

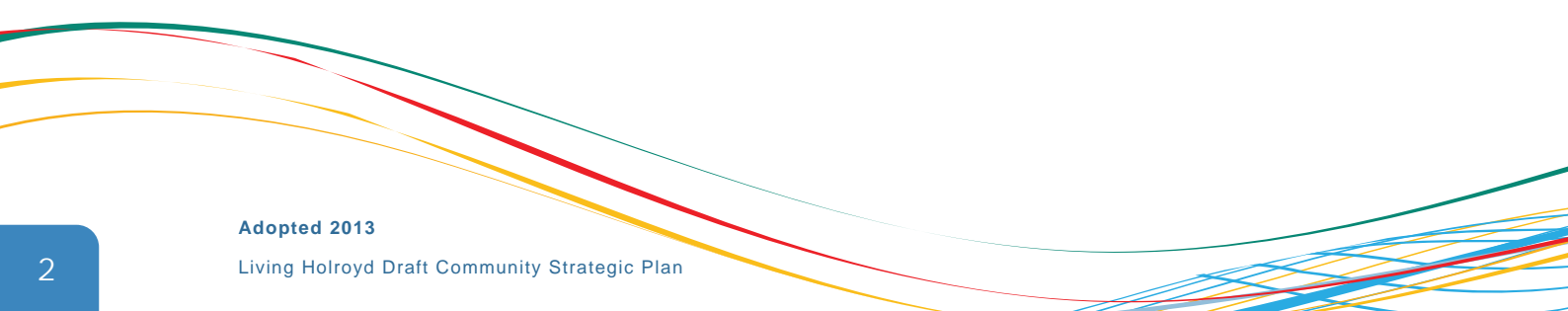
# Living Holroyd

Community Strategic Plan

Adopted 2013

a 20 year vision for the City of Holroyd





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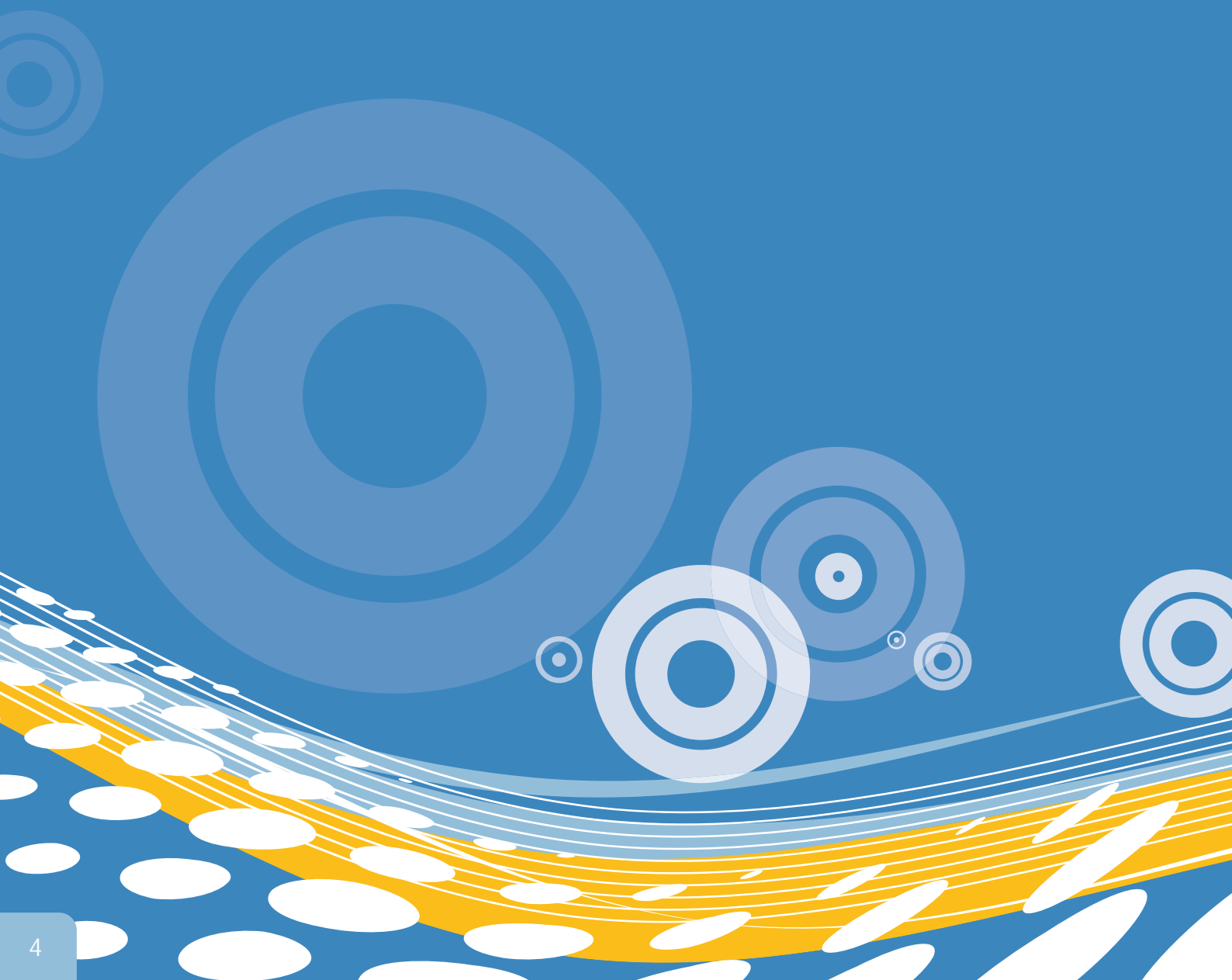
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FOUNDATIONS

## Introduction

The Living Holroyd Community Strategic Plan was first adopted by Council in 2011.

The Plan, developed in partnership with the Holroyd Community, identifies priorities, strategies and sets the long-term vision for our city.

From 2012, and in line with s402 (1) – (7) of the Local Government Act, each new Council must review the Community Strategic Plan and roll the plan forward for a period of 4 years.

This document has been updated. It revisits our Community's priorities and aspirations, reflects changes in our demographics and ensures that Holroyd continues to truly remain a place for everyone.



# Message from the Mayor



The Living Holroyd Community Strategic Plan was developed in 2011 to capture the vision of where our community would like to be in 20 years time. Extensive engagement has taken place with the Holroyd Community, Councillors, our business community and other stakeholders in delivering a vision for the future ensuring that the key directions, community outcomes and strategies reflected in this Plan continues to support the vision of the community.

A family-orientated City, the Community Strategic Plan aims to build a place for modern living, with impressive infrastructure, facilities, services and amenities that accommodate the needs of our community.

The Community Strategic Plan seeks to determine a shared vision for Holroyd, the directions we are taking, the outcomes we want to achieve and the strategies we need to get there. It is a high level plan designed to guide us in maintaining Holroyd as place for everyone. A place that is Active, Growing, Balanced, Connected and Dynamic.

The implementation of the plan requires the cooperation and commitment of many stakeholders including Government, business and the general community. This plan belongs to the community of Holroyd.

I invite you to read this document and consider that it represents the collective vision of the entire Holroyd Community, your ongoing input and comments would be appreciated and the ways in which you can submit these can be found on page 63.

A handwritten signature in blue ink, likely of Cllr Ross Grove, the Mayor.

**Cllr Ross Grove**  
MAYOR









# The Living Holroyd Program



# The Living Holroyd Program

The Living Holroyd Program has been developed to further the partnership between the Holroyd community and Council; to identify the priorities, strategies and long-term vision for our city while embodying the true spirit of integrated planning and reporting.



## Integrated Planning and Reporting

The Division of Local Government's Integrated Planning and Reporting framework was developed to replace existing planning requirements and will enable Council to strategically respond to current and future community needs.

With integrated planning, Council is required to develop a long-range planning system which refines its focus through community engagement and seeks to align the provision of Council services with resources at financial, asset and human resource levels.

Core aims of Integrated Planning and Reporting include the development of:

- ⦿ a direct connection between Council and our community's vision and expectations
- ⦿ a strengthened strategic focus for Council
- ⦿ improved sustainability for the local community through encouraging Council, state agencies and our community to work together
- ⦿ a detailed understanding of the regional context within which Council operates
- ⦿ integrated planning processes across Council, our community and key stakeholders to reduce red tape and streamline reporting



## A Focus on the Future

The Living Holroyd Program establishes a set of plans to outline the long-term vision for the future of our city, created in partnership with the community.

In summary, these plans will include:

- ⦿ this *Community Strategic Plan* – covering the next 20 years and identifying the Holroyd community vision and expectations for the future of our city
- ⦿ a 4-Year *Delivery Program* – which will establish a rolling program of actions, outlining how Council will deliver the outcomes proposed in the Community Strategic Plan
- ⦿ an *Annual Operational Plan* – outlining the details of implementing those aspects of the delivery program to be completed in the coming 12 month period and the resources required

In addition, a complete long-term resourcing and strategic reporting framework has also been established to drive the above plans.

The directions and strategies which form the basis of Holroyd's future are outlined in Part 2 of this plan from page 29, with associated targets and performance measures discussed in Part 3 from page 53.



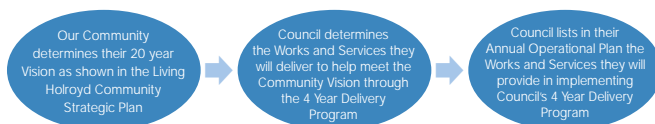
The Integrated Planning and Reporting Model

# The Living Holroyd Program

## Linking Community Outcomes to Action

This Community Strategic Plan embodies the long-term vision for our city, as developed by the Holroyd community.

This Vision is embodied through five key directions, known as the Living Holroyd Values, which in turn establishes a set of twenty Community Outcomes which will serve to guide Community and Council activities into the future.



Interrelationships between the 3 levels of planning

This structure will flow through from this document to all ensuing plans, programs and reporting platforms over the life of the Living Holroyd Program.

In doing so, we can be assured every service, activity and process can be linked directly to an outcome for the Holroyd community, continued development of our city and to mark each step toward attaining our vision for Holroyd.

## Balanced, Sustainable Strategies

Underlining the development of the Living Holroyd Program and this Community Strategic Plan has been a focus on sustainable strategies which balances a commitment to the environment and the social cohesion of our city with its infrastructure, assets, local economy and Council's finances and workforce.

Detailed on page 57, our City Targets provide a focal point for all community activities, balancing our sustainability responsibilities with performance targets for each strategy for action through the Living Holroyd Program.





## Embedding the Principles of Social Justice

Working with the concept of sustainability has been a commitment to the principles of social justice – access, equity, participation and rights.

The Holroyd community and Holroyd City Council have been committed to the maintenance and enhancement of these principles throughout our history.

The Living Holroyd Program has sought to ensure these basic principles are embedded within every long-term direction of our city, whether through provision of a Council service, management of a community facility, interaction with community partners or the provision of opportunities to participate in local decision making and well-being programs.

As a community, our commitment to social justice and a balance of sustainable strategies will ensure that Holroyd City will truly remain a place for everyone.

## Everyone has a Role to Play

Key to the Living Holroyd Program is the involvement of the entire Holroyd Community in its development, implementation and ongoing management.

As civic leader, Council fulfils the role of guiding and shaping our city to be a place for everyone. However, the future of Holroyd is dependent on the involvement and the work of a wide range of stakeholders.

Through Living Holroyd, Council has sought to invite our community partners, local businesses and services, other government agencies and all residents, workers and visitors to our city to work together to give life to the Program.

To this end, each of the 5 directions lists a series of key partners who will be involved in delivering the programs planned to meet community outcomes.

Further, a section titled '*What Can I Do?*' has been included within each direction, to encourage everyone in Holroyd to play a role in the future of our city.











# Holroyd City and its People



# Holroyd City and its People

The gateway to Western Sydney, home to a diverse, connected community.



## Holroyd City Today

### Population

According to the 2011 census data, the population of Holroyd City currently stands at 99,163 people, representing an increase of 11.5% from our population as recorded at the 2006 Census.

By 2031, projections show Holroyd is expected to be home to an additional 30,000 people.

### Community Demographics

Latest Census information shows that of our population, 49.5% were born overseas, with 57% coming from a non-English speaking background. The most common birth countries were India (7.5% of the total population), Lebanon (4.5%), China (2.8%), and Sri Lanka (2.5%).

Approximately 27% of this population group arrived in Australia after 2001, indicating Holroyd is one of the leading areas in Sydney for new migrants to make their home.

The median age for our population is 34 years, with the 35-49 year old age group our largest (21.1% of the total city population). Holroyd is home to many children, with the 0-4 year (8.2%), 5-9 year (7%) and 10-14 year (6%) groups represented strongly across our population; however we also have a decreasing senior community, with those aged 65 years and over comprising 12% of the city population. Over 5% of our community identify themselves as requiring assistance in day to day tasks.

Over 800 members of our Community identify themselves as Indigenous. Holroyd City Council acknowledges the Aboriginal people of the Darug nation who are the traditional custodians of the land upon which Holroyd is built.



## Transport

Holroyd City is serviced by major transport infrastructure, including:

- ⦿ the M4 Motorway, Cumberland and Great Western Highways
- ⦿ Western and South-Western rail lines
- ⦿ Rapid Transitway bus network
- ⦿ government and private bus networks

The integration of these facilities with an additional emphasis on local, sustainable transport options will be of key focus to the growth of our City.

## Council

Holroyd City Council employs approximately 625 staff across 5 operational departments.

For the 2012/2013 financial year, Council adopted a balanced budget with a total expenditure of \$81.1 million.

Council maintains a significant portfolio of assets and infrastructure to support the Holroyd Community.

Total value of these assets is in excess of \$1.2 billion:

- ⦿ A range of Council owned building assets
- ⦿ 300km of sealed roads
- ⦿ 630km of footpaths
- ⦿ 158 children's playgrounds with 245 items of play equipment
- ⦿ 48 playing fields
- ⦿ 226 parks
- ⦿ 280km of stormwater piping and infrastructure

## Local Economy and Employment

Holroyd City is seen as a major employment hub for Western Sydney, with approximately 31,188 people employed within the area. An additional 8,000 jobs are projected to be created by 2031.

Our economy is equally strong, currently generating a gross turnover estimated at \$13.31 billion. Our largest business sectors comprise the areas of manufacturing (54.4% of total city output), wholesale trade (11.1%) and transport and storage (7.8%).

## Land Use

Holroyd City covers a total area of 40 kms<sup>2</sup>, with:

- ⦿ 60% residential
- ⦿ 30% substantial industry
- ⦿ 7% commercial
- ⦿ 3% open space

## Natural Environment

Holroyd City Council maintains 11 hectares of vegetation comprising parks, sporting fields and bushland.

Our local creeks and waterways form parts of the Upper Parramatta, Georges and Duck River water catchments.







Theme 6:

Urban Planning  
and Built Form

# Our City, Our Say

# Our City, Our Say

Our community continues to guide the Living Holroyd Program through the review of the priorities outlined in this Plan and have worked together to focus our city on preparing for the future.



## A Voice for Holroyd

The Living Holroyd Program has been developed by and for the Holroyd community.

The Program actively seeks the involvement of all members of the Holroyd community to maintain our commitment to our vision, re-affirm our strategies and most importantly, reflect how we as a community see our city in the future.

A range of engagement activities were utilised to ensure all community members had an opportunity to participate in the Living Holroyd Program.

The Program continues to grow, with results linking directly to the Key Directions and Community Outcomes contained within this Plan.

Every strategy that forms part of the Living Holroyd Program has come from our community and as we progress toward achieving our long-term outcomes, the platform for engagement will continue to grow.





## 4 Phases of Community Engagement

The Living Holroyd Community Engagement Strategy was developed to oversee the co-ordination of community engagement activities upon which the development of the Community Strategic Plan is based.

The Strategy, developed across four phases, was updated to ensure community involvement in the review of the Community Strategic Plan.

1	Engage
<i>Preparation for the review of the Living Holroyd Program Community Strategic Plan and establishing a forum for engagement</i>	Internal Awareness of Program review
	Community Awareness Development
	Identifying with Living Holroyd
2	Connect
<i>Revisit the Community Vision, Directions and outcomes</i>	Theme Review
	Strategy Review
3	Review
<i>Ensuring the community has been represented</i>	Social Engagement and Feedback
	Internal Exhibition and Feedback
	Community Exhibition and Feedback
4	Live
<i>Moving beyond the document</i>	Community Promotion
	Internal Promotion
	Implementation Strategy

## Many People, One Program

Across the four phases of the Living Holroyd Community Engagement Strategy, a range of activities were held throughout our city to invite open participation and feedback on local priorities.

To ensure a balanced response, representatives of the various demographic and cultural groups that make up our community were invited to take part in a range of activities held throughout our city.

Key activities included:

- ⦿ Living Holroyd 2012 Community Survey
- ⦿ Local Business engagement activities
- ⦿ Youth engagement activities
- ⦿ Event programs and activities
- ⦿ Community Sector and Committee engagement activities
- ⦿ Living Holroyd displays and information kiosks at Council events and in local shopping centres
- ⦿ Targeted stakeholder engagement

The strong response to these and other activities validated that our community remains committed to our city vision and the strategies within this Plan.

A copy of the Living Holroyd Community Engagement Strategy is available as a supporting document to this Community Strategic Plan through Council's website at [www.holroyd.nsw.gov.au/livingholroyd](http://www.holroyd.nsw.gov.au/livingholroyd)

# Our City, Our Say

## An Ongoing Dialogue

The feedback and commitment to our city's future generated by the Living Holroyd Program has been validated by the recent review of the Living Holroyd Community Vision, Outcomes and Strategies listed in this document.

Members of our community have come forward to express their opinion, concerns, congratulations and suggestions to keep our city moving forward.



The engagement activities which formed part of the development and review of this Community Strategic Plan support the ongoing dialogue between the Holroyd Community, Holroyd City Council and all of our Community Stakeholders.

At regular intervals over the life of the Living Holroyd Program, community engagement activities are held to report on progress toward attainment of our community outcomes, seek involvement in implementation of strategies and in the review of related plans.

In addition, each Direction contained within this Community Strategic Plan outlines a strategic focus on effective communication and provide open, accessible means of community involvement in building the future of our city.





# Our Community's Comments

'Australia is the best country in the world to live in and Holroyd is the best place to live in Australia'

'I think they take good care of the community'

'Improve parking at train stations; it is very hard to find an all day car park.'

*Visiting workplaces and businesses and things like that would be most appreciated*

*I am completely satisfied with all the facilities and services in Holroyd - I like it the way it is*

*Help for new migrants so they can integrate into their community more easily*

*I have lived in Holroyd for 60 years and Council have done a great job*

'I like the smiles which every member from Children's Services draws from the kid's faces'

'Holroyd Council has had our utmost best interest to provide a community focus to development and improvement in the past 22 years I have lived here'

*'Keep up the wonderful job of working for the people of Holroyd'*

*'I feel we have great facilities, great public transport and an all round great area'*

*'It's a pretty packed council area and we can't really squeeze too many more people in!'*

*'Council has got to talk to the public and be friendly and approachable'*

*'I think they take good care of the community'*

*'Happy with the work Council is doing, but the graffiti needs to be dealt with'*



# Our City, Our Say

## Key Priorities Raised

### 1. Willingness to be Involved

Our community wants to be involved in the growth, development and life of our city.

Our community wants to remain actively involved in participating in our local area through:

- ⦿ involvement in local decision making
- ⦿ developing a greater understanding of Council operations
- ⦿ willingness to support local business, jobs and the economy
- ⦿ support for active engagement in local issues

These concerns further demonstrate the willingness of participants to be part of Holroyd and to actively contribute toward its future.

Through this community Strategic Plan and the Living Holroyd Program, it is intended to build on those opportunities to open local decision making to all members of the community.

### 2. Urban Planning, Growth and Development

Matters relating to effective urban planning and sustainable management of growth of our city remained strongly evident. In particular, analysis highlighted that as a community, we remain concerned with:

- ⦿ housing form and density
- ⦿ infrastructure and services
- ⦿ ensuring a balanced approach to housing growth
- ⦿ provision of adequate transport infrastructure for growth
- ⦿ revitalisation of centres



Our community has identified the need for adequate foresight in planning for the future ensuring infrastructure, accessibility to services and transport is managed effectively.

The focus on balanced development of Holroyd's built environment, incorporating affordable options along transport corridors and ensuring development was approved in harmony with the natural and existing built environment of the surrounding area remains.

Transport infrastructure needs continue to be raised in discussing Holroyd City's projected growth with a renewed focus on implementing improved coordination between public transport options, greater frequency of services, improvements to traffic flow and an increase in the availability of cycleways.

### 3. Barriers to Communication

Feedback from engagement still indicates that in some cases, there is a lack of understanding, or simple miscommunication of responsibilities within our community and in the promotion of services and events managed by Council.

This was most evident when discussing available services concerning social and community-based groups and the provision of local business support and education programs.

Whilst this has improved, Council continues to implement programs to engage the community.

The breadth of services provided by Council is currently not communicated effectively to our Community and as such, we have focused on clear, targeted communication embracing traditional and social communication mediums.



# Our City, Our Say

## Key Priorities Raised

### 4. Community Facilities and Accessibility

The maintenance, location and range of our community facilities continue to be a key topic of conversation throughout the Living Holroyd Program.

As a community we have highlighted:

- ⦿ existing facility management and use
- ⦿ location, type and availability of desired facilities
- ⦿ quality issues with existing facilities

Council has recently introduced a Facilities Management Section to manage Council's Facilities. However, future planning for facilities within the Greater Western Sydney region as the population grows relies on engagement and advocacy with our Stakeholders.



### 5. Social Diversity and Safety

Holroyd remains a culturally diverse community.

At the present time, the majority of our residents can trace their cultural backgrounds directly to 128 countries across the world, speaking a range of community languages, bringing different points of view, opinion and life experiences.

Considering this, the following core concerns for the future have been raised:

- ⦿ multiculturalism and facilitation of cultural understanding
- ⦿ ensuring community safety
- ⦿ reducing anti-social behaviour
- ⦿ need for specialised social services for user-groups

A common thread concerning cultural respect and community safety still remains an important issue, highlighting the need to foster community understanding throughout our city and work towards strategies to improve safety and celebrate our diversity.

Looking forward, the challenge for Holroyd is to continue to grow as a city, while ensuring a safe place for all cultures, lifestyles and perspectives.











THE WAY FORWARD





# A Vision for Holroyd

The Living Holroyd Program has sought to establish a vision for our City 20 years into the future.

By 2031 Holroyd City is expected to be home to an additional 30,000 people. A strong entrepreneurial culture will ensure that 8,000 new jobs are created and an extra 11,000 homes will be built. Our infrastructure, roads and community facilities will need to be renewed and maintained to higher standards of use and our environment and natural resources will be even more precious to us than ever.

In 20 years time, Holroyd City will look different to how it does today. It will be home to more families, new buildings and facilities will appear, public spaces and shared pedestrian and cycleways will be a priority, the preservation and enhancement of our parks and bushland will be of renewed focus – but despite these changes, we want our city to always be Holroyd.

New buildings and facilities will appear, public spaces and shared pedestrian and cycleways will be a priority, the preservation and enhancement of our parks and bushland will be of renewed focus - but despite these physical changes, we want our city to always be Holroyd.

In developing the strategies to guide Holroyd City through the next 20 years, as a community we have looked at our city today and created a vision of a sustainable city, with integrated transport options, a thriving local economy and well-planned and maintained development; a vision of a city with open parkland and accessible recreational facilities, encouraging our community to socialise and contribute towards their well-being; a vision of a city led by an innovative Council, working with our community, service partners and all levels of Government to ensure the best for our area.

A vision of a city that is Active; Growing; Balanced; Connected; and Dynamic.

**A vision of a Living Holroyd.**





# Active Holroyd

a place that is inclusive,  
healthy and safe

# Active Holroyd

Active Holroyd aims to celebrate who we are and how we live in our city by focusing on social inclusion, enhancing community safety and prioritising a feeling of well-being.

## Key Partners in supporting an Active Holroyd and Council's Role

Key Partners	Advocate	Funder	Service Provider	Regulator	Partner
Holroyd City Council	⊙	⊙	⊙	⊙	⊙
Community Organisations*	⊙		⊙		⊙
Volunteer Groups	⊙		⊙		⊙
State Government Agencies*		⊙	⊙	⊙	⊙
Federal Government Agencies*		⊙	⊙	⊙	⊙
Local Businesses*			⊙		⊙
Federal/State Local Members	⊙				⊙
Council Committees *	⊙				⊙

### Key State Government Agencies\* identified above include:

Ageing Disability and Home Care, Attorney Generals Department, Department of Family and Community Services, Department of Employment and Workplace Relations, Department of Education and Communities, NSW Ambulance Service, NSW Commission for Children and Young People, NSW Fire and Rescue Service, NSW Police Force, NSW Sport and Recreation, NSW State Library, Western Sydney Local Health District.

### Key Federal Government Agencies\* identified above include:

Department of Human Services, Centrelink.

### Local Businesses\* and Community Organisations\*

Clubs for Holroyd Community Development Support, WentWest, Holroyd Parramatta Hills Migrant Resource Centre.

### Council Committees\* identified above include:

Aboriginal and Torres Strait Islander Consultative Committee, Access Committee, Aged and Disability Services Advisory Committee, Culturally and Linguistically Diverse Committee, Library Committee, Scholarship Committee, Swim Centres Committee and Arts Advisory Committee.

## Community Outcomes and Strategies

### ***'I am included and involved in my city'***

- A1.1 Foster cultural harmony and respect between all age groups and individuals within the city
- A1.2 Ensure people from all cultures, ages and backgrounds can access city information and services
- A1.3 Enable all residents and groups to participate in local decision making
- A1.4 Celebrate our diversity

### ***'I have services available to me when I need them'***

- A2.1 Address community needs through provision of services and facilities targeting specific user groups
- A2.2 Effectively communicate the range, availability and means of access to services
- A2.3 Develop avenues for our community to highlight changes to service requirements
- A2.4 Seek active partnerships with local service providers to address community needs

### ***'I am part of a safe and inviting city'***

- A3.1 Implement programs targeting key community safety concerns
- A3.2 Establish and maintain working relationships with partners and safety agencies
- A3.3 Integrate safety-by-design into city planning and maintenance
- A3.4 Facilitate communication and community involvement in safety-enhancing strategies

### ***'I have access to parks, facilities and services that build on my sense of well-being'***

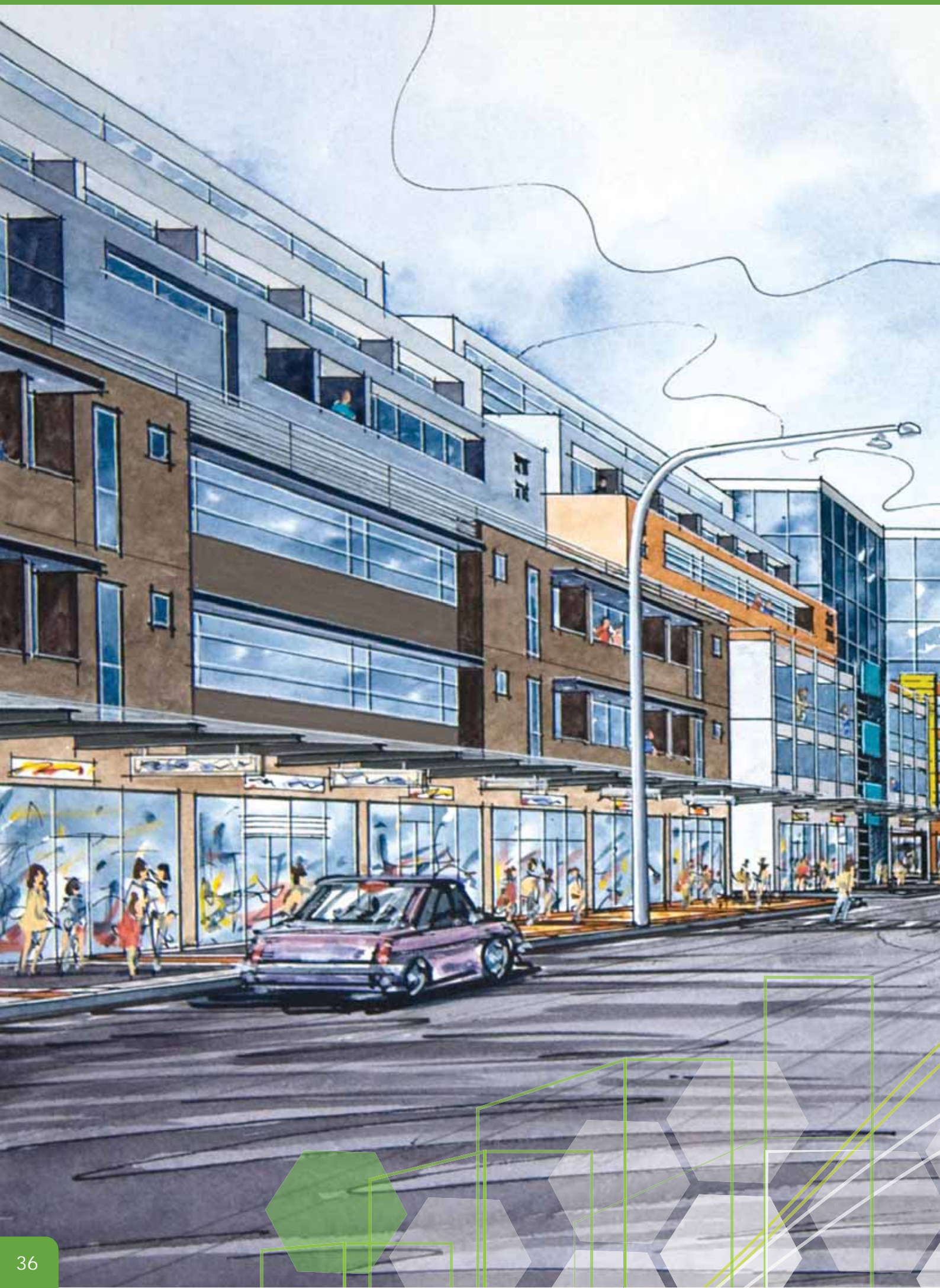
- A4.1 Provide city parks and facilities to meet lifestyle priorities
- A4.2 Ensure equality of access and affordability of city park and facility usage
- A4.3 Effectively communicate the range, availability and operation of city parks and facilities
- A4.4 Build partnerships to foster and promote community well-being

## What Can I Do?

- Participate in community events
- Become a community volunteer
- Get involved in a local recreational group or community group
- Visit Council's website, read the Holroyd Herald and Council notices in the media and stay informed about what is happening in your area
- Visit a library
- Be the eyes and ears of your area to help enhance safety
- Enjoy your local park
- Use a community hall
- Say hello to your neighbour
- Respect each other's differences
- Enrol in a special interest group
- "Like" us on Facebook to stay informed about what's happening in the city









# Growing Holroyd

a place that is focused on  
effective urban planning and  
economic development

# Growing Holroyd

Heading toward 2031, a Growing Holroyd aims to solidify our position in the Western Sydney region through effective urban planning and the ongoing development of our vibrant local economy.

## Key Partners in supporting a Growing Holroyd and Council's Role

Key Partners	Advocate	Funder	Service Provider	Regulator	Partner
Holroyd City Council	⊙	⊙	⊙	⊙	⊙
Community Organisations*	⊙		⊙		⊙
State Government Agencies*		⊙	⊙	⊙	⊙
Federal Government Agencies*		⊙	⊙	⊙	⊙
Business Stakeholders*			⊙		⊙
Councillors and Elected Representatives	⊙				⊙
Council Committees*	⊙				⊙

### Key State Government Agencies\* identified above include:

Department of Education, Employment and Workplace Relations, Department of Housing, Floodplain Management Association of NSW, Office of Planning and Infrastructure, NSW industry and Investment.

### Key Federal Government Agencies\* identified above include:

Australian Building Codes Board, Regional Development Australia, Sydney.

### Key Business Stakeholders\* identified above include:

Cumberland Business Chamber, Holroyd Local Business Community, Merrylands Business Chamber.

### Council Committees\* identified above include:

Western Sydney Regional Organisation of Council (WSROC), Floodplain Management Committee, Holroyd Local Emergency Management Committee, Property Committee, Parks and Section 355 Committees, Yennora Distribution Park Community Consultative Committee.



## Community Outcomes and Strategies

### ***'My city is well planned and appealing'***

- G5.1 Establish and maintain clear guidelines for zoning, urban planning and development
- G5.2 Enhance the atmosphere of local centres and business areas
- G5.3 Enhance accessibility to all public spaces
- G5.4 Identify and maintain City heritage and culture through planning and design

### ***'Infrastructure and services are responsive to my city's needs'***

- G6.1 Deliver assets and infrastructure that are responsive to community needs
- G6.2 Ensure infrastructure is well planned to support future development
- G6.3 Ensure all assets and infrastructure are effectively maintained to industry and community standards
- G6.4 Ensure assets and infrastructure are effectively managed

### ***'I am part of a thriving local economy'***

- G7.1 Support the local business community
- G7.2 Encourage the growth and sustainability of existing and new business
- G7.3 Stimulate local job creation through dedicated programs
- G7.4 Provide a platform for local business owners and operators to link to one another and city outcomes

### ***'My city is prepared for future growth'***

- G8.1 Develop and maintain planning controls to stimulate growth of housing stock to meet population projections
- G8.2 Encourage development of affordable housing stock close to services, amenities and transport hubs
- G8.3 Develop city infrastructure to support population projections
- G8.4 Maintain and enhance quality of services as the city grows over time

## What Can I Do?

- Support local businesses
- Enjoy the range of food and dining options in our city
- Provide your opinion on local planning projects
- Report problems with infrastructure
- Read the Local Environment Plan (LEP) and local media to stay informed on the future of our city
- Provide feedback to Council on issues that affect your community









# Balanced Holroyd

a place that values its  
environment, open space  
and sustainable  
development

# Balanced Holroyd

A Balanced Holroyd places equal priority on the sustainable development of our built environment and the enhancement of our city's natural assets.

## Key Partners in supporting a Balanced Holroyd and Council's Role

Key Partners	Advocate	Funder	Service Provider	Regulator	Partner
Holroyd City Council	⊙	⊙	⊙	⊙	⊙
Community Organisations*	⊙		⊙		⊙
Volunteer Groups	⊙		⊙		⊙
State Government Agencies*		⊙	⊙	⊙	⊙
Business Stakeholders*			⊙		⊙
Local Businesses*					⊙
Federal/State Local Members	⊙				⊙
Council Committees*	⊙				⊙

### Key Community Organisations\* identified above include:

Parramatta River Catchment Group.

### Key State Government Agencies\* identified above include:

Department of Education and Training, Floodplain Management Authorities of NSW, Office of Planning and Infrastructure, Office of Environment and Heritage, NSW Food Authority, Western Sydney Local Health District, NSW office of Water, Sydney Water, State Debt Recovery Office, Environment Protection Authority.

### Key Business Stakeholders\* identified above include:

SITA Environmental Solutions, Visy Recycling, JJ Richards.

### Council Committees\* identified above include:

Local Government Shires Association, Local Government Managers Association, WSROC, Floodplain Management Committee, Energy and Water Management Advisory Team, Heritage Committee, Holroyd Liquor Accord, Parks and Section 355 Committees.



## Community Outcomes and Strategies

### ***'My city values its natural environment'***

- B9.1 Preserve and enhance the natural assets of the city
- B9.2 Provide access to open spaces and bushland and maintain the biodiversity of the city
- B9.3 Implement environmentally sustainable design and development requirements to govern the city's built environment
- B9.4 Deliver community education programs on implementation of environmentally sustainable initiatives

### ***'I have a voice in the development of my city'***

- B10.1 Deliver user-friendly information regarding proposed developments to assist in decision making
- B10.2 Provide alternative sources of support to assist in effective processing of development applications
- B10.3 Communicate changes in development legislation and codes in an effective, timely manner
- B10.4 Ensure that public consultation and participation is an integral part of Council's decision making process

### ***'I like the look of my city'***

- B11.1 Enhance the atmosphere and appearance of local centres and neighbourhoods
- B11.2 Ensure new development enhances key streetscape infrastructure
- B11.3 Implement programs to encourage the use and community ownership of public spaces
- B11.4 Enhance response to graffiti, vandalism and disruption to cityscape

### ***'My city is clean and healthy'***

- B12.1 Provide sustainable waste, recycling and cleansing services
- B12.2 Provide environmental and public health programs to improve the health and safety of the community
- B12.3 Target reduction in city usage of non-renewable energy and natural resources
- B12.4 Implement City Pride programs to encourage community involvement

## What Can I Do?

- Get involved in a bush regeneration program
- Recycle and compost waste items
- Install energy and water saving options in your home
- Participate in Council's education programs
- Provide your opinion on local development
- Be proud of our city
- Report incidents of graffiti and vandalism
- Enjoy the public spaces
- Dispose of garbage thoughtfully
- Use recyclable bags and say no to plastic







# Connected Holroyd

a place that is open and  
accessible for all

# Connected Holroyd

A well Connected Holroyd will enable its community to enjoy the city across efficient transport options and local connections which link to state-wide infrastructure.

## Key Partners in supporting a Connected Holroyd and Council's Role

Key Partners	Advocate	Funder	Service Provider	Regulator	Partner
Holroyd City Council	⊙	⊙	⊙	⊙	⊙
Community Organisations*	⊙		⊙		⊙
Volunteer Groups	⊙		⊙		⊙
State Government Agencies*		⊙	⊙	⊙	⊙
Business Stakeholders*			⊙		⊙
Federal/State Local Members	⊙				⊙
Council Committees*	⊙				⊙

### Key Community Organisations\* identified above include:

Integrated Transport Alliance.

### Key State Government Agencies\* identified above include:

Department of Roads and Maritime Services, State Rail, State Transit Authority, Roads and Maritime Services.

### Key Business Stakeholders\* identified above include:

Hopkinson Bus Company, Westbus.

### Council Committees\* identified above include:

Bicycle Committee, Holroyd Liquor Accord, Road Safety steering committee, RTA Consultative Committee, Traffic Committee.



## Community Outcomes and Strategies

### ***'I can get to where I need to go'***

- C13.1 Ensure road planning is responsive to urban design and controls
- C13.2 Maintain city's road and footpath network to community expectations
- C13.3 Improve the city's road network
- C13.4 Communicate changes to transport infrastructure in an effective, timely manner

### ***'A car is not my only option'***

- C14.1 Support sustainable transport options
- C14.2 Improve public transport links and options which reflect the city
- C14.3 Implement an Integrated Transport Plan to coordinate transport options
- C14.4 Deliver educational and promotional programs on sustainable transport options

### ***'I can travel around my city safely'***

- C15.1 Deliver an integrated approach to road and pedestrian safety
- C15.2 Enhance community safety across transport hubs
- C15.3 Ensure equality of access to transport options
- C15.4 Build partnerships to deliver city-wide standards of accessibility

### ***'My transport choice is supported'***

- C16.1 Effectively manage traffic flow through the city
- C16.2 Coordinate city parking strategy to support transport options
- C16.3 Encourage community involvement in local traffic and transport planning
- C16.4 Support local user groups

## What Can I Do?

- Be a responsible driver
- Support Council safe driving initiatives
- As a pedestrian be aware of your surroundings
- Use public transport when you can
- Provide feedback regarding traffic issues to Council's Traffic Committee or Representatives
- Help others to feel safe at transport hubs
- Tell Council about transport issues that affect you
- Join a local cycling group
- Use the cycleway and bike paths around our city
- Respect people's transport choices







# Dynamic Holroyd

a place that is engaged  
and innovative

# Dynamic Holroyd

Building on Holroyd City Council's role as Civic Leader to actively invite community participation in local decision making and ensure a Dynamic Holroyd

## Key Partners in supporting a Dynamic Holroyd and Council's Role

Key Partners	Advocate	Funder	Service Provider	Regulator	Partner
Holroyd City Council	⊙	⊙	⊙	⊙	⊙
State Government Agencies*		⊙	⊙	⊙	⊙
Key Alliances*	⊙				⊙
Federal/State Local Members	⊙				⊙
Council Committees*	⊙				⊙

### Key Alliances\* identified above include:

Great Western Sydney Regional Co-ordination Program, Holroyd City Council and Hay Shire Strategic Alliance, Holroyd City Council and Auburn Council Strategic Alliance, Local Media Partners, Local Government and Shires Association NSW, Local Government Procurement, Metro Pool/United Independent Pools.

### Key State Government Agencies\* identified above include:

Division of Local Government, NSW Government, Office of the Information Commissioner NSW.

### Council Committees\* identified above include:

Audit and Governance Committee, City Fest/Australia Day Committee, WHS Committee.



## Community Outcomes and Strategies

### ***'I know my Council is working for me'***

- D17.1 Provide effective communication links between our community, Council and elected representatives
- D17.2 Foster an understanding of the workings of Council and its resources
- D17.3 Effectively communicate organisational performance to the community
- D17.4 Ensure local information, events and opportunities are promoted in a timely, effective manner

### ***'My Council listens to me and acts on my behalf'***

- D18.1 Invite community involvement in decision making through a coordinated engagement structure
- D18.2 Integrate the values of Living Holroyd into Council operations and management
- D18.3 Advocate improvements and support for the Holroyd community
- D18.4 Promote Council's role as Civic Leader

### ***'My Council is accountable and well managed'***

- D19.1 Resources are managed to meet city service provision and support
- D19.2 Council effectively manages and develops its staff
- D19.3 Council maintains all legislative responsibilities
- D19.4 Integrate safety, risk management and governance principles across Council operations

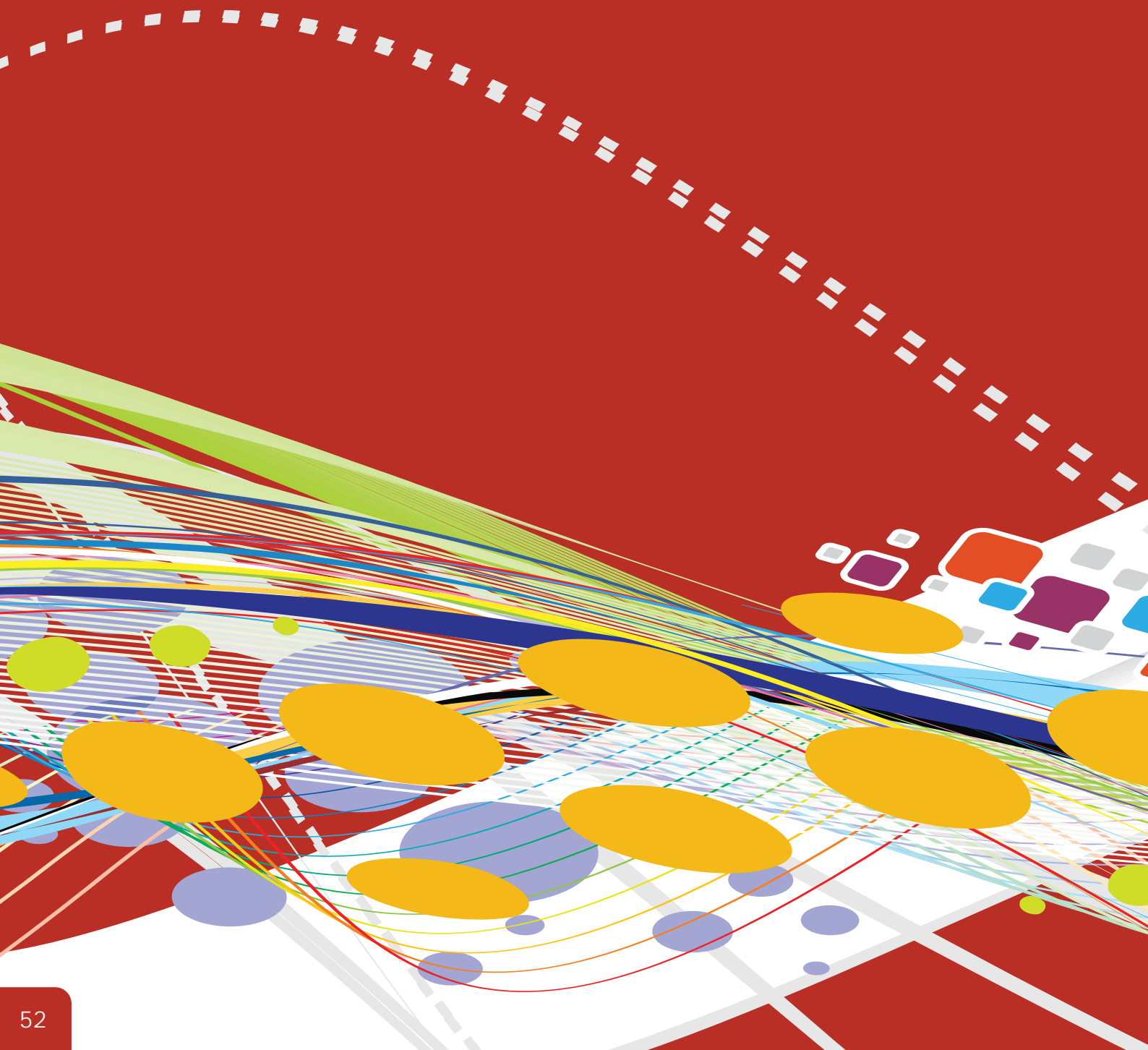
### ***'My Council builds partnerships that achieve the best for my city'***

- D20.1 Council engages effectively across government agencies, departments and representatives
- D20.2 Seek strategic alliances with other councils to share knowledge, resources and service provision
- D20.3 Engage community bodies and associations in local decision making
- D20.4 Maintain community access and participation in Council committees

## What Can I Do?

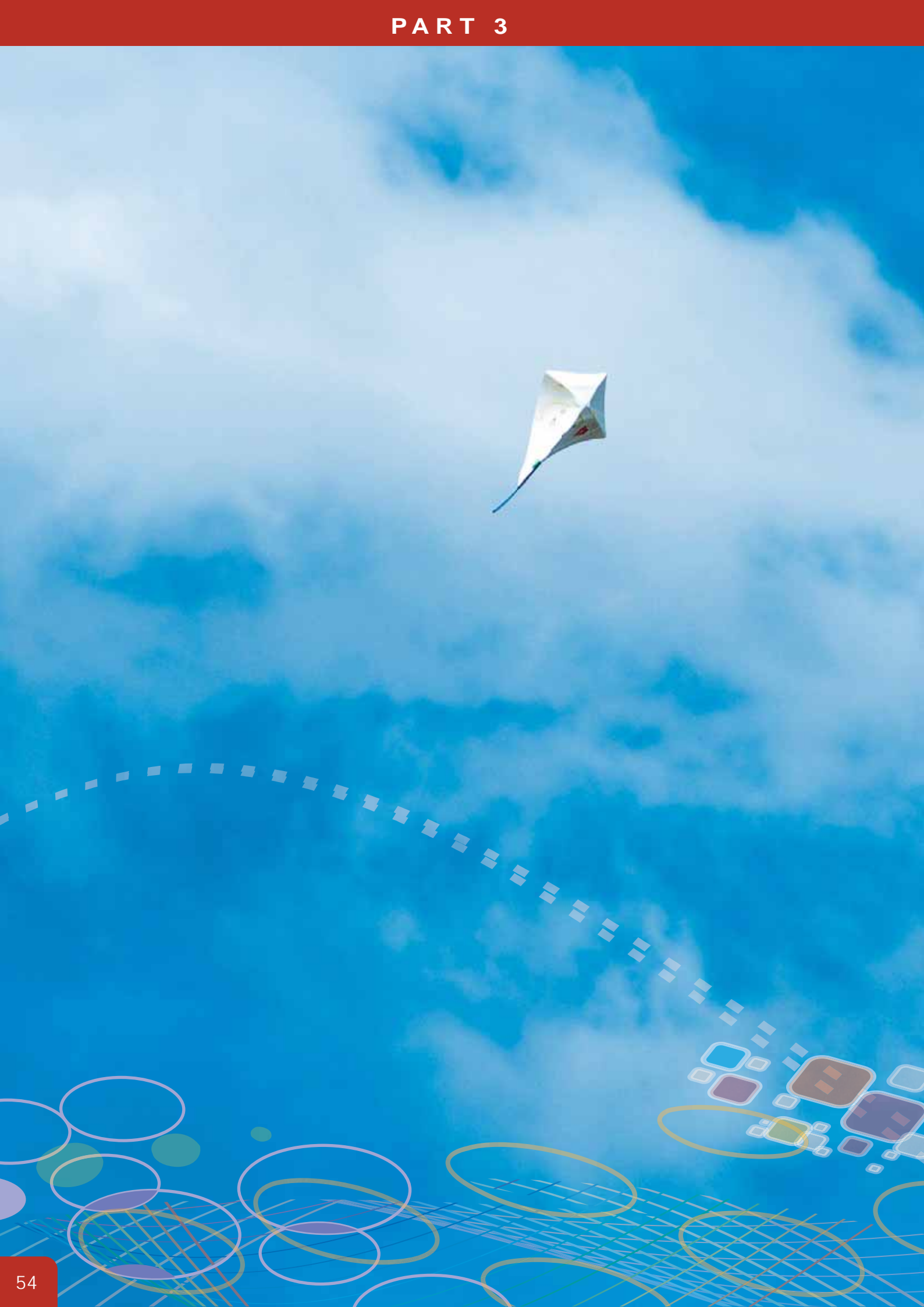
- Visit Council's website: [www.holroyd.nsw.gov.au](http://www.holroyd.nsw.gov.au) to stay informed
- Attend a Council meeting
- Read the Holroyd Herald and Council notices in the local media
- Be part of the Living Holroyd Program by registering your details online at [www.holroyd.nsw.gov.au/livingholroyd](http://www.holroyd.nsw.gov.au/livingholroyd)
- Read Council's Annual Report
- Be part of a community body or association
- Take time to get to know your Council and how it supports your community
- Talk to your local Councillor
- Join a Council Committee







ENSURING OUR PROGRESS





# Measuring Our Success

# Measuring Our Success

Planning for the future of our city involves more than creating a vision of how we want to live in Holroyd.

A key component of the Living Holroyd Program includes careful consideration of how we as a community will measure our progress and continually review and shape our path forward.



## A Scorecard for Our City

The long-term strategies contained within this Community Strategic Plan lay the foundations for working toward the vision of Living Holroyd.

Central to the development of these strategies has been the creation of City Targets, which as a community we will work to achieve.

These targets are balanced across the 5 directions of the Living Holroyd Program and will flow through to the supporting Delivery Plans and Resourcing Strategies, to ensure every action we take builds toward their achievement.

A performance review and monitoring framework will enable measurement of our progress, consisting of:

- The *City Progress Report*, produced at the conclusion of each four-year Delivery Program to track progress toward City Targets
- Council's *Annual Report*, which will provide an overview of operational achievements at the conclusion of each year, in turn building toward our long-term goals
- *Quarterly Performance Reports*, which will be produced by Council to track progress and report updates on projects to our community





City Targets	
Active Holroyd	<p>T1 Community participation in events, activities and organisations is increasing</p> <p>T2 Satisfaction with Council community focused services is increasing</p> <p>T3 The community's overall sense of safety and cultural inclusion is increasing</p> <p>T4 The use of parks and facilities by the community and organisations is increasing</p>
Growing Holroyd	<p>T5 Satisfaction in future planning of the City is increasing</p> <p>T6 Satisfaction with the maintenance of supporting infrastructure is increasing</p> <p>T7 Local employment and investment opportunities across our City is increasing</p> <p>T8 Satisfaction with infrastructure to support growth is increasing</p>
Balanced Holroyd	<p>T9 Take up of environmentally sustainable initiatives is increasing</p> <p>T10 Satisfaction with engagement in development matters and applications processes is increasing</p> <p>T11 The amount of graffiti and vandalism across the City is decreasing</p> <p>T12 Satisfaction with the environmental health of the City is increasing</p>
Connected Holroyd	<p>T13 Satisfaction with the maintenance of roads, footpaths and cycleways is increasing</p> <p>T14 Use of public transport is increasing</p> <p>T15 Traffic and pedestrian incidents across the City is decreasing</p> <p>T16 Satisfaction with transport connections is increasing</p>
Dynamic Holroyd	<p>T17 Satisfaction with Council's overall performance is increasing</p> <p>T18 Community feelings of engagement in the decision making process of Council is increasing</p> <p>T19 Council's performance against industry wide financial benchmarks is strengthening</p> <p>T20 Council's representation in local and state matters affecting Holroyd is increasing</p>





# Working Across Plans

# Working Across Plans

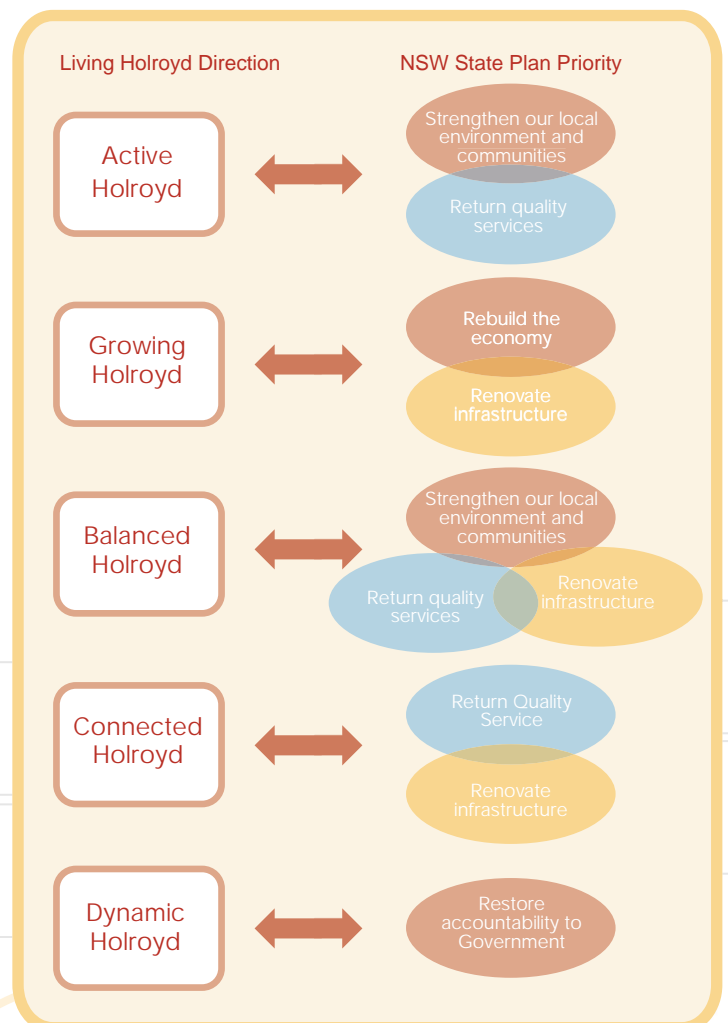
Planning for the future of Holroyd involves looking beyond our city borders, to our relationships with neighbouring areas and our role in one of the fastest growing regions in New South Wales.

## Working with the NSW 2021 State Plan

The NSW 2021 State Plan has been developed by the NSW Government to guide a coordinated approach to services, infrastructure and community-support at a state-level.

NSW 2021 outlines a vision for the future of NSW, underpinned by five Key Strategies.

To ensure Holroyd City's connection to state planning, this Community Strategic Plan has been revised to ensure that links between the NSW 2021 State Plan and our five Key Directions remain.





## Holroyd City's Role in Western Sydney

As part of NSW 2021, the Draft Metropolitan Strategy for Sydney, the State Infrastructure Strategy and the Long Term Transport Master Plan provide a 20 year forecast that highlights the long-term focus for the Western areas of Sydney including Holroyd City.

The Draft Metropolitan Strategy aims to guide future planning and investment decisions covering housing, economic development and job creation, open space and transport connecting homes, jobs, education and recreation facilities.

The State Infrastructure Strategy identifies and prioritises the delivery of critical infrastructure to support and drive productivity and economic growth.

The Draft Transport Master Plan outlines objectives for transport and identifies priorities to create a transport system that meets a range of needs, provides integration between service types and destinations.

Through the relationship between the NSW 2021 and the Living Holroyd Program, opportunities exist to collaborate with regional partners and the NSW State Government to work toward these targets within our city.

Holroyd, as the gateway to the West, plays a key role in the development of the Western Sydney Region.

## Integration at a Local Level

The Living Holroyd Program embodies a whole of community approach to planning for our future. The responsibilities and actions which will lead our city toward our community vision rest with all of us.

The outcomes and strategies contained within this Plan can only be achieved with the involvement of the Holroyd Community, our stakeholders and associated service providers and Government agencies.

To this end, the Program has sought to highlight the roles of our Community, Council and our stakeholders, while working with Government departments and within legislative requirements to shape a course of action.

In implementing strategies, the Program will actively seek opportunities for local cooperation on achieving outcomes and will ensure a balance between community and Council led activities.







## Be Part of Living Holroyd

The Living Holroyd Program and this Community Strategic Plan are driven entirely by the involvement of the Holroyd community.

To ensure the success of the Program over the 20-year life of this plan, a rolling community engagement strategy will be promoted by Council, inviting all members of our city to provide input and share their vision for the future of Holroyd.

Your feedback will ensure the entire Living Holroyd Program will continue to represent our community in leading our city towards 2031.

To have your say, please contact Council on:

Telephone: (02) 9840 9840

Email: [livingholroyd@holroyd.nsw.gov.au](mailto:livingholroyd@holroyd.nsw.gov.au)

Or visit our website: [www.holroyd.nsw.gov.au](http://www.holroyd.nsw.gov.au)

In addition, information on the Living Holroyd Program and a copy of our Community Engagement Strategy is available online at [www.holroyd.nsw.gov.au/livingholroyd](http://www.holroyd.nsw.gov.au/livingholroyd)

## Acknowledgements



**insync**surveys

The review of the Plan and the supporting Living Holroyd Program could not have been possible without the involvement of the Holroyd community, our local businesses, service providers and community stakeholders.

The review of the Living Holroyd Community Strategic Plan has been prepared by Holroyd City Council's Corporate Planning team, in collaboration with our research partners, Insync Survey.

On behalf of the Program, thank you for your role in helping us to continue to build a place for everyone.

