

# COMMUNITY STRATEGIC PLAN

2040





# Acknowledgement of Country\*

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

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

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

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

*\*We acknowledge our continuing collaboration with the Tharawal Local Aboriginal Land Council.*





# CONTENTS

ACKNOWLEDGMENT OF COUNTRY	3
DOCUMENT HISTORY	4
MAYOR'S MESSAGE	6
EXECUTIVE SUMMARY	8
MESSAGE FROM THE CEO	10
HOW AND WHY THIS PLAN WAS DEVELOPED	12
OUR VISION	14
WOLLONDILLY SHIRE AT A GLANCE	16
MANAGING GROWTH AND CHANGE	20
PRIORITIES OF WOLLONDILLY SHIRE COUNCIL	24
ADVOCACY PRIORITIES MAKING WOLLONDILLY EVEN BETTER TOGETHER	28
HOW TO READ THIS PLAN	32
<b>PEOPLE</b>	<b>34</b>
<b>ENVIRONMENT</b>	<b>38</b>
<b>PLACE &amp; LANDSCAPE</b>	<b>42</b>
<b>ECONOMY</b>	<b>46</b>
<b>PERFORMANCE</b>	<b>50</b>
RESOURCING AND REPORTING ON THIS PLAN	56

# MAYOR'S MESSAGE

Welcome to the updated Community Strategic Plan (CSP) - our community's long term vision for Wollondilly. Wollondilly residents, businesses and community groups have shared their thoughts and aspirations about a range of topics with Council, and what we have heard has directly informed the refreshed CSP.

Improving our roads continues to be our top priority and we will continue to push for the State Government to take responsibility for key major roads through our Shire including Remembrance Driveway, Silverdale Road, Menangle Road and Montpelier Drive, allowing us to focus our resources on local roads for our residents. We are also strongly advocating for the NSW Government to commit to the design and construction of the Picton Bypass.

There is also increasing discussion around preserving and enhancing the character of the Shire while sustainably managing the growth and development we are seeing, particularly from our state mandated growth centres.

Council is committed to protecting what we love and what makes us special; our unique villages and lifestyle within a truly beautiful natural landscape. We are also ready to embrace the opportunities and improved access to services our growth can provide if it is well managed.

Our community wants vital infrastructure in place to meet the needs of the growing population, as well as local jobs, tourism and agribusiness to support our local economy. We'll be campaigning for the things we need like public transport, health facilities and schools.

Residents also want to see further investment in our local infrastructure including new and upgraded community halls and sporting facilities. As our residents and businesses continue to recover from the natural disasters of the past few years, community resilience and preparedness is something we will remain focused on.

As the Shire continues to grow, it is important for us to consider the needs of both our current and future populations. In the coming years we will see a changing demographic, so it is essential that we take an active role in ensuring we maintain the strong community connections that make Wollondilly such a great place to live. We envision an engaged, inclusive and resilient community, with access to services that support good health and wellbeing.

Community members rightly expect a positive customer experience when doing business with Council, as well as sound financial management. We have a plan for the longer term, and we will continue to collaborate with our communities and stakeholders as we move forward.

I encourage you to take a look at our Delivery Program, which highlights not just what Council will deliver but what needs to be done by all levels of government, businesses and the community.

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

**Matt Gould - Mayor Wollondilly Shire Council**



# MESSAGE FROM THE CEO

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The Community Strategic Plan (CSP) seeks to identify Wollondilly's priorities for the future, and where we want to be as a community within the next 15 years.

This is the highest-level plan for Wollondilly Shire Council under the Integrated Planning and Reporting Framework and is used by Council, as well as other agencies and stakeholders, to guide policy and service delivery. It outlines our aspirations, goals and strategic focus areas.

The CSP has five pillars: People, Environment, Place & Landscape, Economy and Performance. Council is listening to the people of Wollondilly, and we believe that our plans and focus areas reflect the key priorities of the community.

We are in a sound financial position and ready for growth. We have a strong capital program, with ongoing investment into roads as well as a major investment into buildings and open spaces right across the Shire.

With growth already upon us, we are stepping up our advocacy for the things we need for our community now and into the future.

We are working with seven other Western Sydney Councils to call for the design and construction of the North-South metro line, to give Wollondilly and Macarthur residents access to the new Western Sydney Airport and associated jobs, as well as better access to the rest of Greater Sydney.

We will continue to push for the State Government to take responsibility for key major roads through our Shire including Remembrance Driveway, Silverdale Road, Menangle Road and Montpelier Drive, allowing us to focus our resources on local roads for our residents. We are also strongly advocating for the NSW Government to commit to the design and construction of the Picton Bypass.

When it comes to the growth areas at Wilton and then Appin, we need State enabled infrastructure to support these new communities in place as soon as possible. We need critical transport infrastructure including early delivery of links between Appin and Wilton, Appin and Campbelltown and connections to the Hume Highway, and a clear plan for emergency access and evacuation routes.

We are advocating for schools, health care facilities, public transport and conservation outcomes. Our community needs integrated water and wastewater management in place, including planning and a commitment to service growth. We need healthy, liveable communities with jobs and infrastructure in place.

I look forward to working with all levels of government and our community to achieve these goals for our Shire.

**Ben Taylor**  
Chief Executive Officer



# HOW AND WHY THIS PLAN WAS DEVELOPED

The Integrated Planning and Reporting (IPR) framework is a legislated requirement for all councils to develop a suit of strategic plans that help guide the activities and service levels of an organisation towards the vision articulated by the community. In summary, it is business planning that aligns to the community's priorities and expectations of service levels. When developing its plans, Wollondilly Council considers the feedback from the community provided in the annual community survey and other community consultations, as well as issue specific strategies that have been developed and adopted.

Wollondilly 2040 is our Community Strategic Plan, the highest level of plan within the IPR framework. It is underpinned by principles of social justice and sustainability and describes:

- A future vision for Wollondilly Shire
- The aspirations of our community
- The goals and focus areas that will make progress towards them
- How success will be measured and reported

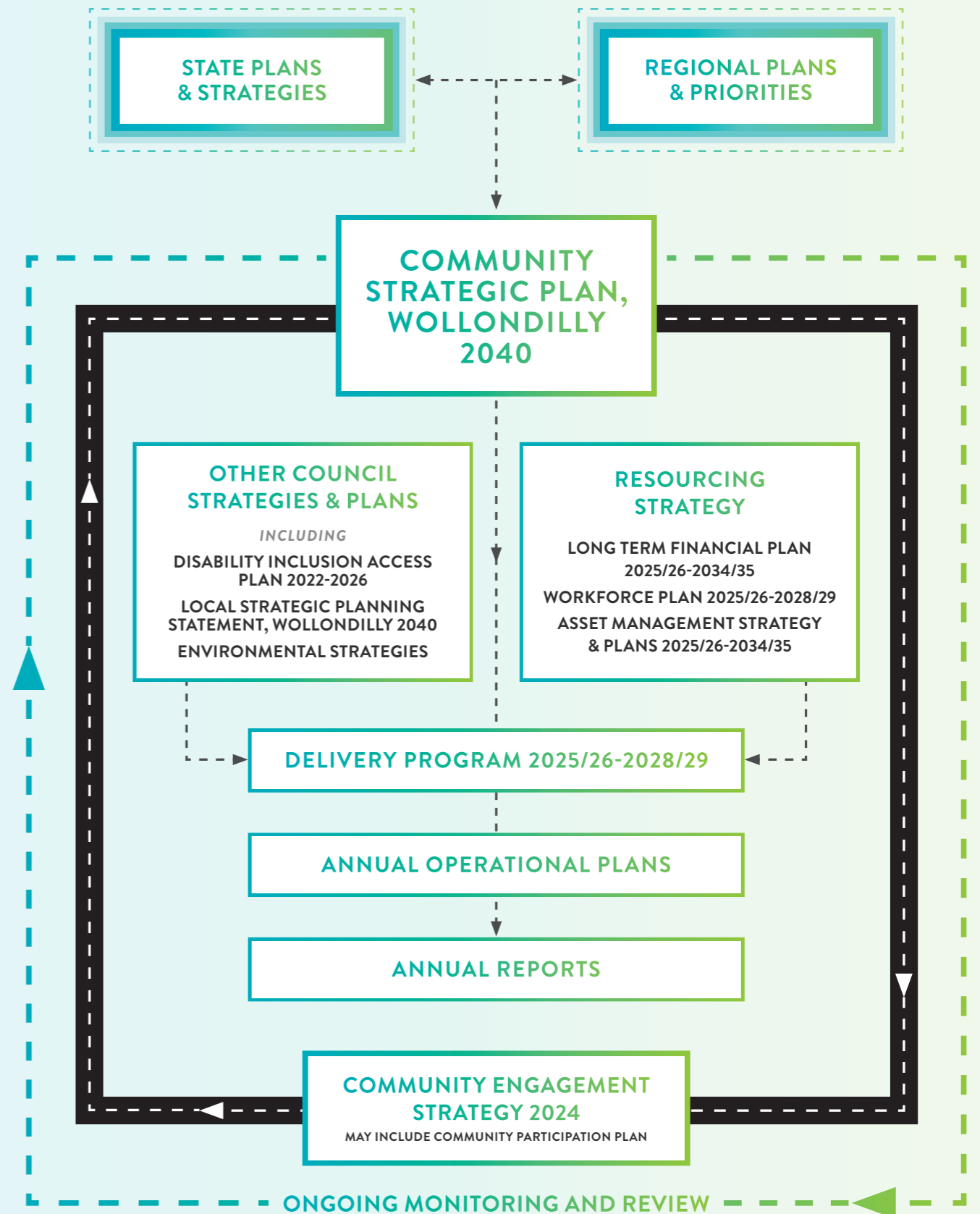
The CSP also supports businesses and industries by helping them align their investments with local needs, while advancing our collective vision for Wollondilly. All levels of government and our elected representatives can refer to this plan when assessing community needs and prioritising advocacy efforts that drive meaningful change in support of our vision. Achieving this success requires collaboration, and we are dedicated to working alongside our community partners to make our vision a reality.

This Plan has been developed by reviewing the Wollondilly 2033 Community Strategic Plan and considering the following:

- The results of the annual community surveys from 2023, 2024, and 2025 capture insights from approximately 400 respondents each year. These surveys explore key topics such as the highest priority issues for the community, overall quality of life, and perceptions of Council performance—including the importance of and satisfaction with Council services. In 2024, additional questions focused on the CSP Vision, Aspiration Statements, and Outcomes, providing deeper insight into community perspectives on these strategic elements.
- New strategies and plans adopted or endorsed by Council since July 2022 (when Wollondilly 2033 commenced).
- Community priorities identified by Councillors following the 2024 Local Government elections.

This Plan was placed on public exhibition to seek further feedback from the community regarding the strategic focus areas and goals identified in this Plan.

# INTEGRATED PLANNING & REPORTING FRAMEWORK





1915  
WOLLONDILLY  
SHIRE HALL

OUR VISION



MAKING

*Wollondilly*

EVEN BETTER TOGETHER

# WOLLONDILLY SHIRE AT A GLANCE

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

The Shire covers a land area of 2,560 square kilometres, of which two-thirds is national parks and water catchment areas, including parts of the Greater Blue Mountains World Heritage Area. Our community has a strong connection with the natural environment with the Shire's bushland, rural land, gorges, waterways, ranges and plains contributing to visual and cultural connections in the landscape as well as providing important social, recreational and tourism opportunities.

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

Our rural landscape, towns and villages date back to the early European settlers who followed the first fleet's famous straying cattle to the "Cowpastures". This location (around the Menangle and Camden Park area) was the birthplace of modern agriculture in Australia and from that time onwards, agriculture has been integral to the development, character, economy and identity of the Shire and continues to be a productive, sustainable and integral part of who we are. Wollondilly's European history and heritage is reflected in the buildings and places of historical significance found throughout the Shire, including the Old Picton Post Office built in 1892, St Bede's Church in Appin built in 1843 and regarded as one of Australia's finest Regency Gothic Churches, and the town of Yerranderie, a Silver Mine Village.

As the Shire evolves and grows our aim is to preserve the unique character of our villages, our way of life, and the unique character of the Shire. At the same time, we are welcoming the future and the opportunities it brings for transformative and positive change, better infrastructure and better access to services and opportunities for our community.

# WOLLONDILLY SHIRE *at a glance*

## POPULATION IN WOLLONDILLY LGA

(ABS Estimated Residential Population)



## HOUSEHOLD TYPE

IN 2021

**41%**

of households were made up of couples with children

COMPARED WITH

**34.4%**

in Greater Sydney



IN 2021

**5.7%**

of people used a language other than English at home

in Wollondilly &

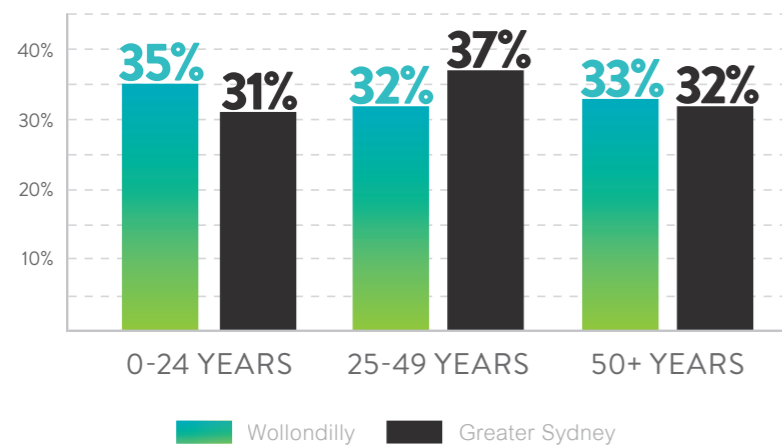
**37.4%**

of people used a language other than English at home

in Greater Sydney



## AGE PROFILE 2021



## NUMBER OF BUSINESSES



**4,904**

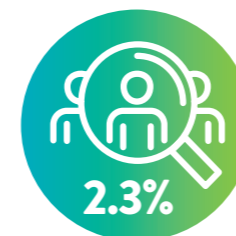
2022

**5,327**

2024

**+4.2% GROWTH P.A.**

## SEPTEMBER 2024 UNEMPLOYMENT RATE



Wollondilly



Greater Sydney

## COUNCIL MANAGES

MORE THAN  
**900kms**  
OF ROADS



**40**  
PARKS &  
RESERVES

& **38**  
PLAYGROUNDS

Quality of life rating

BY THE COMMUNITY

**95% 2024**



# MANAGING GROWTH AND CHANGE

Wollondilly 2040 - Local Strategic Planning Statement (LSPS) outlines a vision for land use planning over the next 15 years and supports the implementation of the CSP by identifying key planning priorities and actions that focus on protecting and retaining the many elements that make Wollondilly extraordinary. It is also about embracing the future and creating environments that help to make people feel happier and healthier.

The LSPS sets out how change will be managed into the future as our Shire is growing and changing. The State growth area of Wilton is in the process of transitioning to a more urban environment with new homes being constructed and new residents moving in every day. The State Government has also rezoned land in a second growth area in Appin, which will further increase the urban areas around the existing village. These two growth areas combined will potentially see Wollondilly's population reach approximately 150,000 by around 2040. The pace of growth is expected to accelerate significantly over the next few years, with substantial population increases likely within 10 years.

Council's position on growth is clear. Wilton is the strategic centre for Wollondilly's future growth and should therefore be the priority growth area. Any new housing determined to proceed by the State Government needs to be supported by appropriate levels of infrastructure.

Growth and change present both opportunities and challenges for our community, our environment and our economy. These challenges include: Agricultural land being lost to urban development and land fragmentation; Conflicts between rural and urban land uses; Limited infrastructure and services; Limited employment opportunities.

Another key area of concern is the need to protect our precious natural environment including the green corridor that runs through Appin to Wilton and down to Avon Dam and Bargo. This corridor has a critical role to play for one of the last healthy koala populations in NSW. The need to ensure our beautiful natural environment and landscape is protected is a vital consideration when new towns, places and developments are being planned.

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

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

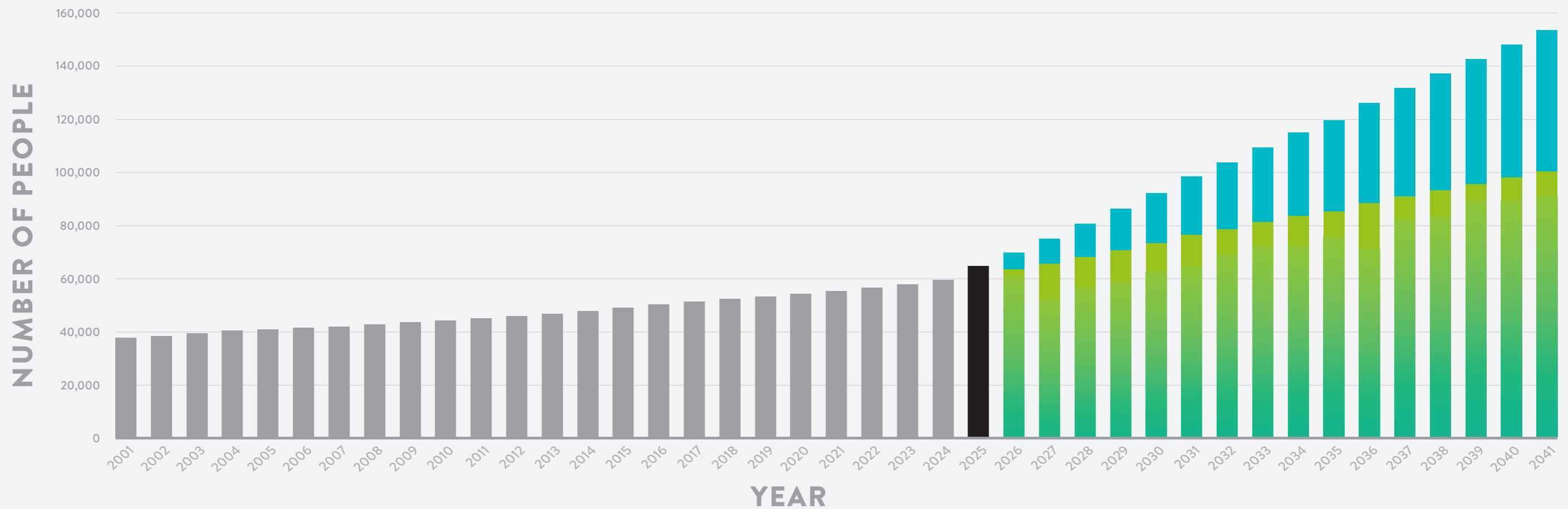
The right infrastructure at the right time to support our current communities and future growth is a key aspiration for Council and our community. We want prosperous towns and villages that achieve a balance between growth and maintaining our rural character and community spirit. The growth areas will play a vital role in concentrating urban growth to key areas that must be supported by both local and State infrastructure.

Our community rightly expects a sound approach to planning and a commitment to the necessary community facilities and infrastructure to support future growth. Council's full policy on managing growth and change is captured in the LSPS.



# WOLLONDILLY HISTORIC & PROJECTED POPULATION 2001 - 2041

- 2025
- HISTORIC GROWTH TREND
- SHIRE WIDE INCLUDING WILTON
- GREATER MACARTHUR (APPIN)



# PRIORITIES OF WOLLONDILLY SHIRE COUNCIL

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

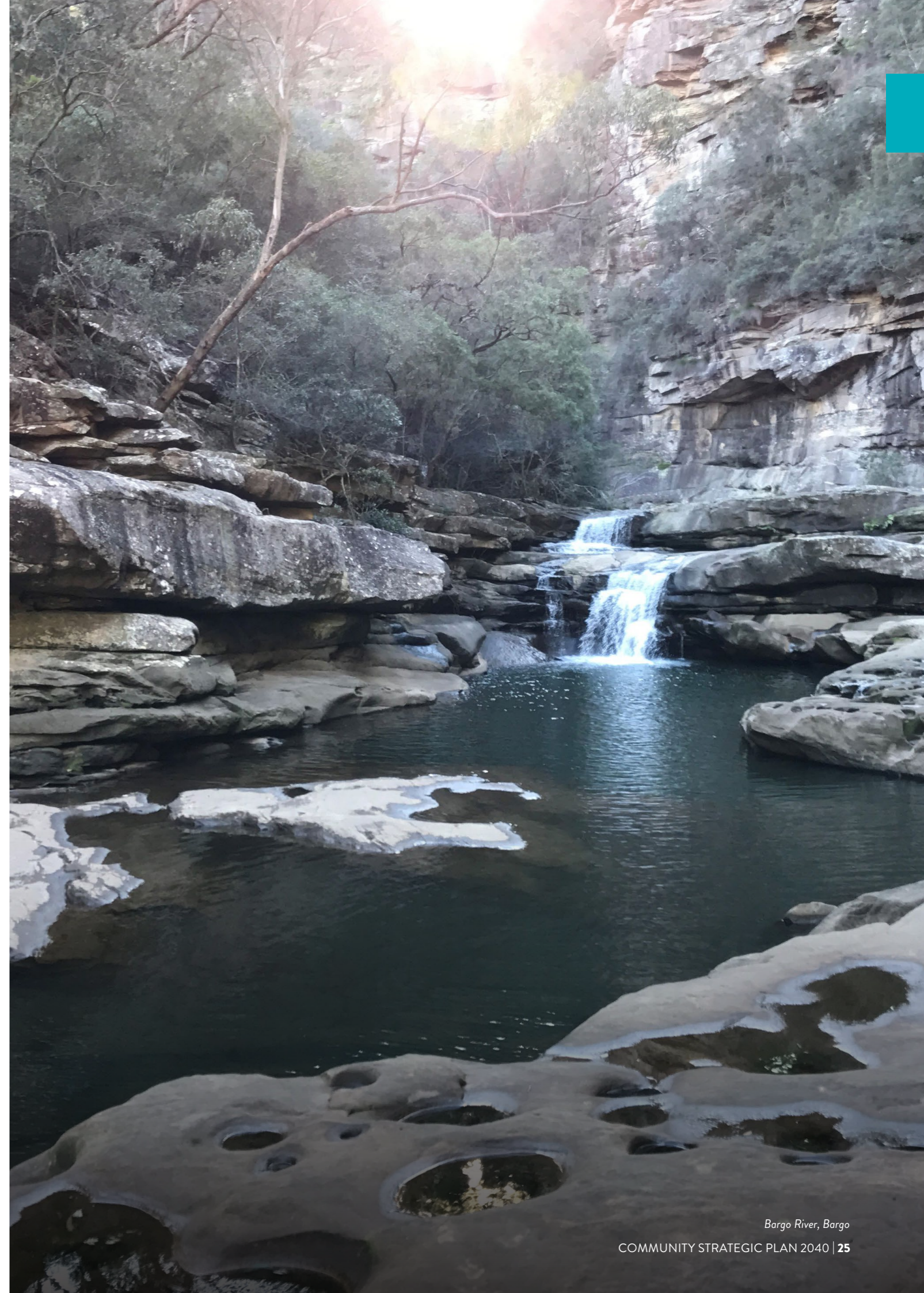
To provide quality of life outcomes, Wollondilly Shire Council must adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

## LINKING LOCAL WITH GLOBAL PRIORITIES

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



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



## ALIGNMENT WITH STATE AND FEDERAL GOVERNMENT PRIORITIES

The strategic directions outlined in this CSP align with and support the broader priorities of both the NSW Government and the Federal Government. This ensures that local initiatives contribute to shared goals such as economic development, community wellbeing, sustainability, infrastructure investment, digital inclusion, and resilience to climate and disaster risks. By actively engaging with regional and national strategies, Council maximises opportunities for collaboration, funding, and policy alignment. This strengthens Council's role and capacity to deliver outcomes that reflect local aspirations while contributing to the success of state and national objectives.

## NATIONAL PRIORITIES

The Australian Government's strategies of particular relevance to this CSP are set out in key national frameworks such as the National Urban Policy (2023 Draft), the National Climate Resilience and Adaptation Strategy (2021), and the National Housing Accord (2023). The strategic directions of this CSP are highly aligned to the priorities for liveability, sustainability, economic inclusion, and community resilience contained in those documents.

## STATE PRIORITIES

Wollondilly is part of the Western Parkland City, with infrastructure and other plans for our Shire outlined in the NSW Government's Western City District Plan. The goals and strategic focus areas outlined in this CSP align with and support the key themes and directions of the Western City District Plan.

The table below summarises the key national and state priorities (as drawn from the documents referenced above) and shows the alignment to the goals contained in four of our CSP Pillars.

## PEOPLE

### National Priorities

- Strengthening community wellbeing and liveability across urban and regional areas
- Supporting inclusive, safe, and connected communities
- Advancing reconciliation and genuine partnerships with First Nations peoples
- Building resilience in the face of social, economic, and environmental challenges

### State Priorities

- Supporting collaboration and engagement in local planning
- Celebrating diversity and inclusion across communities
- Enhancing wellbeing through health, education, and recreation
- Designing public spaces that promote social connection

### Wollondilly CSP Goals

- We are an engaged, active and connected community
- We are a connected, diverse and inclusive community
- Our community is a safe place
- We have access to services to support our health and well-being
- We are a resilient community

## ENVIRONMENT

### National Priorities

- Building national climate resilience and improve disaster preparedness
- Supporting adaptation to climate change at the local and regional level
- Transitioning to net zero emissions, including decarbonising built environments
- Protecting and restoring ecosystems and biodiversity
- Promoting sustainable land use, water use, and circular economy practices

### State Priorities

- Using natural resources efficiently and sustainably
- Adapting to climate change and building resilience
- Protecting waterways, bushland, and biodiversity
- Expanding and connecting green infrastructure and open spaces

### Wollondilly CSP Goals

- We care for country –the land, water, plants, animals, sacred places and cultural practices
- Our environment and biodiversity is valued, protected and enhanced
- Lead by example and integrate sustainability into the culture of our organisation and community

## PLACE & LANDSCAPE

### National Priorities

- Supporting sustainable and coordinated urban growth and land use planning
- Improving the supply, diversity, and affordability of housing
- Delivering transport and infrastructure that improves access and inclusion
- Strengthening place-based approaches to planning and investment
- Improving design quality, accessibility, and equity in urban environments

### State Priorities

- Aligning infrastructure delivery with population growth
- Increasing housing diversity and affordability
- Creating walkable, accessible, and people-friendly places
- Improving transport connectivity and active travel options

### Wollondilly CSP Goals

- Our community is supported by quality infrastructure
- Our community enjoys a high-quality lifestyle in our towns and villages
- The Shire's unique character and environmental qualities are retained and protected

## ECONOMY

### National Priorities

- Supporting job creation and economic resilience in regions and cities
- Strengthening skills and workforce development through place-based strategies
- Promoting innovation and investment in clean energy, housing, and infrastructure
- Ensuring that economic growth supports social and environmental sustainability
- Partnering with local governments to implement regional and local economic strategies

### State Priorities

- Creating jobs and supporting workforce development
- Growing innovation precincts and technology sectors
- Strengthening local and regional economic resilience
- Leveraging Western Sydney Airport and Aerotropolis for growth

### Wollondilly CSP Goals

- We have a prosperous and resilient economy that reflects our past and our future
- We have access to lifelong learning opportunities



# ADVOCACY PRIORITIES: MAKING WOLLONDILLY EVEN BETTER TOGETHER

This Plan will shape how to realise our aspirations and vision, Making Wollondilly Even Better Together.

We will work together with key stakeholders, delivery partners and our community to advocate for the following:

1



## CONNECT WOLLONDILLY

- Deliver the Macarthur Metro (North South Rail Link) before 2038
- Extend the T8 Line into Wollondilly
- Commit to the Macarthur - Illawarra Link (a.k.a the Maldon Dombarton rail line)
- Provide immediate Rapid Bus

2



## WOLLONDILLY ROADS

- Build the Picton Bypass
- Reclassify Regional Roads to State Roads
- Build the Wilton Interchange

3



## BASIC INFRASTRUCTURE TO UNLOCK NATIONALLY SIGNIFICANT HOUSING

- Build the Upper Nepean Treatment Plant before 2032
- Spend the Housing and Productivity funds in Wilton.

4



## PROVIDE ACCESS TO EDUCATION FOR WOLLONDILLY CHILDREN

- Deliver the Wilton K-12 School
- Commit to the Wollondilly North Public High School

5



## ACCESS TO HEALTH IN WOLLONDILLY

- Wilton Integrated Health Care Hub with Urgent Care
- Secure land for a future Hospital

6



## PROTECTING WOLLONDILLY'S UNIQUE ENVIRONMENT

- Bargo River Gorge National Park
- Regional Koala Strategy
- Empower us to look after our Rural Lands

# HOW TO READ THIS *plan*

Council's IPR documents, including this CSP, are structured around five pillars: People, Environment, Place and Landscape, Economy and Performance. The information below details how the CSP is structured and how to read the Plan.

## ASPIRATION STATEMENT

Describes our desired future state for that Pillar – it's our highest level "where we want to be" statement.

**PEOPLE**

*We are a safe, inclusive and connected community with equitable access to services that support health, resilience and wellbeing.*

**WHERE ARE WE NOW?**

As the Shire continues to experience rapid growth, ensuring that our community remains connected, healthy, and well-supported is more important than ever. The growing population brings greater demand for social infrastructure, health services, education, and community facilities.

Council delivers a diverse range of programs and services that foster social cohesion and enhance community wellbeing, including library services, children's services, community outreach, and initiatives focused on youth, aging, disability and resilience.

We celebrate our creative and cultural vibrancy through the Performing Arts Centre which hosts an annual program of world-class performances and serves as a welcoming, inclusive venue for community gatherings, performances and cultural events. By maximising the use of this premier venue, Council fosters a thriving arts scene and supports the local economy, creates local employment and enhances Wollondilly's cultural profile.

Our annual program of community events provides meaningful opportunities for residents to gather, connect and celebrate locally. These events showcase our rich history, diversity and growth, while also bringing new and long-term residents together to share stories, build relationships and contribute to a strong, connected future community.

Ensuring young people have access to quality local education is essential to building a thriving future, therefore, an increase in education infrastructure is an urgent priority. With a projected rise in preschool and school-aged children, there is a growing demand for additional early education facilities, high schools and pathways to higher education. Currently, the Shire has only one public high school, making access to quality local education increasingly challenging as the population grows.

Council is proud to foster collaborative partnerships with government and non-government stakeholders committed to improving health and wellbeing outcomes for the community. By prioritising preventative health, mental wellbeing, safety and equitable access to care, Council supports a more resilient, prepared and healthy community.



**LINKED STRATEGIES**

- Wollondilly Library Strategy
- Disability Inclusion Access Plan
- Wilton Health and Wellbeing Strategy
- Greater Macarthur Health and Wellbeing Strategy
- Wollondilly Wellbeing Report

## LINKED STRATEGIES, PLANS & REPORTS

Provide further information about how objectives and actions will be achieved.

## GOALS

Describe the key outcomes we want to deliver in order to achieve the Aspiration. They are effectively the key priorities of our community.

## STRATEGIC FOCUS AREAS

The key matters we need to focus on and pursue to work towards delivering the Goals. They are not describing specific "projects" or "services", but each one provides a strategic basis for projects and services which are then captured in the Delivery Plan and Operational Plan.

GOALS	STRATEGIC FOCUS AREAS	MEASURES
1. <b>We are an engaged, active and connected community</b>	1.1 Encourage participation in sport and recreation activities, including working towards 50/50 gender participation in sport and gender inclusivity and accessibility in all Council facilities.	<ul style="list-style-type: none"> <li>• Community satisfaction with Council's support for arts and culture</li> <li>• Community satisfaction with Council's festivals and events</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
	1.2 Grow participation in arts, culture and community events.	<ul style="list-style-type: none"> <li>• Community volunteer participation rate</li> <li>• Number of volunteers supporting Council activities</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
	1.3 Encourage volunteerism within community led activities.	
2. <b>We are a connected, diverse and inclusive community</b>	2.1 Build community connection and social cohesion across our Shire, within and between diverse communities as we grow and change.	<ul style="list-style-type: none"> <li>• Community satisfaction with Council's support for community groups</li> <li>• Community perceptions of the LGA as harmonious, cohesive and inclusive</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
	2.2 Grow understanding and respect for cultural diversity, history and heritage.	
	2.3 Listen, plan and respond to community needs at all stages of life.	
	2.4 Provide and advocate for services and programs that support: <ul style="list-style-type: none"> <li>• Children</li> <li>• Young people</li> <li>• Adults</li> <li>• Seniors</li> <li>• People living with disability</li> <li>• Other disadvantaged and vulnerable groups.</li> </ul>	
3. <b>Our community is a safe place</b>	3.1 Improve and advocate for community safety and crime prevention through infrastructure, programs and services.	<ul style="list-style-type: none"> <li>• Community perceptions regarding safety and crime prevention</li> <li>• Crime rates in the Shire</li> </ul> <i>Source: NSW Bureau of Crime Statistics Annual Report (BOCSAR)</i>
4. <b>We have access to services to support our health and well-being</b>	4.1 Provide and advocate for equitable access to services that support our physical and mental health and wellbeing.	<ul style="list-style-type: none"> <li>• Number of collaborative initiatives with South Western Sydney Local Health District, Primary Health Network and other key stakeholders</li> </ul>
	4.2 Collaborate with key stakeholders to support our physical and mental health and wellbeing.	
5. <b>We are a resilient community</b>	5.1 Build community preparedness, through knowledge sharing, planning and collaboration.	<ul style="list-style-type: none"> <li>• Community satisfaction with access to natural hazard information to enable preparedness</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
	5.2 Work collaboratively with other key agencies in response to natural disasters and other emergencies.	<ul style="list-style-type: none"> <li>• % residents with disaster preparedness plans</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
	5.3 Support the recovery of impacted communities.	

## MEASURES

Track performance over time in progress towards or achieving Focus Areas, Goals and Aspirations.

# PEOPLE

*We are a safe, inclusive and connected community with equitable access to services that support health, resilience and wellbeing.*

## WHERE ARE WE NOW?

As the Shire continues to experience rapid growth, ensuring that our community remains connected, healthy, and well-supported is more important than ever. The growing population brings greater demand for social infrastructure, health services, education, and community facilities.

Council delivers a diverse range of programs and services that foster social cohesion and enhance community wellbeing, including library services, children's services, community outreach, and initiatives focused on youth, aging, disability and resilience.

We celebrate our creative and cultural vibrancy through the Performing Arts Centre which hosts an annual program of world-class performances and serves as a welcoming, inclusive venue for community gatherings, performances and cultural events. By maximising the use of this premier venue, Council fosters a thriving arts scene and supports the local economy, creates local employment and enhances Wollondilly's cultural profile.

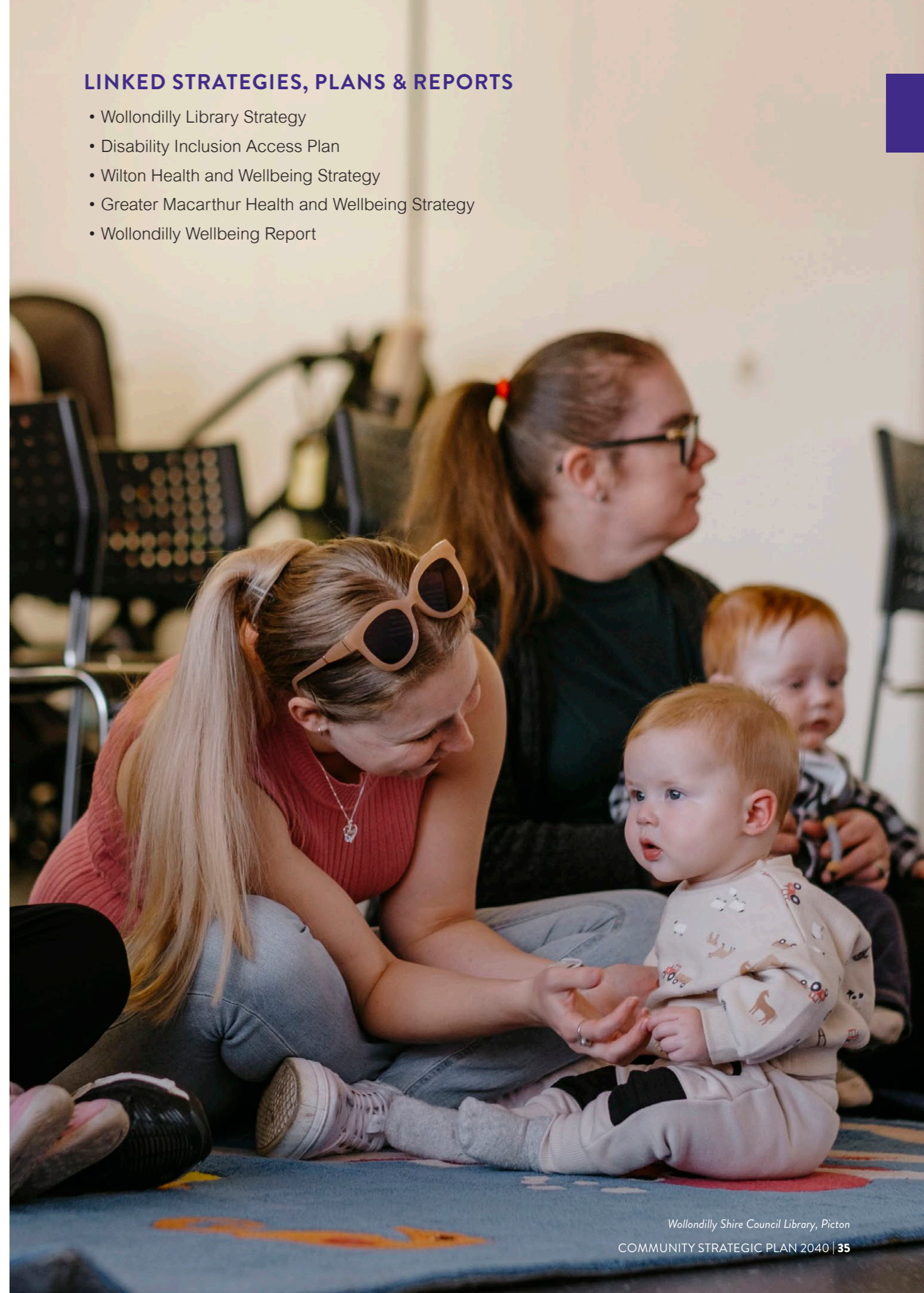
Our annual program of community events provides meaningful opportunities for residents to gather, connect and celebrate locally. These events showcase our rich history, diversity and growth, while also bringing new and long-term residents together to share stories, build relationships and contribute to a strong, connected future community.

Ensuring young people have access to quality local education is essential to building a thriving future, therefore, an increase in education infrastructure is an urgent priority. With a projected rise in preschool and school-aged children, there is a growing demand for additional early education facilities, high schools and pathways to higher education. Currently, the Shire has only one public high school, making access to quality local education increasingly challenging as the population grows.

Council is proud to foster collaborative partnerships with government and non-government stakeholders committed to improving health and wellbeing outcomes for the community. By prioritising preventative health, mental wellbeing, safety and equitable access to care, Council supports a more resilient, prepared and healthy community.

## LINKED STRATEGIES, PLANS & REPORTS

- Wollondilly Library Strategy
- Disability Inclusion Access Plan
- Wilton Health and Wellbeing Strategy
- Greater Macarthur Health and Wellbeing Strategy
- Wollondilly Wellbeing Report



GOALS		STRATEGIC FOCUS AREAS	MEASURES
1.	<b>We are an engaged, active and connected community</b>	<b>1.1</b> Encourage participation in sport and recreation activities, including working towards 50/50 gender participation in sport and gender inclusivity and accessibility in all Council facilities.	<ul style="list-style-type: none"> <li>Community satisfaction with Council's support for arts and culture</li> <li>Community satisfaction with Council's festivals and events</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		<b>1.2</b> Grow participation in arts, culture and community events.	
		<b>1.3</b> Encourage volunteerism within community led activities.	
2.	<b>We are a connected, diverse and inclusive community</b>	<b>2.1</b> Build community connection and social cohesion across our Shire, within and between diverse communities as we grow and change.	<ul style="list-style-type: none"> <li>Community satisfaction with Council's support for community groups</li> <li>Community perceptions of the LGA as harmonious, cohesive and inclusive</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		<b>2.2</b> Grow understanding and respect for cultural diversity, history and heritage.	
		<b>2.3</b> Listen, plan and respond to community needs at all stages of life.	
		<b>2.4</b> Provide and advocate for services and programs that support: <ul style="list-style-type: none"> <li>Children</li> <li>Young people</li> <li>Adults</li> <li>Seniors</li> <li>People living with disability</li> <li>Other disadvantaged and vulnerable groups.</li> </ul>	
3.	<b>Our community is a safe place</b>	<b>3.1</b> Improve and advocate for community safety and crime prevention through infrastructure, programs and services.	<ul style="list-style-type: none"> <li>Community perceptions regarding safety and crime prevention</li> <li>Crime rates in the Shire</li> </ul> <i>Source: Annual Community Satisfaction Survey</i> <i>Source: NSW Bureau of Crime Statistics Annual Report (BOCSAR)</i>
4.	<b>We have access to services to support our health and well-being</b>	<b>4.1</b> Provide and advocate for equitable access to services that support our physical and mental health and wellbeing.	<ul style="list-style-type: none"> <li>Number of collaborative initiatives with South Western Sydney Local Health District, Primary Health Network and other key stakeholders</li> </ul>
		<b>4.2</b> Collaborate with key stakeholders to support our physical and mental health and wellbeing.	
5.	<b>We are a resilient community</b>	<b>5.1</b> Build community preparedness, through knowledge sharing, planning and collaboration.	<ul style="list-style-type: none"> <li>Community satisfaction with access to natural hazard information to enable preparedness</li> <li>% residents with disaster preparedness plans</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		<b>5.2</b> Work collaboratively with other key agencies in response to natural disasters and other emergencies.	
		<b>5.3</b> Support the recovery of impacted communities.	



# ENVIRONMENT

*We manage and protect our natural environment through sustainable practices and local cultural knowledge.*

## WHERE ARE WE NOW?

As our villages and towns expand to accommodate new developments and a growing population, the pressure on our local environment and natural areas continues to increase. Safeguarding Wollondilly's biodiversity and landscape is essential - not just for today, but for future generations. The choices we make now will shape the environmental legacy we leave behind.

We need to create a sustainable future within Wollondilly where growth and change deliver positive environmental outcomes, rather than diminish or negatively impact on our Shire's unique environmental qualities. Effective management of development is therefore crucial to preserving biodiversity, protecting ecosystems, and ensuring that Wollondilly's natural character remains intact.

Integrating First Nations knowledge and land management practices is vital in caring for Country, alongside a commitment to evidence-based decision-making informed by the best available data and research. Achieving intergenerational equity means balancing the needs of today with the responsibility to provide a healthy environment for the future, ensuring that development is environmentally responsible, socially beneficial, and economically viable.

Our green spaces, tree canopy, and natural environment play a pivotal role in supporting local wildlife, managing water systems, and mitigating the effects of urban heat. To protect and enhance these vital assets, we must invest in conservation efforts, expand green infrastructure, and implement policies that promote sustainable land management and urban greening.

As our community grows, so too does the challenge of managing waste. Solutions must be found to help residents reduce waste and dispose of it responsibly, given the limited options available in the future.

Council needs to demonstrate leadership in sustainability. By taking practical steps to reduce waste, lower emissions, and build resilience, we can respond to growth as well as a changing climate, and continue to ensure a future where our community can thrive in harmony with a beautiful and healthy natural environment.

## LINKED STRATEGIES, PLANS & REPORTS

- Sustainability Strategy
- Net Zero Strategy
- Biosecurity (Weed Management) Strategy
- Integrated Water Management Strategy 2020
- Stonequarry Creek (Picton) Floodplain Risk Management Plan 2020
- Waste Management and Resource Recovery Strategy and Action Plan 2020-2025
- Activate Wollondilly Long Term Recovery and Resilience Plan
- Urban Tree Canopy Plan and Landscape Strategy 2020



GOALS		STRATEGIC FOCUS AREAS	MEASURES
6.	<b>We care for country - the land, water, plants, animals, sacred places and cultural practices</b>	6.1 Ensure local knowledge is incorporated in new developments	<ul style="list-style-type: none"> <li>Community perceptions of whether First Nations people and culture are respected and celebrated in our Shire</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		6.2 Develop and maintain relationships with First Nations communities to inform service delivery	
		6.3 Increase awareness of First Nations culture and land management practices	
7.	<b>Our environment and biodiversity is valued, protected and enhanced</b>	7.1 Protect and enhance our natural areas	<ul style="list-style-type: none"> <li>Community satisfaction with Council's efforts to maintain natural waterways</li> <li>Community satisfaction with Council's efforts to protect the natural environment and wildlife</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		7.2 Protect and enhance our waterways	
		7.3 Protect and enhance our wildlife	
		7.4 Enhance the greening of our towns, villages, and growth areas through planting and quality green spaces.	
8.	<b>Lead by example and integrate sustainability into the culture of our organisation and community</b>	8.1 Reduce our carbon footprint	<ul style="list-style-type: none"> <li>C02 emissions in Council's operations</li> <li>% of domestic waste diverted from landfill</li> </ul> <i>Source: WSC</i>
		8.2 Plan for and adapt to climate change	
		8.3 Lead and support a sustainable circular economy.	
		8.4 Lead and support Integrated Water Management practices	
		8.5 Ensure domestic waste is managed sustainably	
			<ul style="list-style-type: none"> <li>Community satisfaction with Council's support for community environmental initiatives</li> <li>Community satisfaction with Council's domestic waste management services</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>



# PLACE & LANDSCAPE

*As we grow, the Shire's unique character is protected and enhanced and the places we live enable quality lifestyle supported by community infrastructure and safe roads.*

## WHERE ARE WE NOW?

A well-connected and thriving Wollondilly depends on careful planning and investment in essential infrastructure, transport, and community facilities. Our community needs a transport network that improves safety and efficiency, reduces reliance on private vehicles, and better links our towns and villages to each other and the wider Sydney metropolitan area. This means improving the quality of our road network, advocating for improved public transport, and expanding active transport options.

As our Shire grows, we must plan for healthy, resilient communities that support well-being and social connection. This includes creating walkable and welcoming public spaces, providing high-quality sport, recreation, and community facilities, and ensuring access to essential services.

Diverse and secure housing options are essential to maintain an inclusive and resilient community. While much of the new housing will be delivered in the State-led growth areas of Wilton and Appin, we must also provide for a range of appropriate housing choices across the Shire, ensuring affordability and suitability for all stages of life.

Growth must be carefully managed to maintain the distinctive identity of our towns and villages, protect our rural and scenic landscapes, and maintain Wollondilly's rich heritage. Strengthening our existing towns and villages is important to preserve their charm and character while ensuring they continue to meet the needs of residents and businesses.

Future development must be guided by thoughtful planning and design in order to create vibrant, highly liveable built environments. The planning framework is largely led by the State Government, but Council also has an important role in the development of its own policies and strategies. We therefore need to continue to create, and advocate for, policies and strategies that enable and support the delivery of high-quality new development while at the same time maintaining the character and environmental integrity of our Shire. This planning framework also needs to focus on strategies and actions to mitigate impacts of climate change – urban heat, extreme weather events, and natural disasters.

## LINKED STRATEGIES, PLANS & REPORTS

- Local Strategic Planning Statement - Wollondilly 2040 (LSPS)
- Wollondilly Local Environmental Plan 2011
- Wollondilly Development Control Plan 2016
- Asset Management Strategy
- Wollondilly Cultural Precinct Plan
- Wollondilly Rural Lands Strategy 2021
- Wollondilly Local Housing Strategy 2021
- Wollondilly Employment Land Strategy 2021
- Employment Land Strategy Addendum 2022
- Centres Strategy 2020
- Picton Place Plan 2021
- Wilton Health and Wellbeing Strategy 2020
- Picton Town Centre Transport Plan 2026
- Greater Macarthur Health and Wellbeing Strategy
- Wollondilly Wellbeing Report
- Social and Health Impact Assessment Policy and Guidelines



GOALS	STRATEGIC FOCUS AREAS	MEASURES
<p><b>9. Our community is supported by quality infrastructure</b></p>	<p><b>9.1</b> Plan for a connected community with provision of safe, integrated and efficient transport options, by:</p> <ul style="list-style-type: none"> <li>• Providing a safe and efficient road network</li> <li>• Advocating for better public transport</li> <li>• Providing active transport options</li> <li>• Advocating for critical regional transport connections</li> </ul> <p><b>9.2</b> Plan for and provide high quality, well located and accessible sport, recreation and community facilities</p> <p><b>9.3</b> Advocate for essential infrastructure (water, waste water, telecommunications, energy).</p> <p><b>9.4</b> Maintaining Council roads within available funding to optimise network performance</p>	<ul style="list-style-type: none"> <li>• Community satisfaction with Council's maintenance of roads</li> <li>• Community satisfaction with Council's maintenance of footpaths</li> <li>• Community satisfaction with Council's provision of bike paths</li> <li>• Community satisfaction with Council's ovals and sports grounds</li> <li>• Community satisfaction with Council's swimming pools</li> <li>• Community satisfaction with Council's parks and playgrounds</li> </ul> <p><i>Source: Annual Community Satisfaction Survey</i></p> <ul style="list-style-type: none"> <li>• % of workforce travelling to work via public transport (bus and train)</li> </ul> <p><i>Source: Australian Bureau of Statistics (ABS)</i></p>
<p><b>10. Our community enjoys a high-quality lifestyle in our towns and villages.</b></p>	<p><b>10.1</b> Invest in our existing towns and villages to enhance their character, charm and condition</p> <p><b>10.2</b> Encourage diverse, affordable, and secure housing choices</p> <p><b>10.3</b> Plan for positive health and wellbeing outcomes</p> <p><b>10.4</b> Ensure well planned and designed places and streetscapes.</p>	<ul style="list-style-type: none"> <li>• Community satisfaction with Council's floodplain and stormwater management</li> </ul> <p><i>Source: Annual Community Satisfaction Survey</i></p> <ul style="list-style-type: none"> <li>• Increasing trend in proportion of medium density in overall housing stock.</li> </ul> <p><i>Source: WSC</i></p>
<p><b>11. The Shire's unique character and environmental qualities are retained and protected</b></p>	<p><b>11.1</b> Review our planning guidelines to protect and enhance our Shire's character and environment, and also support the creation of new communities.</p> <p><b>11.2</b> Support the delivery of housing, jobs and services in the State led growth areas</p> <p><b>11.3</b> Manage local growth to maintain the character and qualities of our towns and villages</p> <p><b>11.4</b> Protect and maintain our heritage, and our scenic and rural landscapes</p>	<ul style="list-style-type: none"> <li>• Community satisfaction with the Shire's character and identity</li> <li>• Community satisfaction with Council's planning for future development and growth</li> <li>• Community satisfaction with Council's development approval and building regulation processes</li> <li>• Community satisfaction with Council's efforts to protect heritage values and buildings</li> </ul> <p><i>Source: Annual Community Satisfaction Survey</i></p>



# ECONOMY

*We are a growing and dynamic Shire with a thriving and diverse economy that supports opportunities, a high quality of life and jobs close to home.*

## WHERE ARE WE NOW?

Wollondilly is experiencing significant change. The Shire is one of the fastest growing local government areas in New South Wales, with our population forecast to potentially reach close to 150,000 by 2040. Currently over 63% of working residents have to travel outside of the Shire for work. This number has trended downwards in recent years which is a potential indicator of a growing range of local job opportunities and increased work from home opportunities in response to the Covid-19 pandemic. As our population grows we need to continue to support and enable economic growth so that this trending increase in local jobs is maintained.

The Shire has significant economic growth potential through agriculture and agribusiness, new industrial and commercial employment land opportunities, tourism growth, and a growing services and retail sector. We need to also ensure that regional economic opportunities are realised as the Western Parkland City is developed, including opportunities that will flow from the new International Airport at Badgerys Creek.

Having a strong and diverse economy is not just about job opportunities. It also has great benefits for the overall quality of life of our community as a growing economy provides better local access to a wider range good and services, and better access to lifestyle opportunities such as arts and culture, dining, leisure and recreation activities.

Wollondilly Council is a recognised leader in its proactive approach and advocacy regarding the protection of productive agricultural land in the Sydney Basin. We will continue to support the agricultural sector given its economic importance, its critical contribution to the unique character of the Shire, and its alignment to positive tourism outcomes.

The Shire has a relatively lower level of knowledge-based jobs and its higher school infrastructure currently does not meet the needs of the growing population. Additionally, those wishing to pursue tertiary studies are disadvantaged by there being no significant university or TAFE presence within the Shire. Advocating for access to quality education and training opportunities therefore remains a priority. Digital communications infrastructure is still needing improvement in parts of the Shire. Given its critical role in the modern economy, these infrastructure limitations can be a significant inhibitor to business success. We will therefore continue to strongly advocate for upgrades to the digital communications network throughout the Shire

## LINKED STRATEGIES, PLANS & REPORTS

- Employment Land Strategy 2021
- Economic Development Strategy 2020
- Employment Land Addendum 2022
- Destination Management Plan 2018
- Rural Lands Strategy 2021



GOALS	STRATEGIC FOCUS AREAS	MEASURES
<p><b>12. We have a prosperous and resilient economy that reflects our past and our future.</b></p>	<p><b>12.1</b> Attract and retain diverse industries and businesses to grow the economy and local jobs.</p>	<ul style="list-style-type: none"> <li>• The Shire's jobs to resident's ratio <i>Source: i.d. economic profile, ABS</i></li> <li>• Community satisfaction with Council's efforts to support local agriculture</li> <li>• Community satisfaction with Council's efforts to support tourism <i>Source: Annual Community Satisfaction Survey</i></li> <li>• Total area of land designated as an employment zone <i>Source: WSC</i></li> </ul>
	<p><b>12.2</b> Advocate for improved digital communications infrastructure.</p>	
	<p><b>12.3</b> Protect agricultural land to safeguard local food production and support agribusiness opportunities.</p>	
	<p><b>12.4</b> Enhance and promote Wollondilly as a vibrant tourism destination.</p>	
<p><b>13. We have access to lifelong learning opportunities</b></p>	<p><b>13.1</b> Ensure our planning framework enables and supports employment generating activities.</p>	<ul style="list-style-type: none"> <li>• Levels of highest educational qualification achieved <i>Source: i.d. community profile, ABS</i></li> <li>• Community satisfaction with Council's efforts to support local jobs and businesses <i>Source: Annual Community Satisfaction Survey</i></li> </ul>
	<p><b>13.2</b> Council positively contributes to economic opportunity for the community</p>	
	<p><b>13.3</b> Inform and support local businesses to assist their success</p>	



# PERFORMANCE

*We are a high performing Council providing effective community leadership, efficiently managing resources, delivering quality services, prioritising customer experience, and strengthening community engagement.*

## WHERE ARE WE NOW?

Our Shire is in a period of transition as it responds and adapts to a growing population. Within this context, Council is embracing the opportunities ahead as well as the challenge of elevating performance and delivering high quality services.

Council has responded to our community's expectation for strong and united leadership and to have a clearly articulated vision for the future. We know our community wants Council to be accessible and transparent and they want opportunities to have a say, to feel heard and understood. Council will always continue to explore more ways in which to engage and connect with our community.

Council needs to provide good value from the rates our community pay, so it is incumbent on us to demonstrate sound financial management that will enable us to continue to deliver efficient and effective services and infrastructure in line with community expectations into the future.

Community members rightly expect a positive customer experience when doing business with Council. We are focussed on this as a key priority and are pursuing actions and initiatives across our whole organisation to elevate customer experience.

## LINKED STRATEGIES, PLANS & REPORTS

- Long Term Financial Plan
- Workforce Management Strategy
- Customer Experience Enhancement Program
- Wollondilly Contributions Plan 2020



GOALS		STRATEGIC FOCUS AREAS	MEASURES
14.	<b>We are responsive to our community's needs through effective engagement</b>	14.1 Raise community awareness and involvement in local decisions and activities.	<ul style="list-style-type: none"> <li>Community satisfaction regarding opportunities to participate in Council decision-making</li> <li>Community satisfaction with Council's provision of information to the community</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		14.2 Provide high quality communications and information to ensure that our community is well informed and engaged.	
15.	<b>Our Council provides excellence in customer experience</b>	15.1 Ensure a strategic and coordinated approach to enhance customer experience.	<ul style="list-style-type: none"> <li>Customer Service Satisfaction</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
16.	<b>We provide strong open and accountable leadership</b>	16.1 Act with integrity and ensure ethical governance.	<ul style="list-style-type: none"> <li>Community satisfaction with Council's Leadership</li> <li>Community satisfaction that decisions are made in the interests of the community</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		16.2 Advocate for community outcomes.	
17.	<b>Resources are managed efficiently</b>	17.1 Ensure strong and sustainable financial management.	<ul style="list-style-type: none"> <li>Rates and Annual Charges Outstanding</li> <li>Unrestricted Current Ratio</li> <li>Infrastructure Backlog Ratio</li> <li>Buildings and Infrastructure Renewals Ratio</li> <li>Level of employee engagement</li> </ul> <i>Source: WSC</i> <ul style="list-style-type: none"> <li>Community satisfaction with Council's financial management</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		17.2 Effectively manage the Shire's assets.	
		17.3 Ensure a high performing and engaged workforce.	
18.	<b>Ensure a strategic approach to deliver high quality services</b>	18.1 Our organisation has the tools and resources to deliver effective and efficient services.	<ul style="list-style-type: none"> <li>Community satisfaction with Council's long-term planning for the Shire</li> </ul> <i>Source: Annual Community Satisfaction Survey</i>
		18.2 Ensure a high performing and efficient organisation to achieve the vision of 'Making Wollondilly even better together'.	



# RESOURCING AND REPORTING ON THIS PLAN

## STRONG COMMITMENT TO VALUE

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

## RESOURCING STRATEGY

The Wollondilly Shire Council Resourcing Strategy supports the Community Strategic Plan 2040, the Delivery Program 2025/26 – 2028/29, and Operational Plans, detailing the resources needed to implement the priority projects and actions in addition to core business functions.

### THE RESOURCING STRATEGY CONSISTS OF THREE COMPONENTS:

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

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

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

Council will prepare a **Delivery Program** and annual **Operational Plan** outlining the specific activities that Council will undertake during its elected term to address the strategies and outcomes outlined in the CSP, as well as a detailed budget.

## REPORTING

Monitoring progress of implementation and effectiveness of the Community Strategic Plan will occur through the State of the Shire Report. The Report is developed every four years and presented to a meeting of a newly elected council. Council's previous State of the Shire Reports can be viewed at <https://www.wollondilly.nsw.gov.au/council/corporate-planning-and-reporting/reporting>







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*Illuminate Wollondilly, 2024*