

# Community Strategic Plan Wingecarribee 2041



*We're with you*





The Wingecarribee Shire acknowledges the Gundungurra and Tharawal people as the traditional custodians of this land we now call the Wingecarribee Shire. We pay our respect to Elders both past, present and emerging.







# Welcome

Welcome to our third edition of the Community Strategic Plan (CSP): Wingecarribee 2041.

Planning for the future of the Shire is key to unlocking our potential and ensuring we are well positioned to address current, new and emerging challenges.

Having a clear vision and plan allows us, as a community, to come together and work towards shared goals. It also provides us with a level of confidence in knowing that a road map is in place aimed at achieving great outcomes for both current and future generations.

This CSP has been developed by Wingecarribee Shire Council on behalf of the local community. It outlines a vision for the future: a vision which was first developed by the community back in 2010.

Since that time, the vision has remained steadfast however some of our goals and strategies have changed. This is in part due to changing community priorities and the rise of new issues, both challenges and opportunities, which were not prevalent when the original Plan was first produced.

This CSP takes stock of these issues and considers how they might impact the Shire over the medium to long term and what we need to do now, to minimise any negative consequences.

The future is always uncertain, and that's why planning based on the best available information is key.

This latest edition of the Plan has been developed with community participation and was informed by extensive research. Many of the issues identified over 10 years ago, are still very much relevant today.

We are concerned about the condition of local infrastructure and the services in place to support a growing and ageing community. We care about the loss of biodiversity and the ongoing impacts of climate change as experienced through extreme weather events. We value the uniqueness of the Shire and want to see this maintained into the future. We also want to see current and future generations have improved access to housing as a basic human right.

Despite these challenges we also see great opportunity in the Shire: from our growing creative industries and diverse agricultural sector to our beautiful natural environment and close proximity to both Sydney and Canberra.

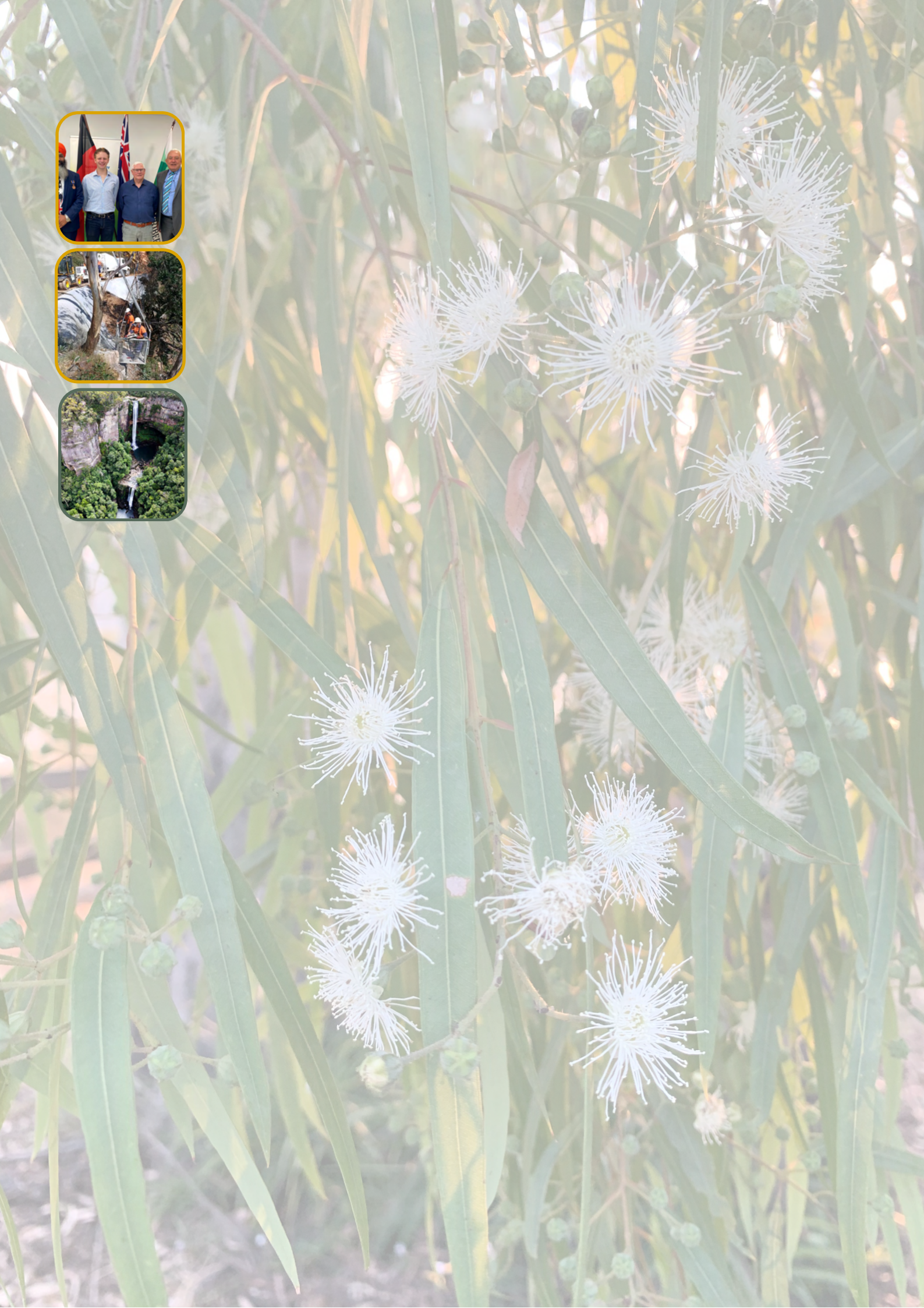
While Council plays a leading role in the development and delivery of the Plan its overall success relies on the commitment of many stakeholders: from Federal and State government to local business and industry, and all the people who choose to live, work and play here.

We look forward to working with you as we strive to achieve our vision. We are optimistic that, together, we can create a bright future for the Shire.

*Viv May PSM  
Administrator*

*Lisa Miscamble  
General Manager*







# Contents



About the Strategy	1
Wingecarribee 2041	2
Wingecarribee 2041 - Plan on a Page	3
The Community's Plan	4
What our Community told us	4
What we value	5
Working together	6
The role of your Council	7
Our Principles	8
What we mean by Social Justice	8
What we mean by Sustainability	8
Monitoring progress	9
Wingecarribee 2041 – Our story	10
The Big Issues	11
State and Regional planning	11
About Us	12
Our Community	14
Reading the Plan	15
Our Community Vision	16
Leadership	17
People	19
Places	21
Environment	23
Economy	25
Acknowledgements	27
Appendix 1 - State and Regional Priorities	29
Appendix 2 - Integrated Planning and Reporting Framework	31
Appendix 3 – Strategic networks and government agencies	33

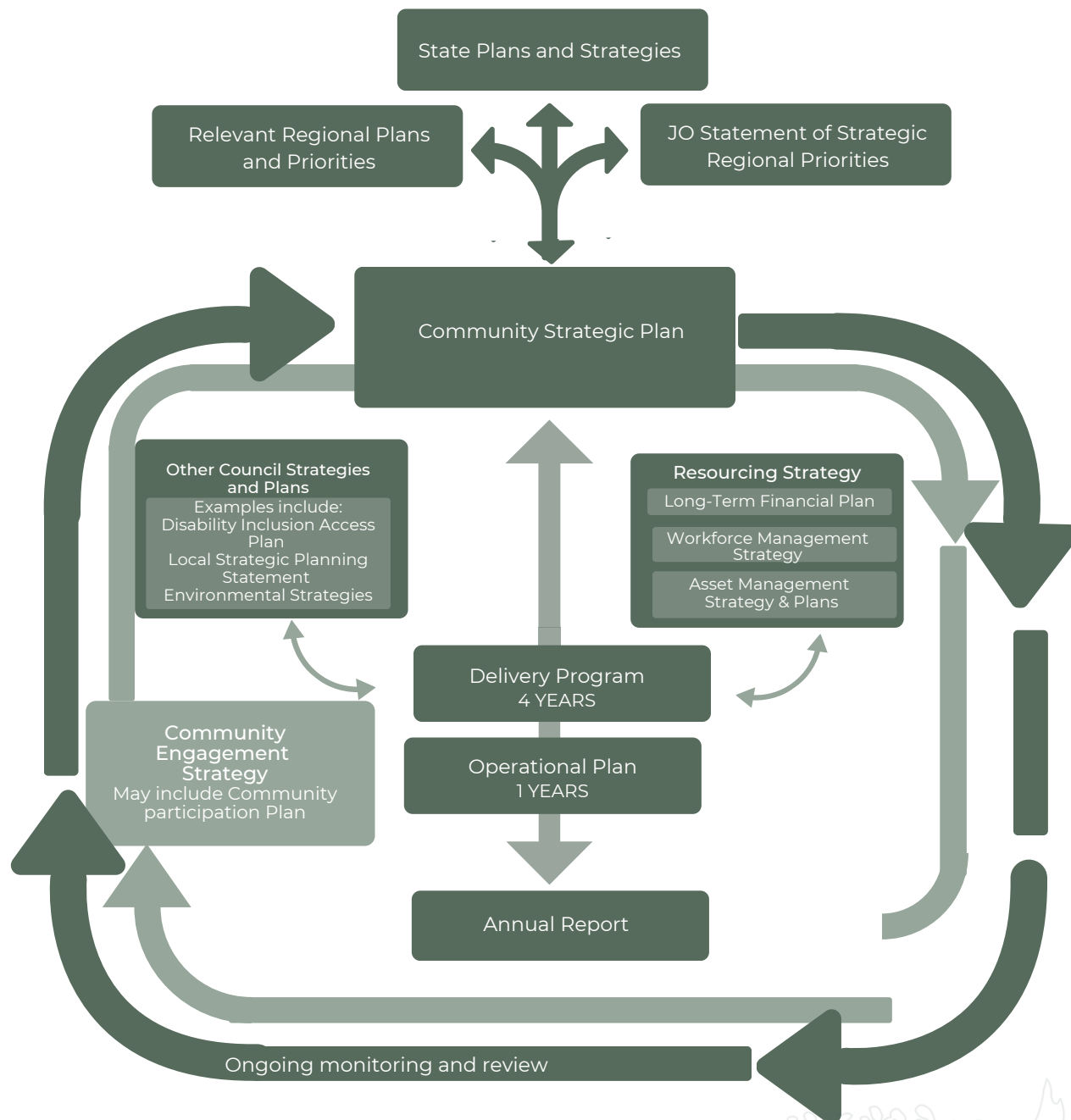


# About the Strategy

The Community Strategic Plan is a key component of the NSW Integrated Planning and Reporting Framework. The Plan is supported by:

- A 10 year Resourcing Strategy
- A Delivery Program
- An annual Operational Plan and Budget.

Working together, these plans help us to progress achievement of the vision and goals in our Community Strategic Plan: Wingecarribee 2041.







Where are we now?



Where do we want to be?

# Wingecarribee 2041



How will we get there?



How will we know when we have arrived?

Wingecarribee 2041 aims to answer these four questions.

It is a long-term plan that identifies where the Wingecarribee community wants to be in the future and how we aim to get there.

All local governments in NSW will have a long-term Community Strategic Plan that considers their community's current and future needs and aspirations. It is the highest-level plan developed by any council on behalf of its community.

While Wingecarribee Shire Council developed the Plan, it is not wholly responsible for its achievement.

Achieving our goals requires a collaborative effort involving the Council, other spheres of government, local business and industry and of course the community itself.

Wingecarribee 2041 is divided into five themes, each of which has its own vision, goals for the future and strategies to help us reach those goals.



Leadership



People



Places



Environment



Economy



# Wingecarribee 2041 - Plan on a Page

Our Vision “In 2041 we will be a healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.”



## Leadership

Ethical and trusted levels government

A well-informed, engaged community

A leading community



## People

A happy, healthy and resilient community

An inclusive community where everyone can participate in community life

A creative, diverse and vibrant community



## Places

A physically and digitally connected Shire

Unique towns, villages and rural landscapes

Liveable and sustainable communities

Housing that meets the needs of current and future generations



## Environment

A protected, healthy and diverse natural environment

A community that lives sustainably for the betterment of the planet

A low-waste community

A resilient Shire that takes action on climate change



## Economy

People want to visit, work and invest in the Shire

Sustainable business, industry and environment

A thriving and diverse agricultural industry

A supported and connected local business community

Where we want to be.

How we will get there.

Improve how decisions are made

Ensure the sustainability of the Council

Improve customer service

Deliver well informed strategy and planning

Provide open, clear and timely information

Undertake genuine engagement

Reduce barriers to engagement

Strengthen leadership within the community

Work collaboratively and create strong partnerships

Invest in digital technologies

Improve access to health services

Work to reduce disadvantage

Provide sport and recreation facilities

Plan for future services

Keep our community safe

Support life-long learning

Reduce barriers to participation

Bring people, and generations, together

Empower First Nations peoples

Nurture our creative community

Promote creativity and culture

Improve transport networks and infrastructure

Investigate future transport options

Maintain the green spaces

Protect the uniqueness of the Shire

Protect culturally significant places

Revitalise towns and villages

Provide welcoming places and facilities

Provide safe and sustainable local infrastructure

Improve access to housing

Protect and enhance biodiversity

Reduce pollution of the environment

Conserve our natural resources

Protect the Shire from natural disasters

Help people to live more sustainably

Buy goods locally

Reduce, recover and recycle waste

Adopt renewable energies.

Plan for climate change

Reduce carbon emissions

Support the community to be resilient.

Grow the diversity of local business and industry

Increase local employment opportunities

Promote slow, rural and sustainable tourism

Provide a range of tourism experiences

Promote the Southern Highland's unique brand

Leverage off our proximity to major cities

Encourage innovation and promote local

Support agricultural industries to prosper

Strengthen the local business community



# The Community's Plan

Wingecarribee 2041 is the community's plan.

The Plan was first developed in 2010 and involved more than 800 people from across the Shire.

Representatives from local community organisations, service providers and levels of government, participated in the Plan's creation and a further 780, participated in the 2017 review.

Our program of community engagement was broad and diverse, allowing people to express their aspirations and priorities for the future.

A mix of methods was used to get people involved: from community surveys to creative workshops, discussion forums and focus groups. The program was informed by a community engagement strategy that worked to achieve high levels of community participation and inclusion.

The 2023 review involved over 460 individual participants and activities including:

- a series of Focus Groups held in Mittagong, Moss Vale, Penrose and Yerrinbool
- an online Youth Survey
- a telephone Community Research Survey (statistically valid, representative sample of our community)
- a public exhibition and submission process

In designing the latest community engagement program, we considered the barriers that might deter people from participating and actively worked to reduce these by:

- offering a mix of face to face and online activities
- running consultations in the daytime and evening
- using accessible venues, close to public transport, across several locations



## What our Community told us

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

strong civic leadership based on ethics, transparency and accountability

to maintain our sense of community

better local services and facilities that reflect the needs of the community

access to a broader range of local jobs and education

improved transport options and safer roads

a strong economy that works in harmony with our community and environment

to maintain our rural landscape and the uniqueness of our towns and villages

to protect and enrich our natural environment

Some things have changed.

New issues raised in our latest round of consultation included:

- planning for an ageing population
- supporting young people to stay in the Shire
- supporting people who are isolated or vulnerable
- building our resilience in the face of extreme weather events and other crises.
- keeping the community involved in decision making
- improving openness, communication, engagement and customer service, across all levels of government
- sustainable and responsible planning and development to manage a growing population

## What we value

In 2022 we also asked the community what they value most about living in the Shire. The community said:



Natural Environment and Open Space



Central location/proximity to Sydney



Country Lifestyle



Peace and quiet



Friendly community



Overall atmosphere



# Working together

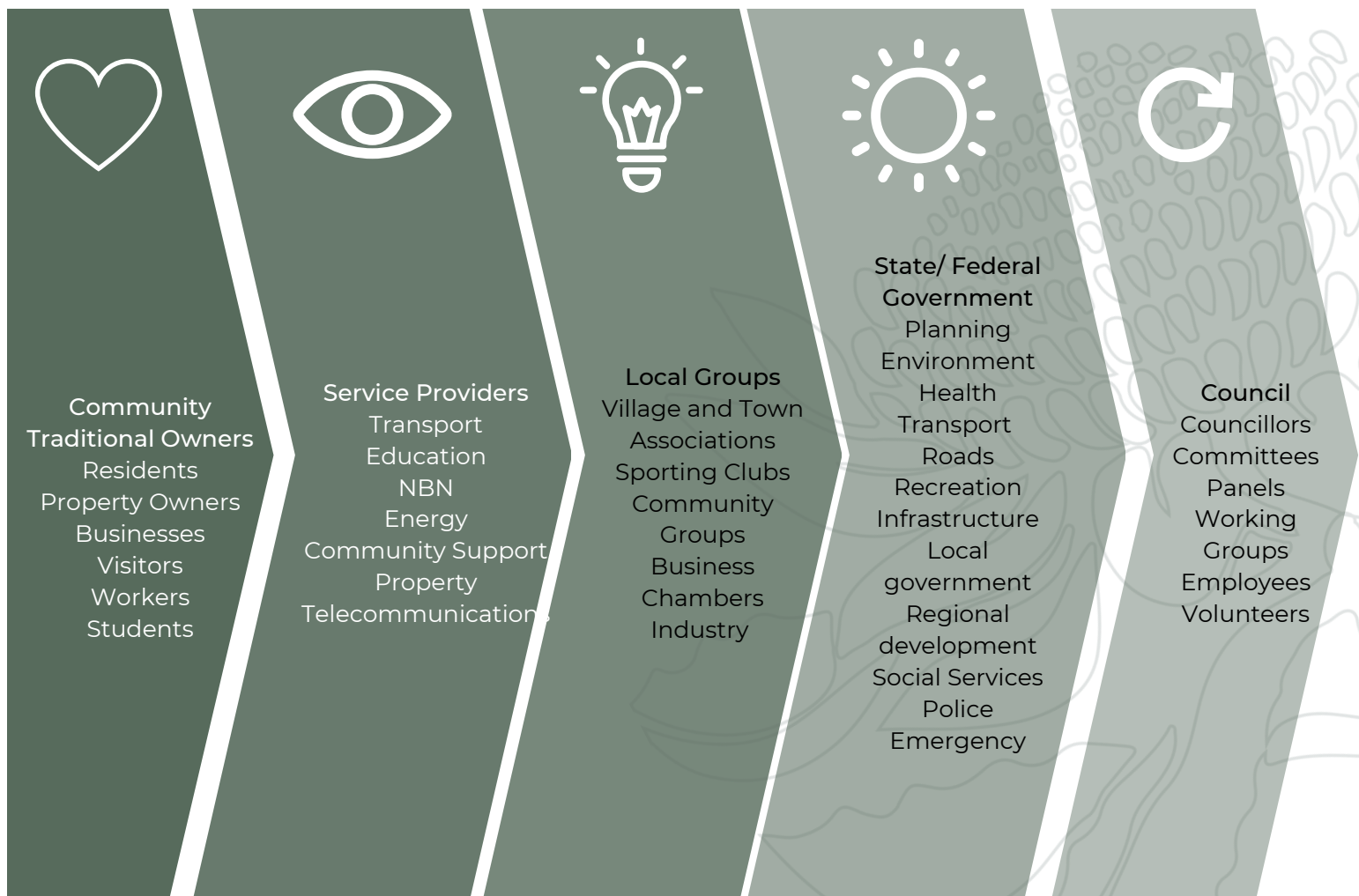
Everyone has a role to play in achieving Wingecarribee 2041.

Many people and organisations are responsible for delivering the Plan, working together to achieve the community's vision.

Federal and State agencies, service providers, residents, business and industry, non-government organisations and community groups will each play a role.

Wingecarribee Shire Council is a key contributor in the delivery of the Plan and also plays an important role in initiating, preparing and maintaining the Plan on behalf of the community. It also facilitates regular progress reports.

Stakeholders responsible for the delivery of the Community Strategic Plan tend to fall into the below categories.



# The role of your Council

Council has multiple roles to play in delivering the Community Strategic Plan. This includes being a:

## Advocate



to support and speak on behalf of the community it represents

## Provider



of physical infrastructure and essential services

## Protector



of the land we live

## Regulator



of development, community health and safety, and the environment

## Partner



with community, private and government organisations

## Leader



to plan and provide direction through policy and practices

## Promoter



of the Wingecarribee Shire as a place to live, visit and invest



# Our Principles

The principles of social justice and sustainability are at the core of Wingecarribee 2041.

These principles guide both the development and implementation of the Plan.

## What we mean by Social Justice

The term refers to:

- achieving equity or fairness in how decisions are made, and resources are shared
- ensuring everyone has fair access to the services and resources they need to achieve quality of life
- giving everyone opportunities to have a say on the matters that affect their lives
- promoting equal rights for everyone and providing opportunities for all people to fully participate in community life.

## What we mean by Sustainability

Sustainability refers to *“meeting the needs of the present without compromising the ability of future generations to meet their own needs.”* (Brundtland 1987).

This definition also informs the United Nations Sustainable Development Goals.

This international framework of 17 interrelated goals, is aimed at improving the lives of communities around the world and reducing the effects of climate change.

Wingecarribee 2041 supports the achievement of the Sustainable Development Goals and acknowledges that we all have a role to play in tackling global problems.





# Monitoring progress

While Council is a key contributor to the Plan it will not have control or influence over all of the outcomes. It will however collect data to help understand if the Plan is achieving its objectives.

The State of Our Shire is a document that reports on any progress made towards, or away from, the aspirations and targets in the Community Strategic Plan.

Council develops the report at least every four years.

It considers the current 'state' of our community, economy, environment and local leadership.

It looks at trends over time and signals where urgent intervention might be required. It also tests the effectiveness of the current strategies in place.

The State of Our Shire report is the most comprehensive report on the Plan however more frequent, Council focused reports are prepared that monitor progress made towards the Plan's objectives including:

- Six monthly reports on progress made towards achieving the Council's Delivery Program. The Delivery Program aligns to the Community Strategic Plan and details the Council's role in achieving the Plan
- An Annual Report detailing implementation of the Delivery Program and Operational Plan, along with Council's audited financial statements.

In the past, Council developed an End of Term Report that considered the Council's progress in achieving the Community Strategic Plan. This is no longer required under legislation however past reports can be viewed on the Council website.

The first State of Our Shire report is due in 2024.

To view Council's progress reports please visit [www.wsc.nsw.gov.au](http://www.wsc.nsw.gov.au).







# Wingecarribee 2041 – Our story

The Community Strategic Plan was first produced in 2010.

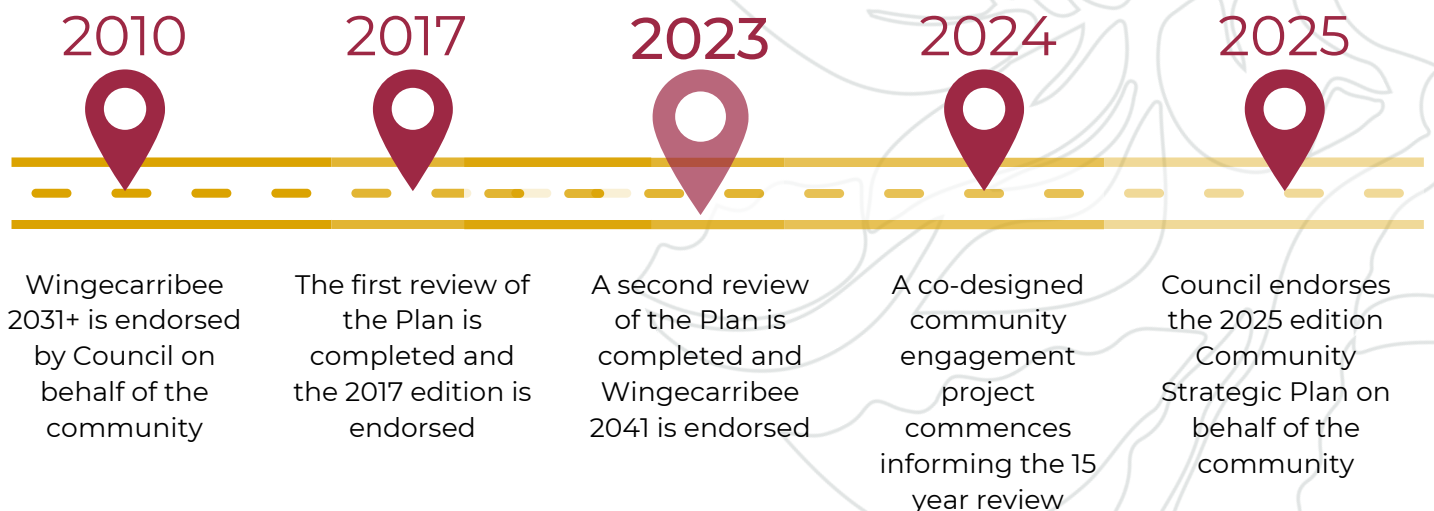
Originally called Wingecarribee 2031+, the Plan was developed over an 18-month period. Since that time, the Plan has been reviewed and updated twice, including the most recent review which commenced in 2022.

These updates help to ensure the Plan remains reflective of current, new and emerging issues.

A comprehensive review, which will revisit the community's vision for a future Shire, is scheduled for 2024/25.

The year 2025 is particularly important because it signals 15 years since the Plan's inception.

A creative, co-design process open to all members of the community, is proposed to celebrate the milestone review.



# The Big Issues

Wingecarribee Shire is home to a community that takes pride in its rich history and values its unique mix of rural and urban living. It is also a place of opportunity.

Like all communities it faces challenges many of which are not unique to the area.

Issues such as climate change, an ageing population and the rapidly evolving digital landscape are global in nature and will impact many communities, environments, governments and economies for years to come.

When considering the long-term future of the Shire and achieving our aspirational vision, we need to first understand these more significant challenges and opportunities. This helps us to identify the most important and urgent issues that require immediate action.

Understanding trends and taking appropriate action helps to minimise our risk and achieve better outcomes for the Shire, now and into the future.

Significant issues or 'drivers' are often interconnected and impact all aspects of life.

A good example is the issue of our ageing population: this will have impacts on the diversity of our community, provision of health services, the local economy and housing stock.

Another is the impact of a growing population and associated urban development on local biodiversity and natural resources. The Plan acknowledges that there is a tension between protecting the uniqueness of the Shire, managing population growth and supporting tourism with all spheres of government needing to work together to ensure we get the balance right.

We have identified the following as the most significant drivers of change impacting our Shire now and into the near future.

- Climate change
- Ageing population
- Population growth
- Evolving and chronic health issues
- New ways of working and learning
- Scarcity of natural resources
- Rapid technological change
- Housing accessibility and affordability
- Sustainable infrastructure that supports a growing and changing population
- Protecting our natural areas

## State and Regional Planning

Wingecarribee 2041 was developed within a broader NSW and regional planning context.

As a community it is important we take into consideration our place within this wider context and in doing so, consider the broader priorities for NSW and the Region and how these might impact the Shire.

It is important that State and Local Government work together to deliver coordinated strategic planning. In some cases, the local communities of Wingecarribee may object to State planning targets or priorities. When this occurs, local government can act as an advocate or lobby on behalf of the community to ensure local concerns are considered and where possible, mutually beneficial outcomes are achieved.

Over 40 strategic documents were considered during the 2023 review including the draft South East and Tablelands Regional Plan 2041, and the State and Premier's Priorities.<sup>1</sup>

Our demonstrated alignment to NSW and regional priorities can be found at **Appendix 1**.

*Note: 1. At the time of updating the Plan, the Premier's Priorities had not yet been reviewed by the newly elected State government. This also applies to the State Plan*





# About Us

## FIRST NATIONS AUSTRALIANS

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Council acknowledges the Gundungurra and Tharawal (or Dharawal) people as the traditional custodians of this place we now call the Wingecarribee Shire. The Wingecarribee, Wollondilly and Nattai Rivers which run through the Shire are closely connected to the culture, dreaming and songs of the traditional custodians.

A Dreamtime creation story, Gurangatch and Mirragan, describes an almighty struggle between two ancestral creator spirits, one a giant eel-like creature, Gurangatch, and the other, a large native cat, Mirragan. The scuffle resulted in the gouging out of the land to form the river systems of the Wingecarribee and Wollondilly regions.

Despite the impact of European settlement in Australia, the Gundungurra and Dharawal Aboriginal heritage and culture has not been extinguished. The remains of prehistoric and historic First Nations occupation exist throughout the Southern Highlands. State Government records indicate over 400 significant sites within the Shire, including 86 sites or objects that exist in the vicinity of Council-managed land or roadside reserves. The Shire includes one sacred place called Nungunngulla (Jubilee Rocks), which in 2015 was declared by the State Government as the 100th significant site in New South Wales.

## LOCATION AND GEOGRAPHY

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The Wingecarribee Shire local government area (LGA) is located 75 kilometres from the southwestern fringe of Sydney and 110 kilometres from Sydney's central business district.

The Shire has a total area of approximately 2,700 square kilometres, 56 per cent of which is north of the Wingecarribee River. It is comparable in size to that of urban Sydney, averaging 55 kilometres from east to west and 45 kilometres from north to south, with its geographic centre north-west of Berrima and its demographic centre to the southeast of Bowral.

Much of the Shire is located at or above 640 metres above sea level.



Our population is forecast to grow to 66,860 by 2041.

We have an economically diverse community, with 2.6% of public or social housing through to extremely wealthy high net worth individuals.

The rapid growth of south-west Sydney and the Western Sydney Aerotropolis present both challenges and opportunities to protect the green in between however to also harness the economic benefits for the Shire given the proximity to the Aerotropolis.

We have a healthy and diverse economy, driven by the health, tourism, education, manufacturing, agriculture, construction and professional industry sectors. However, our declining work force and ageing population presents unique challenges to our economy.

To our east, the large-scale urban release areas of West Dapto and Calderwood Valley will potentially alleviate development pressure in the Shire and will contribute to the workforce needed to service our key industries of health care, tourism, education, agribusiness, freight and logistics and advanced manufacturing.

The Shire is predominantly rural in character with agricultural land separating our towns and villages characterised by unique landscape and aesthetic appeal.

Our three main towns of Bowral, Mittagong and Moss Vale, located in the centre of the Shire, each have a unique function and character, however, collectively act as the economic, cultural and social heart of the Shire. The remainder of our towns and villages are separated by a semi-rural landscape and rich natural environments.



## ENVIRONMENT

The Wingecarribee Shire has outstanding biodiversity values primarily due to a diverse geology, large rainfall gradient east to west and the altitude changes that occur resulting in many different habitat types. Habitats include sandstone forests, tall forests, rainforests, grassy woodlands, Permian slopes, riverine habitats, and upland swamps.

There is great diversity of native flora, with over 2,150 species. There are over 370 vertebrate fauna species, approximately 50 threatened plant species, 53 threatened fauna species and one endangered animal population in the Shire. There are also 15 Threatened Ecological Communities, and over 69 different plant community types.

The Southern Highlands is home to the largest koala population in southern NSW, with more than 3,000 koalas estimated to reside in the Shire, which represents approximately 10 per cent of the total number of koalas left in the State's wild.

The Wingecarribee Shire has large areas of high conservation value including part of the World Heritage Greater Blue Mountains area, and two declared wilderness areas.



# Our Community

## POPULATION

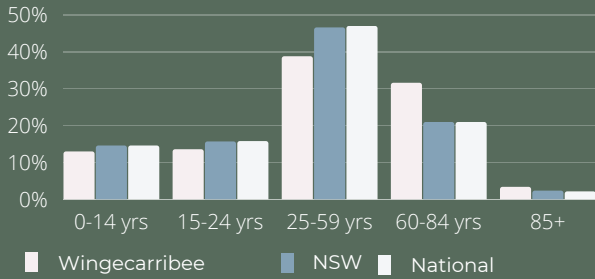
2021 Population = 52,456



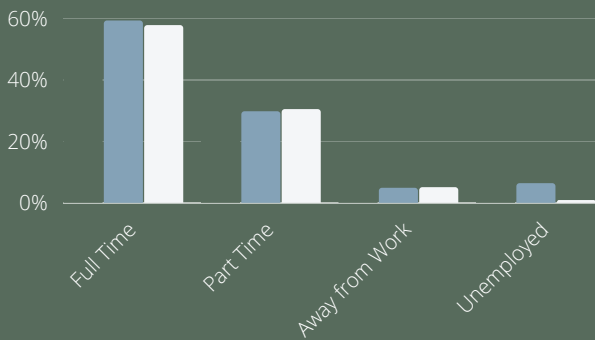
population increased by 4,825 people (10.1%) from 2016 to 2021. An average of 1.94% per year over the period.

Our projected population in 2041 is 65,275

## AGE STRUCTURE



## EMPLOYMENT



## HOUSING



90.7%

Shire's residents live in standalone dwellings



8%

high-density housing



23,618

total dwellings



Land area 2,689 square km



47.8% of the population are males \*2016



52.2% of the population are females \*2016



In 2021, 2,940 people (or 5.6% of the population) reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2016.



77%

of us were born in Australia



6.6% of residents identify as First Nations and Torres Strait Islander Peoples



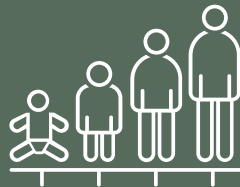
7%

of us speak a language other than English

In 2016 Median age is 47 years compared to State average of 38 years

The largest changes in the age structure between 2016 and 2021

- Seniors (70 to 84) (+2,036 people)
- Young workforce (25 to 34) (+775 people)
- Older workers and pre-retirees (50 to 59) (+454 people)
- Parents and homebuilders (35 to 49) (+345 people)



12.8%

of the population earned an income of \$2,000+ per week.



12.8%

of us have a long-term health condition



26%

single person households



38.7%

two person household



43%

Own our home



81%

Work and Live in the Shire



23%

participate in volunteering activities higher than NSW figure of 18.1%



Over 370 native mammal, reptile and bird species



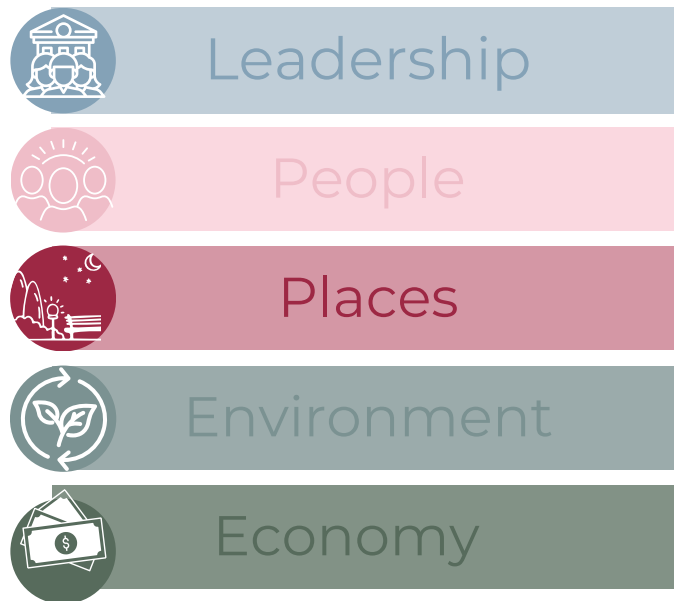
1558 native plant species  
50 threatened or endangered native plant species

53 threatened or endangered native animal species

\*Source: <https://forecast.id.com.au/wingecarribee> prepared by id (Informed decisions), October 2021 and ABS Statistics

# Reading the Plan

Wingecarribee 2041 is structured around the five themes of



No single theme is more important than another and all are equally important in achieving the aspirations of the Wingecarribee community.

The Plan outlines:

**A Community Vision** – our aspiration for how we want the Shire, our community and our lives to be in the future

**Theme aspirations** – the end result we want for children, adults, families, businesses and communities

**Alignment to Sustainable Development Goals** – how the theme works to address global issues, at the local level

**Goals** – what we want to achieve

**Strategies** – how we plan to achieve each goal

**Measures\*** – how we assess the effectiveness of the strategies in place.

*\* The measures used in this document are indicative only. We are developing a framework of measures to help us better assess performance. This will include identifying baselines that will indicate if we are moving towards or away from our targets. This information will be available in the 2024 State of the Shire Report.*





# Our Community Vision

In 2041, we will be...

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



# Leadership

## Where we want to be

We trust the governments that represent us.

They work together in the best interests of the community.

They are open, accountable and allocate resources wisely. We are confident that they are making decisions that support our goals.

Governments listen to the community and involve us in decision-making. They are knowledgeable but also seek out new ideas and points of view.

They regularly communicate and keep us informed, ensuring we all have opportunities to have a say on what matters to us.

Most of all, our governments show strong leadership and are connected to the communities they serve.

### Top challenges and opportunities

- Communication between spheres of government and community
- Financial sustainability of local government
- Digital innovation and technology
- Supporting community or “grass roots” leadership
- Partnerships and collaboration across stakeholder groups



## Sustainable Development Goals



## How we will get there

Goal 1.1 - Ethical and trusted levels of government that work together in the best interest of the Shire	Council's role	Partners
1.1.1 Achieve ethical governance and improve decision making, through open, accountable and positive leadership	Leader	State and Federal Government Regional councils
1.1.2 Ensure the long-term sustainability of the Council through effective planning and management of finances, assets, people and systems	Leader	State Government
1.1.3 Improve customer service and achieve value for money services through informed, responsive and efficient service delivery	Leader	State Government
1.1.4 Deliver and implement strategy and planning that supports the community's vision and priorities	Leader Advocate	State Government



Goal 1.2- A well-informed, engaged community	Council's role	Partners
1.2.1 Provide clear, open and timely information through a mix of accessible communication methods and channels	Leader	State Government Community Education providers
1.2.2 Enhance opportunities for people to participate through more genuine, inclusive and accessible community engagement	Leader	State Government Community Education providers
1.2.3 Improve community participation in decision-making by reducing barriers for older, younger and disadvantaged people	Leader	State Government Community Education providers
Goal 1.3- A leading community		
1.3.1 Build community capacity through networking, mentoring and skills development	Partner	Education providers Non-Government Organisations Business and Industry Community Groups
1.3.2 Develop collaborative and creative forums that empower the community to advance agreed objectives and actively participate in decision-making	Partner	Education providers Non-Government Organisations Business and Industry Community Groups
1.3.3 Invest in digital technologies to improve how we work, live and play	Leader	State Government Education providers Business and industry

## Measuring progress

Performance Indicators	Target or trend	Sources
Overall satisfaction with Council performance	Increasing	Community Satisfaction Survey
Overall satisfaction with Council provision of information to residents	Increasing	
Council's image within the community	Improving	
Satisfaction with opportunities to participate in decision making	Increasing	
Operating performance ratio	>0%	Wingecarribee Shire Council
Own source operating revenue ratio	> 60%	
Unrestricted current ratio	> 1.5	
Cash expense cover ratio	> 3 months	
Outstanding rates and annual charges	< 5%	
Debt service cover ratio	> 2	
Debt service ratio	> 0< 20%	
Workplace culture	Improving	



# People

## Where we want to be

Everyone is welcome in the Shire.

We celebrate our differences and are open to new ideas. People feel valued, connected and safe and have plenty of opportunities to get involved in the community.

We are a happy, resilient and healthy community. No matter your age or personal circumstances, you can easily access the services that you need.

We have removed the barriers that stop vulnerable or disadvantaged people from leading full and healthy lives.

We are a creative, educated and vibrant community that values the arts. We celebrate our culture, learning from the past to create a better future.

### Top challenges and opportunities

- Our ageing population
- The burden of chronic illness
- Supporting the most vulnerable people in our community
- Retaining young people
- Community health and wellbeing in a post pandemic society
- Enhancing the role of arts and culture in community life
- Recognising country, people and place.



## Sustainable Development Goals



## How we will get there

Goal 2.1 - A happy, healthy, active and resilient community	Council's role	Partners
2.1.1 Increase the availability and affordability of local health services	Advocate Partner	State Government Non-Government Organisations Health Care Providers
2.1.2 Address social disadvantage through a collaborative, all of government and community approach to improving social outcomes	Leader Provider Partner Advocate	State and Federal Government Non-Government Organisations Community Groups
2.1.3 Promote healthy lifestyle choices	Leader Partner	State Government Non-Government Organisations Health Care Providers
2.1.4 Provide a range of sport, recreation and leisure services and facilities across the Shire	Leader Provider Partner Advocate	State Government Local sporting organisations and groups
2.1.5 Keep the community safe through effective partnerships, planning and risk management	Partner Promoter Advocate	NSW Police State Government
2.1.6 Plan, deliver and advocate for accessible local services that support the needs of a changing and growing community	Leader	State Government Non-Government Organisations Community Groups
2.1.7 Provide lifelong learning and skills development for people of all ages and abilities	Leader Provider Partner	Education providers State and Federal Government Non-Government Organisations Community Groups
2.1.8 Work with education providers to improve access to tertiary education, particularly for young people	Advocate Partner	Education providers State and Federal Governments



Goal 2.2 An inclusive community where everyone can participate in community life.	Council's role	Partners
2.2.1 Improve community participation by reducing barriers, particularly for older, younger, culturally diverse and disadvantaged people.	Leader Provider Advocate	State Government Non-Government Organisations Community Groups
2.2.2 Encourage new ideas and nurture understanding through intergenerational and cultural programs and activities.	Leader Partner	Non-Government Organisations Community Groups Education providers
2.2.3 Foster community spirit through volunteering.	Leader	Non-Government Organisations Community Groups
Goal 2.3 A creative, diverse and vibrant community		
2.3.1 Bring people together through local events, festivals and celebrations.	Leader Provider Partner	Community Groups Non-Government Organisations Event Organisers State Government
2.3.2 Acknowledge and respect, listen and learn, from our First Nations and Torres Strait communities, culture and cultural heritage, and work together to improve outcomes for First Nations Peoples.	Leader Partner Advocate	First Nations Peoples State and Federal Government Non-Government Organisations Community Groups
2.3.3 Support and promote our growing creative and cultural sector and community.	Provider Advocate Partner	State and Federal Government Creative industries Local business Community Groups
2.3.4 Embed culture and creativity across all aspects of community life through placemaking, performances, public art, and storytelling.	Leader Provider Partner	First Nations peoples Community Groups Creative industries

## Measuring progress

Performance Indicators	Target or trend	Sources
Socioeconomic Indices for Areas (SEIFA)	Maintain	Australian Bureau of Statistics
Sense of feeling part of the community	Increasing	Multiple - Community Satisfaction Surveys, Wingecarribee Shire Council participation numbers, Office of Sport, NSW Health
Satisfaction with local arts and culture	Increasing	
Support for the First Nations community	Increasing	
Satisfaction with festivals and events	Increasing	
Provision and operation of libraries	Increasing	
Support for aged persons	Increasing	
Support for youth	Increasing	
Support for people with a disability	Increasing	
Participation in volunteering activities	Increasing	
Participation in arts and related activities	Increasing	
Opportunity to participate in recreational and sporting activities	Increasing	
People who can get help from support networks	Increasing	
Residents feel safe during the day, at night and using public facilities	Increasing	
Sport and recreation participation numbers	Increasing	
Children's health and development	Improving	NSW Health
Resident health status (across a number of areas such as body mass index, smoking related hospitalisations, coronary heart disease hospitalisations)	Improving	
Life expectancy	Maintain or improve	
Obesity	Improve	
Residents health risk behaviours	Improving	
Crime recorded incidents e.g., assaults, robbery	Maintain or improve	NSW Bureau of Crime Statistics and Research
Family and Domestic Violence	Decrease	

\*Increases in reported offences such as domestic violence can sometimes reflect an increased confidence in or awareness of the services and the support available to victims. This type of data always requires careful analysis.



# Places

## Top challenges and opportunities

- Affordable and accessible housing supported by local services
- Planning for a growing population
- Sustainable and safe local infrastructure and services, including roads
- Maintaining the character of local villages and towns
- Maintaining a mix of country and urban lifestyles

## Where we want to be.

We feel deeply connected to the places we live, work and play in.

Our towns and villages are vibrant, safe and tranquil, offering a special mix of urban and rural lifestyles.

Our heritage is important to us and that is why our rich history is clearly visible in our public places, art and buildings.

Our towns and villages exist in harmony with our natural environment, and we welcome new places and development that continue this tradition.

It is easy to move around and stay connected to our family and friends. We have plenty of transport options and safe, accessible and linked roads and footpaths. We also have interconnected pathways that encourage us to ride and walk.

It is easy to live here because we have a choice of affordable and accessible housing suitable for all ages - from young people to families and older residents. Our neighbourhoods are close to the facilities and services we need.



## Sustainable Development Goals



## How we will get there

Goal 3.1A physically and digitally connected Shire.	Council's role	Partners
3.1.1 Provide accessible, efficient and interconnected public transport systems and infrastructure within and out of the Shire	Advocate	State Government Transport providers
3.1.2 Plan and deliver an interconnected and accessible network of cycleways footpaths and walking trails between towns and villages	Leader Provider Partner	State Government Developers
3.1.3 Investigate and implement opportunities to reduce travel time between the Shire and strategic population centres (e.g., Sydney, Canberra and Wollongong)	Advocate	State and Federal Government Transport providers
3.1.4 Work in partnership to ensure a safe and reliable road and infrastructure network	Partner	State and Federal Government
3.1.5 Improve local roads through prioritised and timely upgrade, renewal and maintenance programs	Leader	State and Federal Government
3.1.6 Investigate and support initiatives that consider future transport modes and technologies	Partner Advocate	State and Federal Government
3.1.7 Work with service providers to improve digital and telecommunications infrastructure and service delivery	Advocate	Telecommunication service providers



Goal 3.2 Unique towns, villages and rural landscapes	Council's role	Partners
3.2.1 Maintain and create the green spaces, gardens and rural landscapes between and across towns and villages	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
3.2.3 Identify, protect and promote places of significant cultural heritage, including First Nations heritage	Leader Regulator	State Government Community Groups
Goal 3.3 Liveable and sustainable communities		
3.3.1 Work collaboratively to improve and revitalise town and village centres throughout the Shire	Leader Partner Provider	Business and Industry Community Groups
3.3.2 Provide welcoming and accessible community facilities and open spaces that support opportunities for people to meet and connect with one another	Leader Partner Provider	State Government Developers
3.3.3 Provide effective, safe and well-maintained local infrastructure and assets that service the needs of current and future generations	Leader Partner Provider	State Government Developers
3.3.4 Enhance the liveability and sustainability of local neighbourhoods through well considered place and precinct planning	Leader	State Government Community Groups
3.4 Housing that meets the needs of current and future generations		
3.4.1 Provide a mixture of housing types that allow residents to meet their housing needs at different stages of their lives.	Leader Advocate Regulator	State and Federal Government Housing providers
3.4.2 Support incentives and other initiatives that increase affordable housing options.	Leader Advocate Regulator	State and Federal Government
3.4.3 Work with housing providers to increase social and community housing, accessible housing for younger people, aged care places, seniors living and adaptable forms of housing.	Partner Advocate Regulator	State and Federal Government Housing and aged care service providers
3.4.4 Work across all levels of government to ensure planned housing growth protects the natural environment and is supported by local services.	Leader Advocate Partner	State and Federal Government Regional councils

## Measuring progress

Indicator or Measure	Target or trend	Sources
Housing stress (mortgage or rental)	Improve	Australian Bureau of Statistics, Transport for NSW
Number and value of building approvals	N/A monitor	
Percentage of trips to work by active transport	Increase	
Percentage of trips to work by public transport	Increase	
Road safety statistics	Improve	
Residents with internet connections at home	Increase	
Asset maintenance ratio	>100%	Wingecarribee Shire Council
Infrastructure backlog ratio	<2	
Building and infrastructure renewal ratios	>100%	
Utilisation of community halls and facilities	90%	
Property investment portfolio	A yield of 4.1% to 6.0%	
Condition of assets e.g., roads	Improve	
Availability of and access to public transport	Improve	Community Satisfaction Surveys and Place Score data
Revitalisation/beautification of town and village centres and surrounding areas	Improve	
Protecting heritage values and buildings	Improve	
Local traffic management	Improve	
Provision and maintenance of local parks and gardens	Improve	
Provision and maintenance of community facilities	Improve	
Enforcement of development and building regulation	Improve	



# Environment

## Where we want to be

Our natural world is healthy and flourishing.

Our unique native species biodiversity and natural environment continues to be protected, enriched and enhanced.

The community is educated about, and actively involved in caring for and protecting our native flora, fauna, and eco systems.

We also actively manage and support important wildlife areas, corridors and flyways.

Our air, and waterways, and land are clean and uncontaminated, support a healthier community and natural environment.

We are a low waste community that reduces, reuses and recycles where we can. We also use renewable energies - like solar energy and wind power - that are kinder to the planet. We are leaders in sustainable living, acting on climate change and building resilience in the face of natural disasters.

### Top challenges and opportunities

- Climate Change
- Increasing natural disasters and weather events
- Our ability to survive, adapt and thrive in the face of crises
- Protecting biodiversity and our natural resources
- The use of renewable energies.
- Our beautiful natural environment



## Sustainable Development Goals



## How we will get there

Goal 4.1 A protected, healthy and diverse natural environment.	Council's role	Partners
4.1.1 Protect and enhance our native species, biodiversity, habitats and natural areas through a coordinated community, and all of government and approach.	Leader Partner Provider Advocate Protector	State and Federal Government Business and Industry Community Groups Volunteers
4.1.2 Work collaboratively to reduce pollution, manage biodiversity risks, and the impact on our environment.	Leader Partner Provider Regulator Protector	State and Federal Government Business and industry Community Groups
4.1.3 Conserve the key natural resources of the Shire and minimise the impact from development	Leader Partner Provider Regulator	State and Federal Government Developers
4.1.4 Sustainably manage natural resources, such as water, for the benefit of all life	Leader Partner Provider Regulator Protector	State and Federal Government Business and Industry Community Groups
4.1.5 Work together to reduce bushfire risk and better protect the Shire from natural disasters	Leader Partner Advocate	Council Community State Government
Goal 4.2A community that lives sustainably for the betterment of the planet.		
4.2.1 Develop partnerships and implement community awareness education programs that enable people to live alongside wildlife and environmentally sensitive areas without contributing to degradation of these areas, loss of species or destruction of habitat.	Leader Partner	State and Federal Government Non-Government Organisations Community Groups
4.2.2 Promote building practices and the types of developments that improve resource efficiency	Leader Provider Regulator	State and Federal Government Developers Building Industry



Goal 4.2A community that lives sustainably for the betterment of the planet.	Council's role	Partners
4.2.3 Encourage residents and businesses to source and produce goods locally	Advocate	Federal and State Government Business and Industry Community Groups
<b>Goal 4.3A low-waste community</b>		
4.3.1 Minimise waste through education, promotion of alternatives and prosecution of illegal dumpers	Leader Provider Partner Regulator	State and Federal Government Community Groups
4.3.2 Maximise the recovery of resources from the waste stream	Leader Provider Partner Regulator	State and Federal Government
4.3.3 Support circular economy initiatives that minimise both resource production and consumption	Advocate Partner	State and Federal Government Business and industry Community Groups
<b>Goal 4.4 A resilient Shire that takes action on climate change</b>		
4.4.1 Manage resource consumption, with significant increases in efficiency and adoption of renewable energy	Leader	State and Federal Government Regional councils
4.4.2 Build community capacity to reduce greenhouse gas emissions and minimise the impacts of climate change	Partner Advocate	State and Federal Government Community Groups
4.4.3 Plan for predicted impacts of climate change	Leader Advocate Protector	State and Federal Governments Regional councils Business and Industry Community Groups
4.4.4 Monitor and report on community and government progress to achieving net zero emissions	Leader Advocate	State and Federal Government Business and Industry Universities
4.4.5 Work collaboratively across all levels of government, business and industry to reduce carbon emissions and address climate change	Advocate Partner	State and Federal Government Business and industry Community Groups Universities
4.4.6 Support the community to survive, adapt and thrive in the face of extreme weather events and other crises	Leader Partner	State and Federal Government Community Organisations
4.4.7 Actively promote energy efficiency measures and the uptake of renewable energy usage throughout the Shire.	Advocate	Community Organisations

## Measuring progress

Indicator or Measure	Target or trend	Sources	
Greenhouse gas emissions	Decrease	Wingecarribee Shire Council	
Electricity and gas consumption	Decrease		
Percentage of domestic waste diverted from landfill	Increase		
Commercial and household water usage	Improve		
Commercial and household waste	Improve		
Illegal dumping (volume)	Decrease		
Number of conservation efforts to protect threatened species	Increase		
Bushland actively managed by Council	Increase		
Illegal vegetation clearing	Reduce		
Illegal firewood collection	Reduce		
Biosecurity (weeds and pest species)	Reduce		
Waterway health	Maintain		
Recycling and waste reduction take-up rates	Increase		
Healthy, natural urban streams and creeks	Improve		Community Satisfaction Survey
Litter control and rubbish dumping	Improve		
Restoration of natural bushland	Improve		
Encouraging recycling and waste reduction	Improve		
Number of threatened species both endangered and vulnerable	Monitor	NSW Government	



# Economy

## Where we want to be

Our local economy is thriving, and people want to live and work here.

We have built on the unique strengths of the Shire, such as our close proximity to major centres like Sydney and Canberra and our rich agricultural lands.

We are home to leading primary industries that work in harmony with the local environment.

There are local jobs available, allowing people to work within a variety of fields and sectors.

We have plenty of education, training and development opportunities. This helps us to build our local skills and knowledge and create workforces suitable for both current and future employers.

Local business, industry and other organisations have embraced new technologies allowing them to grow and prosper while also supporting the health of the planet.

We have become known for our variety of creative industries and are home to many artists, , writers, performers, filmmakers, designers, musicians and makers.

### Top challenges and opportunities

- The Shire's strategic location
- Protecting and enhancing our agricultural industries.
- Increasing jobs.
- Attracting innovation and new technologies
- Tourism that supports the environment, not just the economy.
- The strength of our creative industries.



## Sustainable Development Goals



## How we will get there

Goal 5.1 People want to visit, work and invest in the Shire.	Council's role	Partners
5.1.1 Broaden and promote the diversity of business and industry sectors and investment opportunities	Promoter Advocate Regulator	State Government Local business and industry Regional councils
5.1.2 Work across all sectors to improve access to local employment for people of all abilities, cultural backgrounds and ages	Advocate	State Government Business and industry Regional councils
5.1.3 Promote slow and sustainable tourism that balances economic benefits with impacts on our environment and community	Promoter Advocate	State Government Business and industry Regional councils
5.1.4 Provide diversity in tourist attractions and experiences including eco-tourism and open gardens	Promote Advocate	State Government Business and industry
5.1.5 Develop and promote the Southern Highland's unique brand identity	Partner Promoter Advocate	State Government Business and industry
5.1.6 Capitalise on our proximity to Sydney, Canberra and the Western Sydney Aerotropolis to attract economic opportunities and investment	Promoter Advocate	Council State and Federal Government Business and Industry

Goal 5.2 Sustainable business and industry work in harmony with local community and environment	Council's role	Partners
5.2.1 Promote business and industry development opportunities suited to our distinct region	Promoter	State Government business and industry
5.2.3 Encourage and showcase leading edge, clean, green industries	Promoter Partner Advocate	State Government Business and industry Regional councils
5.2.4 Encourage research and innovation that enhances the local and regional economy	Promoter Partner Advocate	State Government Business and industry Regional councils
5.2.5 Promote and enhance our creative industries.	Promoter Partner Advocate	State Government Business and industry
<b>Goal 5.3A thriving and diverse agricultural industry.</b>		
5.3.1 Develop and implement initiatives which allow rural industries to innovate, adapt and prosper	Partner Promoter Advocate	State and Federal Government Agricultural industries
5.3.2 Manage development to ensure it does not impact on viable primary production and food security	Leader Regulator	State Government Business and Industry Developers
5.3.3 Promote rural tourism and opportunities that showcase local produce and agricultural industries	Partner Promoter	State Government Business and industry Regional councils
<b>Goal 5.4A supported and connected local business community.</b>		
5.4.1 Implement programs that support and strengthen business development	Partner Advocate	State Government Business and Industry Community Groups
5.4.2 Promote mentoring and development opportunities to build a connected business community.	Promoter Partner Advocate	State Government Business and Industry Community Groups
5.4.3 Develop partnerships within and outside of the Shire to strengthen the economy	Leader Partner Advocate	State Government Regional councils Business and Industry

## Measuring progress

Performance Indicators	Target or trend	Sources
Gross value of agricultural production	Maintain	Australian Bureau of Statistics
Gross domestic product	Increase	
Level of unemploymen	Maintain	
Level of education of residents (Year 12 and beyond)	Maintain	
Percentage residents that travel outside the Shire for work	Decrease	
Support for tourism	Maintain	Community Satisfaction Survey
Support for local business and employment	Improve	
Number of tourism related jobs	Increase	Destination NSW, Data NSW
Visitation numbers to the Shire	Increase	
Spend by service or business category e.g., food services, accommodation	Not applicable - monitor	



# Acknowledgements

Wingecarribee 2041 would not be possible without the valuable contribution of our community. Wingecarribee Shire Council thanks all those people who participated in focus groups, workshops and surveys to inform the development and review of the Community Strategic Plan.

We also wish to acknowledge the use of the United Nations Sustainable Development Goals.

The following documents were considered during the review of the Community Strategic Plan. The Council acknowledges the authors of these documents and the insights these plans and reports have provided.

The 2023 review was conducted with the assistance of Kathryn Ridley Consulting.

Key Informing Document	Date of issue	Lead Author
Annual Report for 2020/2021	2021	Wingecarribee Shire Council
Aquatic Facilities Strategy	2012	Wingecarribee Shire Council
Biodiversity Strategy	2013	Wingecarribee Shire Council
Blueprint for a Resilient South East NSW project	N/A	Canberra Region Joint Organisation
Climate Change Adaptation Plan	2019	Wingecarribee Shire Council
Communications Strategy	2021	Wingecarribee Shire Council
Community Engagement Strategy	2021	Wingecarribee Shire Council
Community Safety Plan	2015	Wingecarribee Shire Council
Community Satisfaction Survey Results	2021	Wingecarribee Shire Council
Corporate and Community Planning Framework	2021	Wingecarribee Shire Council
Corporate Relations Service Review	2021	KPMG
Delivery Program	2017	Wingecarribee Shire Council
Delivery Program Progress Report	Jul-22	Wingecarribee Shire Council
Disability Inclusion Action Plan 2022-2026	2022	Wingecarribee Shire Council
Economic Roundtable Report	2021	KPMG
Emergency Management Plan	2020	Wingecarribee Shire Council
Environment and Climate Change Strategy Engagement Outcomes Report	2021	JOC Consulting
Environmental Strategy 2012-2017	2012	Wingecarribee Shire Council

Key Informing Document	Date of issue	Lead Author
Fit for a Digital Future' - WSC Digital Strategy and Roadmap	2019	Wingecarribee Shire Council
Heritage Strategy	2019	Wingecarribee Shire Council
Housing our Community - Local Housing Strategy	2021 amended	Wingecarribee Shire Council
Integrated Planning and Reporting Handbook	2021	NSW Office of Local Government
Integrated Planning and Reporting Review Report	2022	Karen Legge Consulting
Integrated Water Cycle Management Strategy	2018	NSW Government
Open Space Review and Long-Term Strategy	2007	Wingecarribee Shire Council
Operational Plan and Budget 2022/23	2022	Wingecarribee Shire Council
Our Future World - Megatrends Report	2022	CSIRO
Parks Strategy	2016	Wingecarribee Shire Council
Pedestrian Access and Mobility Plans	2008	Wingecarribee Shire Council
Playspace Strategy	2020	Wingecarribee Shire Council
Positive Ageing Strategy 2016-2026	2016	Wingecarribee Shire Council
Public Toilet Strategy 2017	2017	Wingecarribee Shire Council
Recreational Walking Tracks Strategy	2020	Wingecarribee Shire Council
Regional Community Strategic Plan	2022	Canberra Region Joint Organisation
Regional Youth Insights	2022	Dept of Regional NSW
Resourcing Strategy	2017	Wingecarribee Shire Council
South East and Tablelands Regional Plan 2041 (draft for public exhibition)	2022	Department of Planning and Environment
State Plan (NSW 2021 now out of date)	2011	NSW Government
Statement of Regional Priorities	2019	Canberra Region Joint Organisation
Wingecarribee 2040 - Local Strategic Planning Statement	2020	Wingecarribee Shire Council
Wingecarribee Regional Economic Development Strategy	2018	Wingecarribee Shire Council
Youth Strategy and Action Plan 2016-2026	2019 edition	Wingecarribee Shire Council

# Appendix 1



## State and Regional Priorities

Consultation was given to both the State and Premier's priorities when reviewing the Plan. It is noted however that the NSW State Plan 2021 is currently out of date. Changes to these priorities and how they might impact the Plan will be considered once they are available.

No.	State Priorities	Wingecarribee 2041 Goal
Strong Budget and Economy		
1	Making it easier to start a business	5.2 and 5.4
2	Encouraging business investment	5.1 and 5.2
3	Boosting apprenticeships	5.1
4	Accelerating major project assessment	
5	Protecting our credit rating	1.1
6	Delivering strong budgets	1.1
Building Infrastructure		
7	Improving road travel reliability	3.1
8	Increasing housing supply	3.4
Protecting the vulnerable		
9	Transitioning to the National Disability Insurance Scheme	
10	Creating sustainable social housing	3.4
Better Services		
11	Improving Aboriginal education outcomes	2.3
12	Better government digital services	1.1
13	Cutting wait times for planned surgeries	



No.	State Priorities	Wingecarribee 2041 Goal
<b>Better Services</b>		
14	Increasing cultural participation	2.2 and 2.3
15	Ensure on-time running for public transport	
<b>Safer Communities</b>		
16	Reducing violent crime	2.1
17	Reducing adult re-offending	
18	Reducing road fatalities	3.1
<b>Premier's Priorities</b>		
1	Building Infrastructure	3.1, 3.2 and 3.3
2	Creating jobs	5.1, 5.2, 5.3 and 5.4
3	Driving public sector diversity	
4	Faster housing approvals	3.4
5	Improving education results	2.3
6	Improving government services	1.1
7	Improving service levels in hospitals	
8	Keeping our environment clean	4.2
9	Protecting our kids	2.1
10	Reducing domestic violence	2.1
11	Reducing youth homelessness	2.1
12	Tackling childhood obesity	2.1
<b>Draft South East and Tablelands Regional Plan 2041</b>		
1	Recognising Country, people, and place	2.3
2	Enhancing sustainable and resilient environments	4.1
3	Leveraging diverse economic identities	5.1 and 5.2
4	Planning for fit for purpose housing and services	3.4
5	Supporting a connected and active region	3.1

*Note: At the time of updating the Plan, the Premier's Priorities had not yet been reviewed by the newly elected State government. This also applies to the State Plan*

# Appendix 2

## Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework was introduced in 2009 and stems from the assumption that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels. (Office of Local Government 2022)

It supports councils across NSW to take a consistent, well-informed approach to planning, service delivery, monitoring performance and reporting. It also requires councils to better engage the community; allowing people to genuinely participate in the decisions that affect them.



### Enable councillors to:

- work directly with their community to identify long-term priorities for local identity, growth and lifestyle
- understand the range of service standards they expect and the infrastructure that will be required to deliver them
- have meaningful conversations about the cost of meeting community expectations and map out a 4 year strategy to deliver key priorities, projects and services
- set appropriate fees and charges
- monitor council's progress
- report back to the community on success in achieving goals
- be assured that statutory and other planning, consulting and reporting requirements are being met.

The aim of the framework is to improve the sustainability of local government and the communities they serve. It also supports councils, like Wingecarribee Shire, to deliver best value services that are in line with community needs and expectations.

The following is an extract from the NSW Office of Local Government Integrated Planning and Reporting Handbook, 2021 edition.

*"The Framework is a legislative requirement which forms part of the Local Government Act 1993. In 2016, the Local Government Act 1993 (the Act) was amended with a new set of operating principles to address the way local government leads, plans for, and makes decisions about services and resources. They..."*



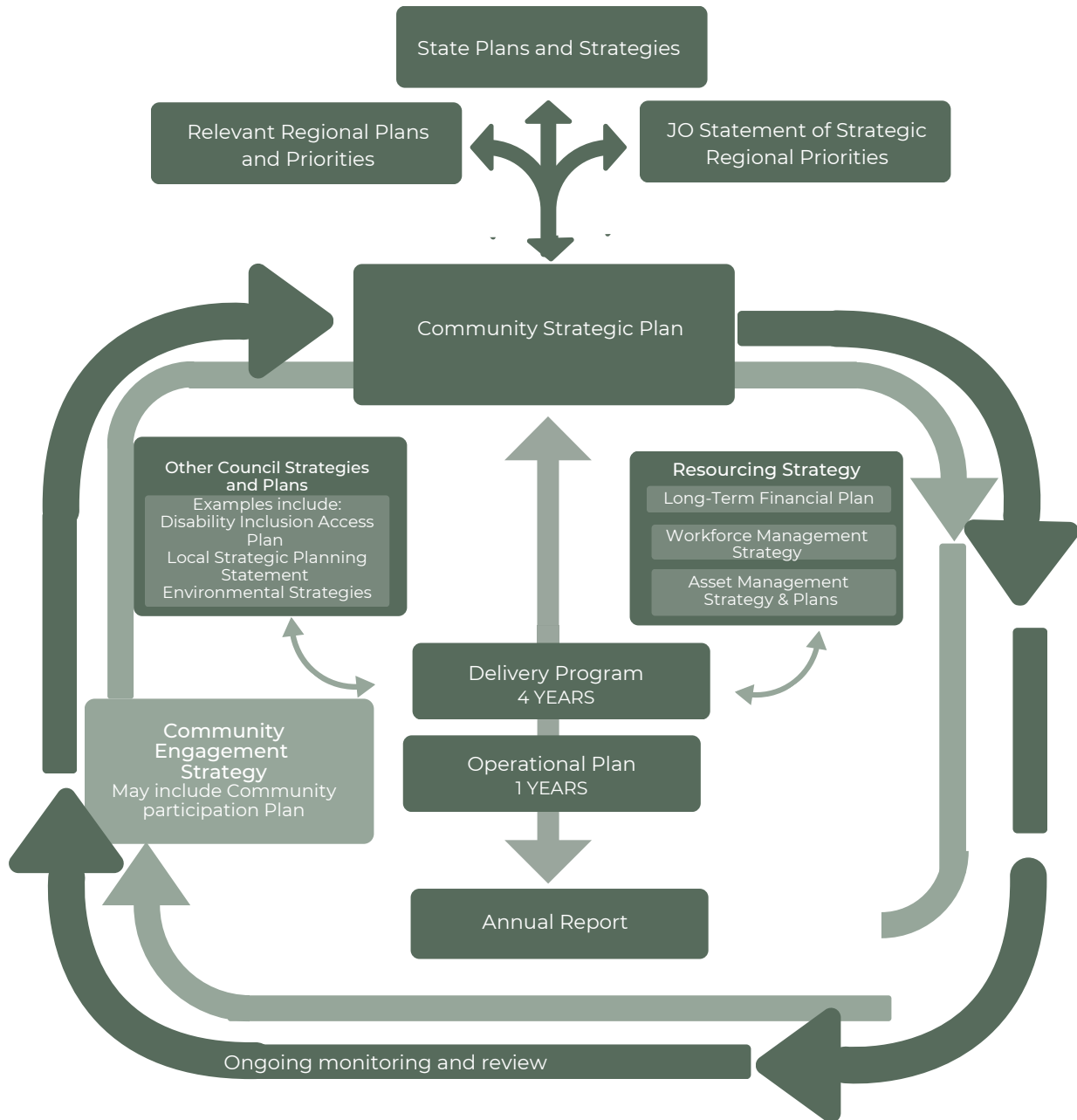
### Assist council staff to:

- understand community priorities and needs
- work with elected representatives on shared goals and priorities
- identify supporting plans and strategies
- undertake resource planning and met legislative requirements
- identify achievement, projects and programs for each 4-year term
- develop reporting regimes, including how risk will be effectively managed
- understand the role employees play in delivering community priorities
- understand how they will be accountable through reporting and performance management.



The IP&R legislation was amended again in 2021 with changes introduced to clarify roles and responsibilities, improve governance, remove some reporting requirements and streamline others, and link all council plans to the Framework.

Central to the Integrated Planning and Reporting framework is the Community Strategic Plan which reflects the community's aspirations for the future.







# Appendix 3

## Strategic networks and government agencies

The following are key networks and government groups contributing to the Community Strategic Plan. They work closely with the local community and Council.

- 1.Arts, Southern Tablelands Arts
- 2.Bushfire Recovery
- 3.Canberra Region Joint Organisation (CRJO)
- 4.Department of Communities and Justice South West Sydney
- 5.Department of Planning, Industry and Environment South East & Tablelands Regional Plan
- 6.Employment, Local Jobs Program Illawarra and South Coast
- 7.Health (NSW), South West Sydney Local Health District
- 8.Health (Federal) South West Sydney Primary Health Networks
- 9.Office of Local Government
- 10.Police, Hume District
- 11.Regional Development Australia Southern Inland
- 12.Regional Illegal Dumping
- 13.Skills and Training, Training Service NSW – Smart and Skilled
- 14.Service NSW Council Relationship Management and Business Concierge
- 15.Sydney Peri Urban Network
- 16.Sports, Illawarra Academy of Sport
- 17.Tourism, Destination Sydney Surrounds South
- 18.Waste Contract (Wingecarribee, Campbelltown, Camden, Liverpool and Wollondilly)



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