as driver	68.8%
Car - as passenger	4.2%
Truck	3.0%
Motorbike	0.4%
Bicycle	0.1%
Walked only	1.5%
Other	1.0%
Worked at home	5.2%
Did not go to work	9.7%
Not Stated	2.0%

## EDUCATION



\*Data from the Australian Bureau of Statistics



# OUR VISION IS RURAL LIVING

*For many years the Shire has identified rural living as its “Vision”. Typically these words are seen in narrow terms, often ignoring the broader aspects of life in a rural area – towns and villages, community spirit, working agriculture, and a deep sense of place.*

**T**he concept of rural living is often put forward as a justification in debates about property development issues. By understanding the characteristics of rural living, we are better able to appreciate that the vision of rural living is not just about development issues, but about a wider set of values that reflects the Community’s desire to maintain the Shire’s rural character together with the sense of belonging to caring communities that have been at its core for generations.

Following community workshops held in November 2012, a revised definition of Rural Living comprising six key characteristics has been developed:

### 1. Rural setting and character

The rural setting is obvious with farmland and natural areas located between, separate towns and villages with residents experiencing and valuing this setting irrespective of where and how they live.

### 2. Viable agriculture

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

### 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, riparian land, groundwater and dependent ecosystems natural areas, biodiversity and agricultural lands are valued and protected because of their environmental significance. Degraded natural resources are enhanced and maintained.

### 5. Heritage

The Shire’s wealth of aboriginal and non-aboriginal heritage is valued and protected because of its cultural significance and its contribution to our sense of place.

### 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 events, community facilities, education, and social interaction.



**We all experience rural living  
whether we live in a house,  
barn, townhouse or villa**

*Resident comment CSP Workshop Nov  
2012*

# VISION

Our Vision - Rural living  
Council's vision reflects the  
Community's desire to maintain  
Wollondilly Shire's rural character  
together with the sense of belonging to  
caring communities that have been at its  
core for generations.

# MISSION

To create opportunities in partnership  
with the Community and to enhance  
the quality of life and the environment,  
by managing growth and providing  
sustainable services and facilities.

# VALUES

Council believes its values are  
important for all its operations, and  
desires that staff work with Council to  
achieve an organisation that:

- **As a custodian** - values the past,  
plans for the future, manages the  
community's assets, protects the  
environment and is responsive to our  
Community
- **As a decision maker and a service  
provider** - ensures equity, openness,  
integrity, diligence, empathy and  
accountability
- **As a corporation** - strives for excellence,  
responsibility, efficiency, quality  
improvement and ethical behaviour
- **As an employer** - supports the  
commitment, ambition, innovation and  
teamwork of staff



"As General Manager of Wollondilly Shire Council I am very proud of our record of achievement. With our ongoing commitment to the Vision of Rural Living and our corporate Mission and Values, I have great faith in our future and our potential to continue to deliver good outcomes for our Community."

- Les McMahon

# SUSTAINABILITY PRINCIPLES

“Sustainability” is all about meeting the needs of the present, without compromising the ability of future generations to meet their own needs. It is about balancing environmental, economic and social needs for the long term.

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

**Environmental Principles:**

**Equity** - We uphold the principles of intragenerational and intergenerational equity and fairness in how resources are distributed within this generation and between this and future generations.

**Precaution** - We adopt the precautionary principle which is that actions which have the potential to harm our environment should not be

undertaken if the consequences are uncertain and the science inconclusive.

**Regeneration** - We work to protect and restore the earth’s ecological integrity, biological diversity and natural processes.

**Engagement** - We recognise that sustainability will happen faster if local communities become champions of sustainability and are involved in the decisions affecting sustainability.

**Sharing** - We will work with others to share resources and knowledge and to promote sustainability.

**Social Justice Principles:**

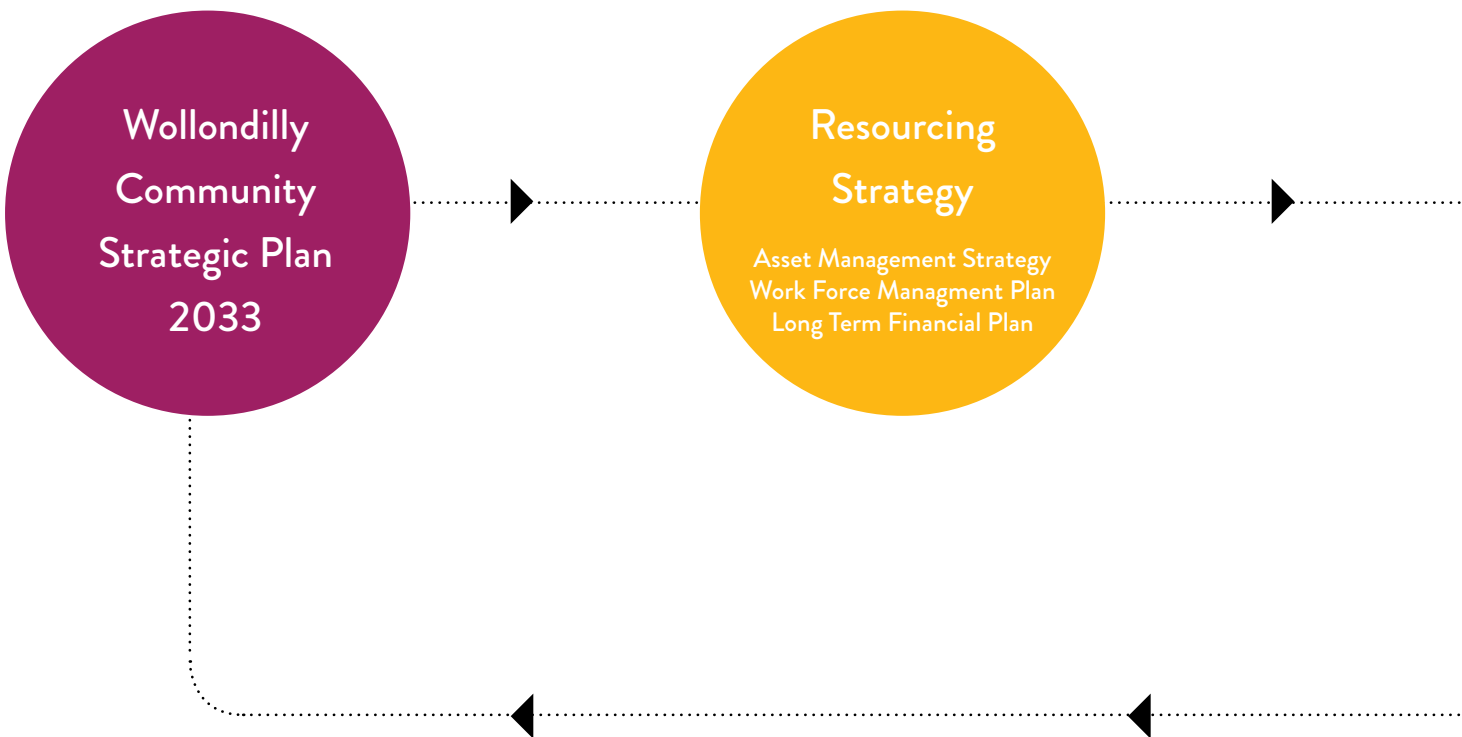
**Equity** – We will strive for the fair distribution of resources with a particular emphasis on protecting those people who are considered vulnerable.

**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 quality of life.

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

**Governance** – People deserve responsible governance and fair and accountable decision making.





# WHAT IS A COMMUNITY STRATEGIC PLAN?

The Integrated Planning and Reporting (IPR) Framework for local councils in NSW was introduced by the Department of Local Government in 2009. IPR is effectively another name for what most of us would call “business planning”.

The IPR Framework requires Councils to focus on long term strategic planning and to set priorities and aspirations through community consultation. Integral to this approach is the requirement to prepare a long-term Community Strategic Plan (CSP).

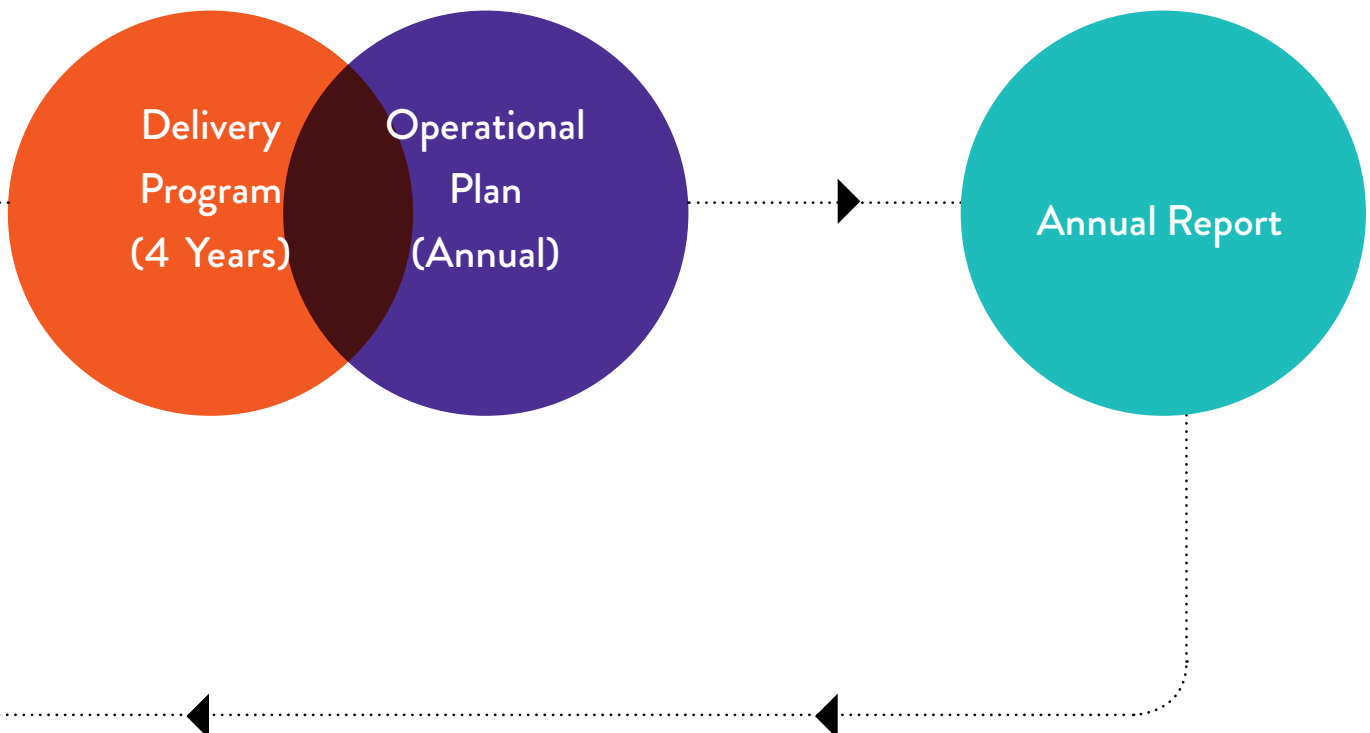
The CSP is therefore Council’s highest level long term plan in its suite of “business plans”. It identifies and expresses the aspirations held by the community of Wollondilly and sets strategies for achieving those aspirations.

Sitting beneath the CSP is a 10-year Resourcing Strategy which is made up of:

- a long term financial strategy,
- a workforce management plan, and an
- asset management strategy.

Council then prepares a 4-year Delivery Plan (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 Plan.

Although the CSP is a long term strategic document (20 years in the case of Wollondilly) it is reviewed on a 4-yearly rolling cycle so as 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.



# HOW THIS CSP WAS DEVELOPED

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The CSP was first developed by Council in 2008 through extensive consultation with the community and has been reviewed and updated most recently in 2010.

During August to November 2012, Council conducted a further review of the CSP in response to a requirement of the Integrated Planning & Reporting (IPR) legislation that governs Council activities. Under this legislation Council is required after every election to review its CSP to ensure it remains relevant and able to meet the needs of our changing community.

Council was mindful that the community had recently informed a review of the document in 2010 which had involved an extensive 'Shire-wide' consultation process. Therefore, Council's approach was to utilise past consultation results and to minimise "consultation fatigue". Direct focused engagement was undertaken with our community in order to hear their concerns, aspirations, goals and priorities in order to refine our CSP.

This process involved calling for community representatives to participate in a facilitated workshop where they were asked to assist Council in reviewing and providing comment on a number of key elements of the plan. Participants did not need to be experienced; they just needed to demonstrate a commitment to:

- Attend a workshop session
- Undertake some pre-reading in preparation for the workshop, and
- Provide feedback prior to or during the workshop.

The opportunity to participate in this process 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 its range of perspectives and community interests.

The workshops conducted in November 2012 were very successful. Although participant numbers were low, many of those who participated felt that the process was very worthwhile and congratulated Council on taking the time to listen to the community. Overall the feedback from these workshops produced the following outcomes:

- refinements to the key issues and themes of the CSP
- re-affirmation of our desired outcomes and strategies
- refinements to the concept of rural living as our vision for the future.

In addition to the findings arising from the November 2012 workshops, the review of the CSP has been informed by:

- Accumulated "knowledge" of key issues and community aspirations which have been gained over time through previous community engagement.
- Findings of Council's End of Term Report (a report on progress against our CSP which Council considered at its August 2012 Meeting).
- Ongoing dialogue and engagement with elected Councillors who bring forward issues and perspectives on behalf of their constituents.
- Engagement with other agencies and community groups.
- Key issues for the Shire as contained in our local, Federal/State issues paper.
- Strategic directions contained in State government documents such as the NSW State Plan and the South Western Sydney Regional Action Plan.
- Strategic directions contained in our various supporting plans and strategic documents.
- The context of local government which is characterised by limited resources and increasing financial demands and which is the subject of current review by the Department of Local Government.

# UNDERSTANDING THE CSP

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Councils hold extensive knowledge and expertise about the makeup of their communities and the issues they face. The CSP is driven by this knowledge gained directly from the communities in the Wollondilly Shire. Through consultative processes Council has attempted to chart a course for the future; however this course will be adjusted over time through evaluation and continued discussions with our communities. As we gain more information and develop stronger partnerships and networks, the plan will be refined to assist in the delivery of the outcomes.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the community, Council is not wholly responsible for the implementation of the plan. Everyone who has an interest in the Wollondilly Shire is responsible for the delivery of the outcomes in this plan. In other words it is the collective expertise and actions of individuals, community groups, organisations, and all levels of government that transform aspirations into reality.

Council uses the CSP to develop its own Delivery Plan and Operational Plan outlining what we are able to do to assist in achieving the outcomes and strategies. It is also envisaged other partners and stakeholders, such as federal and state

agencies and community groups will respond to the CSP by including in their planning processes how they will help deliver the outcomes and long term strategies in the CSP.

The plan focuses on five themes:

- Looking after the **COMMUNITY**
- Accountable and Transparent **GOVERNANCE**
- Caring for the **ENVIRONMENT**
- Building a strong local **ECONOMY**
- Management and provision of **INFRASTRUCTURE**

Each theme includes a narrative about the issues facing Wollondilly and the challenges and opportunities for the future. Under each of these themes there are **OUTCOMES**, expressions of what we want to achieve in the long term.

**STRATEGIES** have then been developed to achieve the outcomes for each theme area.

Note that each strategy is a broad statement of direction. The detail of the specific programs, projects and services Council intends to undertake as part of that strategy are contained in Council's 4-year Delivery Plan and 1-year Operational Plan.



*Thanks to all the community members who gave their time to contribute to the review of the CSP.*

# LINKAGES

Council's ability to successfully work towards the outcomes we all want is highly dependent on collaboration and partnership, particularly with other levels of government. It is therefore important for Council's CSP to align with and support the strategic plans and directions of other levels of Government. In turn the agencies of State and Federal government must listen and respond to the advocacy and strategic direction of Council.

To assist with this challenge Council has developed a state and federal issues papers to complement the CSP. This paper highlights and advocates for issues and outcomes over which Council has limited or no direct control – e.g. health services, public transport, highway upgrades, schools.

## NSW STATE PLAN STRATEGIES NSW 2021

**REBUILD THE  
ECONOMY**

**RESTORE  
ACCOUNTABILITY TO  
GOVERNMENT**

**RE**

## REGIONAL ACTION PLAN FOR SOUTHWEST SYDNEY

**GROW THE  
ECONOMY OF  
SOUTHWEST  
SYDNEY**

**IMPROVE  
INTEGRATED  
REGIONAL  
TRANSPORT**

**IMPROVE  
ACCESS TO  
HEALTH  
SERVICES**

## COUNCIL'S COMMUNITY STRATEGIC PLAN

**LOOKING AFTER THE  
COMMUNITY**

**ACCOUNTABLE AND  
TRANSPARENT  
GOVERNANCE**

**CARING FOR THE  
ENVIRONMENT**

## COUNCIL'S KEY SUPPORTING STRATEGIES, PLANS AND POLICIES

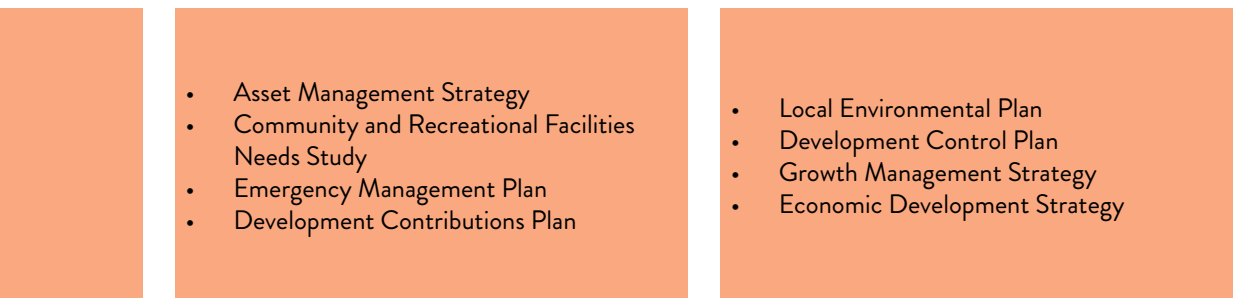
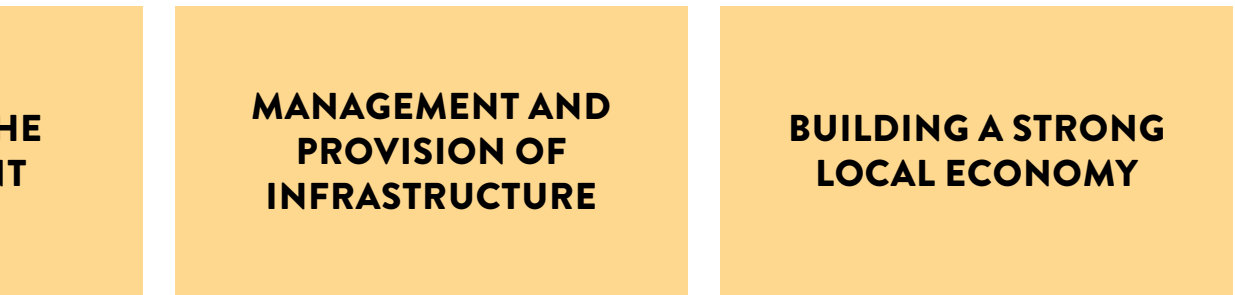
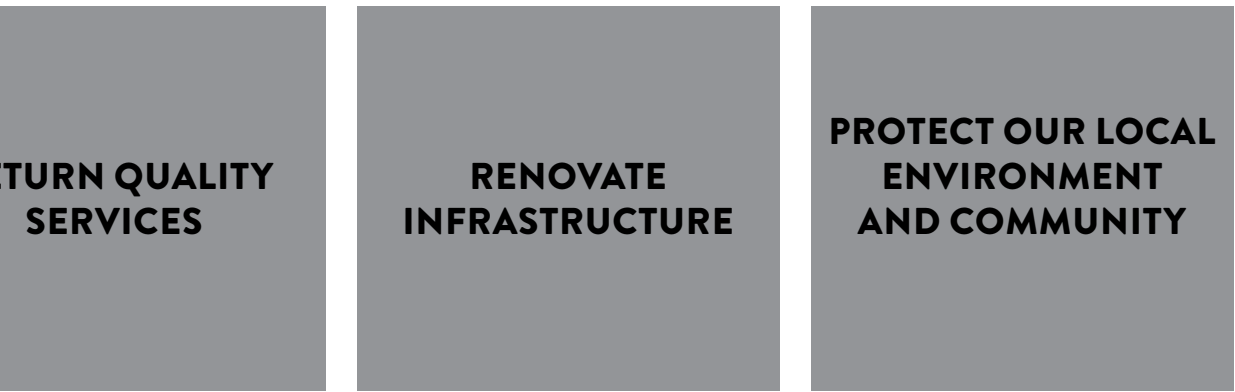
- Social Planning Strategy
- Assets to Opportunities Maps
- Community Engagement Framework

- Long Term Financial Strategy
- Workforce Management Plan
- Organisational Policies and Procedures
- Federal and State Issues Papers

- Biodiversity Strategy
- Sustainable Wollondilly Plan
- Waste Strategy
- Environmental Services Strategy



This diagram illustrates the interrelationship of a range of strategic documents and their key themes, from the State Plan and the Regional Action Plan for Southwest Sydney to Council's CSP and other key supporting documents. Importantly all of these levels of strategy are informed by the priorities of local communities.



# WHERE'S WOLLONDILLY...

WOLLONDILLY  
ARTS  
HERE.  
wollondilly.com.au



Mowbray Park Farmstays & School Camps

Mowbray Park Farmstays & School Camps

A woman with short white hair, wearing a dark green polo shirt and black trousers, is talking to two other women. She is holding a small brochure or pamphlet.

A woman with long black hair, wearing a light purple polo shirt and olive green trousers, is listening to the woman in green.

A woman with blonde hair in a bun, wearing a bright green polo shirt and blue jeans, is also part of the conversation.

# HOW WILL WE KNOW WE ARE ACHIEVING OUR OUTCOMES?

Wollondilly Shire Council will need to measure whether we are progressing towards the outcomes identified in the Community Strategic Plan.

A wide range of factors beyond Council's influence determine these outcomes but as the level of government closest to the community and with a direct local focus we do play a critical role.

Council has developed a series of high level Performance Measures for each of the 5 themes in the CSP. The outcomes for each of the themes cover multiple facets therefore the Performance Measures are long term indicators which measure the particular aspects of the outcomes. The Performance Measures assist council and community in tracking if Council's strategies and activities are achieving the outcomes for each of the themes of the Community Strategic Plan.

Listed below are the Performance Measures which will be tracked over the next 4 years.

Theme	Performance Measures
<b>COMMUNITY</b>	Access to facilities and services (community perception regarding access to crucial services and facilities)
	Community participation in local events (proportion of community participating in one or more local events)
	Number of events across the Shire held over a 12 month period
<b>GOVERNANCE</b>	Total involvement in working together (total number of people involved in Council engagement processes, excluding routine planning notifications)
	External audit report has no adverse findings
	Financial performance measures* meet industry benchmarks
	Proportion of strategies achieved within budget and timeframes
<b>ENVIRONMENT</b>	Number of plants distributed from Community Nursery
	Number of illegal dumpings reported
	Volume of litter collections by Council or the community
<b>ECONOMY</b>	Ratio of people working in Wollondilly compared to those who go outside of Wollondilly for work
	Number of businesses that operate within Wollondilly
<b>INFRASTRUCTURE</b>	Repair/Rectification request rate (Number of customer requests for repairs/rectification per capita)
	Alternative transport options in Wollondilly local area (increase of the proportion of people walking, riding, using trains, buses and park & ride rather than cars)
	Reduction of unacceptable traffic congestion in Wollondilly local area

\* 1. Unrestricted Current Ratio, Debt Service Ratio, 3. Rates & Annual Charges Coverage Ratio, 4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage, 5. Building & Infrastructure Renewals Ratio.





# LOOKING AFTER THE COMMUNITY

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## The Wollondilly community faces a specific set of challenges that arise from its relatively low population, its location on the 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. The high incidence of people travelling and commuting also reduces “spare” time limiting the ability to participate in community activities and interactions.

Our biggest long term challenge is therefore to ensure that more of these life opportunities (jobs, schools, shops, professional services, cultural activities, community facilities and services etc) become available and accessible to all, either within our Shire (preferably) or at least regionally. With population growth and a larger “critical population

mass” there will be real opportunities to support more of these opportunities within our Shire. But by the same token as our population grows our community’s needs will also change and we may need to manage a different set of emerging social issues.

Because of its location on the fringe of Sydney, Wollondilly faces challenges in accessing funding and networking opportunities. This means we are frequently excluded from accessing metropolitan opportunities or, alternatively, the whole of the Wollondilly Shire is classified metropolitan therefore excluding us from rural opportunities.

Human and social services within the Wollondilly Shire provide a range of support for children, youth, women, people with a disability and older people and other target groups. Many services are funded on a Macarthur regional basis so they tend to be located outside

the Shire, primarily in Campbelltown. It is therefore a constant challenge to improve the outreach of these services into the Shire.

Despite these challenges Wollondilly’s residents are very proud of the Shire and value its rural lifestyle, local village identity, community spirit and friendly atmosphere.

WHAT DO  
WE WANT?

# OUTCOMES

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1

**Access to a range of activities, services and facilities.**

2

**A connected and supported community.**



## **AS A COMMUNITY, WE CAN**

- Be tolerant and respectful and embrace difference, diversity and change
- Get involved and participate - volunteer, speak up!
- Listen to feedback and acknowledge limitations.

# HOW DO WE AIM TO ACHIEVE WHAT WE WANT?

# STRATEGIES

## **STRATEGY CO1** **Community Building, Well-being and Identity**

Deliver a range of community programmes, services, facilities and events which strengthen the capacity, well-being and cultural identity of our community.

## **STRATEGY CO2** **Working with Others**

Work with other agencies and service providers to deliver community programmes, services and facilities which complement and enhance Council's service provision.

## **STRATEGY CO3** **Social Planning**

Undertake strategic social planning and research regarding community needs and issues.

## **STRATEGY CO4** **Engagement and Communication**

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



**Isolation is a big issue – youth in rural areas, poor transport, lack of things to do.**

*Resident comment CSP Workshop Nov 2012*



# ACCOUNTABLE & TRANSPARENT GOVERNANCE

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## Our community wants to feel that their interests and aspirations are represented in the decision-making process. People are Wollondilly's greatest asset and they should have a say in the decision-making processes that affect their community.

Governance has become an increasingly complex task requiring more attention to ensure that there is accountability, transparency and clear communication. A best practice approach to governance is essential if there is to be effective coordination, communication and conflict resolution between communities, elected representatives, staff in all levels of government, local business and community based organisations.

The State Government has begun to undertake significant consultation on how to reform local government in order to strengthen the effectiveness of NSW councils. Wollondilly Council will participate throughout the process and will need to ensure its governance is aligned to meet the changes while still representing the aspirations of the community.

Like all Councils in NSW, Wollondilly Council needs to be financially sustainable, which is an ongoing challenge in a context of restricted funding and

rising costs. Council is nevertheless committed to achieving sustainability in its finances by providing strong financial management and a high quality of effective and efficient service delivery.

Council has a customer service commitment that ensures that our customers and stakeholders receive efficient, responsive and friendly service. Council has in place a Customer Service Request System that ensures we operate to established service standards in responding to customer requests and carrying out maintenance on assets such as roads, footpaths and public spaces.

Council staff are essential to the success of the organisation and there is a focus on attracting, retaining and developing the best staff and building both organisational and individual capability.

To be accountable and transparent and to deliver services which are responsive to our community aspirations, we need to

engage with communities using effective communication. This includes the use of innovative technology and media.

WHAT DO  
WE WANT?

# OUTCOMES

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- 1** Government, community and business talking and working together.
- 2** A Council that demonstrates good business management and ethical conduct.

## AS A COMMUNITY, WE CAN

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

# HOW DO WE AIM TO ACHIEVE WHAT WE WANT? STRATEGIES

## STRATEGY GO1 Quality Employer

Provide an attractive employment choice for talented people.

## STRATEGY GO2 Best Practice Governance

Be a leader in best practice local government governance.

## STRATEGY GO3 Customer Service

Deliver responsive and helpful services to all our customers.

## STRATEGY GO4 Advocacy

Advocate strongly for the interests of Wollondilly and its community.

## STRATEGY GO5 Financial Sustainability

Maintain Council in a strong and sustainable financial position.

## STRATEGY GO6 Resource Efficiency

Be efficient and effective in the use of Council resources and provide value for money in the delivery of services.

## STRATEGY GO7 Information Management

Ensure best practice approach as to the delivery of quality information and technology services.

## STRATEGY GO8 Corporate Image

Promote a positive representation of Council's corporate image.



I expect responsible leadership from council - good decisions and no waste.

*Resident comment CSP Workshop Nov 2012*



# CARING FOR THE ENVIRONMENT

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**Wollondilly's natural environment, sensitive water catchment lands, extensive public open spaces and opportunities for rural living are among its greatest assets. National Parks, reserves and protected water catchment lands rich in biodiversity, environmental value and cultural value make up much of the Shire. Our rural lands also play an important role by providing diverse habitat, by contributing to air, water and landscape quality, by providing locally grown food for the Sydney Basin and by serving as a carbon sink for greenhouse gases.**

As concern over climate change grows, Council, the community and other stakeholders all need to minimise their ecological footprints. In this context the Wollondilly community needs to be encouraged to live more sustainably and to appreciate, care for and protect their rich and diverse environment. The need to live more sustainably is however challenged by our high dependence on private vehicles and the distances we travel.

Because of the Shire's location on the fringe of a city, there will always be growth pressures. A balanced approach to development is therefore needed to enable growth while at the same time ensuring protection of our natural environment, retention of our rural lands and the development of highly liveable and sustainable built environments.

A significant development threat is the proposal for a second Sydney Airport at Wilton. Council is opposed to this

proposal, primarily on the grounds of its unacceptable environmental impacts, and will continue to voice its opposition.

Wollondilly's residents have high expectations regarding the protection of rivers and other water courses and have opposed mining under rivers, coal seam gas extraction and their associated impacts.

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, illegal dumping and littering, companion animal management, regulating illegal development and land use, control of weeds and pest animals, flood management, and pool safety are all critical matters for the Shire.

Our built environment also needs to be carefully managed. 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. Maintaining high standards of urban design and development control will be required to retain these values, particularly as we experience more development into the future.

We are going to be seeing substantial housing growth over the next 20 years and we want these new residential areas to be attractive, healthy, sustainable environments. They need to be developed in accordance with best-practice approaches to urban development and they need to deliver a range of housing types to meet our emerging housing needs into the future.

WHAT DO  
WE WANT?

# OUTCOMES

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- 1** Our local environment that is valued and protected.
- 2** A community that interacts with and cares for their environment.

## **AS A COMMUNITY, WE CAN**

- Live and work more sustainably and reduce greenhouse impacts by using sustainable energy and increased waste recycling
- Contribute to the well-being 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.

# HOW DO WE AIM TO ACHIEVE WHAT WE WANT? STRATEGIES

## STRATEGY EN1 Biodiversity Resilience

Protect and conserve biodiversity and natural resources, including waterways, riparian lands and groundwater dependant ecosystems.

## STRATEGY EN2 Growth Management

Apply best practice environmental principles to the management of future growth.

## STRATEGY EN3 Development Assessment

Apply best practice environmental principles to the assessment of development and planning proposals.

## STRATEGY EN4 Environmental Responsibility

Educate and promote legislative environmental responsibilities to the community.

## STRATEGY EN5 Auditing, Monitoring and Enforcement

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

## STRATEGY EN6 Waste Management

Improve waste minimisation and recycling practices in homes, workplaces, development sites and public places.

## STRATEGY EN7 Sustainable Living

Educate, promote and support low consumption, sustainable lifestyles and lowering of the Shire's carbon footprint.



Our landscape is not just for our benefit but also for Sydney residents and travellers. That's why it is important to keep our shire green.

*Resident comment CSP Workshop Nov 2012*



# BUILDING A STRONG LOCAL ECONOMY

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**The location of Wollondilly on the fringe of Sydney and its attractiveness as a place to live mean that increasing population growth will be an important part of our future. We have an obligation to manage this growth well. This will require well planned and coordinated development and infrastructure and consideration of our unique towns and villages and our rural setting. As we increase our housing we also need to increase local jobs to meet the needs of the growing population.**

The lack of local job opportunities within Wollondilly places pressure on people needing to leave and look for work elsewhere. Employment self-containment is low with up to 70% 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. This results in significant economic, social and environmental costs for our residents.

As a result of the Shire's relatively small and dispersed population there is also a high level of expenditure escaping to other local government areas. Reducing this is an important strategy to stimulate local retail and economic growth. Critical to this challenge is the need to encourage more local business opportunities and this is in turn highly reliant on a growing population. As our population grows our town centres will become more economically viable as the markets they serve become larger and

stronger. But we also need to make them attractive and enjoyable places in which to live, do business, shop and visit.

So in essence, to enable our Shire to support more businesses and more jobs we need to grow our population. Council is considering a range of options for growth including the concept of having significant new centres for growth such as Wilton Junction.

Wollondilly Shire Council is a recognised industry leader in its proactive approach to the protection of productive rural lands and agriculture in the Sydney Basin. Other key industries in Wollondilly are manufacturing, retailing, tourism and mining. Council will continue to support all of these industries but will also strive for the employment base to be widened.

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. Our planning approach is also critical to ensuring future housing and economic growth does not threaten the vision of "Rural Living" in a healthy environment.

Wollondilly has a shortage of knowledge based jobs, lacks strategic educational assets such as a university or TAFE presence and key infrastructure to support economic development (e.g. broadband infrastructure). This impedes innovation, growth of high income jobs and home-based businesses. Council needs to advocate strongly and work in partnership with other key agencies for improvements in these areas. Our future growth prospects provide great opportunities for us in relation to these issues.

WHAT DO  
WE WANT?

# OUTCOMES

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**1** A strong local economy providing employment and other opportunities.

## AS A COMMUNITY, WE CAN

- Try to reduce “escape” expenditure by supporting local businesses and shopping locally whenever possible.

# HOW DO WE AIM TO ACHIEVE WHAT WE WANT?

# STRATEGIES

## STRATEGY EC1 Economic Development

Enhance economic development in Wollondilly Shire through innovative engagement and ongoing promotion of our strengths.

## STRATEGY EC2 Planning for and Supporting Business

Strengthen and diversify Wollondilly's economic base by attracting and supporting the development of a diverse range of industries.

## STRATEGY EC3 Manage Growth

Encourage and manage growth to ensure that it contributes to economic well-being.

## STRATEGY EC4 Managing Development and Land Use

Manage and regulate land use and development in order to achieve a high quality built environment which contributes to economic well-being.

## STRATEGY EC5 Protect Natural Resources

Protect natural resources so as to contribute to the Shire's economic well-being.



**We should build farm gate trails, promote organic farming, living locally, buying locally and working locally.**

*Resident comment CSP Workshop Nov 2012*



# MANAGEMENT AND PROVISION OF INFRASTRUCTURE

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# Council is the custodian of many community assets including roads, buildings, parks and reserves, cemeteries and waste facilities. Council's custodial role has been reinforced with recent changes to the Local Government Act, which requires Council to specifically review its assets, its long term finances and its workforce arrangements, under the umbrella of the Community Strategic Plan, which articulates what the community sees as being important.

A major asset review in 2010 had found a substantial and ongoing shortfall in the funding required to maintain our assets to a satisfactory condition. It is anticipated that the overall condition of Council's assets will continue to deteriorate and there is a risk that key assets will no longer be able to provide safe and appropriate services to the community.

In response to this issue Council sought a Special Rate Variation (SRV) in 2011 to provide additional funds for asset maintenance, with Council applying for a SRV of 6.7% over 7 years, which would have generated funding of \$41.7m over the following 10 year period. IPART's determination of Council's SRV application resulted in an approval for a rate increase of 6% over 3 years, with the total income to be generated for asset maintenance over the next 10 years reduced to \$17.2m.

The key issue arising from the reduced SRV income is that Council has insufficient funds to adequately maintain all assets, but

particularly roads and community facilities, in a suitable condition that meets the needs of the community.

This shortfall is expected to grow as the Shire continues to meet demands for additional residential and employment lands, with consequent increases in traffic volumes damaging our roads. In addition, there is the need to expand the capacity of the road network to cater for ever increasing vehicle volumes.

Road safety is also a major community issue, with higher than average crash rates across the Shire, particularly for our younger drivers.

Public and alternate transport arrangements are poor, with limited bus services and diesel train services that terminate at Campbelltown, along with only a slowly developing cycleway and footpath network.

Access to services such as health by elderly residents is an issue, with outreach services

being poorly targeted to our community, which places greater reliance of some areas of the community on our limited transport network.

Wollondilly Shire, through its significant bushland areas and remote towns and villages, faces a significant bushfire threat not only in our rural areas, but also in many of our residential areas. This is in addition to the risk of storms, flooding, building fires and significant transport incidents with both the Hume Freeway and Sydney/Melbourne Rail Corridor crossing almost the entire length of our Shire.

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 future rollout of the NBN will also improve access to high quality communications.

WHAT DO  
WE WANT?

# OUTCOMES

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**1** Safe, maintained and effective infrastructure.

**2** Access to a range of transport options.

## AS A COMMUNITY, WE CAN

- Consider the assets that we value, and identify how the community can fund the effective maintenance of its assets.

# HOW DO WE AIM TO ACHIEVE WHAT WE WANT?

## STRATEGIES

### **STRATEGY IN1** **Maintain Road Network**

Ensure that the road network is maintained to a standard that is achievable within the resources available.

### **STRATEGY IN2** **Manage Road Network**

Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices.

### **STRATEGY IN3** **Provision of Facilities**

Provide a range of recreation and community facilities to meet the needs of the community.

### **STRATEGY IN4** **Emergency Management**

Plan for and assist in the community's response to emergencies such as bushfires and flooding.

### **STRATEGY IN5** **Advocacy and Lobbying**

Represent our community with regard to external services including energy, communications, water, waste management and resource recovery.



People move here because they love “rural” but unfortunately they expect the services of a city.  
*Resident comment CSP Workshop Nov 2012*

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**GROWING  
OUR  
YOUR  
FUTURE  
TOGETHER**