

A photograph of a woman carrying a young child on her back. They are in a grassy field, and the sun is low in the sky, creating a warm, golden glow and lens flare. The woman is wearing a light blue shirt and dark pants. The child is wearing a striped shirt and a backpack. The image is partially covered by a large, semi-transparent white circle and a grey triangle.

Wingecarribee Shire

# COMMUNITY STRATEGIC PLAN

Adopted June 2017

WINGECARRIBEE

2031

our future our choice



# Acknowledgement of Country

The Wingecarribee Shire acknowledges the Traditional Custodians of this land and we pay our respects to Elders both past and present. We would also like to acknowledge our young leaders who are the Elders of today, tomorrow and our future.



# CONTENTS

About	4
Integrated Planning and Reporting Framework	4
Planning Principles	6
Engagement Process and Review	7
State and Regional Context	8
Snapshot of Wingecarribee Shire	9
Community Snapshot	10
Key Issues and Challenges	11
Overview	12
Our Community Vision	14
Leadership	16
People	18
Places	22
Environment	25
Economy	28
Appendix 1: Wingecarribee 2031, Community Strategic Plan contribution to NSW and Premier's Priorities and Draft Regional Plan	31

# ABOUT

**Wingecarribee 2031 is a long term plan that identifies where the Wingecarribee community wants to be in the future.**

This Community Strategic Plan will assist in shaping the future of the Wingecarribee Shire and enable us to collectively respond to emerging challenges and opportunities, and deliver outcomes that benefit the whole community.

While Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as Federal and State agencies, non-government organisations and community groups are also responsible for the delivery of the plan. The aim of the plan is to encourage Council, the community and other agencies to work together to deliver on our vision for the future.

This version of the Community Strategic Plan is an update of our original Community Strategic Plan, *Wingecarribee 2031+* which was first adopted by Council in 2010.

In September 2016, the Wingecarribee Shire local government elections were held and, in accordance with the *Local Government Act 1993*, a review of the plan was required. Council launched the review in October 2016. It was important that the review process was respectful to and built on the community input to date and to ensure that the plan remains current and representative.

Over the years the aspirations of our community have been clear and consistent.

We expect strong civic leadership based on ethics, transparency and accountability.

We want to maintain our sense of community and have better provision of services and facilities locally. We want access to a broader range of local jobs and education, improved transport options and safer roads. We want to maintain our rural landscape and the unique characteristics of our towns and villages. We want to protect and enrich our natural environment and ensure that a strong economy works in harmony with our community and environment.

## **Integrated Planning and Reporting Framework**

The Integrated Planning and Reporting Framework provides councils in NSW the opportunity to work with their communities to develop a long term plan for their local government area. The Framework is a legislative requirement which forms part of the *Local Government Act 1993*.

Central to the Integrated Planning and Reporting framework is the Community Strategic Plan (CSP) which reflects the community's aspirations and needs for the future. The CSP, also known as *Wingecarribee 2031* is informed by relevant information relating to five key areas – *Leadership, People, Places, Environment and Economy*.

Addressing these areas in an integrated manner the CSP is developed with a holistic view ensuring that a variety of

issues and challenges impacting on the local government area and the community are considered.

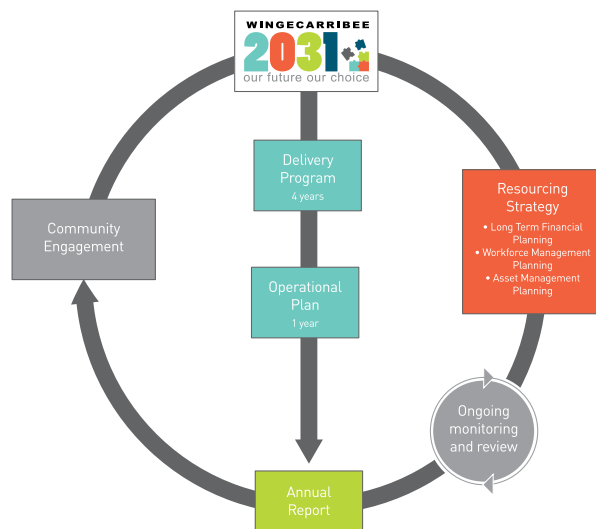
The delivery of the CSP brings together anyone with a stake in the community aspirations and priorities such as community members, business groups, government agencies and other stakeholders. Each will partner with Council or be directly responsible to help deliver the CSP goals and strategies.

## Wingecarribee 2031 is informed by relevant information relating to five key areas – *Leadership, People, Places, Environment and Economy.*

The CSP will not be achieved without sufficient resources, including money, assets and people to implement them. For this reason the CSP is supported by a 10 year Resourcing Strategy consisting of three key components - the Long Term Financial Plan, Asset Management Plan and Workforce Management Plan. The Resourcing Strategy is a critical link when translating goals and strategies of the CSP into actions and clearly identifying the elements of CSP that are Council's responsibility.

The four-year Delivery Program is the point at which Council outlines what it intends to do towards achieving the community goals and is aligned with the four year council term. Supporting the Delivery Program is the annual Operational Plan. The Operational Plan contains the detail of actions to be undertaken in that year.

Central to each element of the Integrated Planning and Reporting Framework is community engagement to inform the development and review of all components.



**Figure 1.** Integrated Planning and Reporting Framework

**Figure 1.** provides an overview of the Integrated Planning and Reporting Framework.

Integral to the Integrated Planning and Reporting Framework is regular monitoring and review. Council regularly monitors its progress towards achieving the goals and strategies of the CSP through the implementation objectives, programs and projects identified in its plans.

The following reports provide progress updates to Council, the community and State Government:

- Quarterly budget review statements and a revision of budget estimates
- Six monthly progress reports on progress towards achieving the Delivery Program objectives
- Annual Report detailing implementation of the Delivery Program, audited financial statements and information as required by Clause 217 of the *Local Government (General) Regulation 2005*
- End of Term Report detailing Council's progress and achievements in implementing the CSP.

To view Council's current plans and documents visit [www.wsc.nsw.gov.au/integrated-planning-and-reporting](http://www.wsc.nsw.gov.au/integrated-planning-and-reporting).

# PLANNING PRINCIPLES

The principles and values that underpinned the framework for developing Wingecarribee 2031 are *Social Justice and Sustainability*.

These principles and values were genuinely considered when developing the goals and strategies contained in this plan. All goals and strategies seek to attain an outcome that is sustainable and strives for equity, access, participation and equal rights, particularly for the disadvantaged and vulnerable.

## Social Justice

**Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.

**Access:** All people should have fair access to services, resources and opportunities to improve their quality of life.

**Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

**Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

## Sustainability

Development of Wingecarribee 2031 was underpinned by the foundations and principles of sustainability. Sustainability means different things to different people. It can be described as the integration of environmental, social, economic and governance goals, processes and performances. However, these dimensions are not always in harmony.

The broader definition or paradigm that underpinned the development of W2031 was: "meeting the needs of the present without compromising the ability of future generations to meet their own needs." (Brundtland 1987)



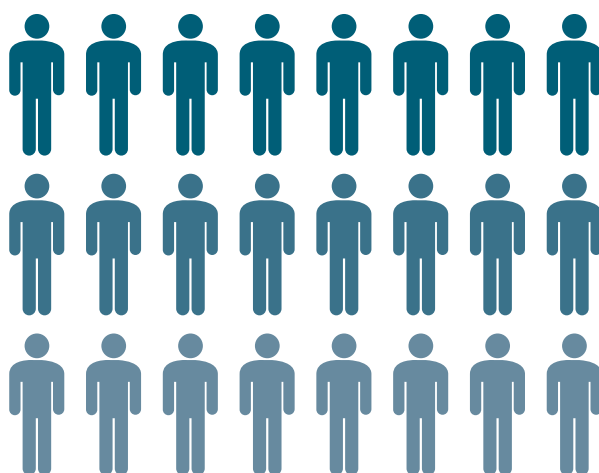
# ENGAGEMENT PROCESS AND REVIEW

The first CSP was adopted by Council in 2010. The development of the first plan involved an extensive community engagement process. To ensure a broad range of the community were provided with opportunities to express their aspirations and priorities for the future of the Shire a comprehensive community engagement strategy was developed.

The community was provided with genuine opportunities for active, meaningful and ongoing participation in the development of the CSP. More than 800 people participated in the development of the plan through a variety of engagement activities which encouraged people to express what they value and think should be preserved, what our long term aspirations are and how we can achieve those goals for the future.

The community engagement strategy for the review has continued the original conversation with our community, and kept the same intent by using additional input, feedback, contributions and information, while respecting and building on the original CSP. The review program was structured to confirm our aspirations and priorities and amend our shared goals and strategies in response to changes in our Shire.

The review was informed by Council's *End of Term Report 2012-2016*, community satisfaction survey data, telephone and online CSP surveys, staff workshops and a Community Reference Panel.



**More than 800 people participated in the development of the 2010 plan through a variety of engagement activities.**

More than 740 people were involved in the review process which demonstrated that there has not been a significant shift in the aspirations or priorities, rather a need to refine theme aspirations, goals and strategies.

More detail on the Community Engagement Outcomes can be found in the Community Strategic Plan Review: *Research and Community Engagement Report* online at [yoursaywingecarribee.com.au/CSP-review](https://yoursaywingecarribee.com.au/CSP-review).

# STATE AND REGIONAL CONTEXT

As a community it is important we take into consideration our place within a wider regional and state context and the impact this has on our Shire. The initial development of the CSP and its subsequent review has taken into consideration key state and regional priorities.

The review has considered the State and Premier's Priorities, the draft *South East and Tablelands Regional Plan* and the State Government's *Fit for the Future* Local Government Reform agenda. Alignment to the State and Premier's Priorities and draft *South East and Tablelands Regional Plan* is outlined in **Appendix 1**.

Linking priorities to the State Government gives Council the opportunity to align strategies and develop stronger partnerships to deliver positive outcomes for the Wingecarribee community.





# SNAPSHOT OF WINGECARRIBEE SHIRE

Wingecarribee Shire is located 75 kilometres from the south western fringe of Sydney and 110 kilometres from Sydney central business district.

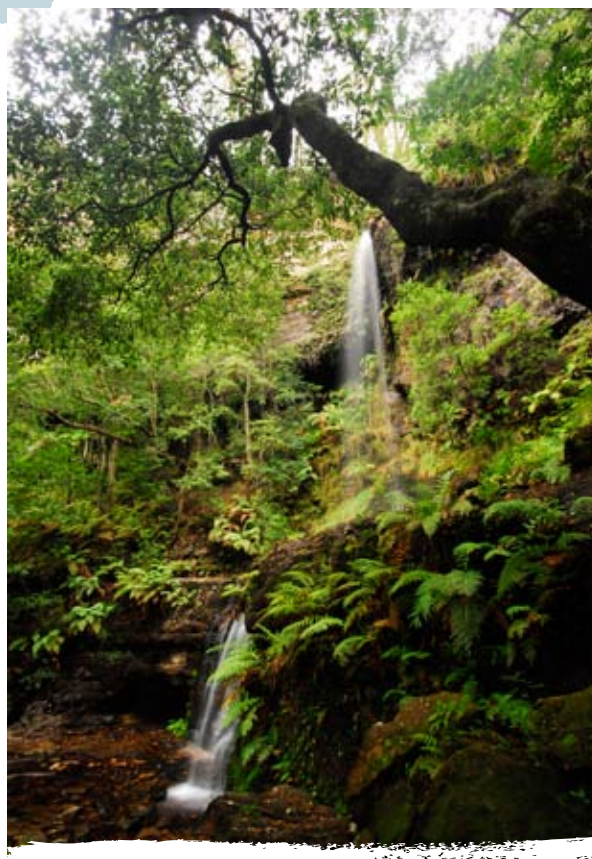
The Shire lies within the Sydney – Canberra – Melbourne transport corridor on the Southern rail line and Hume Highway. The M5 motorway provides rapid access to Campbelltown, Liverpool and other key metropolitan centres within Sydney. Wingecarribee is also referred to as the Southern Highlands due to its position on a spur of the Great Dividing Range some 640 to 800 metres above sea level.

Wingecarribee Shire is predominantly rural in character with agricultural lands separating towns and villages characterised by unique landscape and aesthetic appeal. Development pressures are significant and include subdivision for residential and lifestyle purposes, for infrastructure, industry and agriculture.

The Southern Highlands forms part of Gundungurra tribal lands and preservation of Aboriginal heritage is significant. European settlement dates back to the early 1800s with first contact between Aboriginal people and Europeans occurring in 1798. Settlement followed in 1821 at Bong Bong.

The Shire is rich in biodiversity with large areas of high conservation value including part of the World Heritage Greater Blue Mountains area and two declared wilderness areas. Environmental features include cold climatic conditions, rugged topography and significant areas of state forest, national park and other protected lands that form part of the Sydney water catchment area.

Eastern parts of the Shire are bounded by the Illawarra escarpment and Morton National Park. The north abuts Nepean and Avon dam catchments and is rugged eucalypt bushland. In the west, the Wollondilly and Wingecarribee rivers flow through deep sandstone valleys which form part of the Warragamba dam catchment. Southern reaches of the Shire are bounded by Uringalla Creek and comprise sandstone plateau dissected by deep gorges.



# COMMUNITY SNAPSHOT

The following information is based on 2011 census data and provides an overview of the key demographic characteristics of the Shire.

- In 2011 we had a population of 44,395 people, of these 21,271 were male and 23,124 were female. In 2015 the estimated resident population was 48,028 residents. The population forecast for Wingecarribee in 2031 is 51,200.
- The median age of the population was 45 years, children aged 0 to 14 years made up 19.4% of the population and people aged 65 years and over made up 21.7% of the population. The largest growth in age structure in this area between 2006 and 2011 were amongst empty nesters and retirees (60 to 69 years) and seniors (70 to 84 years).
- Overall, 95.8% of the labour force was employed (53.8% of the population aged 15+) and 4.2% unemployed (2.4% of the population aged 15+), compared with 93.9% and 6.1% respectively for Regional NSW.
- English was stated as the only language spoken at home by 91.4% of residents, 0.4% spoke another language and English not well or not at all, compared with 90.4% and 0.7% respectively for Regional NSW.
- A high income was earned by 13.6% of the households while 22.6% were low income households, compared with 11.3% and 27.2% respectively for Regional NSW.
- Separate houses accounted for 89.9% of all dwellings in the Shire, 9.1% were medium density dwellings and 0.1% were in high density dwellings, compared with 81.5%, 14.0%, and 2.2% in the Regional NSW respectively.
- Overall, 27.3% of families were couple families with child(ren) and 10.2% were one-parent families, compared with 26.7% and 11.3% respectively for Regional NSW.
- The proportion of lone person households was 25% compared to 25.6% in Regional NSW while the proportion of couples without children was 31.3% compared to 27.7% in Regional NSW.
- A total of 19.2% of households had no internet connection or a dial up connection and 68.2% had broadband connectivity, compared with 25.1% and 61.3% respectively in Regional NSW.
- The Shire scores 1,024 on the SEIFA (Socio-Economic Indexes for Areas) scale of disadvantage and is ranked as being 125 in the State with a decile score of nine (with one being the most disadvantaged out of a score of 10). This indicates that overall the Shire has less levels of disadvantage within the community in comparison with the rest of Australia and is just below the top 10% of least disadvantaged areas in NSW.

- A total of 42.6% of the population left school at Year 10 or below and 42.3% went on to complete Year 12 or equivalent, compared with 49.7% and 34.5% respectively for Regional NSW.
- Overall, 48.1% of the population aged 15 and over held educational qualifications and 40.4% had no qualifications, compared with 41.5% and 46.8% respectively for Regional NSW.
- Public transport is used by 2.5% of the population to travel to work, while 71.5% used a private vehicle, compared with 1.7% and 73.4% respectively in Regional NSW.

## KEY ISSUES AND CHALLENGES

Over the last two years Council has undertaken extensive community engagement and surveys which have highlighted key issues and challenges identified by the community.

These are listed below and have been addressed within the *Wingecarribee 2031* goals and strategies:

- Local government reform and long term sustainability of local government
- Roads and road maintenance, including traffic congestion in towns
- Infrastructure renewal and maintenance
- Development and its effect on the environment and infrastructure
- Population growth and ageing population trends
- Effects of coal mining and coal seam gas
- Provision and maintenance of public transport
- Maintenance and management of services and facilities
- Provision of diverse and affordable housing options
- Provision of diverse local employment opportunities
- Environmental issues including climate change, biodiversity, waste, water, energy and carbon reduction
- Maintenance and management of shared pathways
- Preservation of the character of the Shire
- Sustainable economic development
- Broaden range of youth activities, education and employment opportunities locally.



# OVERVIEW

Wingecarribee 2031 is structured around the themes of leadership, people, places, environment and economy. No one theme is more important than another and all are equally important in achieving the aspirations of the Wingecarribee community.

The plan outlines:

<b>Community vision</b>	our aspiration for how we want our Shire, our community and our lives to be in the future
<b>Theme aspirations</b>	the end result we want for children, adults, families, businesses and communities
<b>Goals</b>	what we want to achieve
<b>Strategies</b>	how we plan to achieve each goal
<b>Measures*</b>	checks to ensure we are heading in the right direction.

\* The measures included in *Wingecarribee 2031* will be reviewed in 2017/18 as a part of Council's broader indicator framework.





Some of the goals and strategies that are part of this plan fall outside of Council’s roles and responsibilities. For each goal we have listed Council’s role and partners responsible for delivering this plan. This includes Federal and State Government agencies, non-government organisations (NGOs), businesses and business groups, community groups and organisations, as well as community members to help deliver the objectives and strategies in this plan.

Council has multiple roles to play in delivering the Community Strategic Plan. Specific activities that Council will undertake are listed in its Delivery Program and Operational Plan.

Broadly Council’s role includes being a:

- |                  |  |
|------------------|--|
| <b>Leader</b>    | to plan and provide direction through policy and practices       |
| <b>Provider</b>  | of physical infrastructure and essential services                |
| <b>Regulator</b> | of development, community health and safety, and the environment |
| <b>Partner</b>   | with community, private and government organisations             |
| <b>Supporter</b> | to support and advocate for the community it represents          |
| <b>Promoter</b>  | of the Wingecarribee Shire as a place to live, visit and invest. |

# OUR COMMUNITY VISION

In 2031 we will be...

The background of the page features a warm, golden sunset or sunrise sky. In the foreground, the dark silhouettes of three people are visible, looking out towards the horizon. The person on the right is wearing a baseball cap. The large white text is overlaid on this background.

“A healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.”





# LEADERSHIP

## In 2031...

The Wingecarribee Shire is vibrant with strong ethical civic and community leadership, underpinned by meaningful communication, engagement and community participation in decision making.

Decisions are made in a respectful and inclusive manner to advance agreed community priorities and our leaders are held accountable for their decisions.

Our leadership is responsive to the changing environment at a local and global level.

We embrace the ideas of the full spectrum of our community and actively seek out ways to include a diversity of views and input into decision making.

### 1.1 Our Council has the trust of the community and well informed decisions are made to ensure long term sustainability of our Shire

No.	Strategies	Council's Role	Partners
1.1.1	An enhanced culture of positive leadership, accountability and ethical governance that guides well informed decisions to advance agreed community priorities	Leader	State Government
1.1.2	Effective financial and asset management ensure Council's long term sustainability	Leader	State Government
1.1.3	Effective and efficient Council service delivery is provided within a framework that puts the customer first	Leader	State Government

### 1.2 Council communicates and engages with the community in a diverse, open and inclusive way

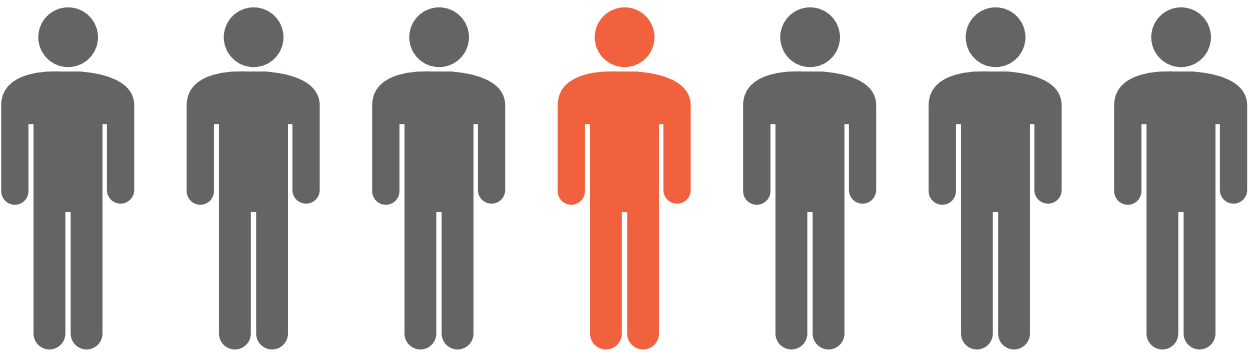
No.	Strategies	Council's Role	Partners
1.2.1	Open and effective communication methods and technology are utilised to share information about Council plans, intentions, actions and progress	Leader	-
1.2.2	Improve opportunities for people to 'have their say' and take an active role in making decisions that affect our Shire through diverse engagement opportunities	Leader	-

### 1.3 Developing community leadership, strong networks and shared responsibility for the Shire promotes and enhances community capacity

No.	Strategies	Council's Role	Partners
1.3.1	Develop leadership skills and build networks through a range of formal and informal opportunities	Supporter	Education Institutes  Non-Government Organisations  Community Groups and Organisations,  Business Groups
1.3.2	Empower our community to advance agreed priorities and address emerging issues in a collaborative manner to explore new ideas to improve the Shire	Partner	Education Institutes  Non-Government Organisations  Community Groups and Organisations,  Business Groups

### Measuring our progress

Measure	Source
Council's image within the community	Wingecarribee Shire Council Community Satisfaction Survey
Overall satisfaction with Council	
Satisfaction with provision of information to residents	
Satisfaction with opportunities to participate in decision making	
<i>Fit for the Future</i> Benchmarks	Wingecarribee Shire Council





# PEOPLE

## In 2031...

Our Shire has a strong sense of community, where diversity is embraced and new people and ideas are welcomed. We actively encourage participation in community life where residents feel connected and their contributions are valued.

The wellbeing of community is enhanced through local service provision, opportunities for active and passive recreation and a vibrant network of community organisations catering for all stages of life. We work together to build on opportunities to support those vulnerable in our community.

We attract and nurture a diverse, creative and vibrant community. We participate in informal and formal life-long learning to enhance our quality of life.

Our people are able to live, work and enhance their knowledge locally.



## 2.1 Our people have the opportunity for a happy and healthy lifestyle

No.	Strategies	Council's Role	Partners
2.1.1	Increase the availability and affordability of locally provided health services	Supporter	NSW Government Non-Government Organisations
2.1.2	Work collaboratively to address social disadvantage	Partner Supporter	Federal Government NSW Government Non-Government Organisations Community Groups and Organisations
2.1.3	Increase promotion of healthy lifestyle choices	Partner Supporter	NSW Government Non-Government Organisations
2.1.4	Enhance partnerships to maintain a safe community	Partner	NSW Government
2.1.5	Plan and deliver appropriate and accessible local services to the community	Partner Provider Supporter	Non-Government Organisations Community Groups and Organisations
2.1.6	Provide a diversity of formal, informal and innovative hubs for learning and skill development for all stages of life	Supporter	Federal Government NSW Government Education Institutions (TAFE NSW) Non-Government Organisations Community Groups and Organisations

## 2.2 We are an inclusive community which actively reduces barriers for participation in community life

No.	Strategies	Council's Role	Partners
2.2.1	Actively foster a spirit of participation and volunteering by addressing key barriers	Leader Supporter	Federal Government NSW Government Non-Government Organisations Community Groups and Organisations
2.2.2	We welcome new people and ideas	Promoter	All community
2.2.3	Encourage all members of the community, especially older residents, to share their knowledge and experience with younger members	Partner Supporter	All community

## 2.3 Wingecarribee values and nurtures a diverse, creative and vibrant community

No.	Strategies	Council's Role	Partners
2.3.1	Provide and support a range of community events, festivals and celebrations	Partner Provider Supporter	Non-Government Organisations Community Groups and Organisations
2.3.2	Acknowledge and respect our Aboriginal cultural heritage and people	Partner Provider Supporter	Aboriginal Community Organisations Federal Government NSW Government
2.3.3	Support and promote the creative and cultural sector	Partner Provider Supporter	Community Groups and Organisations

# Measuring our progress

Measure	Source
Sense of community	Wingecarribee Shire Council Community Satisfaction Survey
Participation in volunteering activities	
Satisfaction with local arts and culture	
Participation in arts and related activities	
People who can get help form support networks	
Satisfaction with festivals and events	
Support for people with a disability	
Opportunity to participate in recreational and sporting activities	
Residents feel safe during the day, at night and using public facilities	
Improved resident health status (across a number of areas such as body mass index, smoking related hospitalisations, coronary heart disease hospitalisations)	Wingecarribee Local Government Area Health Profile Report
Residents health risk behaviours	
Socioeconomic Indices for Areas (SEIFA)	Australian Bureau of Statistics
Crime recorded incidents	Bureau of Crime Statistics Research



# PLACES

## In 2031...

We have a strong ‘sense of place’ where people feel connected to and belong within the network of unique towns and villages.

We value our heritage and preserve what makes our built and natural environment unique. Development is tightly controlled to ensure the integrity of what makes our Shire special is not compromised, while providing a diversity of housing choice for current and future generations.

Our town and village design is sensitive to the local environment and provides safe spaces for people to live, work, learn and play.

We actively encourage the broader provision and use and of public transport linkages both within and out of the Shire. Our public transport network is supported by safe, accessible and interconnected shared pathways that encourage people to be active.

### 3.1 We have an integrated and efficient network of public transport and shared pathways

No.	Strategies	Council's Role	Partners
3.1.1	Provide an accessible, efficient and interconnected public transport system within and out of the Shire	Supporter	State Government Transport Providers
3.1.2	Plan and deliver an interconnected and accessible network of cycleways and footpaths between towns and villages	Leader Partner Promoter Provider	State Government Developers
3.1.3	Investigate and implement opportunities to reduce travel time between the Shire and other population centres (e.g. Sydney, Canberra and Wollongong)	Supporter	State Government Federal Government Transport Providers



### 3.2 Wingecarribee has maintained a distinct character and separation of towns and villages

No.	Strategies	Council's Role	Partners
3.2.1	Maintain inter-urban breaks (ie the green between) and rural landscape between towns	Leader Regulator	State Government
3.2.2	Identify and protect the unique characteristics of towns and villages to retain a sense of place	Leader Regulator	State Government All of Community
3.2.3	Identify, protect and promote places of significant cultural heritage	Leader Regulator	State Government Community Groups and Organisations

### 3.3 Our built environment creates vibrant and inviting public spaces

No.	Strategies	Council's Role	Partners
3.3.1	Work collaboratively to improve and revitalise town and village centres throughout the Shire	Leader Partner Provider	Business Community Community Groups and Organisations
3.3.2	Create welcoming and accessible community facilities that support opportunities for people to meet and connect with one another	Leader Partner Provider	State Government Business Community Community Community Groups and Organisations
3.3.3	Provide a mixture of housing types that allow residents to meet their housing needs at different stages of their lives and support affordable living	Leader Regulator Supporter	Federal Government State Government



### 3.4 We have safe, maintained and effective assets and infrastructure

No.	Strategies	Council's Role	Partners
3.4.1	Work in partnership to ensure a safe road network	Leader	Federal Government
		Partner	State Government
		Provider	
		Supporter	
3.4.2	Manage and plan for future water, sewer and stormwater infrastructure needs	Leader	State Government
		Provider	
		Regulator	
3.4.3	Improve access to communication services	Supporter	Federal Government Tele-Communication Service Providers

### Measuring our progress

Measure	Source
Availability of and access to public transport	Wingecarribee Shire Council Community Satisfaction Survey
Revitalisation/beautification of town and village centres and surrounding areas	
Protecting heritage values and buildings	
Local traffic management	
Condition of local roads	
Provision and maintenance of local parks and gardens	
Provision and maintenance of sporting facilities	
Provision and maintenance of community halls/facilities	
Enforcement of development and building regulations	
Building approvals	
Percentage of trips to work by bikes	Australian Bureau of Statistics
Percentage of trips to work by public transport	
Residents with internet connections at home	Wingecarribee Shire Council
Housing lot creation	
Number of heritage items listed	



# ENVIRONMENT

## In 2031...

Our unique natural environment is valued, protected and enriched. The health of local waterways and air quality is enhanced and there is a greater reliance on renewable energy and waste is minimised. We are leaders in sustainable living and our rural landscapes are productive and preserved.

Our wildlife corridors are actively managed and the Shire's natural assets are protected through programs which engage and encourage community partnerships and participation in initiatives which preserve our native flora and fauna.

### 4.1 Wingecarribee's distinct and diverse natural environment is protected and enhanced

No.	Strategies	Council's Role	Partners
4.1.1	Protect and improve biodiversity	Leader	Federal Government
		Partner	State Government
		Provider	Business Community
			Community Groups and Organisations
4.1.2	Work collaboratively to reduce pollution and its impact on our environment	Leader	Federal Government
		Partner	State Government
		Provider	Business Community
		Regulator	Community Groups and Organisations
4.1.3	Conserve the key natural resources of the Shire and minimise the impact from development	Leader	Federal Government
		Partner	State Government
		Provider	Developers
		Regulator	
4.1.4	Sustainably manage natural resources for broader community benefit	Leader	Federal Government
		Partner	State Government
		Provider	Business Community
		Regulator	Community Groups and Organisations

## 4.2 Sustainable living practices are actively encouraged

No.	Strategies	Council's Role	Partners
4.2.1	Develop partnerships and implement programs and education that enable people to live sustainably	Partner	Federal Government
		Provider	State Government
		Supporter	Non-Government Organisations
			Community Groups and Organisations
4.2.2	Promote building practices and the types of developments that improve resource efficiency	Leader	Federal Government
		Partner	State Government
		Regulator	Developers
		Supporter	Building Industry
4.2.3	Encourage residents and businesses to source and produce goods locally	Supporter	Federal Government
			State Government
			Business Community
			Community Groups and Organisations

## 4.3 Wingecarribee achieves continuous reduction in waste generation and disposal to landfill

No.	Strategies	Council's Role	Partners
4.3.1	Minimise waste through education, promotion of alternatives and prosecution of illegal dumpers	Leader	Federal Government
		Partner	State Government
		Provider	Community Groups and Organisations
		Regulator	
4.3.2	Maximise the recovery of resources from the waste stream	Leader	Federal Government
		Partner	State Government
		Provider	
		Regulator	



## 4.4 Wingecarribee addresses, adapts, and builds resilience to climate change

No.	Strategies	Council's Role	Partners
4.4.1	Manage Council's resource consumption, with significant increases in efficiency and adoption of renewable energy	Leader	Federal Government State Government
4.4.2	Build community capacity to reduce greenhouse gas emissions and respond to the impacts of climate change	Partner Supporter	Federal Government State Government Non-Government Organisations Community Groups and Organisations
4.4.3	Plan for predicted impacts of climate change	Leader Supporter	Federal Government State Government Business Community Community Groups and Organisations
4.4.4	Monitor and report on community progress to achieving net zero emissions and identify key steps to achieving a carbon neutral Council	Leader Supporter	Federal Government State Government

## Measuring our progress

Measure	Source
Percentage of domestic waste diverted from landfill	Wingecarribee Shire Council data
Commercial and household water usage	
Regenerated bushland	
Number of threatened species both endangered and vulnerable	
Annual carbon emissions	
Canopy cover	
Water quality	
Encouraging waste reduction initiatives	Wingecarribee Shire Council Community Satisfaction Survey
Healthy, natural urban streams and creeks	
Litter control and rubbish dumping	
Restoration of natural bushland	
Encouraging recycling	
Restoration of natural bushland	

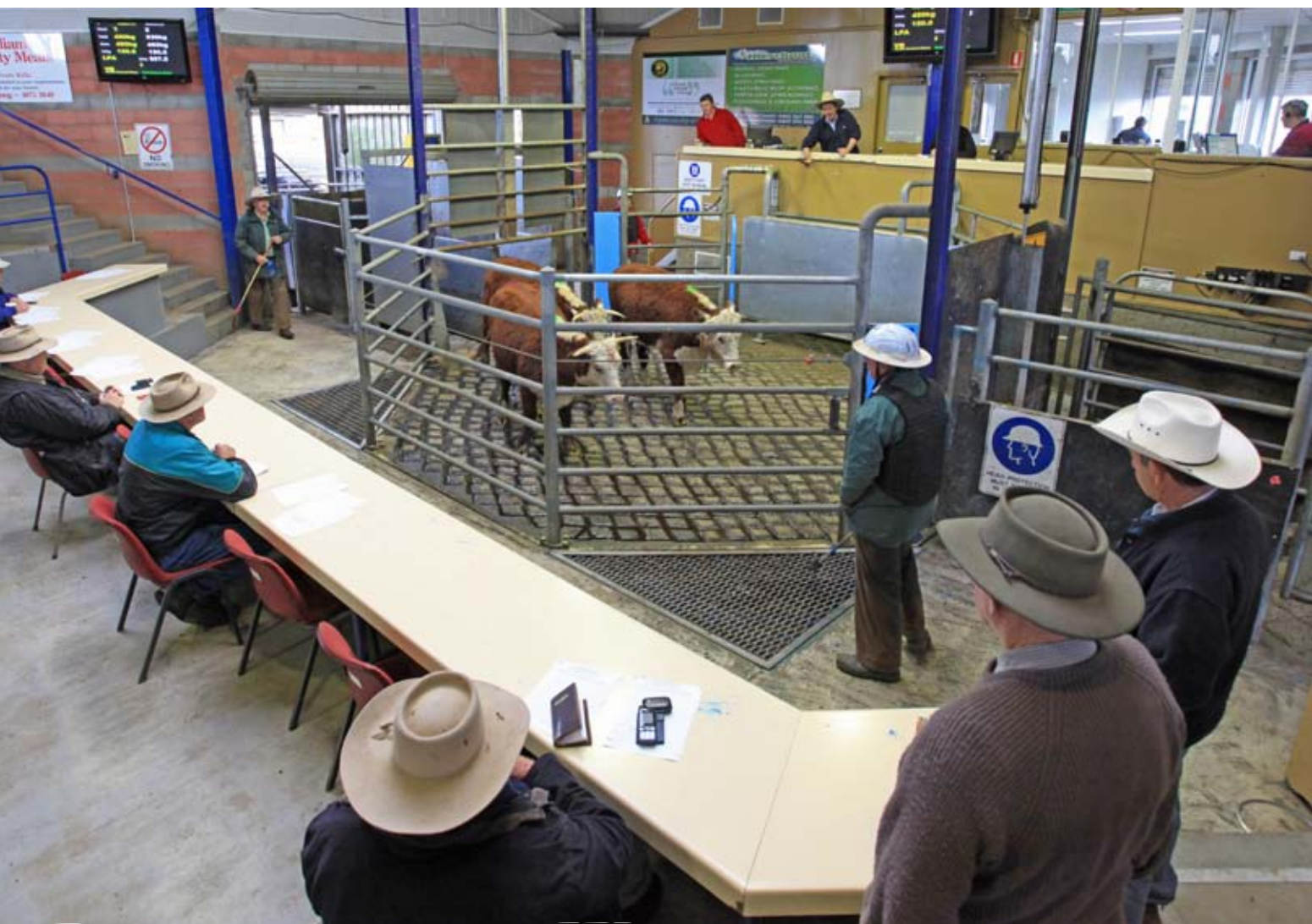


# ECONOMY

## In 2031...

We harness the economic potential of the area by building on the intrinsic advantages of the Shire. Our primary industries are thriving through the protection of good quality agricultural land, water and the environment. We broaden our economic base to provide a variety of jobs locally while embracing and capitalising on technological advancements. Our sustainable economy attracts and retains people to live and work in the area.

We encourage creativity and innovation in the expansion of 'clean' industries in the Shire. Local training and development opportunities are tailored to complement the skillsets required by current and future local employers.



## 5.1 Our Shire attracts people to work, live and visit

No.	Strategies	Council's Role	Partners
5.1.1	Broaden and promote the range of business and industry sectors	Promoter	State Government
		Supporter	Business community
5.1.2	Increase local employment opportunities for people in all stages of life	Supporter	State Government
			Business community
5.1.3	Ensure tourism balances the economic benefits with impact on environment and community	Leader	State Government
		Partner	Business community
		Supporter	
5.1.4	Provide diversity in tourist attractions and experiences	Promoter	State Government
		Supporter	Business community
5.1.5	Promote Southern Highlands' unique brand identity	Partner	State Government
		Promoter	Business community
		Provider	
		Supporter	

## 5.2 Sustainable business and industry work in harmony with local community and environment

No.	Strategies	Council's Role	Partners
5.2.1	Promote business and industry development opportunities suited to our distinct region	Partner	State Government
		Promoter	Business community
		Supporter	
5.2.2	Encourage and showcase leading edge clean industries	Partner	State Government
		Promoter	Business community
		Supporter	

### 5.3 We support the productive use of our agricultural land and promote our diverse and thriving local agriculture industry and its right to farm

No.	Strategies	Council's Role	Partners
5.3.1	Develop and implement initiatives which allow rural industries to innovate, adapt and prosper	Partner	State Government
		Promoter	Business Community
		Supporter	
5.3.2	Manage development to ensure it does not impact on viable primary production and food security	Leader	State Government
		Regulator	Business Community

### 5.4 Local business is supported through a connected community

No.	Strategies	Council's Role	Partners
5.4.1	Implement programs that support and strengthen business development	Partner	State Government
		Supporter	Business Community
5.4.2	Promote mentoring and development opportunities to build a connected business community	Partner	State Government
		Supporter	Business Community
5.4.3	Develop partnerships within and outside of the Shire to strengthen economic initiatives	Partner	State Government
		Supporter	Business Community

### Measuring our Progress

Measure	Source
Gross value of agricultural production	Australian Bureau of Statistics
Level of unemployment	
Level of education of residents	
Percentage residents that travel outside the Shire for work	
Support for tourism	Wingecarribee Shire Council Community Satisfaction Survey
Support for local business and employment	
Visitation to Welcome Centre (Destination Southern Highlands)	Wingecarribee Shire Council
Accommodation bookings through the Welcome Centre	
Conference bookings through the Welcome Centre	

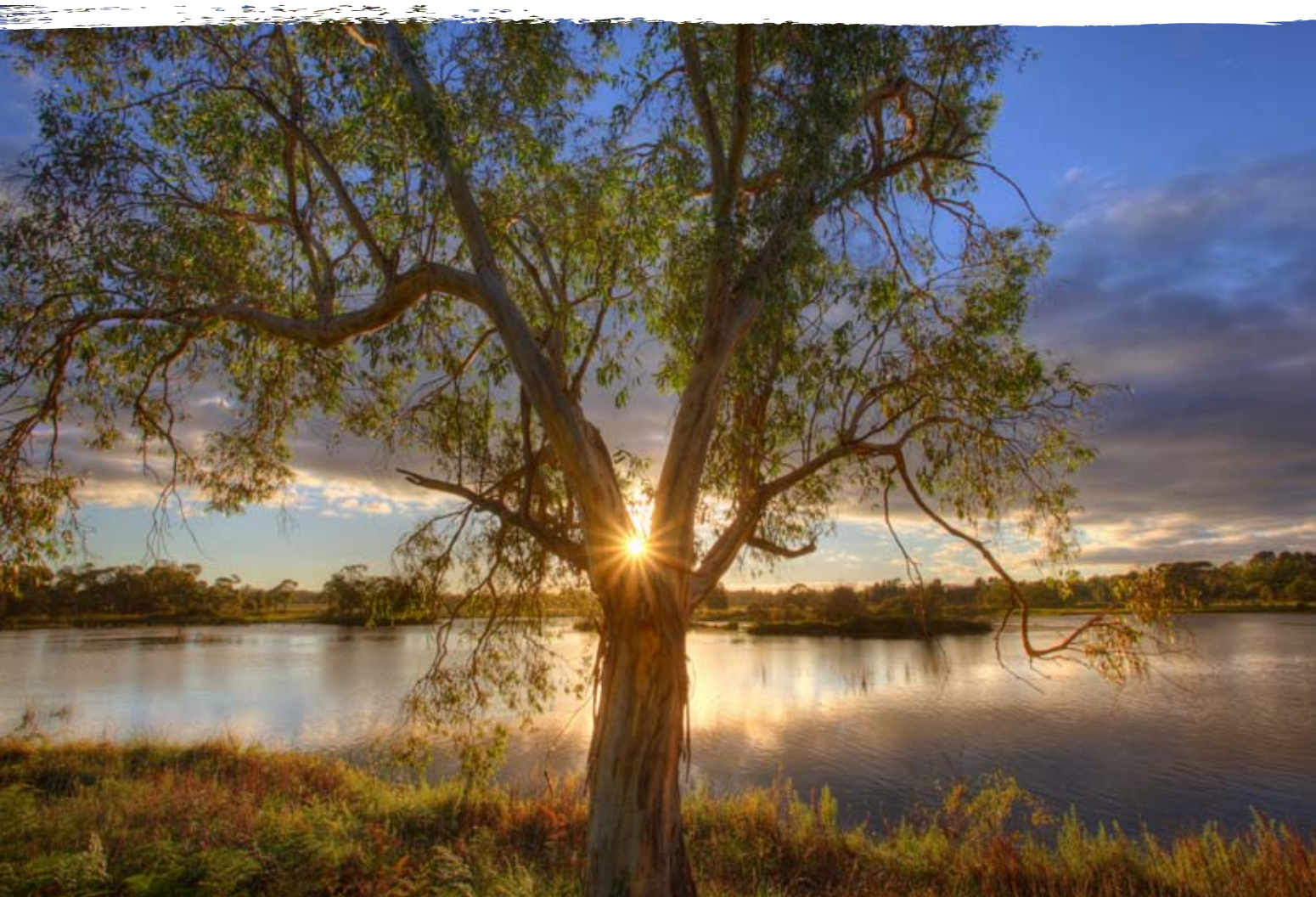


# APPENDIX 1

## Wingecarribee 2031, Community Strategic Plan contribution to NSW and Premier's Priorities and Draft Regional Plan.

No.	State Priorities	Wingecarribee 2031 Goal
<b>Strong Budget and Economy</b>		
1	Making it easier to start a business	5.2, 5.3, 5.4
2	Encouraging business investment	5.1
3	Boosting apprenticeships	-
4	Accelerating major project assessment	-
5	Protecting our credit rating	1.1
6	Delivering strong budgets	1.1
<b>Building Infrastructure</b>		
7	Improving road travel reliability	3.4
8	Increasing housing supply	3.3
<b>Protecting the vulnerable</b>		
9	Transitioning to the National Disability Insurance Scheme	2.1, 2.2
10	Creating sustainable social housing	-
<b>Better Services</b>		
11	Improving Aboriginal education outcomes	-
12	Better government digital services	3.4
13	Cutting wait times for planned surgeries	2.1
14	Increasing cultural participation	2.3
15	Ensure on-time running for public transport	3.1
<b>Safer communities</b>		
16	Reducing violent crime	-
17	Reducing adult re-offending	-
18	Reducing road fatalities	3.1

No.	Premier's Priorities	Wingecarribee 2031 Goal
1	Building Infrastructure	-
2	Creating jobs	5.1
3	Driving public sector diversity	-
4	Faster housing approvals	-
5	Improving education results	-
6	Improving government services	1.1
7	Improving service levels in hospitals	2.1
8	Keeping our environment clean	4.1, 4.2, 4.3
9	Protecting our kids	-
10	Reducing domestic violence	-
11	Reducing youth homelessness	-
12	Tackling childhood obesity	2.1
No.	Draft South East and Tablelands Regional Plan - Goals	Wingecarribee 2031 Goal
1	Sustainably manage growth opportunities arising from the ACT	-
2	Protect and enhance the region's natural environment	4.1, 4.2, 4.3, 4.4
3	Strengthen the economic opportunities of the region	5.1, 5.2, 5.3, 5.4
4	Build communities that are strong, healthy and well-connected	2.1, 2.2, 2.3



## Acknowledgements

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