

Wingecarribee 2035 Community Strategic Plan

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DRAFT VERSION

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Acknowledgement of Country

Wingecarribee Shire Council acknowledges the Gundungurra and Dharawal people as the Traditional Custodians of this land. We pay our respects to the Traditional Custodians, their Ancestors who cared for this Country for many thousands of years, and their Elders and descendants who continue to care for Country.

Our Community's Vision for 2035 – our North Star



Our community is growing and changing, with more of our residents entering their senior years—a trend that is expected to continue. To ensure Wingecarribee remains a vibrant and inclusive place for people of all ages, our Community Strategic Plan includes proactive strategies to create a balanced, thriving community. By fostering opportunities for both older and younger generations, we aim to build a Shire where everyone can live, work, and enjoy life together. In Wingecarribee, family is more than just who we live with—it's about love, connection, and mutual support. Families come in many forms, from extended families to chosen families and close-knit community networks.

Our vision for 2035 is to create a community where every generation feels supported and connected. We're committed to strengthening the bonds between neighbours, businesses, community groups, and government, ensuring that everyone has opportunities to participate, collaborate, and grow together. By fostering a welcoming, inclusive, and family-friendly community, we are building a future where Wingecarribee is truly the best place in NSW for families to live and thrive.

Introduction

About this Plan – Shaping our future together

The Wingecarribee 2035 Community Strategic Plan is our roadmap to 2035, setting a clear vision and meaningful goals for everyone who calls this region home—our residents, businesses, community groups, and partners. It's more than just a document; it's a shared commitment to creating a thriving, connected, and sustainable future.

At the heart of this Community Strategic Plan are the principles of social justice, shaping both our vision and strategies. This means ensuring fairness and equity in decision-making and resource distribution, so that everyone—no matter their background or circumstances—has access to the services and opportunities they need to thrive here. By embracing inclusion, participation, and shared responsibility, we can build a stronger, more connected community where no one is left behind.

This Plan strikes a crucial balance between fostering a liveable and thriving local economy, with sustainable housing and accessible services while preserving the stunning natural environment that defines the Wingecarribee region. Considered, sustainable growth and planning, strong governance, and genuine community engagement are key, ensuring that as our community evolves, we maintain the character, charm, and liveability that define our Shire.

From improved infrastructure and enhanced community facilities to protecting our unique environment, this Plan reflects what matters most to our community. It is our collective vision to ensure Wingecarribee Shire is a welcoming place where families and residents of all ages can enjoy a high quality of life, connect with one another, and access the services and opportunities they need to thrive.

Who is this Plan for?

This Community Strategic Plan has been developed on behalf of and for our Wingecarribee community and stakeholders. While Council will guide and support this Plan, it's our collective commitment and investment that will turn vision into action. That's why this Plan not only lays out strategies for success but also suggests ways different groups can contribute, ensuring that everyone has a role in building a thriving, connected, and sustainable future. It is a tool to be used by our service providers, community groups and service clubs when seeking and securing funding and investments that support vital community initiatives.

This plan also guides business and industry, helping them align their investments with local needs while driving progress toward our shared vision for Wingecarribee.

Additionally, all levels of government, along with our elected representatives, can use this plan when considering service provision for the community, and to prioritise advocacy efforts that will create meaningful change that supports our vision.

However, we can't do this alone. Success relies on collaboration, and we are committed to working closely with our community partners to bring this vision to life.

Working together for our future - Council's role

The Wingecarribee Shire Community Strategic Plan isn't just a Council initiative—it's a shared commitment between all levels of government, community organizations, businesses, industries, and the people who call this place home. Together, we can achieve more than any one group could alone.

While the Council takes the lead in initiating, preparing, and maintaining this Plan, its success relies on strong partnerships and collective action. By collaborating, advocating, and leading, we can shape a future where Wingecarribee remains a thriving, connected, and resilient community for generations to come.

Council plays different roles depending on the task at hand:

Leader – Driving initiatives and delivering key projects.

Partner – Working side by side with community groups, businesses, agencies and government.

Advocate – Championing the needs and aspirations of our community at all levels of government.

By working together, we can turn vision into reality—creating a stronger and more sustainable future for everyone in Wingecarribee.



Leader

Lead role in delivery of physical infrastructure, essential services and community facilities, as well as plan and provide strategic direction through policy and practices.



Partner

Partnership role to work with all levels of Government, private and community organisations in areas with shared responsibility or influence. Council encourages a collective effort towards delivering the community's long-term objectives.



Advocate

Advocacy Role to support and speak on behalf of the community it represents regarding a wide range of issues that are important to the community and working with key decision makers to drive beneficial change.

This Plan is shaped by you

The plan is a vision for the future of Wingecarribee - a reflection of the voices, ideas, and aspirations of our community. Since consultation began in 2023, more than 1,800 people have contributed, helping to shape the direction of this plan.

Throughout 2023 and 2024, we connected with the community in workshops, local events, stakeholder meetings, pop-up sessions, surveys, drawing sheets, and online discussions. We also reviewed regional and state priorities to ensure our plan reflects both local needs and the bigger picture.

We asked:

What makes your community a great place to live?

What do you think are the main challenges facing your community?

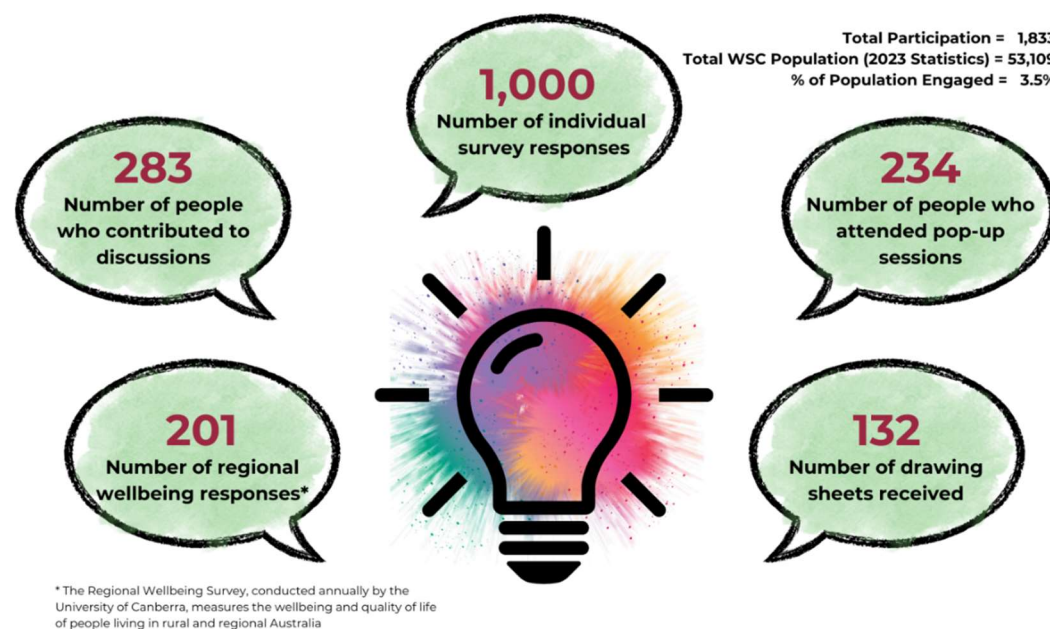
What is one thing you would like to see achieved in your community in the next 10 years?

Here's what our community said is important for the future:

- Housing for all - Affordable, accessible housing and reducing homelessness.
- Better infrastructure - Safer, improved roads and highways.
- Stronger health services - Better access to mental health care and high-quality medical services within the Shire.
- Protecting our environment - Climate leadership, clear carbon targets, and responsible stewardship of our natural spaces.
- Enhanced open spaces and recreation - Walking and cycling paths that connect towns and villages, dog-friendly areas, and upgraded playgrounds and aquatic facilities.

We also considered feedback from community reference panels and other Council-led engagement efforts. Using all this input, we developed the draft Community Strategic Plan (CSP) framework in November 2024, and to ensure we got it right, we held additional community, industry and Councillor engagement sessions to refine the plan before finalising this draft.

This plan is truly a collaborative effort—built by the community, for the community. Together, we're shaping a future where Wingecarribee continues to be a vibrant, connected, and thriving place for generations to come.



Important Influences

When developing this Community Strategic Plan, we've taken a close look at how federal, state and regional priorities impact our community's future

These plans shape our approach to important issues like transportation, growth, sustainability, and regional development.

By aligning our local strategies with these broader goals, we're making sure that Wingecarribee's future is not only vibrant and sustainable but connected to the wider region, state and nation. Together, we can build a stronger, more resilient community.



Delivered at the Local Level

Wingecarribee 2040 Local Strategic Planning Statement

Wingecarribee Local Housing Strategy – Housing our Community

Southern Highlands Destination Strategy 2020-2030

Environment and Climate Change Strategy: Community Emissions Action Plan (CEAP)

Strategic Asset Management Plan 2017-2027

Community and Recreational Facilities Strategy 2022-2041

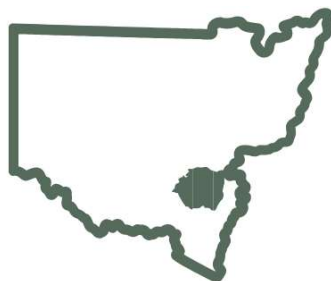
Waste and Resource Management Strategy 2023-2032

Disability Inclusion Action Plan 2022-2026

Positive Ageing Strategy and Action Plan 2016-2026

Youth Strategy and Action Plan 2016-2026

Reflect Reconciliation Action Plan



Delivered at the Regional Level

South East and Tablelands Regional Plan 2041

South East and Tablelands Strategic Regional Integrated Transport Plan

Wingecarribee Regional Economic Development Strategy (2023 Update)

Destination Southern NSW: Destination Management Plan 2022-2030

Destination Sydney Surrounds South: Destination Management Plan 2022-2030

Canberra Region Economic Development Strategy 2022

CRJO Resilience Blueprint for South East NSW



Delivered at the State Level

NSW Climate Change Adaptation Action Plan 2025-2029

NSW Future Energy Strategy and Action Plan

NSW State Infrastructure Strategy 2022-2042

NSW Economic Blueprint 2040

NSW State Health Plan - Future Health 2022-2032

NSW Visitor Economy Strategy 2030



Delivered at the Federal Level

Infrastructure Australia Strategy 2021

National Climate Resilience and Adaptation Strategy 2021-2025

Thrive 2030 Strategy – Reimagining the Visitor Economy

Australia's Biodiversity and Conservation Strategy 2010-2030

National Digital Economy Strategy 2030

Make it Happen: Modern Manufacturing Strategy 2020

National Agreement on Closing the Gap 2020

National Waste Policy and Action Plan 2019

Regional Investment Framework 2023

Early Years Strategy 2024-2034

Office of Youth: Engage Strategy 2024

Our Community Plan – Wingecarribee 2035

This Community Strategic Plan is built around five key themes that reflect what makes Wingecarribee unique:

- **Our People** - It's welcoming here. Families thrive, and people of all generations live together in a diverse, connected community.
- **Our Places** - It's easy to live, work and play here. We have what we need to feel at home: each of our towns and villages are unique and we value our natural spaces.
- **Our Environment** - We value our natural living environment. We protect, maintain and regenerate our natural environment and the lifestyle it supports for future generations.
- **Our Economy** - We grow, support and promote local jobs, businesses, clean industry and investment.
- **Our Leadership** - We are engaged, forward thinking and we work together for Wingecarribee.

Each theme highlights the outcomes (what we are working towards) and the strategies (how we will get there) that we can all work together to achieve—whether it's strengthening our community connections, creating great places, protecting our natural beauty, boosting our local economy, or providing strong leadership.

The plan outlines who in our community can help us in delivering on these strategies and includes indicators that will be used to measure our progress in achieving the outcomes and moving towards our vision.

This plan is about collaboration and shared action—as we work together to turn these strategies into reality, we're ensuring that our collective efforts will shape a vibrant, sustainable, and inclusive future for everyone.

Our People

It's welcoming here. Families thrive, and people of all generations live together in a diverse, connected community.

Where we want to be (Outcomes)	How will we get there? (Strategies)	Who do we need to work with? (Partners)
We are safe, active and healthy	<p>Promote healthy and active lifestyle choices (Council's Role: Leader, Partner, Advocate)</p> <p>Provide places and opportunities to play and be active (Council's Role: Leader, Partner, Advocate)</p> <p>Provide places and programs so that we feel safe wherever we are, day or night (Council's Role: Partner, Advocate)</p>	<p>State Government (Dept of Creative Industries, Tourism, Hospitality and Sport, NSW Dept of Communities and Justice, NSW Institute of Sport, NSW Crime Commission, NSW Office of Sport, NSW Police)</p> <p>Non-Government Organisations and Local Businesses</p> <p>Community Groups and Village Associations</p> <p>Local Sporting Clubs</p> <p>Health Care Providers</p>
We are creative and always learning	<p>Foster creativity and provide cultural experiences and celebrate cultural life (Council's Role: Leader, Partner, Advocate)</p> <p>Provide opportunities to learn and grow our skills and knowledge (Council's Role: Partner, Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Education, State Library of NSW, Create NSW, Careers NSW, Training Services NSW)</p> <p>Education Providers & Registered Training Organisations (RTOs)</p> <p>Non-Government Organisations</p> <p>Creative Industries</p> <p>Local businesses</p> <p>Community Groups</p>
We come together to connect and celebrate	<p>Provide opportunities for participation in community life through vibrant community events and festivals (Council's Role: Leader, Partner)</p> <p>Increase the availability and accessibility of services, programs and activities that support a thriving community (Council's Role: Leader, Partner, Advocate)</p> <p>Provide accessible spaces for people to meet and build community relationships (Council's Role: Leader, Partner, Advocate)</p> <p>Promote and provide opportunities to enhance the sense of belonging in the community (Council's Role: Leader, Partner)</p>	<p>State Government (Dept of Creative Industries, Tourism, Hospitality and Sport, Destination NSW, Create NSW)</p> <p>Non-Government Organisations</p> <p>Community Groups and Village Associations</p> <p>Creative Industries</p> <p>First Nations Peoples</p> <p>Local Emergency Response Agencies</p> <p>Local businesses</p>
We rebalance the aging population trend, with the number of younger residents outpacing the number of older residents	<p>Attract and retain younger demographic (Council's Role: Leader, Partner, Advocate)</p> <p>Develop policy and make decisions that support the retention and growth of a younger demographic (Council's Role: Leader, Advocate)</p> <p>Provide opportunities for older and younger demographics to mix and thrive together (Council's Role: Leader, Partner, Advocate)</p>	<p>State Government</p> <p>Non-Government Organisations</p> <p>Community Groups</p>

How we measure progress

Indicator	Where are we now? (Baseline)	Desired Trend or Target	Source
Median Age	48 (2021 ABS Census)	Median age is reducing	ABS Census
Population mix	58% <55yrs 2021	% < 55 yrs is increasing	ABS Census
Percentage of Family Households in the Shire	71.7% (2021 ABS Census)	% Increasing	ABS Census
Percentage of population attending an Educational Institution	Tertiary – University or other higher education 9.5% Tertiary – Vocational education (TAFE / Private RTOs) 9.0% Secondary – 24.1% Primary – 28.3% Preschool - 7.2% (2021 ABS Census)	% Increasing	ABS Census
Percentage of population that did voluntary work through an organisation or group in the last 12 months	18.0% (2021 ABS Census)	% Increasing	ABS Census
Local Health data - Percentage of population with no Long-term Health Condition(s)	56.0% (2021 ABS Census)	% Increasing	ABS
Crime data (# of incidents) - Break and Enter	85 (2024 BOSCAR Data)	# Decreasing	BOSCAR
Crime data (# of Incidents) - Domestic Violence Related Assault - <i>investigating availability of local data</i>	84 (2024 BOSCAR Data)	# Decreasing	BOSCAR
Crime data (# of Incidents) - Intimidation, Stalking and Harassment	190 (2024 Boscar Data)	# Decreasing	BOSCAR
Crime data (# of Incidents) - Sexual Assault, Touching, Sexual Act and other Sexual Offences	99 (2024 Boscar Data)	# Decreasing	BOSCAR
Crime and Safety Index	4/7 – (2021 Survey Results) (1 = low levels of safety and 7 = high levels of safety)	Increasing Score	University of Canberra Regional Wellbeing Survey
Number of Arts and Recreation Services Jobs (#)	395 Jobs (2021 ABS Census)	# Increase	Profile ID
Health & Wellbeing Index	7.6/10 (2024 Community Views Survey)	Maintain or increase	Id.com
Getting Involved in the Community index	2.9/7 (2021 survey results) (1= low levels of participation and 7 – high levels of participation)	Increasing score Higher = better	University of Canberra Regional Wellbeing Survey
Happiness Index – <i>investigating availability of LGA data</i>	TBC	TBC	TBC
People living in Wingecarribee with a mental health condition	4,605 People (2021 Profile ID) 8.7% of the Population	# Decreasing % of the Population Decreasing	Profile ID

Our Places

It's easy to live, work and play here. We have what we need to feel at home: each of our towns and villages are unique and we value our natural spaces.

Where we want to be (Outcomes)	How will we get there? (Strategies)	Who do we need to work with? (Partners)
We can easily get to the places we want to be	<p>Provide safe and accessible parking, cycleways, footpaths, trails and shared pathways to actively move around with ease (Council's Role: Leader, Partner)</p> <p>Provide a safe and well-maintained road network (Council's Role: Leader)</p> <p>Advocate for accessible and efficient public transport systems (Council's Role: Advocate)</p>	<p>Federal Government</p> <p>State Government (Transport NSW, Infrastructure NSW)</p> <p>Transport Providers</p> <p>Developers</p>
We have access to a place to live	<p>Invest in activating our town centres and villages and maintain the green in between (Council's Role: Leader, Partner)</p> <p>Provide diverse and affordable housing options (Council's Role: Leader, Advocate)</p> <p>Plan and manage our growth in a way that supports our social and environmental goals (Council's Role: Leader, Partner, Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing & Infrastructure, Infrastructure NSW, Regional Development Australia Southern Inland, Land and Housing Corporation NSW, Property and Development NSW, Heritage Council of NSW, Independent Planning Commission, Department of Primary Industries and Regional Development)</p> <p>Business & Industry Groups</p> <p>Community Groups and Village Associations</p> <p>Developers</p>
We have the services and facilities we need to live and work here.	<p>Provide accessible community facilities and services (Council's Role: Leader, Partner)</p> <p>Create and retain vibrant places and people spaces (Council's Role: Leader, Partner)</p> <p>Provide reliable and resilient infrastructure (Council's Role: Leader, Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing & Infrastructure, Infrastructure NSW, Regional Development Australia Southern Inland, Department of Primary Industries and Regional Development)</p> <p>Business & Industry Groups</p> <p>Community Groups and Village Associations</p> <p>Developers</p>
We have places that support children, young people and families	<p>Advocate for investment into services and facilities that ensure Wingecarribee families are well-supported (Council's Role: Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing & Infrastructure, Infrastructure NSW, Regional Development Australia Southern Inland, Department of Primary Industries and Regional Development)</p> <p>Developers Business & Industry Groups</p>

How we measure progress

Indicator	Where are we now? (Baseline)	Desired Trend or Target	Source
Population Density - Population / km2	20 ppl / km2	% Increase* Target 24 ppl/km2	ABS
Resident Population (#)	52,709 ppl	# Increasing 63,998 ppl –growth projection per NSW Government	ABS
Average number of people per household (#)	2.44 (2021 ABS Census)	2.6 (increase encouraged by multigenerational housing)	ABS
Affordable Housing Indicator Rental Stress - Avg Rent Costs / Income (%)	41.7% (2021 ABS Census)	% Decreasing Lower = Better	Economy ID
Total Number of Dwellings (#)	23,618 (2021 ABS Census)	# Increasing +5,500 Additional Dwellings – medium growth projection *Higher growth projection subject to implied dwelling demand in adopted South East and Tablelands Regional Plan 2041	ABS
SEIFA Index of Relative Socio-Economic Disadvantage (IRSD) for Wingecarribee Shire	1,046 Wingecarribee (2021 ABS Index Score)	Maintain or increase Higher = Better	Profile ID, SEIFA
SEIFA Index of Advantage and Disadvantage for Wingecarribee Shire	1,016 NSW (2021 ABS Index Score) 1,031 Wingecarribee (2021 ABS Index Score) 1,002 Moss Vale (2021 ABS Index Score) 986 Yerrinbool District (2021 ABS Index Score) 982 Hill Top, Balmoral, Colo Vale (2021 ABS Index Score)	Increasing score for any villages lower than NSW Average Score	Profile ID, SEIFA
Access to roads and public transport index	2.6/7 (2021 Survey Results) (1= low levels of participation and 7 – high levels of participation)	Increasing score Higher = better	University of Canberra Regional Wellbeing Survey
Access to local government services index	3.9/7 (2021 Survey Results) (1= low levels of participation and 7 – high levels of participation)	Increasing score Higher = Better	University of Canberra Regional Wellbeing Survey
Total Length of Footpaths in the Shire (km)	170km (2024 Asset Management Plan)	Increasing	Council Data
Total Length of Cycleways in the Shire (km)	78km (2024 Asset Management Plan)	Increasing	Council Data

Our Environment

We value our natural living environment. We protect, maintain and regenerate our natural environment and the lifestyle it supports for future generations.

Where we want to be (Outcomes)	How will we get there? (Strategies)	Who do we need to work with? (Partners)
We protect and nurture our natural environment	<p>Sustainably manage our natural resources (Council's Role: Leader, Partner, Advocate)</p> <p>Protect, nurture and live in harmony with country and our natural environment (Council's Role: Leader, Partner, Advocate)</p> <p>Protect our waterways and own our role as a drinking water catchment (Council's Role: Leader, Partner)</p> <p>Incorporate local First Nations knowledge into our environmental management practices (Council's Role: Partner)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Climate Change, Energy, the Environment and Water, NSW Environment Protection Authority (EPA), National Parks and Wildlife Service, Environment and Heritage Group, Resources Regulator NSW, Forestry Corporation of NSW, NSW Resources, NSW Environmental Trust)</p> <p>Non-Government Organisations</p> <p>Business and Industry Groups</p> <p>Community Groups</p> <p>Volunteers</p> <p>First Nations Community and Traditional Owners</p>
We are clean, green and resilient	<p>Reduce our reliance on non-renewable energy and carbon emissions (Council's Role: Leader, Advocate)</p> <p>Prepare for, and bounce back from natural disasters (Council's Role: Leader, Partner)</p> <p>Reduce and minimise contaminants and pollutants in our air, water and soil (Council's Role: Leader, Partner)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Climate Change, Energy, the Environment and Water, NSW Environment Protection Authority (EPA), National Parks and Wildlife Service, Environment and Heritage Group, Resilience NSW, NSW Environmental Trust, Net Zero Emissions and Clean Economy Board, NSW Reconstruction Authority, NSW RFS, SES, other emergency response agencies)</p> <p>Business and Industry Groups</p> <p>Regional Councils</p> <p>Developers</p> <p>Community Groups</p>
We responsibly and respectfully manage our resources	<p>Minimise waste and maximise our available resources (Council's Role: Leader, Partner)</p> <p>Transition towards a circular and regenerative economy by finding innovative ways to reuse materials, connect all our activities and address waste (Council's Role: Partner, Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Climate Change, Energy, the Environment and Water, NSW Environment Protection Authority (EPA), NSW Environmental Trust)</p> <p>Business and Industry Groups</p> <p>Developers</p> <p>Community Groups</p> <p>Community</p>

How we measure progress

Indicator	Where are we now? (Baseline)	Desired Trend or Target	Source
Average Volume of Mixed-Waste generated per Household Per Week (kg)	8.2kg / Week	Kg Decrease	WSC
Average Percentage of Waste diverted from Landfill (%)	56% (2024 WSC Stats)	% Increase 80% Target by 2030 as per our Waste Strategy	WSC
Typical Residential Bill for usage of Water and Sewer (\$ per connected property)	\$1,487.72 (2023 Stats)	\$ Decreasing	NSW Government DPIE – Local water utility performance NSW Government Water
CO2e emissions per capita	16.41906 (2022 Stats)	Decreasing Target: as per State mandates	Link: Snapshot Climate - Australian Emissions Profiles
Tree Canopy Cover in the Shire	34.4% approximate percentage based on Land Zone Mapping by WSC (2024) Baseline comparison TBC with: https://www.movementandplace.nsw.gov.au/place-and-network/built-environment-indicators/tree-canopy	Maintain or % Increase	Council Data – Wingecarribee Urban Tree Management Strategy is currently in development
Water Quality in the Shire – <i>investigating availability of LGA data</i>	TBC	TBC	TBC
Total Protected Land Area (ha)	82,044ha (2022 ABS Data)	Maintain	ABS
Number of Cultural Burns on Council-owned or managed bushlands	2 per annum in FY2023/24 (Council Data)	Maintain or # Increase	Council Data

Our Economy

We grow, support and promote local jobs, businesses, clean industry and investment.

Where we want to be (Outcomes)	How will we get there? (Strategies)	Who do we need to work with? (Partners)
We grow local businesses and jobs	<p>Support and empower local business and industry (Council's Role: Partner, Advocate)</p> <p>Provide opportunity for innovators and attract investment (Council's Role: Advocate)</p> <p>Proactively grow the economy through infrastructure and services (Council's Role: Leader, Partner, Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing and Infrastructure, Infrastructure NSW, Property and Development NSW, Destination NSW, Destination Sydney Surrounds South (DSSS), Dept Primary Industries and Regional Development, National Trust)</p> <p>Non-Government Organisations</p> <p>Business and Industry Groups</p> <p>Local Businesses</p> <p>Community Groups</p> <p>Community</p>
We work and live in the Shire	<p>Foster the creation of local jobs (Council's Role: Partner, Advocate)</p> <p>Encourage and foster new technologies and ways of working to keep our community and economy connected (Council's Role: Advocate)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing and Infrastructure, Regional NSW, Regional Development Southern Inland, Destination NSW, Destination Sydney Surrounds South (DSSS), Dept Primary Industries and Regional Development, National Trust)</p> <p>Business and Industry Groups</p> <p>Local Businesses</p> <p>Community Groups</p> <p>Regional Councils</p>
We are a visitor destination	<p>Attract and host events that create investment and visitation (Council's Role: Leader, Partner, Advocate)</p> <p>Promote our Southern Highlands brand so that we are known for our unique offerings and experiences (Council's Role: Advocate)</p> <p>Facilitate a visitor economy that supports our environmental and social goals (Council's Role: Leader, Partner)</p>	<p>Federal Government</p> <p>State Government (NSW Dept of Planning, Housing and Infrastructure, Regional NSW, Regional Development Southern Inland, Destination NSW, Destination Sydney Surrounds South (DSSS), Dept Primary Industries and Regional Development, National Trust)</p> <p>Business and Industry Groups</p> <p>Community Groups</p> <p>Local Creative Industries</p> <p>First Nations Community</p> <p>Local Emergency Response Agencies</p> <p>Local Businesses</p> <p>Rural Industries</p>

How we measure progress

Indicator	Where are we now? (Baseline)	Desired Trend or Target	Source
Number of Businesses (#)	6,475 (2023 EconomyID Stats)	# Increasing	Economy ID
Gross Regional Product (\$)	\$3,854,000 (2023 EconomyID Stats)	# Increasing	Economy ID
Agricultural Production as a % of Regional NSW	0.2% (2021 EconomyID)	% Increasing	Economy ID
Number of Jobs (#)	40,513 (2021 ABS Census)	# Increasing	ABS
Percentage of Residents that live and work in the Shire (%)	70.2% (2021 ABS Census)	% Increasing Target = 80%	ABS Link: Profile ID
Unemployment Rate (%)	3% (2021 ABS Census)	% Decreasing	ABS
Migration (net gain/loss of people)	+2,505 (2021 ABS Census)	# Increasing	Economy ID
Total Number of Annual Domestic Visitors	1.78M (Year Ended June 2024)	# Increasing	Link: Destination Southern Highlands
Total Number of Domestic Nights Spent	1.83M ((Year Ended June 2024)	# increasing	Link: Destination Southern Highlands
Average Length of Stay - Domestic Overnight Visitors	2.1 Nights (Year Ended June 2024)	# Increasing	Link: Tourism Research Australia Destination Southern Highlands
Average Length of Stay - International Overnight Visitors	15.5 Nights (Year Ended June 2024)	# Increasing	Link: Tourism Research Australia Destination Southern Highlands
Total Estimated Domestic Visitor Spend	\$457M (Year Ended June 2024)	#increasing	Link: Destination Southern Highlands

Our Leadership

We are engaged, forward thinking and we work together for Wingecarribee.

Where we want to be (Outcomes)	How will we get there? (Strategies)	Who do we need to work with? (Partners)
<p>We deliver our future together</p>	<p>Strengthen community confidence in democratic processes and trust in government (Council's Role: Leader, Partner)</p> <p>Cultivate partnerships between government, service providers, communities and businesses for maximum community value (Council's Role: Leader, Partner)</p> <p>Advocate for the things that matter to the community (Council's Role: Advocate)</p>	<p>Federal Government</p> <p>State Government (Office of Local Government NSW, NSW Dept of Planning, Housing and Infrastructure, Regional NSW, Dept of Primary Industries and Regional Development, Resilience NSW)</p> <p>Business and Industry</p> <p>Local Businesses</p> <p>Community Groups</p> <p>Creative Industries</p> <p>Community</p>
<p>We have a strong community voice</p>	<p>Promote evidence-based decision making (Council's Role: Leader)</p> <p>Increase opportunities for people of all ages and stages to participate in matters that impact them (Council's Role: Leader, Partner)</p> <p>Encourage participation in leadership and volunteering opportunities (Council's Role: Leader, Partner)</p> <p>Increase capacity for active citizenship and future focused thinking (Council's Role: Leader, Partner)</p>	<p>Business and Industry Groups</p> <p>Local Businesses</p> <p>Community Groups</p> <p>Creative Industries</p> <p>Community</p>

How we measure progress

Indicator	Where are we now? (Baseline)	Desired Trend or Target	Source
Percentage of Residents who Volunteer (%)	18.0% (2021 ABS Census)	% Increasing Target = 20%	ABS
Satisfaction with Council (%)	49% at least somewhat satisfied (2024 Survey Results)	% Increasing	Community Survey (WSC)
Council Image / Trust (%)	14% rated as Good/Excellent	% Increasing	Community Survey (WSC)
Having a Say and Being Heard Index	4.1/7 – (2021 Survey Results)	Increasing Score Higher = Better	University of Canberra Regional Wellbeing Survey

How it all fits together – alignment with Regional, State and National Strategies & Plans

The goals and strategies in this Wingecarribee 2035 Community Strategic Plan have been developed to align with and reflect principles that are relevant to a broad range of national, state and local plans.

State and Regional Plans	People	Places	Environment	Economy	Leadership
South East and Tablelands Regional Plan 2041	✓	✓	✓	✓	✓
South East and Tablelands Strategic Regional Integrated Transport Plan	✓	✓	✓	✓	✓
NSW Climate Change Adaptation Action Plan 2025-2029			✓		✓
NSW Future Energy Strategy and Action Plan		✓	✓		✓
Wingecarribee Regional Economic Development Strategy (2023 Update)	✓	✓	✓	✓	✓
NSW State Infrastructure Strategy 2022-2035		✓	✓	✓	
NSW Economic Blueprint 2040	✓	✓	✓	✓	✓
NSW State Health Plan - Future Health 2022-2032	✓	✓			✓
Destination Southern NSW: Destination Management Plan 2022-2030	✓	✓		✓	
Destination Sydney Surrounds South: Destination Management Plan 2022-2030	✓	✓		✓	
NSW Visitor Economy Strategy 2030	✓	✓		✓	
Canberra Region Economic Development Strategy 2022				✓	✓
CRJO Resilience Blueprint for South East NSW			✓		✓
<i>Drought Resilience Plan (in development with Goulburn Mulwaree Council)</i>			✓		✓
Council Strategies and Plans	People	Places	Environment	Economy	Leadership
Wingecarribee 2040 Local Strategic Planning Statement	✓	✓	✓	✓	✓
Southern Highlands Destination Strategy 2020-2030	✓	✓		✓	✓
Environment and Climate Change Strategy		✓	✓		✓
Wingecarribee Local Housing Strategy – Housing our Community	✓	✓	✓		
Community Emissions Action Plan (CEAP)		✓	✓	✓	✓
Strategic Asset Management Plan 2017-2027	✓	✓	✓	✓	✓
Community and Recreational Facilities Strategy 2022-2041	✓	✓	✓	✓	✓
Waste and Resource Management Strategy 2023-2032		✓	✓		
Disability Inclusion Action Plan 2022-2026	✓			✓	✓
Positive Ageing Strategy and Action Plan 2016-2026	✓	✓			✓
Arts and Culture Strategic Plan 2015-2031	✓	✓		✓	
Plans of Management (Various)	✓	✓	✓		
Youth Strategy and Action Plan 2016-2026	✓	✓			✓
Parks Strategy 2016-2026	✓	✓	✓		
Wingecarribee Shire Council Reflect Reconciliation Action Plan	✓	✓			✓
Wingecarribee Integrated Transport Strategy (in development)		✓		✓	

Federal Strategies, Plans and Supporting Documents	People	Places	Environment	Economy	Leadership
Thrive 2030 Strategy – Reimagining the Visitor Economy	✓	✓	✓	✓	✓
Australia’s Biodiversity and Conservation Strategy 2010-2030	✓	✓	✓		✓
Infrastructure Australia Strategy 2021	✓	✓	✓	✓	✓
National Climate Resilience and Adaptation Strategy 2021-2025	✓	✓	✓	✓	✓
National Digital Economy Strategy 2030	✓			✓	✓
National Digital Economy Strategy 2030 – infographic	✓			✓	✓
Make it Happen: Modern Manufacturing Strategy 2020	✓		✓	✓	
Future Made in Australia Plan – website resource	✓	✓	✓	✓	✓
National Agreement on Closing the Gap 2020	✓	✓	✓	✓	✓
National Waste Policy and Action Plan 2019	✓	✓	✓	✓	✓
Regional Investment Framework 2023	✓	✓	✓	✓	✓
Early Years Strategy 2024-2034	✓	✓			
Office of Youth: Engage Strategy 2024	✓	✓			✓
National Access to Justice Partnership Agreement 2024	✓				✓
National School Reform Agreement 2020	✓	✓			
National Skills Agreement 2023	✓			✓	✓
National Foundation Skills Strategy 2025-2035	✓			✓	✓
National Agreement on Social Housing and Homelessness 2024	✓	✓			✓
National Mental Health and Suicide Prevention Agreement 2022	✓	✓			✓
National Health Reform Agreement 2020	✓	✓			✓

Monitoring our progress

Every four years, through the State of our Region Report, we’ll share updates on our progress towards reaching the community’s goals. This will help us reflect on what we’ve achieved and guide the development of the next Community Strategic Plan, ensuring that we continue to move forward together and make Wingecarribee an even better place for all.