



Delivery Program Progress Report

1 July 2022 to 30 September 2022

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Delivery Program Progress Report – Summary

The following section provides an overview of Council's progress towards delivering its Delivery Program and Operational Plan 2022-23. The Operational Plan contains 180 projects, programs and activities (annual deliverables) across the five key themes from the Wingecarribee 2031 Community Strategic Plan. Table 1, below, outlines how Council is tracking at the end of the 1 July 2022 to 30 September 2022 reporting period (three-month period) to achieve the annual deliverables for each theme.

At the end of September 2022, 170 annual deliverables were on track, nine (9) were on hold, one (1) was delayed, and none were considered critical. Each objective is assigned a coloured circle to signify overall progress, as per the below key:

	= On track (green)
	= Needs attention (amber)
	= Critical (red)
	= On-hold (grey)
	= Delayed (purple)

Table 1: Annual Deliverables Progress Status

Progress Status						
W2031+ Theme	Delayed	No Response Provided	On-hold	Critical	Needs Attention	On-Track
Leadership	-	-	7.8%	-	-	92.2%
People	-	-	10.3%	-	-	89.7%
Places	-	-	2.1%	-	-	97.9%
Environment	-	-	3.2%	-	-	96.8%
Economy	4.8%	-	-	-	-	95.2%
Total for all annual deliverables	0.6%	-	5%	-	-	94.4%

Highlights



**July
2022**

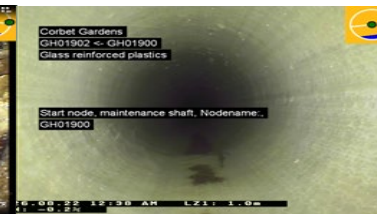
- Upgrade works begin on Moss Vale Aquatic Centre
- Watermain renewal works in Bowral CBD
- Flood recovery support



**August
2022**





- Bridge replacement works underway in Wildes Meadow and Mittagong
- Old South Rd tenders called for lead construction contractor


**September
2022**




- TulipTime
- Renewal of wastewater network beneath Corbett Gardens
- Environment & Climate Change Strategy in development







Delivery Program	Operational Plan	Status	Comments	Responsible
DP001 - Develop and implement an elected member professional development program	OP001 - Coordinate an induction and professional development program for Councillors		<p>Following a Public Inquiry, on 14 July 2022, the Minister for Local Government, The Hon Wendy Tuckerman, announced that she has accepted the key recommendations from the Commissioners report.</p> <p>Wingecarribee Shire Council will remain in Administration until the next NSW local government elections in September 2024.</p>	Manager Governance and Corporate Performance Governance and Legal
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP002 - Review and develop Council policies to ensure they are relevant and address emerging issues		<p>The following policies were placed on public exhibition during the reporting period:</p> <ul style="list-style-type: none"> • Grants, Donations and Sponsorships • Procurement • Stormwater Management • Cash Investment <p>During the reporting period the Procurement Policy, Cash Investment Policy and Permanent Road Closure and Road Lease Policy were adopted by Council.</p> <p>During the reporting period Council officers also developed a number of policies, including the Former Employees Dealing with Council Policy and Assessment of Development Applications Involving Conflict of Interest Policy. These policies will be placed on public exhibition in the second quarter of 2022/23.</p>	Manager Governance and Corporate Performance Governance and Legal



Delivery Program	Operational Plan	Status	Comments	Responsible
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP003 - Implement Audit Risk and Improvement Committee actions		An Audit, Risk and Improvement Committee meeting was held on 8 September 2022 and the unconfirmed minutes of this meeting were reported to the October Council meeting.	Manager Governance and Corporate Performance Governance and Legal
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP004 - Continue to implement and embed Council's Fraud and Corruption Control Framework and associated actions		In conjunction with Council's Professional Conduct Coordinator a program of improvements are being developed including a review of existing policies and procedures. Fraud and Corruption training for managers in scheduled for November 2022.	Manager Governance and Corporate Performance Governance and Legal
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP005 - Coordinate the review of Council's Integrated Planning and Reporting documents		Following the announcement In July 2022 that Council will remain in Administration until September 2024, Council staff commenced planning for the review of its Community Engagement Strategy and Community Strategic Plan which were last adopted in June 2017. Focus groups and a youth survey are planned October 2022 to inform the review of these documents.	Manager Governance and Corporate Performance Corporate Strategy
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP006 - Undertake biennial community research		Council biennial Community Satisfaction Survey is scheduled to commence in October 2022.	Manager Governance and Corporate Performance





Delivery Program	Operational Plan	Status	Comments	Responsible
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP007 - Manage access to information and Privacy Processes		<p>Nine valid formal access applications under the Government Information (Public Access) Act 2009 (GIPA Act) were received by Council during the quarter. This volume was an increase on the number of valid access applications received during the previous quarter, which totalled seven valid applications. Of the nine valid access applications that were received during the reporting period, six applications were finalised as at 30 September 2022 while three remained in progress. Four access applications which remained outstanding at the conclusion of the previous reporting period were finalised within the current reporting period. All applications finalised within the reporting period were decided within statutory timeframes or within a timeframe agreed between Council and the applicant. One external review was finalised by the Information and Privacy Commission NSW.</p> <p>208 requests for access to information were lodged with Council under either the mandatory proactive or informal release provisions of the GIPA Act. This represented an increase of 57 from the previous quarter.</p> <p>No applications were received from members of the public seeking access to their own personal information under the Privacy and Personal Information Protection Act 1998 (PPIPA) within the reporting period. Council continued to deal with requests from third parties (such as other government agencies) for access to personal information held by Council.</p>	<p>Manager Governance and Corporate Performance</p> <p>Governance and Legal</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			All such requests were dealt with in accordance with the PPIPA, the Privacy Code of Practice for Local Government and Council's Privacy Management Plan.	
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP008 - Coordinate Council's preparations in the lead up to the 2022 Local Government Election		<p>Following a Public Inquiry, on 14 July 2022, the Minister for Local Government, The Hon Wendy Tuckerman, announced that she has accepted the key recommendations from the Commissioners report.</p> <p>Wingecarribee Shire Council will remain in Administration until the next NSW local government elections in September 2024.</p>	<p>Manager Governance and Corporate Performance</p> <p>Governance and Legal</p>
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP009 - Implement the recommendations of the governance and statutory obligations review		Of the 52 recommendations, 48 are in progress or have been completed. The four remaining recommendations will be addressed by the implementation of an IT system which will assist in the management of delegations. The implementation of the delegations system commenced during this reporting period and anticipated to be completed by December 2022.	<p>Manager Governance and Corporate Performance</p> <p>Governance and Legal</p>
DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	OP010 - Review Council's Business Continuity Plan with specific regard to natural disasters and pandemic events		<p>Council officers are working on updating the BCP plans to reflect the new structure and roles within the Integrated Risk Management team. The BCP documents and contact directory will be finalised following the completion of the organisational restructure.</p> <p>BCP Sub-plans were updated in August 2021 during the Pandemic to reflect organisational arrangements for COVID-19 and natural disasters to ensure Council can manage</p>	<p>Manager Governance and Corporate Performance</p> <p>Governance and Legal</p>




Delivery Program	Operational Plan	Status	Comments	Responsible
			interruptions attributed to these kind of events.	
DP003 - Improve Community understanding and awareness of Council decisions	OP011 - Ensure the community is aware of Council initiatives using a variety of information channels, such as social media, media releases, newsletters and the Council website		<p>During the reportable period the team issued 29 media releases to a range of media, community, service, transport and first-responder organisations. These media releases and alerts were also posted on Council's dedicated online digital Media Centre at media.wsc.nsw.gov.au and posted to Council's corporate Twitter account.</p> <p>Likewise, 108 Facebook posts were issued and shared 514 times with 2,813 Link Clicks. This resulted in an average reach of 3,384 for the three-month period. This helped lift Council's total number of Facebook followers to 9,395 as of 30 September 2022. Over the same period 33 Tweets were issued resulting in a total of 6 new followers.</p> <p>14 e-newsletters were also produced and distributed by the Media and Communications Team during this period. These e-newsletters joined other regular electronic newsletters issued from various Council departments including the Community Engagement, Environment, Tourism and Arts and Culture teams.</p>	Manager Governance and Corporate Performance Corporate Relations
DP004 - Develop and maintain an engaged and safe workforce	OP012 - Implement Work Health and Safety initiatives to reduce workplace injuries		<p>Council officers are working on multiple WHS initiatives. This includes:</p> <p>Enforceable Undertaking (EU) is the major focus with four (4) projects including:</p>	Manager Governance and Corporate Performance Employee Services


Delivery Program	Operational Plan	Status	Comments	Responsible
			<ol style="list-style-type: none"> 1. Automated Induction Program 2. Contractor Management Program 3. WHS Cultural Improvement Program 4. Community Safety Awareness as part of National Safe Work Month <p>The annual StateCover self-audit is another initiatives which focuses on reviewing the WHS performance, including benchmarking against Council's previous performance and against other NSW councils.</p> <p>The Health & Safety Committee (HSC) continues to meet bi-monthly (once every two months) from February to December on the second Tuesday of the corresponding month. It is the peak forum consultation on the management of health and safety issues across Council.</p>	
DP005 - Manage Council's WHS risk management profile to ensure risks are mitigated	OP013 - Implement an Integrated Risk Management Framework		<p>Council continues to transition to an Integrated Risk Management Framework to manage risk.</p> <p>A roadmap is being prepared to address:</p> <ul style="list-style-type: none"> • current gaps in Council's risk management systems • actions required to address identified gaps 	Manager Governance and Corporate Performance Employee Services
DP006 - Develop and maintain Council's Organisational	OP014 - Enhance employee performance management practices		A revised Performance Feedback Development program has been developed and in the process of implementation. The revised program provides opportunity for employee and	Executive Manager People and Culture



Delivery Program	Operational Plan	Status	Comments	Responsible
Development program			manager feedback with a new and improved process including a Performance Feedback Development Panel to ensure consistency and equity in the process and make determinations in respect to salary step increases.	Employee Services
DP006 - Develop and maintain Council's Organisational Development program	OP015 - Improve human resources recruitment and retention processes, policies and practices, ensuring compliance with legislation and organisational needs		Improved advertising to target specific labour market via various media platforms has been implemented and will continue to be refined. A new recruitment and onboarding software program as part of Council's overall IT and Digital Strategy will be implemented next quarter. As part of creating a safe and healthy workplace health and wellbeing initiatives continue to be developed and implemented. This quarter involved communication and promotion of the Employee Blood Donation Program.	Executive Manager People and Culture Employee Services
DP006 - Develop and maintain Council's Organisational Development program	OP016 - Undertake a program of staff engagement and organisational culture surveys		Staff recognition and engagement strategies continue including: 'caught you being awesome' awards, staff service awards, wellbeing working group, fund raising morning teas, participation in Steptember, quarterly all staff meetings and regular communications via all staff emails and the intranet. The People at Work survey is being conducted in September 2022 the results will inform the development of further engagement strategies to promote a happy, positive and productive work place as part of the overall Reinvigoration Program.	Executive Manager People and Culture Employee Services



Delivery Program	Operational Plan	Status	Comments	Responsible
DP006 - Develop and maintain Council's Organisational Development program	OP017 - Implement the recommendations of the human resources review		Several of the recommendations are in progress or have been completed.	Executive Manager People and Culture Employee Services
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP018 - Complete Council's Annual Financial Statements within statutory timeframes with no adverse audit findings		At the Council meeting held on 21st September, the draft 2021/22 financial statements were referred to audit. The Audit Office of NSW have commenced their audit and the audited 2021/22 financial statements will be presented to Council on 16 November 2022.	Chief Financial Officer Financial Services
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP019 - Implement the recommendations of the review of Council's financial position, resourcing strategy, maintenance of basic infrastructure, depreciation schedules and capacity to deliver projects		A report was presented to Council in July 2022, outlining the Fit for the Future and Special Rate Variation reconciliation against benchmarks. The report recommended Council invest in a number of system improvements to ensure Council's assets and finances are managed in a sustainable manner.	Chief Financial Officer Financial Services
DP008 - Ensure Council's financial systems, procedures and practices	OP020 - Ensure rates, water and sewer accounts are levied and		All rateable assessments were issued in July 2022 with Council rate notices for the 2022/2023 year. All properties were issued in August 2022 with Water & Sewer	Chief Financial Officer Financial Services



Delivery Program	Operational Plan	Status	Comments	Responsible
are in line with industry best practice and compliant with applicable legislation	issued in accordance with the Local Government Act 1993		notices for the 1st billing period of the 2022/2023 year.	
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP021 - Ensure debt recovery activities are consistent with Council's adopted Debt Recovery Policy and Guidelines		<p>Debt recovery action recommenced in the 2021/2022 year after two years of action being put on hold due to COVID and adverse weather events. Rates and Water & Sewer accounts were referred to an external Recovery Agent in July for recovery proceedings to be commenced in accordance with Council's policy.</p> <p>Further debt recovery will continue in the second quarter following the due date of the 1st instalment (for rates) and the first billing period (for water & sewer).</p>	Chief Financial Officer Financial Services
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP022 - Undertake a review of all Farmland rating properties to ensure they comply with section 515 of the Local Government Act 1993		<p>Prior to undertaking the review process, a Farmland Policy is being formulated to enable a consistent approach to be followed when assessing eligibility.</p> <p>Preliminary work has been commenced including the review of policies & processes of neighbouring Councils. The policy is expected to be finalised during the second quarter with a view of tabling it to Council either in the second or third quarter. As a part of the review process, the Policy will also be reviewed by a suitably qualified external stakeholders to ensure compliance with the legislation in the likelihood that any decisions are challenged through the Land & Environment</p>	Chief Financial Officer Financial Services



Delivery Program	Operational Plan	Status	Comments	Responsible
			Court.	
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP023 - Council's financial practices for the payment of employees, suppliers, and taxation obligations achieve legislative compliance and required payment terms		Suppliers to Council are paid in accordance with payment terms and conditions. Council's Business Activity Statements have been completed by the 21st of each month in the first quarter of 2022/23. Council's payroll has been processed each fortnight in accordance with the NSW Local Government (State) Award 2020.	Chief Financial Officer Financial Services
DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation	OP024 - Quarterly review of the Annual Budget is submitted to Council within statutory timeframes		The September Quarterly Budget Review of the 2022/23 financial year will be presented to Council at the ordinary meeting on 16 November 2022.	Chief Financial Officer Financial Services
DP009 - Manage Council's Fleet to ensure that all plant and equipment is appropriately utilised, fit for purpose and cost effective	OP025 - Implement Council's annual plant and light vehicle replacement program in line with operational requirements and within budget		Council's light/operational vehicle replacement program is tracking to schedule. Over half the scheduled plant due to be replaced during the have been ordered earlier than usual due to the lag time of supply in the market. There is a still a lag in delivery of some plant ordered from last financial year that should be delivered in quarter 2.	Chief Financial Officer Financial Services


Delivery Program	Operational Plan	Status	Comments	Responsible
DP010 - Council's property activities and dealings are undertaken within the community's best interests and within legislative requirements	OP026 - Manage Council's property portfolio in accordance with legislation with the timely reporting of property matters to Council for approval		<p>Council's property portfolio continues to be managed appropriately and in compliance with legislative requirements.</p> <p>The management of the property portfolio includes the timely reporting to Council on property matters for formal approval. The July-September quarter saw the reporting of a number of property matters to Council including:</p> <ul style="list-style-type: none"> • Proposed lease of road reserve - Cnr Kangaloon Road and Hordens Road Bowral. • Renewal of lease agreement Resource Recovery Centre • Lease to Southern Highlands Bridge Club • Acquisition part 24 Greenhills Road Berrima • Proposed Road closure - Meryla Road Bowral • EOI and Lease of Renwick Community Centre • Acquisition of part 25 Shierlaw Road Robertson • Acquisition of part 393 Belmore Falls Road, Robertson • EOI Southern Regional Livestock Exchange (SRLX) • Permanent Road Closure Policy <p>The draft Property Investment Policy and Property Investment Strategy were reported to ARIC during this quarter and will be reported to the Council meeting in November.</p>	Director Corporate Strategy and Resourcing Property Services




Delivery Program	Operational Plan	Status	Comments	Responsible
DP010 - Council's property activities and dealings are undertaken within the community's best interests and within legislative requirements	OP027 - Ensure effective management of Crown Land in accordance with the Crown Lands Management Act 2016, including the management of Native Title, in line with legislative timeframes		Crown Land and Native Title assessment continues to be undertaken by Council's Property Officers in accordance with the requirements of the Crown Land Management Act, 2016.	Director Corporate Strategy and Resourcing Property Services
DP011 - Procurement activities are undertaken to achieve best value while underpinned by a robust ethical framework which enables local supplier participation	OP028 - Ensure procurement activities are undertaken in accordance with legislative requirements and Council's Policy, Guidelines and Procedures		<p>Procurement are continuing to ensure procurement activities are undertaken in accordance with legislative requirements and Council policy, guidelines and procedures.</p> <p>A review of Council's Procurement Policy was undertaken and a new Procurement Policy was adopted to ensure that Council continues to comply with its legislative requirements including the Modern Slavery Act 2018.</p> <p>The newly adopted Procurement Policy introduces probity controls including the use of independent probity advisors on Council's high value complex procurement activities. A tender process has been established for a panel contract of probity practitioners to commence in the beginning of the third quarter of 2022/23.</p> <p>The new Procurement Policy has also seen the introduction of formal probity training for relevant Council staff.</p>	Chief Financial Officer Financial Services

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>During the first quarter of 2022/23, Council had commenced the procurement process of 22 high value procurement activities which are now at varying stages. Some of these significant activities include:</p> <ul style="list-style-type: none"> • Old South Road Rehabilitation (Probity Advisor engaged) • Technology One SAAS Agreement • Kirkham Street Reconstruction, Moss Vale • Waste Water Reticulation System Pipe Bursting Package • Asphalt Concrete Works - Wilson Drive, Colo Vale 	
DP012 - Develop and implement enhanced asset management practices	OP029 - Review and update the Strategic Asset Management Plan, Asset Management Policy and Asset Improvement Plan		<p>SAMP to be prepared throughout Q2 and Q3.</p> <p>Portfolio AMPs to be prepared as a deliverable of 2023/24.</p>	Manager Assets Asset Planning and Support
DP012 - Develop and implement enhanced asset management practices	OP030 - Capture condition data on infrastructure assets for informed asset management decisions		<p>Network inspection of manholes completed.</p> <p>Sewer flow gauging completed.</p>	Manager Assets Asset Planning and Support

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DP012 - Develop and implement enhanced asset management practices	OP031 - Develop Plans of Management for Crown Lands, where Council is deemed to be the Crown Land Manager		Plans of Management in development: - Mt Gibraltar Upcoming Plans of Management: - update of Botanical Gardens - Sportsfields	Manager Assets Asset Planning and Support
DP013 - Develop and implement Business Transformation program	OP032 - Implement the Information and Communications Technology (ICT) Digital Strategy to enable Council to engage effectively with its customers		Council and the ICT department continues to implement the ICT Digital Strategy to ensure Council systems stay up to date and are able to provide the IT resources needed for the organisation to function and operate. Some of the major tasks delivered over the last quarter to help effectively engage with staff include the internal staff intranet, with the Councillor Portal to follow soon. Council has completed the speed upgrades of the wireless network, implemented Wi-Fi connectivity across the shire's offsite locations, and is about to finalise the resilient network upgrade. Council's future plans to shift our servers and storage into the cloud are underway allowing Council to better utilise resources and be more efficient running up in the cloud. Other Digital strategy projects in the pipeline and in progress include the current rolling out of the new printer fleet to replace the aging printers, and we are about to begin implementation of the new Water and Sewer Network with the RFQ being successfully completed. ICT have been effectively engaging and working with the	Chief Information Officer Customer Services





Delivery Program	Operational Plan	Status	Comments	Responsible
			different departments to successfully implement these projects as part of Council's Digital Strategy moving into the future.	
DP014 - Enhance customer interaction with Council	OP033 - Review and enhance corporate information systems and processes		<p>The Corporate Information Team are working closely with Business Units across Council to improve the usage of the electronic document management system and ensure a better user experience. A new round of ECM training sessions were delivered throughout September to assist with system usage and transition away from dependency on shared network drives for storage of Council's official records.</p> <p>Work is continuing to sentence Council's hard copy records collection in line with the State Records Act 1998 and authorised retention and disposal schedules.</p> <p>Council has released a request for quote for the digitisation of hard copy files to gain a clearer understanding of the costs involved for complete digital transition of its records collection.</p>	Chief Information Officer Corporate Information
DP014 - Enhance customer interaction with Council	OP034 - Implement improved customer contact methods through Council's website		<p>Council has recently launched its Customer Request Management (CRM) system online. This enhanced system allows customers to log requests online, receive updates and track the progress of their request.</p> <p>Council is continuing to review and add more items to the system allowing greater transparency.</p> <p>In addition to the Council has a large program of work under</p>	Chief Information Officer Customer Services



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			way to improve the quality of the information on the website as well as offering additional methods for the community to transact with Council.	
DP014 - Enhance customer interaction with Council	OP035 - Implement a digital first approach to customer service to enable customers to transact with Council when convenient		<p>ICT and Council in this quarter have continued its digital first approach to Customer Services. In the last few weeks, Council has launched its new Intranet Portal for staff to use which includes information from across all departments. As part of the intranet launch, we have ensured where possible, all forms are now fillable online which in turns reduces the paper footprint and enables Council to more easily store and digitise the content. The intranet launch complements the WSC Website launch from last year, one catering for the general public, and the other catering for the internal staff.</p> <p>To go hand in hand with the two portals above, Council will soon be working on building the Councillors portal with a similar concept. That will allow the Councilors to access the information they need and when they need.</p> <p>As an addition, to assist in this digital first approach, we are also in progress of building another website for Climate change to allow the external public to access climate change information, get support and get the latest information pertaining to the current climate and climate change.</p>	Chief Information Officer Customer Services

Delivery Program	Operational Plan	Status	Comments	Responsible
DP014 - Enhance customer interaction with Council	OP036 - Enhance Councils Compliment and Complaint Management Framework		Following the adoption of Council's Feedback and Complaints Policy and Managing Unreasonable Complainants Policy in August 2022, Council officers are planning a program of training for Council staff.	Manager Governance and Corporate Performance Governance and Legal
DP015 - Deliver an Information and Communication Technology service that meets Council's business delivery requirements	OP037 - Provide a robust, resilient, secured and accessible ICT Infrastructure to enable delivery of Council's services		In the last reporting period, ICT completed the long awaited microwave network upgrade across the shire to enable higher speeds across the network. Additionally, Council has been working over the past 2 or so months to reconfigure all the offsite locations to enable the sites to be more resilient and fault tolerant should any network issues arise. To date Council has completed Moss Vale Depot, Mittagong Depot, Tourism and Mittagong library, with the remaining two sites, RRC and Bowral library to be completed imminently. ICT have also begun scoping out cloud options to move all our Virtual Machines and servers to a cloud hosted environment, to allow us to provide services more efficiently to the Council, and also utilise the flexibility and expandability that the cloud hosted environment provides.	Chief Information Officer Information Services
DP016 - Deliver Corporate Systems that meet Council's business delivery requirements	OP038 - Provide the Corporate System software to enable staff to effectively deliver services to the community		One of the major projects in the 22/23 reporting period will be the implementation of our core Corporate Systems to a cloud solution. This is a major exercise and will be undertaken over a few years and will allow Council to take advantage of the latest technologies available. The process will also allow a complete review of our current business processes. Customer Request Management system (CRM) was released	Chief Information Officer Information Services


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			<p>on 2nd May 2022. Next phase of CRM was having the community being able to access CRM via our website and lodge their own requests. This was completed on 22nd August 2022. Customers can now log their requests through our website and though it was a “soft launch” the uptake has been good. There will be a second phase undertaken that will enhance the customer experience which will include:</p> <ul style="list-style-type: none"> - Improved mapping capabilities including the ability to drop a pin on the location of the request; - Improvements to the workflow process that will streamline the processing of requests - Implementation of a Works Order System that will integrate seamlessly with CRM and produce work orders against the relevant asset. <p>Scope of upgrade for ESRI (GIS) has been completed and funding has now been approved. The upgrades will place GIS systems on to the current releases and fix “bugs” and increase the functionality especially for work carried out in the field and for us to publish selected maps to the community. Work is expected to commence in November 2022.</p> <p>In the absence of a GIS Supervisor for 12 months now, work continues to keep our GIS information up to date. There have been some minor issues that have been quickly resolved by the team and ensuring that there is constant availability for our internal users who rely on the accuracy of the data we</p>	

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			<p>hold. It is hopeful that the recruitment of a GIS Supervisor will commence in the second quarter of this reporting year and new GIS projects can commence.</p> <p>DocAssembler was successfully implemented and went live in August 2022. DocAssembler replaced InfoCouncil as Councils meeting and agenda software. It has direct integration with our Records Management system (ECM) which allows direct access to all agendas and minutes directly. This will eventually feed to our website directly from ECM, making ECM our “central point of truth” for all documents.</p> <p>Training continues within our Corporate Systems and preliminary discussions have commenced with People & Culture to develop an induction program for our new starters. The program will be targeted to specific areas, but there will be an overall presentation of all Corporate Systems and how they currently relate to each other to all groups.</p> <p>Work continues within our Corporate Systems to keep up with legislative requirements and improvements recommended from our internal users. Work will start to ease off as we look at transitioning our Corporate Systems to the cloud as new processes will be required that will make some of our current functionality obsolete. The planning of this shift is already being undertaken by Councils Business Solutions Implementation manager.</p>	



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DP017 - Ensure council services are delivered efficiently and effectively, including an efficiency dividend	OP039 - Revise and implement a service delivery review program that ensures best value for the community with a methodology that includes community and stakeholder input		Due to resourcing constraints, this has not yet commenced.	Manager Governance and Corporate Performance Corporate Strategy
DP017 - Ensure council services are delivered efficiently and effectively, including an efficiency dividend	OP040 - Provide a report on the introduction of an efficiency gain of up to 2% to fund community priority projects in the 2023/24 financial year, including methodology to calculate the quantum of the fund		A report will be prepared for the November Ordinary Meeting of Council.	Director Corporate Strategy and Resourcing Office of the General Manager
DP018 - Identify opportunities for regional collaboration	OP041 - Develop and implement a business improvement program		Due to resourcing constraints, this has not yet commenced.	Manager Governance and Corporate Performance Corporate Strategy
DP018 - Identify opportunities for regional collaboration	OP042 - Implement strategies to improve		The number of development applications lodged between July and September 2022 continued to fall to 178 from the peak of 408 in Q1 a year ago. The ratio of applications completed compared to lodged continued to improve to 83%	Manager Development Assessment Development Control



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	development assessment timeframes		<p>and measures are being rolled out to improve processes and expand Councils assessment capacity.</p> <p>A number of strategies have been implemented over the Q1 period that will contribute to improve assessment timeframes. These include:</p> <ul style="list-style-type: none"> • Recruitment and development of a junior planner • Engaging external planning consultants and engineering consultants to assist with assessment • Discussions with NSW Department of Planning and Environment in preparation for Regional Flying Squad Assistance • Legal training on changes to State Planning Policies and the EP&A Regulation • The commencement of the new Director charged with improving assessment and services 	
DP018 - Identify opportunities for regional collaboration	OP043 - Participate in the Canberra Region Joint Organisation and other regional collaborative approaches, where appropriate		<p>The General Manager continues to actively participate in Canberra Region Joint Organisation meetings and other regional opportunities.</p> <p>October 2022 CRJO member meeting will be held at Parliament House and will involve a series of State Ministerial meetings to enable advocacy for the Canberra Region as well as Wingecarribee Shire specific matters.</p>	General Manager Civic Leadership
DP019 - Provide quality, timely and accessible information to the community	OP044 - Implement key initiatives from the Communications Strategy		<p>A formal review of Council's Communications Strategy was undertaken in 2021 with the public exhibition period closing 29 March 2021.</p> <p>An independent review was undertaken in May 2021 on the request of the then Interim Administrator. Recommendations</p>	Director Corporate Strategy and Resourcing Corporate Relations


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			<p>from this review suggested a further review be undertaken with the new Council Executive to ensure it aligns with the strategic directions of the organisation as it moves forward.</p> <p>Part of the scope of this second review was to undertake a further review of the existing Communications and Community Engagement Strategies. This second review was undertaken by KPMG with findings and recommendations released in September 2021 and subsequently adopted by Council on 10 November 2021.</p> <p>Further, on 8 December 2021 the Administrator adopted Council's revised Media and Social Media Policies.</p> <p>In early 2022 the <i>ContentGroup</i> won a subsequent tender to provide specific communications advice relating to the Public Inquiry. The '<i>Listening and Delivering</i>' recommendations from this review continue to be implemented by the Media and Communications Team.</p> <p>Community Focus Groups have been organised to be held in the 4th quarter of the year to review Council's <i>Community Strategic Plan</i> and <i>Community Engagement Strategy</i>.</p> <p>A specialist communications consultant will also be engaged in the final quarter of the year to provide a strategic framework and direction around Council's consolidated communications activities.</p> <p>In lieu of a new strategy, the Media and Communications</p>	


Delivery Program	Operational Plan	Status	Comments	Responsible
			Team will continue to explore and implement recommendations from the pre-existing Communications Strategy. Previous initiatives already implemented from this strategy include the roll-out of the Visual and Written Style Guides and introduction of a weekly e-newsletter.	
DP020 - Implement an effective Community Engagement Framework	OP045 - Deliver a diverse Engagement Program to enhance community awareness and participation in decision making		<p>In line with Council's <i>Community Engagement Strategy</i>, careful consideration was given to each project to enhance community awareness and participation in decision making resulting in successful consultation.</p> <p>The online consultation hub at www.yoursaywingecarribee.com.au continues to be a useful tool for residents to share ideas and develop solutions on a number of projects. Feedback was sought via <i>Your Say Wingecarribee</i> regarding the preferred date and name of the upcoming Reconnecting Regional NSW Community Event, along with feedback on the process of hiring Council Halls and Community Centres.</p> <p>Face to face workshops were also held during this reporting period including workshops to Review Low and Medium Density Residential Development Controls.</p> <p>Community Engagement opportunities are advertised via social media, the Weekly Community Update, Council's weekly newsletter, and the corporate website.</p>	Manager Governance and Corporate Performance Corporate Relations

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>During this reporting period, Council engaged with the community on a number of projects, plans and proposals including:</p> <ul style="list-style-type: none"> • Draft Conservation Management Plans - Winifred West Park and War Memorial Clock Tower • Draft Procurement Policy • Draft Grants, Donations and Sponsorships Policy • Bundanoon Off Leash Dog Park • Stormwater Management Policy • Possible renaming of Bowral Memorial Hall • Robertson Village Place Plan • Support for fire impacted business in Bowral • Colo Vale Village Improvements - second phase of consultation <p>The following proposals were exhibited for community feedback:</p> <ul style="list-style-type: none"> • Proposed Closure of Council Road Reserve known as Meryla Road, Bowral • Proposed Road Lease - Milton Park Management Pty Ltd • Planning Proposal - Amendment of Clause 7.2 PP-2022-1055 • Planning Proposal to reduce the minimum lot size of land at Villiers Road and Hill Road Moss Vale • Planning Proposal - Re-exhibition Land at Welby 	


Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Garden Centre PP-2021-3571</p> <p>The Your Say Wingecarribee website received 8,015 visits during the reporting period. 4,989 of the visitors took action to explore the detail of specific consultations and 1,564 actively participated in the online platform by completing surveys and submission forms, contributing to forum topics or sharing information in mapping tools.</p>	
DP021 - Support Council committees and working groups	OP046 - Implement Council's revised committee framework		<p>At the September meeting Council resolved to establish four (4) strategically focused Community Reference Panels supported by Action and Working Groups:</p> <ul style="list-style-type: none"> • Climate Change and Environment • Community • Sport, Recreation & Leisure • Economy <p>A model Terms of Reference were also adopted at this meeting.</p> <p>It is anticipated that the Community Reference Panel's will commence in early 2023.</p>	<p>Manager Governance and Corporate Performance</p> <p>Governance and Legal</p>
DP022 - Actively build capacity for community participation in leadership	OP047 - Liaise with organisations developing and providing mentoring		<p>Council continues to collaborate with the State funded Business Advisors. The RISE program - a partnership between UoW and Council was delivered in the Shire last quarter which</p>	<p>Executive Manager Strategic Outcomes</p> <p>Economic Development</p>


Delivery Program	Operational Plan	Status	Comments	Responsible
including mentoring and support	and support services for local business operators		saw local entrepreneurs undertake a 10 week program culminating in a pitch of their product.	
DP023 - Develop partnerships and networking with community, government and business	OP048 - Establish and implement initiatives for sector partnerships		Council provided a 'concierge' service for organisers of the Bowral Classic into the many and varied departments of Council. Action recommendations on the Agribusiness, Equine and Produce Hub Roadmap, including initial planning for a stakeholder Appreciation Event. Finalise the Southern Highlands Creative Industries Sector & Practitioner Research report, including media, communications and launch.	Executive Manager Strategic Outcomes Economic Development
DP023 - Develop partnerships and networking with community, government and business	OP049 - Facilitate community led recovery and resilience programs and events across the Shire		<p>The Social Recovery Subcommittee continues to meet monthly, facilitated and chaired by Council. There were two scheduled meetings in this reporting period. The Subcommittee remains actively engaged and provides a continued role in advocating for the needs of residents impacted by natural disasters.</p> <p>Black Summer Bushfire Recovery (BSBR) grant</p> <p>Council's recruited a Community Resilience Officer for two years to allow Council to continue the work in social recovery and resilience planning.</p> <p>Resilience Blueprint</p> <p>Council officers attended Canberra Region Joint Organisation's co-design workshop in September to provide input in identifying the preferred methods for defining</p>	Manager Governance and Corporate Performance Community Wellbeing



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>resilience actions for community.</p> <p>‘Experiencing Nature - Health and Wellbeing Activities’ Project</p> <p>Council, with the support of a St Vincent de Paul Society grant, delivered two health and wellbeing nature experiences during this period that connected community members into their natural environment and with ideas of sustainability and regeneration.</p> <p>New Fire Danger Ratings system</p> <p>New Fire Danger Ratings system were introduced during this period and promoted via Council communication channels so our local residents can take action to protect themselves and others.</p>	
DP023 - Develop partnerships and networking with community, government and business	OP050 - Contribute to and develop key projects and initiatives to support sense of place within the Shires villages		<p>Council continues to meet with the Balmoral Association to gain a clear understanding of the community’s vision of the Balmoral green space. Broader Community Consultation will begin in November 2022.</p> <p>The Wingello Village Association have created a community-led beautification plans for Wingello Village. Various Council departments are working together with the association to see these small scale programs progress. Grant opportunities have also been presented to the community association along with connecting new partnerships with local, not-for-profit organisations to assist in seeing these projects transpire and</p>	<p>Manager Governance and Corporate Performance</p> <p>Community Wellbeing</p>

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>work with community.</p> <p>Hoarding Issues were continually raised by community in this quarter. Council is working on introducing a local service provider to those requesting support and also to educate the wider community on how to support residents regarding hoarding issues. The outcome of this will be reported in the next quarter.</p> <p>This quarter Council staff supported the educational needs of the Southern Villages regarding the Council Local Housing Strategy at a community meeting held in Exeter, this was to introduce the strategy and for community to ask questions resulting in community gaining a sense of place.</p> <p>The continuing wet weather this quarter saw the impact on Village Markets, particularly in Exeter. Community Associations with Council worked together for positive outcomes with wet weather contingency planning to ensure the longevity of these community events.</p>	
DP023 - Develop partnerships and networking with community, government and business	OP051 - Develop strategic partnerships between council, property owners, local businesses and community groups that fosters a sense of community		<p>During this quarter, Council staff worked together with community groups on the Queens Platinum Jubilee Planting 2022 project. Four community associations were successful with the grant. Ideas were shared, assistance made available with new community connections formed throughout the process.</p> <p>Communities were able to express their long term vision and</p>	Manager Governance and Corporate Performance Community Wellbeing




Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>recreational needs and Council was able to offer support to Hill Top Community Association for the Stronger Country Regional Grants application.</p> <p>Council met with Hill Top Village Association in July exploring ways in which Council and the Association can work effectively together. The outcome of the meeting was positive with stronger relationships between Council and community formed. Council received a letter of appreciation from Hill Top Community Association thanking Council for the continued interest of working together for community outcomes.</p> <p>An onsite meeting and walk through of Berrima Village was conducted with Council, local residents and members of the Berrima Residents Association . Council staff were able to see first hand the matters raised by the Residents Association, most were discussed onsite and further matters and conversation continue with Council staff and the Berrima Community.</p> <p>Robertson Community meeting was held in this quarter with Council representation discussing community outcomes and strategies for working effectively together. A letter of thanks was received by Council for the attendance at this meeting and the willingness to work together in future.</p> <p>Balmoral Village Association meeting this quarter was to</p>	

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>follow up on matters regarding the village green space which Council staff and the association continue to work positively together towards. Also addressing, funding opportunities for community and Development Application (DA) procedures for events and village hall upgrades.</p> <p>The Southern Villages Group consists of representation of all associations in the Wingecarribee Southern Villages. This quarter Council continue working through complying and exempt events on Bushfire prone land and understanding community needs of simplifying the DA process for community events in these areas.</p>	
DP024 - Advocate for improved health services in the Shire	OP052 - Participate in various community health sector forums to ensure local service delivery is enhanced		<p>Council contributed to the development of an Age and Ageing Clinical Academic Group Partnership Grant Scheme that aims to support collaborative projects targeting Age and Ageing. The project title is <i>Dementia Friends Unite! An Education Program for Communities and Workforces to Better Support People Affected by Dementia</i>. The project seeks to address an unmet need for education about social and environmental design practices for people affected by dementia. The funding application will be submitted in early October. Council will contribute to the partnership through in kind contributions.</p> <p>Council and South West Sydney Mental Health Promotions Team have been discussing opportunity to bring <i>Tackling the Challenge</i> Exhibition to Wingecarribee. This exhibition promotes recovery, resilience and men getting help to</p>	Manager Governance and Corporate Performance Community Wellbeing




Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>negotiate life's challenges.</p> <p>In response to the Royal Commission into Aged Care Quality and Safety, the Department of Health and Aged Care (DoHAC) announced the Care Finder Program in the 2021 - 2022 Federal Budget. The South West Sydney Primary Health Network launched the Request for Tender for the Care Finder Program during this period. Council supported local services to apply for this to encourage local service delivery is enhanced.</p>	
DP025 - Partner with community-based organisations in provision of services	OP053 - Collaborate with the community sector to secure funds for enhanced service delivery		<p>Wingecarribee Club Grants were distributed during this period. 34 applications were received seeking a total of \$292,482. A total of \$46,000 was distributed to nine local community service organisations. Club Grants Presentation was held at Moss Vale Services Club in August.</p> <p>Council officers provided three letters of support to community organisations seeking to enhance their services in our local area. One of the services has received notification that their application was successful.</p> <p>Council have partnered with Bundanoon Community Association to apply for funding to reduce social isolation for seniors in the Bundanoon community. Waiting on grant outcome.</p>	Manager Governance and Corporate Performance Community Wellbeing





Delivery Program	Operational Plan	Status	Comments	Responsible
DP026 - Partner with State and community organisations to provide a broad range of health and wellness programs to target specific needs of the community	OP054 - Deliver community services expo and explore opportunities to engage young people		Planning for the Wingecarribee Community Services Expo commenced during this period. The Expo will be held during October as part of Mental Health month.	Manager Governance and Corporate Performance Community Wellbeing
DP027 - Provide access to sport, recreation and leisure services	OP055 - Provide an affordable and accessible swimming pool service, including managing the contract for Moss Vale War Memorial Aquatic Centre		<p>The past quarter has been productive for council pools with Moss Vale War Memorial Aquatic Centre (MVWMAC) continuing to be a great community asset, and the outdoor pools completing preparations, training, and maintenance for the season opening. The following key milestones and highlights occurred during the reporting period:</p> <ul style="list-style-type: none"> MVWMAC Health Club expansion works have progressed well despite the weather and delays in CC approval. A site tour was conducted on 27th October 2022 by the infrastructure services team and the outcome was positive. The works should be completed on time by the end of the year. MVWMAC had 77,448 visitations in the first quarter compared to 28,310 the previous year (closed in 2021 due to COVID-19 restrictions). The Swim School peaked at 950 student enrolments during the quarter and currently has a wait list of over 	Manager Shire Presentation Parks & Recreation

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>100 students. This is consistent across the industry due to a lack of swimming teachers.</p> <ul style="list-style-type: none"> • First Lap Vouchers and Active Kids Vouchers continued to be accepted and implemented within the Swim School. • The Health Club peaked at 685 members with 33 group fitness classes being delivered weekly. • All heating systems were upgraded for the pool hall and swimming pools. The consistent water temperature has been complimented and there has been an increase of users for hydrotherapy or rehabilitation purposes. • The outdoor pools reopened in October and the following occurred in preparation for opening: • Recruitment for the 2022-2023 pool season was challenging due to a shortage of qualified people in the industry. 8 new employees joined the returning 23 staff in the pools team and the onboarding process was much smoother this year than it has been in previous years. • The Bowral pool boiler was repaired and rejuvenated to ensure consistent pool temperatures through the season. All lighting has also been upgraded for both community benefit as well as safety for lifeguards in monitoring water spaces. 	




Delivery Program	Operational Plan	Status	Comments	Responsible
			<ul style="list-style-type: none"> Staff training, and induction was conducted for all staff. This included lifeguard refresher training with the Royal Lifesaving Society, CPR updates, and in-house pool attendant and lifeguard induction training. The hiring of the pool by Southern Highlands water polo and the Mittagong Swim Club has not happened this year with both groups choosing to use Frensham pool due to predicted poor weather. Bundanoon pool is set to reopen on the 12th November. 	
DP027 - Provide access to sport, recreation and leisure services	OP056 - Maintain existing sport and recreational facilities to operating service standards		Wet weather has impacted on the maintenance team's ability to deliver service levels, however teams are maintaining open space and parks where possible. When ground conditions dry up, maintenance will return as planned. The team is scheduled, planned and resourced ready to deliver.	Manager Shire Presentation Parks & Recreation
DP027 - Provide access to sport, recreation and leisure services	OP057 - Complete the Community and Recreation Facilities Strategy		CRFS - 80% report to be received in October. Endorsement from Council for the CRFS to be released for public exhibition anticipated for February meeting.	Manager Assets Parks & Recreation
DP027 - Provide access to sport, recreation and leisure services	OP058 - Deliver major capital works program for		Council is undertaking a significant program of works relating to sport, recreation and leisure facilities. Currently the delivery portfolio consists of the following projects provided	Manager Project Delivery



Delivery Program	Operational Plan	Status	Comments	Responsible
	sport, recreation and leisure facilities		<p>below with a status update:</p> <p><u>Lackey Park Regional Sporting Hub</u></p> <p>This project is still on hold awaiting the finalisation of the Sport and Recreation strategy document.</p> <p><u>Bong Bong Common</u></p> <p>Detailed design for the overarching project is expected for completion by end of 2022. Following final stakeholder consultation it is anticipated that the consolidated project will go to tender and construction commence by the mid 2023.</p> <p><u>Casburn Park</u></p> <p>Detailed design is currently under way with input from the Project Control Group - consisting of community representatives. Once detailed designs are complete and validated it is forecast that construction works will commence in mid 2023 and take approximately 6 months to complete.</p> <p><u>Hill Top Line Lookout</u></p> <p>The procurement process for a Principal Design Consultant is currently under assessment. The design and community consultation is expected to be concluded by mid 2023.</p> <p><u>Cook Street Mittagong and Church Road Moss Vale Playgrounds</u></p> <p>Following revised designs to better align with funding</p>	Asset Planning & Support


Delivery Program	Operational Plan	Status	Comments	Responsible
			allocations, both projects are currently in the procurement process to engage with a constructor. Pending the outcome of the procurement process and in consideration of long lead time equipment it is anticipated that the playgrounds will be completed by July 2023.	
DP028 - Partner with Police, business and Community representatives to implement the Community Safety Plan	OP059 - Commence the review of the Community Safety Plan		This is currently on hold due to resourcing constraints.	Manager Governance and Corporate Performance Community Wellbeing
DP029 - Partner with agencies to ensure emergency management processes and procedures are in place	OP060 - Coordinate the Wingecarribee Shire Emergency Management Committee		The third LEMC Meeting was held on 28 September 2022 along with the Rescue Committee. Council continues to provide support to the Wingecarribee Shire EMC.	Manager Governance and Corporate Performance Emergency Management
DP030 - Implement public health and safety regulatory programs	OP061 - Manage bushfire risk in bushfire prone land under Council's care and control		<p>All Asset Protection Zone proposed work has been entered into Guardian for approval of funding. During Q1 work commenced on requesting quotes and engaging contractors to commence work in priority APZs.</p> <p>The weather during the past months has prevented planned hazard reduction burn at Greylyde's Lane on Mount Gibraltar Heritage Reserve from going ahead this spring. Council continued to prepare with the RFS who have advised</p>	Manager Environment and Sustainability Natural Area Management

Delivery Program	Operational Plan	Status	Comments	Responsible
			that grass fires could be a risk this bushfire season. A consultant has been engaged to review and update Council's Bush Fire Prone Land Map.	
DP030 - Implement public health and safety regulatory programs	OP062 - Conduct bushfire community awareness programs		Council supported and maintained regular communication the NSW RFS as the lead agency for bushfire awareness programs. The Council website and physical resources were maintained and made available to assist with information.	Manager Environment and Sustainability Natural Area Management
DP030 - Implement public health and safety regulatory programs	OP063 - Undertake public health and safety inspections to ensure compliance with regulations and implement programs to raise industry awareness of food safety		63 primary food premises inspections were undertaken across the Shire in Q1, to ensure community health and standards for food and beverage places are maintained. Two-thirds (67%) of all food premises received a 4 or 5-star rating. Nine premises received a 3-star and ten scored below the minimal requirements for a 3-star rating. Instruction and advice was provided to business owners to improve practices, preparation and storage.	Manager Certification and Compliance Regulatory Compliance
DP031 - Assess the changing profile of the Shire and prioritise services accordingly	OP064 - Continue to implement the Community Wellbeing Service Review		Final implementation of the remaining recommendations from the Community Wellbeing Service Review is on hold awaiting finalisation of the organisational restructure.	Manager Governance and Corporate Performance Community Wellbeing
DP032 - Provide children services to support family life	OP065 - Implement recommendations of the Children's Services review		The Children's Services Review has not yet been finalised, it is anticipate that this will be reported to Council in early 2023. In the interim the Children's Services continue to operate as per normal.	Manager Governance and Corporate Performance Children's Services

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Wingecarribee Out of School Hours (WOOSH) Program</p> <p>The program is operating at its licensed capacity of 45 children per session for After School Care. There are a number of children on the wait list. The Before School is growing in popularity with numbers exceeding 25 children on some days. Vacation Care has been a very popular with a lack of Vacation Care Services across the Shire and with the introduction of the Before and After School Care Vouchers initiated by the NSW State Government, providing up to \$500 worth of free care. Unfortunately, due to resourcing constraints the Vacation Care programs in July and September were capped at 30 children.</p> <p>Family Day Care (FDC)</p> <p>All contracted FDC Educators are operating at capacity with a wait list of 118 children. The Service is in the process of finalising a new educator registration in the Moss vale area with expected commencement in October. This will bring our Educator numbers to seven (7) servicing, Robertson, Wingello, Moss Vale, Bowral and Mittagong.</p> <p>Play session at the Coordination Unit has been re initiated monthly, after a relaxation of COVID requirements. Children and Educators coming together as a larger group, facilitating networking between the Educators and Staff and engagement of the children with others enrolled in the Service.</p>	

Delivery Program	Operational Plan	Status	Comments	Responsible
DP033 - Support agencies to implement community programs and initiatives	OP066 - Provide financial assistance to community projects through the Wingecarribee Community Assistance Scheme		The Wingecarribee Community Assistance Scheme is currently on hold awaiting the adoption of the Donations, Grants and Sponsorship Policy being developed by Council.	Manager Governance and Corporate Performance Community Wellbeing
DP034 - Provide companion animal services	OP067 - Encourage responsible companion animal management through the application of statutory provisions and local strategies		<p>During Q1 Council provided a high level of companion animal services to the residents of the Shire, responding to complaints and picking up a number of lost animals to take home or to the local animal shelter.</p> <p>In response to community concerns, Council rangers conducted increased pro-active patrols for off leash dogs, both overt and covert. Council also investigated several dog attacks and issued fines and control orders following investigations.</p>	Manager Certification and Compliance Regulatory Compliance
DP035 - Support initiatives which enhance opportunities for learning and skill development	OP068 - Continue to foster a relationship of collaboration and cooperation between Council, TAFE NSW, the University of Wollongong and schools		Ongoing engagement with Careers Advisors Southern Highlands and finalised planning the 2022 Industry Tour. Council continued to promote locally delivered TAFE courses and attended the UoW Vice Chancellor and industry introduction forum. Council also partnered with UoW to deliver the iAccelerate RISE program - marketing and communications, assess applications, prepare for Pitch event, judge Pitch event.	Executive Manager Strategic Outcomes Economic Development


Delivery Program	Operational Plan	Status	Comments	Responsible
DP035 - Support initiatives which enhance opportunities for learning and skill development	OP069 - Support community-based services to provide a range of opportunities for learning and skill development		<p>'Fun DA Mental' youth led creative arts project commenced during this period. This project will provide a range of learning opportunities for young people over the next six months in leadership and development of creative skills.</p> <p>Local First Nation artists will have the opportunity to learn about the Self Employment Assistance Program and Aboriginal Business Advisory Initiatives. Plans are being developed to deliver these workshops in October.</p>	<p>Manager Governance and Corporate Performance</p> <p>Community Wellbeing</p>
DP036 - Provide a range of services and programs through Council Library service	OP070 - Deliver library services that meet the information, recreation, literacy and participation needs of the community		<p>Statistics this quarter are steadily increasing and above expectations.</p> <p>The Library has met with contractors and stakeholders to discuss new place, street and directional signage for the Bowral and Mittagong Branch Libraries. Signage has been developed that will inform and complement each unique precinct. The Library is waiting on approval to have these new signs installed.</p> <p>The Library's main project for 2022-2023 is the purchase and installation of a new Integrated Library Management System. This system will be purchased using Local Priority Grant Funding through the Public Library Funding Strategy 2022/23. Benefits include greater accessibility for staff and customers with materials processed faster, items located easier and the system being more interactive. The Draft Specifications and Requirements for this new system have been completed by</p>	<p>Chief Information Officer</p> <p>Library Services</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>the project team.</p> <p>The Library has discussed and agreed to an arrangement with the Bowral Youth Refuge where Temporary Memberships would be available for those wanting to access the library and its resources. This will allow access to online materials, Library technology and collections.</p> <p>New computer and technology hardware will be rolled out over the coming months at the Bowral Branch Library. The upgrade includes new wi-fi connection, new staff PC's and a multi-function copier/photocopier for customers. All stakeholders including Council IT and Library contractors have been involved in this process.</p>	
DP036 - Provide a range of services and programs through Council Library service	OP071 - Develop and deliver a range of library programs, events and activities to engage the community		<p>The statistics for library programs and events are above expectations.</p> <p>The July School Holiday Program offered three events for different age groups during this break. This included:</p> <ul style="list-style-type: none"> Rock Painting (Pet Rocks): 77 children attended the 8 activities at the Bowral (2 activities), Mittagong (2 activities), Moss Vale (2 activities) and the Mobile (2 activities) branch libraries. Commenced with Easter Craft at the Bowral, Moss Vale, Mittagong and Mobile Branch Libraries. LEGO Challenge (Mittagong Branch Library): 18 children attended the Lego challenge where participants had to follow instructions and designs which were handed out to 	<p>Chief Information Officer</p> <p>Library Services</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>them by the Library staff. The creations were very colourful with many wanting to stay back to add extra features to their model.</p> <ul style="list-style-type: none"> · HSC Seminar with Senior HSC Marker and Head English Teacher Larry Grumley: 5 HSC students attended this talk and although a small group each of the students gave praise and positive feedback about this event. <p>Wingecarribee Public Libraries Book Week Extravaganza 16 August 22 - 2 September 22</p> <ul style="list-style-type: none"> · The first week of the Book Week Extravaganza 15 August 22 - 2 September 22 was very successful with 15 classes (332 children) visiting the Bowral and Mittagong Branch Libraries. Staff from the Moss Vale Library visited the Donkin Street Preschool where they read stories and left craft. · The second week of the Book Week Extravaganza 22 August 22 - 26 August 22 was again very successful with 16 classes (352 children) visiting the Bowral and Mittagong Branch Libraries. Mittagong Library had Pig the Pug and Rodney Rabbit as special guests with Gangsta Granny telling stories at the Moss Vale Library as part of the regular storytime program. · The last week of the Book Week Extravaganza 22 August 22 - 26 August 22 was very busy with 17 classes (375 	



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>children) visiting the Bowral and Mittagong Branch Libraries. 48 classes and 1,059 children visited the library's over these three weeks. Many of these children had returned to become members. The Library even made it onto many school Facebook pages including the Southern Highlands Christian School.</p> <p>The FOWL author talks have proved very popular with over 106 people attending the Rae Cairns (July), Phillipa McGuinness (August) and Rachel Franks (September) events. Future author talks information and bookings can be made through the Wingecarribee Public Libraries website.</p> <p>The Winter Reading Challenge has run for 10 years and is designed to promote literacy, library resources and to encourage children to continue to read over the winter break. The Challenge was a great success with 100 children registering with 66 handing in their completed reading challenge entries. A list of all of the main prize draw winners was placed on the Library website and Facebook page. These prizes are drawn at random and include the main prize of a \$50 book voucher with a further \$20 book voucher for each age division. The program and prizes are proudly supported by the Friends of the Wingecarribee Library (FOWL). Every person who handed in their completed entries received a participation certificate in the mail from the Library.</p>	


Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Bendooley Place Camelia Garden</p> <p>The Garden Historical Society launched the new Bendooley Place Camelia Garden on Friday, 12 August 22. Viv May, Lisa Miscamble and representatives from Council's Outdoor and Library teams were in attendance. The Camelia's are growing rapidly with many in bloom. Each camelia has an individual sign with unique QR code which will make it easy for the community to find out more information.</p> <p>School Holiday Program September 2022</p> <p>The Library offered two programs in the first week of the September-October 22 school holidays. These were:</p> <ul style="list-style-type: none"> · Garden Gnome plaster painting: 32 children attended the Garden Gnome plaster painting at Bowral, Moss Vale, Mittagong and Mobile Branch Library's. Great designs and colours were used in creating this craft. · Online Holiday Trivia: 60 children have participated in the Online Holiday Trivia that tested their knowledge on book characters and Harry Potter. There were three age groups 5-7, 8-10 and 11-16-years and the random \$50 Big W gift voucher main prize for each division was drawn with the winners notified by the Library. <p>Condolence Books for Her Majesty The Queen 12-20 September 22</p>	



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>The Library had created Condolence Books for Her Majesty The Queen and were available at Bowral, Moss Vale and Mittagong Branch Libraries 12-20 September 22. The completed books/entries were collected and posted to the Department of the Prime Minister and Cabinet for inclusion in the national register.</p> <p>CTC Be Connected 19 July - 13 September 22</p> <p>The CTC Be Connected programs was a collaboration between the Wingecarribee Public Libraries and CTC (Community Technology Creativity). Each 1:1 IT training session was held in the study room of the Bowral Library with a specialist from CTC. These sessions were available once a month for three months to anyone over the age of 55 with bookings made through the CTC website.</p>	
DP036 - Provide a range of services and programs through Council Library service	OP072 - Manage, preserve and provide access to archives and local history including State Archives held in trust		<p>Statistics for this quarter are steadily increasing in line with expectations.</p> <p>The Local Studies room in the Old Town Hall has experienced multiple leaks during the recent storms. The cause of the leaks is known and will be repaired as part of the Bendooley Precinct upgrade.</p> <p>Local Studies enquiries and use is starting to grow this quarter with the Local Studies Room being reopened and the</p>	Chief Information Officer Library Services





Delivery Program	Operational Plan	Status	Comments	Responsible
			availability of specialist staff.	
DP037 - Implement sector plans that address key barriers to participation in community life	OP073 - Continue to implement Youth Strategy including supporting initiatives such as Youth Week and Biennial Youth Forum		<p>Council received a grant under the 30 Days of Happiness Project funded by South East Regional Development NSW. The project relates to youth mental health and increasing mental health awareness in our community. Council used the grant to plan and develop HSC Study Support Sessions to be held in October, in the lead up the Year 12 final exams.</p> <p>Fun DA Mental project commenced during this period with the first meet and greet of the youth led creative arts project. Council have partnered with Highlands Community Centres Youth Hub to work with young people in the design and development of this project which will provide creative arts experiences for young people and leadership opportunities.</p>	Manager Governance and Corporate Performance Community Wellbeing
DP037 - Implement sector plans that address key barriers to participation in community life	OP074 - Continue implementation of Positive Ageing Strategy		<p>During this period, Council has continued to distribute the updated Seniors Directory and made contact with local services supporting older people, including aged care facilities and retirement villages. Building these relationships will assist the older residents to become more aware of and engaged in Council activities.</p> <p>Planning has commenced for Seniors Festival to be held 1 - 12 February 2023. The theme for next year is Celebrating Together.</p>	Manager Governance and Corporate Performance Community Wellbeing





Delivery Program	Operational Plan	Status	Comments	Responsible
DP037 - Implement sector plans that address key barriers to participation in community life	OP075 - Support an active Bush Care volunteer program		<p>The Bushcare volunteer program continued in Q1, however working bees have been impacted by wet weather between July and September. Despite these constraints volunteers completed 98 hours of bush regeneration across our bushland reserve network over the past three months.</p> <p>The Shire currently has twelve active Bushcare groups with approximately 150 volunteers. A few groups have been put into temporary recess due to current staff vacancies, however it is hoped that the program will rebuild later in the year and into 2023. The Community Nursery propagated sufficient native plants for the bushcare projects over the period.</p> <p>The Spring 2022 edition of the Bushcare and Citizen Science newsletter, Southern Highlands Nature News, was issued to over 1000 subscribers during Q1 (open rate 59%) with a number of exciting activities for community members to participate in. All editions of this newsletter are available via Council's web site.</p> <p>The Bushcare Team undertook control measures for priority weeds under the Biosecurity Act (2015) in key bushland reserves.</p>	Manager Environment and Sustainability Natural Area Management
DP038 - Develop and implement initiatives that support new residents participating in community life	OP076 - Provide information for new residents that encourages participation in Shire life		Council are exploring having an online Community Directory that local organisations and groups populate with information about their activities and services.	Manager Governance and Corporate Performance Community Wellbeing



Delivery Program	Operational Plan	Status	Comments	Responsible
DP039 - Support Intergenerational programs and projects	OP077 - Investigate and provide opportunities that support intergenerational programs and projects in Council activities		Initial planning underway for an intergenerational event to be held as part of Seniors Festival in February 2023.	Manager Governance and Corporate Performance Community Wellbeing
DP040 - Support and coordinate a diverse range of community festivals and celebrations	OP078 - Deliver a program for key community celebrations including Seniors Festival, International Day of People with Disability, NAIDOC Week and National Youth Week		<p>Council hosted the 2022 NAIDOC Flag Raising ceremony and opening of the NAIDOC art exhibition in the Atrium Gallery of the Civic Centre. Gundungurra Traditional Custodian Jim Halls welcomed the community to the launch of NAIDOC week.</p> <p>The ceremony celebrated the achievements of the programs and initiatives within the Wingecarribee Aboriginal community.</p> <p>Twelve local First Nations artists submitted art works in the NAIDOC exhibition, the youngest artist was 9yrs old. The exhibition provided an opportunity for local first nations artist to display works, with the opportunity to market their works.</p> <p>Wet weather postponed the 2022 NAIDOC Family Day at Guula Ngurra until September.</p> <p>Gundungurra Aboriginal Heritage Association Incorporated (GAHAI) hosted the NAIDOC Family at Guula Ngurra National Park in collaboration and support from Wingecarribee Shire Council, National Park and Wildlife Services and Aboriginal Affairs NAIDOC grant.</p>	Manager Governance and Corporate Performance Community Wellbeing





Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Gundungurra Elder Aunty Sharyn Halls accompanied with son Jim Halls provided a meaningful Welcome to Country and smoking ceremony to welcome around 160 people on Gundungurra Country. The Gadhungal Murring dancers performed sharing significant stories, inviting everyone to dance and participate.</p> <p>Council was successful in securing event funding of \$287,582 through the Reconnection Regional NSW Community Event Program to hold a large scale community event that aims to reconnect communities and facilitate economic recovery in the local area. The funding stipulates that the event must be held before 31 March 2023.</p> <p>Planning for International Day of People with Disability celebration has commenced. Local disability service providers have been contacted to work together in coordinating events in early December.</p>	
DP041 - Promote and deliver initiatives which enhance community understanding of Aboriginal cultural heritage	OP079 - Continue to support the Wingecarribee Aboriginal Network Priority Actions		<p>The Wingecarribee Aboriginal Network (WAN) and Wingecarribee Aboriginal Yarn (WAY) groups meet bimonthly on alternate months.</p> <p>Council provides secretarial support and coordinates the Wingecarribee Aboriginal Network meeting.</p> <p>Council assists with the coordination and secretarial duties distributing information to the wider Aboriginal networks and communities for the Wingecarribee Aboriginal Network</p>	<p>Manager Governance and Corporate Performance</p> <p>Community Wellbeing</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			meetings.	
DP042 - Facilitate the promotion of community arts, emerging artists and cultural awareness and activities	OP080 - Review the Arts and Culture Plan		<p>Planning for the annual Arts Trail 2022 is well underway. On the 5 and 6 and 12 and 13 November, an open studio event across the Shire will showcase the creativity of our local area. Expressions of Interest demonstrate a strong interest from studios wishing to participate after it had to be cancelled last year.</p> <p>The Atrium Gallery in the Civic Centre hosted three different exhibitions during this period. July featured an exhibition of local First Nations artists as part of NAIDOC Week. In August the Southern Highlands Photographic Society displayed framed photographs taken by their members. As part of Biodiversity Month in September, the Atrium displayed photos submitted through the Southern Highlands Nature Map.</p>	<p>Manager Governance and Corporate Performance</p> <p>Community Wellbeing</p>
DP043 - Undertake advocacy activities to further the development of an integrated public transport network	OP081 - Develop an Integrated Transport Strategy		<p>The project was tendered and considered at the Ordinary Council Meeting on 17 August 2022. Council subsequently accepted Council Officers recommendation to reject all Tenders and enter into direct negotiations with suitable consultants.</p> <p>Council are currently in negotiation with suitable consultants to prepare the Strategy, with the project expected to commence late 2022 / early 2023. The Integrated Transport Strategy is an important component of Council's strategic</p>	<p>Executive Manager Strategic Outcomes</p> <p>Transport</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			framework and will guide transport planning decision making over the coming 20 years.	
DP044 - Provide infrastructure linkages between public transport hubs	OP082 - Develop the capital works program and where practicable include projects that improve links between public transport hubs.		The capital program consists of 180 projects for a total value of \$73.9M. Of this, 10.4% of the total budget has been expended in Q1 and projects still within scoping phase only account for 7% of the total budget.	Manager Assets Transport
DP045 - Promote public transport options and linkages across the Shire	OP083 - Plan and implement the Recreational Pathways Strategy		Implementation of Recreational Pathways Strategy to the value of \$140k for Mount Alexandra features within 2022/23 Capital Program. Forecast for delivery in Q3-4.	Manager Assets Transport
DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire	OP084 - Review Council's Pedestrian Access Mobility Plans		Footpath projects delivered this quarter: <ul style="list-style-type: none"> • Station St carpark kerb ramps • Regent St footpath extension • Ellsmore Rd footpath missing sections • Emily Cct Bowral • Ascot Rd Bowral 	Manager Assets Transport
DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire	OP085 - Implement footpaths, shared paths and cycle ways construction and renewal capital works program		Over the first quarter Council completed footpath construction as part of the missing links program at: Ellsmore Road between Burgess and Erith St and also between the shared path to Bindar Cres; Ascot Road near Mona St Bowral; Emily Circuit from Old South Rd to Linden Way.	Manager Shire Presentation Transport


Delivery Program	Operational Plan	Status	Comments	Responsible
DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire	OP086 - Maintain footpaths, cycleways and shared pathways		Council road maintenance teams have completed pathway maintenance in Bowral, Moss Vale and Bundanoon. Maintenance includes replacement on sections of damaged concrete footpath, kerb ramps, concrete grinding of trip hazards and asphalt repairs on asphalt paths.	Manager Shire Presentation Transport
DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire	OP087 - Undertake the forward design of footpaths, shared paths and cycle ways projects in the four-year capital works program		Projects completed with the new \$150,000 footpath budget: <ul style="list-style-type: none"> • Station St kerb ramps • Regent St footpath extension • Ellsmore Rd missing footpath • Emily Cct • Ascot Rd 	Manager Project Delivery Transport
DP047 - Partner with agencies to advocate for improved transport services	OP088 - Participate in the Canberra Regional Working Group Infrastructure Delivery and advocate for the development of an integrated public transport network		No opportunities this quarter.	Manager Assets Transport
DP048 - Provide a rigorous planning assessment framework which reflects State legislation and Council's adopted land use	OP089 - Implement and monitor a local housing strategy to strategically address the future		Council adopted the Wingecarribee Local Housing Strategy in June 2020, and two (2) amendments to the strategies were publicly exhibited during 2020 and 2021. The amendments were considered at the Council meeting of 14 July 2021, where the strategy was re- adopted with minor amendments.	Executive Manager Strategic Outcomes Strategic & Land Use Planning





Delivery Program	Operational Plan	Status	Comments	Responsible
strategy to ensure appropriate development outcomes	housing needs of the Shire		<p>Since this time significant work has been undertaken in implementing the Strategy, including developing a housing monitor, commencing infrastructure assessments for the first new living area, commissioning a review of the Development Control Plans (DCP) provisions for low and medium density housing, and working with local housing providers to increase the stock of social and affordable housing in the Shire.</p> <p>The work being undertaken to implement the Local Housing Strategy will ensure that the communities housing needs are met in the short and longer terms.</p>	
DP048 - Provide a rigorous planning assessment framework which reflects State legislation and Council's adopted land use strategy to ensure appropriate development outcomes	OP090 - Assess planning proposals in accordance with statutory frameworks and the adopted strategies of Council		All Planning Proposals are assessed against the local and regional planning framework to determine strategic and site-specific merit in accordance with the State Government's Guidelines for Local Environmental Plan making. This ensures that decisions on Planning Proposals are consistent with the strategic priorities outlined in Council's strategic planning framework.	Executive Manager Strategic Outcomes Strategic & Land Use Planning
DP049 - Review and prepare planning strategies, policies and studies that retain the character of the Shire's towns and villages	OP091 - Undertake a comprehensive review of Council's Development Control Plan (DCP) documents in accordance with the Department of Planning, Industry and		Council has commenced work on a comprehensive review of its Development Control Plans (DCPs). The review is being undertaken in sections (starting with low and medium density housing controls), and will ultimately result in a single, consolidated DCP that will apply across the Shire. The review aims to provide a clear planning framework, that is easy to use and understand, that gives effect to the strategic	Executive Manager Strategic Outcomes Strategic & Land Use Planning





Delivery Program	Operational Plan	Status	Comments	Responsible
	Environment's template DCP requirements		priorities outlined in Council's broader strategic planning framework.	
DP050 - Implement initiatives that promote and protect cultural heritage	OP092 - Prepare and implement a heritage assistance policy and education and recognition program		Council are undertaking a major review of heritage items within the Shire and the heritage education and recognition program is on hold pending the completion of the review. Following the completion of the review, Council will recommence its education and recognition program.	Executive Manager Strategic Outcomes Strategic & Land Use Planning
DP050 - Implement initiatives that promote and protect cultural heritage	OP093 - Review the current list of heritage items and potential heritage items		A draft Heritage Study, including a review of the deferred heritage items will be reported to the Local Planning Panel as soon as practicable for public exhibition. Following the adoption of the Heritage Study, a Planning Proposal will be prepared to implement the outcomes of the adopted study as well as a review of existing heritage item descriptions in Schedule 5 and mapping of items in the Wingecarribee Local Environmental Plan 2010.	Executive Manager Strategic Outcomes Strategic & Land Use Planning
DP051 - Implement a program of town and village centre improvements	OP094 - Develop place-based plans, including finalising the Robertson Place Plan		Council staff have been working collaboratively with the Robertson community to prepare the Robertson Place Plan, which will be reported to Council in December 2022 for public exhibition. The Robertson Place Plan project will be used as a model to develop place-based plans for towns and villages across the Shire.	Executive Manager Strategic Outcomes Strategic & Land Use Planning
DP051 - Implement a program of town and	OP095 - Maintain existing CBD towns and village		Town and village centres have been maintained as per service level standards. The team delivered services in garbage removal, street sweeping, pavement cleaning and repairs,	Manager Shire Presentation



Delivery Program	Operational Plan	Status	Comments	Responsible
village centre improvements	precincts to operating service standards		amenities cleaning, street gardens maintenance, graffiti removal, reactive requests, and shire wide illegal dump removal. Additional to the scheduled works program, the team supported the success of premier community events, including Tulip Time and Bowral Classic	Asset Planning & Support
DP053 - Provide and maintain high quality community facilities across the Shire	OP096 - Manage community facilities in partnership with licensees and community groups		Facilities continued to be managed in partnership with community groups and 355 Committees.	Manager Assets Community Facilities
DP053 - Provide and maintain high quality community facilities across the Shire	OP097 - Design and undertake the Mittagong Memorial Hall structural repair and refurbishment		Council was unsuccessful in its Creative Capital Grant application. This has left the complete project currently unfunded. Council is awaiting final determination of the Development Application before it can proceed with finalisation of documentation. If unsuccessful in securing the complete project budget, it is proposed that Council consider phasing the construction within the allocated budget. This is presenting numerous challenges as the level of compliance works required to repair the structural deficiencies would be prohibitive considering the budget available. Council continues to pursue funding opportunities and has an	Manager Project Delivery Community Facilities





Delivery Program	Operational Plan	Status	Comments	Responsible
			active application with DRNSW via the Regional Tourism Activation Fund.	
DP053 - Provide and maintain high quality community facilities across the Shire	OP098 - Commence construction of the new Animal Shelter and SES building		<p>Designs are complete for the Animal Shelter and Moss Vale SES. Council is expecting Development approval from the Regional Planning Panel in October.</p> <p>Council still has a shortfall in funding to deliver the SES component of the project but anticipates resolving this in the next quarter with an aim to go to market early in 2023.</p>	Manager Project Delivery Community Facilities
DP053 - Provide and maintain high quality community facilities across the Shire	OP099 - Prepare a plan with full costings for the refurbishment of the back office, including but not limited to office design (including office furnishings) of the Civic Centre, including replacing windows, carpet, painting the interior and review for office des		<p>A working group with representatives from all branches within the Civic Centre has been formed and work has progressed to determine the required scope of works to address shortcomings in the back office as well as refining modern ways of working. This includes consideration of functional working groups, transition to paper light operations and providing staff with a collaborative and effective working environment.</p> <p>A roadmap has been established to capture required milestones in order to progress the conceptualization into a functional brief and commence specifications and documentation via a Principal Design Consultant.</p> <p>It is anticipated that a functional scope will be established by March 2023 with a high level concept cost estimate to be reported back to Council prior to progressing into a detailed design phase.</p>	Manager Project Delivery Asset Planning & Support


Delivery Program	Operational Plan	Status	Comments	Responsible
DP053 - Provide and maintain high quality community facilities across the Shire	OP100 - Deliver major capital works program for community facilities		<p>Numerous community facility projects are currently being undertaken, the majority of which are reported via specific Operational Plan items such as the Bowral Memorial Hall upgrade, the Southern Highlands Regional Animal Shelter, Moss Vale Branch SES, Southern Highlands Livestock Exchange facility upgrade, and the Mittagong Memorial Hall repair and refurbishment project.</p> <p>Other projects captured within this program include:</p> <p><u>Bundanoon Soldiers Memorial Hall upgrade</u></p> <p>Finalisation of scoping and investigations such as the statement of heritage impacts report and the review of environmental factors are nearing completion. It is anticipated that a tender process will commence imminently with construction forecast to be complete by mid 2023. Staff continue to work with stakeholders to plan around key user group events.</p> <p><u>Moss Vale Senior Citizens retaining wall</u></p> <p>Engineering designs are currently under way to address the dilapidated retaining wall structures at this facility. It is anticipated that the procurement process will commence prior to the end of 2022 and with a forecast construction completion by mid 2023.</p>	Manager Project Delivery Community Facilities


Delivery Program	Operational Plan	Status	Comments	Responsible
DP054 - Undertake the redevelopment of Bowral Memorial Hall	OP101 - Deliver the Bowral Memorial Hall refurbishment works		<p>The Bowral Memorial project is progressing well with the construction moving into the fit out and finishes phase.</p> <p>A secondary community and stakeholder sneak peek is being organised for November with a forecast completion and opening still scheduled for March 2023.</p>	<p>Manager Project Delivery</p> <p>Asset Planning & Support</p>
DP055 - Effectively plan for and deliver on the diverse needs of people with a disability	OP102 - Implement the Disability Inclusion Action Plan		<p>Following extensive consultation internally and externally, the Disability Inclusion Action Plan 2022 - 2026 was activated July 1 2022. The DIAP identifies strategies that supports and encourages positive and inclusive attitudes and behaviours, employment opportunities, improves systems and processes and encourages equal opportunities to live, work and play.</p>	<p>Manager Governance and Corporate Performance</p> <p>Community Wellbeing</p>
DP056 - Ensure planning controls allow for diversity of housing choice	OP103 - Implement the recommendations of the Local Housing Strategy to promote diversity of housing choice within the Shire		<p>The Strategic Team do not support any Planning Proposals located outside the Housing areas as defined within the approved Housing Strategy. This stance has been consistently supported by the Administrator.</p> <p>The Development Assessment Team also recognise the need to manage development throughout the Shire moving forward and actively seek advice from the Strategic team when such questions arise.</p>	<p>Manager Development Assessment</p> <p>Strategic & Land Use Planning</p>
DP057 - Partner with agencies to plan and deliver a program of road	OP104 - Design Moss Vale Bypass		<p>The Design of the Moss Vale Bypass is continuing with Constructability and Health and Safety in Design Workshops completed this quarter. Concept design, environmental</p>	<p>Manager Project Delivery</p> <p>Transport</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
upgrades, renewals and maintenance			assessment and cost estimates are expected by the end of the year.	
DP057 - Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance	OP105 - Design and Construct Old South Road Upgrade		Council resolved to award the Construction Contract to Stefanutti Construction Pty Ltd at Council meeting 19/10/22. Letter of Award to be issued by Procurement, Works on ground expected to commence November/December 2022.	Manager Project Delivery Transport
DP057 - Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance	OP106 - Develop and implement road safety initiatives in conjunction with Transport for NSW		Council was successful in receiving \$60k of funding from TfNSW for the 2022/23 Road Safety Program, comprising of six events/programs and part funding of Road Safety Officer.	Manager Assets Transport
DP058 - Implement a long-term solution for the use and disposal of roadside spoil	OP107 - Implementation complete- no annual deliverable			
DP059 - Review and implement Water Master Plan	OP108 - Implement projects that support the delivery of the Integrated Water Cycle Management Strategy		The 2022/23 Capital Works Program consists of 50 water & waste water projects with a combined budget total of \$23.25M.	Manager Assets Water & Sewer



Delivery Program	Operational Plan	Status	Comments	Responsible
DP059 - Review and implement Water Master Plan	OP109 - Deliver capital works program for the Water Master Plan		Current 2022/23 Projects that support implementation of the Water Master Plan: <ul style="list-style-type: none"> - Hill Road Reservoir Duplication - WWTP to MV Water Main Duplication - Water Supply Zone Valves 	Manager Assets Water & Sewer
DP060 - Review and implement Sewage Treatment Plant Upgrade Strategy	OP110 - Plan for the upgrade of Moss Vale, Bowral and Mittagong Sewage Treatment Plants		<p><u>Bowral STP Upgrade</u>: Evaluation of the tender for the construction of the proposed upgrade works reported to Council meeting 19/10/22. Council resolved to decline all tenders, and enter into negotiations. Negotiations (with the view of entering into a contract for the works) expected to be completed by the end of 2022, which would allow works to commence early 2023.</p> <p><u>Moss Vale STP Upgrade</u>: Detailed design at 75% completed - to be finalised following Bowral STP Upgrade negotiations outcomes (as above) - say March 2023.</p> <p>Effluent Discharge Assessment report complete. This will allow liaising with EPA on suggested variations to the discharge licence conditions, and for the final draft REF to be completed.</p> <p><u>Mittagong STP Upgrade</u>: Concept Design completed. This will allow the detailed design to be progressed, which will be undertaken in a staggered approach in conjunction with the Moss Vale STP Upgrade design. Mittagong STP Upgrade design expected completed in mid 2023 (together with the</p>	Manager Project Delivery Water & Sewer



Delivery Program	Operational Plan	Status	Comments	Responsible
			draft REF).	
DP061 - Improve Stormwater management across the Shire	OP111 - Review and implement floodplain management strategies		Focus for 2022/23 is implementation of following infrastructure recommendations from Flood Risk Management Plans: - Retford Farm Detention Basin - Bowral Golf Course Detention Basins	Manager Assets Water & Sewer
DP061 - Improve Stormwater management across the Shire	OP112 - Deliver stormwater drainage works as per capital works program		Council operations teams have completed storm water and kerb and guttering on Prince Street Mittagong. Ongoing works include, storm water drainage on Jasmine Street Colo Vale, set for completion February 2023.	Manager Shire Presentation Water & Sewer
DP061 - Improve Stormwater management across the Shire	OP113 - Undertake the forward design of drainage projects in the four-year capital works program		Current design projects: <ul style="list-style-type: none">• Sunninghill Ave Burradoo• Sackville St Hill Top• Priestly St Mittagong• Robinson St Mittagong• Wattle St Colo Vale	Manager Project Delivery Water & Sewer
DP061 - Improve Stormwater management across the Shire	OP114 - Maintain stormwater assets		Council road maintenance teams have continued drainage maintenance works clearing debris for roadside table drains, GPT and stormwater assets. The works included natural disaster storm debris clearing, sediment remove from underground pipe assets, gross pollutant trap clearing at Lake Alexandra, East Bowral and root cutting and relining pipes throughout the shire.	Manager Shire Presentation Water & Sewer



Delivery Program	Operational Plan	Status	Comments	Responsible
DP062 - Undertake drinking water quality management	OP115 - Manage and deliver operational programs to ensure water quality compliance within the water supply network as per NSW Health requirements and the adopted Drinking Water Management System protocols		<p>An extensive program of operational water quality sampling is carried out within the water supply network by both the water headworks and water reticulation teams, at all storage reservoirs and a proportion of widespread distribution network sampling points on an ongoing weekly basis.</p> <p>A total of 56 sample points at 28 storage reservoirs sites are sampled for checks on up to 11 characteristics resulted in 1476 operational headworks water quality analyses in the water supply network in the first quarter. Additionally, the water reticulation team collected 121 operational water quality field samples, from locations spread across the water supply network; each checked in the field for 5 characteristics and submitted for lab analysis for microbiology compliance (2 characteristics) resulting in a further 847 water quality analyses. This amounts to a sum total of 2,323 operational analyses carried in the third quarter (with 100% microbiological compliance).</p> <p>The results of these field samples are used to trigger operational improvement actions if required e.g. reservoir chlorine re-dosing adjustments or network flushing. Lab analysis of the operational reticulation sampling is also used to proactively check for biological compliance.</p> <p>This proactive operation sampling is carried out to ensure water quality compliance with the Australian Drinking Water Guidelines (ADWG) and NSW Health requirements. System</p>	Manager Water Services Water & Sewer

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>performance sampling is then carried out by the environment team, as an objective party, submitting their samples of the water supply network for lab analysis, the results being directly reported to NSW Health as an official record.</p> <p>The NSW Health database records that in the first quarter there were 117 field system performance samples collected and each checked against 5 characteristics; 109 samples analysed specifically for an additional 2 microbiological characteristics; plus 6 samples submitted for full chemistry analysis covering 34 characteristics each. Out of the total 1007 analyses carried out, only 2 were found to be above the guideline values, indicating a water quality compliance rate of 99.8%</p>	
DP063 - Ensure the integrity of water and sewer infrastructure	OP116 - Deliver water treatment plants electrical and mechanical maintenance programs		<p>Wingecarribee water treatment plant and Bundanoon water treatment plant preventive maintenance carried out as per the schedule.</p> <ul style="list-style-type: none"> • All air compressors maintenance completed as per the plan. • Filter water backwash pump major overhauling carried out at Wingecarribee water treatment plant. • Reservoirs regular inspections and cathodic protection bi annual inspection completed. • Water pumping station electrical and mechanical checks completed as per schedule. 	Manager Water Services Water & Sewer


Delivery Program	Operational Plan	Status	Comments	Responsible
DP063 - Ensure the integrity of water and sewer infrastructure	OP117 - Manage the trade waste management policy and associated protocols and standards		Our Trade Waste team deliver an ongoing inspection program for trade waste customers across the shire. This is to ensure regulatory compliance on various businesses, ranging from cafés/restaurants to hospitals and manufacturers. Our Trade Waste team conduct approximately 170 inspections each quarter, confirming pre-treatment devices and requirements are in place, operational and are suitably maintained. In addition to these inspections, the team also reviews and processes approximately 40 applications for Backflow Prevention Devices across the Shire. These inspections form an integral function to safeguard public health in addition to protecting Council's Wastewater Treatment systems.	Manager Water Services Water & Sewer
DP063 - Ensure the integrity of water and sewer infrastructure	OP118 - Manage and deliver treatment plant operational protocols as per regulatory and adopted Drinking Water Management System requirements		WSC employ 7 critical control points at each water treatment plant to assist with the monitoring of the water quality. These parameters are continuously measured using online meters that are connected to our Supervisory Control and Data Acquisition (SCADA) system. If these parameters deviate sufficiently from their target values, operators will receive alarms to investigate and implement corrective action. If a dramatic change is detected, the SCADA system will automatically shut down the treatment plant as a safe measure. In the first quarter there were two operational interventions at the plant, which ensured water quality was maintained to the required standards.	Manager Water Services Water & Sewer


Delivery Program	Operational Plan	Status	Comments	Responsible
DP063 - Ensure the integrity of water and sewer infrastructure	OP119 - Manage raw water storage availability and dam safety compliance		Raw water storage is inspected daily to confirm availability. For the period of 1st July 2022 to 30th September 2022, Bundanoon dam has been consistently full due to large rainfall, while Wingecarribee dam has been within 78% and 100% full. Operators complete weekly inspections of the Medway and Bundanoon dams to ensure dam safety compliance, while WaterNSW are responsible for the management of the Wingecarribee dam. Due to dam safety requirements, ongoing heavy rainfall and spilling of the Bundanoon dam, a contractor has been engaged to complete a comprehensive evaluation of the civil structure at the foot of the dam wall.	Manager Water Services Water & Sewer
DP064 - Ensure regulatory compliance of sewerage infrastructure	OP120 - Manage and operate sewage treatment plants to meet license and regulatory standards		<p>Five of the six treatment plants have continued to meet the EPA licence requirements in this period even with bouts of severe wet weather in the Shire.</p> <p>The EPA licence annual return 21-22 for Robertson STP is currently being finalised and will be submitted this month (Oct 22) There are no non-compliances reported for this reporting period.</p> <p>The Moss Vale STP process has recorded some high Faecal Coliform results for its final effluent discharge due to storm events that increased the flow above the UV disinfection process capacity. Since these events the process has continued to meet licence requirements and ongoing optimisation and monitoring of the process is being</p>	Manager Water Services Water & Sewer



Delivery Program	Operational Plan	Status	Comments	Responsible
			conducted to ensure minimum impact to the receiving waterways. Moss Vale STP is due for upgrade in 2023-24 with the inclusion of an upgraded disinfection system as per new licence requirements.	
DP064 - Ensure regulatory compliance of sewerage infrastructure	OP121 - Deliver sewer network distribution operational programs to manage environmental risk and meet regulatory requirements		<p>CCTV surveys of the Wastewater Reticulation Network this quarter - 1685 m of the network has completed surveys. To combat Inflow and Infiltration - strategies have been identified and tasks are currently being developed for implementation.</p> <p>As a priority - Operations have been assisting the Project Delivery team on the upgrade of Station St, Bowral storm water system. Approximately 65 preventative cleans have been carried out on known overflow locations to continue seeing a reduction in dry weather wastewater overflows.</p> <p>Network Maintenance team has completed cleaning of 77 wastewater pump stations (SPS) and continue to assist Headworks operators with routine maintenance of wastewater treatment plants necessary for achieving regulatory compliance. EPA reporting is being completed as required. Construction of private works are on schedule and connections are being completed in a timely manner.</p>	Manager Water Services Water & Sewer
DP065 - Facilitate and advocate for enhanced access to	OP122 - Advocate for improved		Council continues to participate in a Regional Telecommunications Forum Steering Committee facilitated by Regional Development Australia Southern Inland. Council	Executive Manager Strategic Outcomes Economic Development




Delivery Program	Operational Plan	Status	Comments	Responsible
telecommunication networks	telecommunications across the Shire		officers have also briefed the local NBN representatives on new release areas and industrial sites as part of ensuring that utility providers are aware of and plan for the infrastructure needs of new areas.	
DP066 - Manage public natural assets	OP123 - Undertake coordinated actions to manage vertebrate pest and weed biosecurity threats to the Shire		<p>The East Bowral Bushland Reserves rabbit control program continued during this Q1. Warren fumigation was carefully undertaken within Hammock Hill and Mansfield reserves and additional baiting programs scheduled for later this year when the weather is suitable. Rabbit activity was monitored within Berrima Weir and Riverbend Reserves Berrima and arrangements made for testing of the rabbit population for immunity to the RHDV (calicivirus) in preparation for a control program.</p> <p>Council collaborated closely with South East Local Land Services (SELLS) in the development of a vertebrate pest matrix to guide decision making and planning.</p> <p>Council continued to be represented on the Southern Highlands Wild Dog Working Group with meetings recommencing over the coming months.</p>	Manager Environment and Sustainability Natural Area Management
DP066 - Manage public natural assets	OP124 - Implement management actions across identified high value natural assets.		In Q1 Council delivered management actions through its active Bushcare Program across 29 Council owned or managed bushland reserves. This program of work focused on ecological restoration and control of priority biosecurity weeds within areas categorised as Natural Area - Bushland and Watercourse (under the Local Government Act) across these reserves. Drafting of the Mount Gibraltar Heritage Reserve Plan of Management commenced in this period	Manager Environment and Sustainability Natural Area Management




Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>following initial community input.</p> <p>Two reserves were surveyed during Q1 to establish accurate boundary information including Paddys River Reserve and Oxley Hills Reserve.</p> <p>A Local Strategic Weed Management Plan was further developed by Councils Local Weed Management Working Group with the support of a consultant. In addition to priority weed management, other threats were monitored such as breaches to boundary protection works and illegal access and firewood collection. Threatened species were monitored and protected as much as practicable during Hazard Reduction work.</p> <p>The State Vegetation Type Map (2022) and data was made available to Council staff, developers and the general community, along with the Trees Near Me mapping app.</p> <p>Council provided input and support to the NSW Government on several Saving Our Species projects, including the Robertson Rainforest and Robertson Basalt Tall Open Forest projects. Conservation programs were ongoing for other species, including the Glossy Black-cockatoo, Platypus, Koalas, Eucalyptus aquatica, Eucalyptus macarthurii (Paddys River Box) and Phyllota humifusa.</p> <p>The NSW Environmental Trust funded research project Wingecarribee Rare Flora Surveys, has delivered additional surveys for rare plant species across several locations in the</p>	




Delivery Program	Operational Plan	Status	Comments	Responsible
			shire to assess recovery from the 2019-2020 bushfires. This important new data collected from these surveys will be added to BioNet, the NSW Wildlife Atlas. This may result in new or updated listings of threatened species.	
DP066 - Manage public natural assets	OP125 - Undertake works to facilitate flora and fauna recovery from the impacts of bushfires		<p>Council bushland reserves were generally not impacted by recent bushfires, however work is continuing to ensure flora and fauna is conserved and protected in our reserves.</p> <p>Council environmental officers attended and provided advice and support to the Public Land Management Working Group and Southern Highlands Flora Reserves Working Group meetings. The private land conservation program supports private landholders to conserve biodiversity and links people to the Biodiversity Conservation Trust.</p> <p>In addition to the NSW Koala Strategy Regional Partnership, Council has been successful in negotiating funding agreements to improve outcomes from the Southern Highlands Koala Conservation Project. Latest funding support includes:</p> <ul style="list-style-type: none"> • \$100,000 to deliver koala habitat restoration on private land • \$150,000 over two years to undertake koala habitat and priority corridor mapping • \$100,000 to purchase Vehicle Activated Signs (VAS) signs and develop community engagement materials around prevention of vehicle strike on two key roads which intersect koala habitat. 	Manager Environment and Sustainability Natural Area Management



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Council and the state government work closely together to protect and conserve the following animal and plant species:</p> <ul style="list-style-type: none"> • Playtpus • Glossy Black-cockatoo • Eucalyptus macarthurii (Paddys River Box) • Persoonia glaucescens (Mittagong Geebung) • Phyllota humifusa • Eucalyptus aquatica 	
DP066 - Manage public natural assets	OP126 - Support an active Bush Care Volunteer program		<p>The Bushcare volunteer program continued in Q1, however working bees have been impacted by wet weather between July and September. Despite these constraints volunteers completed 98 hours of bush regeneration across our bushland reserve network over the past three months.</p> <p>The Shire currently has twelve active Bushcare groups with approximately 150 volunteers. A few groups have been put into temporary recess due to current staff vacancies, however it is hoped that the program will rebuild later in the year and into 2023. The Community Nursery propagated sufficient native plants for the bushcare projects over the period.</p> <p>The Spring 2022 edition of the Bushcare and Citizen Science newsletter, Southern Highlands Nature News, was issued to over 1000 subscribers during Q1 (open rate 59%) with a number of exciting activities for community members to participate in. All editions of this newsletter are available via Council's web site.</p> <p>The Bushcare Team undertook control measures for priority</p>	<p>Manager Environment and Sustainability</p> <p>Natural Area Management</p>



Delivery Program	Operational Plan	Status	Comments	Responsible
			weeds under the Biosecurity Act (2015) in key bushland reserves.	
DP067 - Maintain and build high value environmental lands and corridors	OP127 - Encourage conservation on private land		<p>Private landholders continued to show interest in Land for Wildlife, with three expressions of interest for property assessments completed over the past quarter. Ecologists worked with landholders and undertook site visits to support them to conserve and protect habitat on their properties.</p> <p>Koala preferred feed trees were distributed to participating landholders for planting on their properties later in the year. Preparation commenced for a program of activities for private landholders, including a Koalarama roadshow planned for early December.</p> <p>The Wingecarribee Koala Habitat Restoration Project was progressed and will provide new opportunities for landholders to access funds and technical support to restore and/or reconstruct koala habitat over the next few years.</p> <p>Council collaborated closely with South East Local Land Services and promoted events through the Land for Wildlife electronic newsletter. Two newsletters were issued to over 200 Land for Wildlife members.</p>	Manager Environment and Sustainability Natural Area Management
DP068 - Ensure the impacts of development on biodiversity are assessed, monitored and mitigated	OP128 - Assess development applications in accordance with the statutory provisions of the Environmental Planning and Assessment		178 development applications were lodged and 148 applications determined during the three months of Q1. Development applications were assessed in accordance with Councils statutory obligations under the EP&A Act. Natural and built environmental impacts were duly assessed and considered in the determination of applications and imposition of conditions to manage or mitigate impacts.	Manager Development Assessment Development Control



Delivery Program	Operational Plan	Status	Comments	Responsible
	Act 1979 to ensure that environmental impacts are appropriately managed and mitigated		A majority of the development proposals approved during the quarter were for residential housing, mostly within the urban town and village areas.	
DP069 - Build community partnerships and education programs to reduce pollution	OP129 - Implement community education programs to reduce pollution		<p>The past quarter has seen an increased focus on water quality and urban pollution of waterways. A partnership with WaterNSW has been entered into which allows cross agency collaboration and sharing of resources.</p> <p>A campaign was planned for Water Week (17 - 21 October) to raise awareness around the valuable water assets of the Shire. The Water Week campaign includes events such as library story times, a tour of the Water Treatment Plant as well as a social media campaign and newsletter mentions.</p>	Manager Environment and Sustainability Environmental Services
DP069 - Build community partnerships and education programs to reduce pollution	OP130 - Develop and implement programs and initiatives which specifically target environmental pollution associated with construction		A sediment control fencing campaign continued during Q1, using social media channels, on-site face to face conversations and proactive targeted patrols.	Manager Certification and Compliance Regulatory Compliance
DP070 - Reduce the impact from Council infrastructure and operations	OP131 - Review and implement initiatives to minimise environmental impacts from Council operations		<p>Council undertook a Review of Environmental Factors (REF) for planned Council works, utilising adopted procedure and assessment tools. Controls to minimise and mitigate environmental impacts are identified through this process.</p> <p>Council procedures and REF assessment tools were updated</p>	Manager Environment and Sustainability Environmental Services



Delivery Program	Operational Plan	Status	Comments	Responsible
			to include amendments to relevant legislation and training was provided to project delivery staff who undertake REF assessments.	
DP071 - Develop and implement policies that support health, environment and sustainability outcomes within Council and across the Shire	OP132 - Maintain policies and plans that are adequate and appropriate to address both Council and community needs		<p>The final draft of the Environment and Climate Change Strategy was completed in Q1 and the document is now being laid out by a graphic designer before being presented to Council.</p> <p>The drafted Emissions Reduction Plan and proposed emission reduction actions were made ready for internal consultation in Q2. Work on a review of the Council Climate Change Adaptation Plan commenced, as well as developing a Sustainable Events Policy for both Council events and external events held on Council land.</p>	Manager Environment and Sustainability Environmental Services
DP072 - Implement planning controls that protect the Shire's natural resources	OP133 - Continually monitor local plans and strategies to ensure relevance in the protection of local natural resources		Council officers continue to work together to ensure the planning framework provides adequate protection for local natural resources. The adopted Local Strategic Planning Statement provides an important strategic framework for land use management and the protection of natural resources.	Executive Manager Strategic Outcomes Strategic Land Use Planning
DP073 - Advocate to State and Federal government to ensure planning controls, plans and proposals reflect community priorities	OP134 - Advocate and respond to State and Federal Government to ensure that planning controls, plans and priorities reflect community priorities and		Council continue to work with State and Federal Government to ensure that local priorities are considered and reflected in the State and Regional Planning framework. Council are currently working with DPE on the review of the South Eastern Tablelands Regional Strategic Plan to ensure that the concerns of the community are addressed, and their priorities are reflected in the updated plan.	Executive Manager Strategic Outcomes Strategic Land Use Planning





Delivery Program	Operational Plan	Status	Comments	Responsible
	expectations, including the provision of submissions to key government initiatives			
DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources	OP135 - Maintain Council's mapping and other information tools for key natural resources		<p>Council's mapping was updated with the State Vegetation Type Map (2022) including Vegetation Formation and Plant Community Types (PCTs). These datasets can now be accessed by all staff to assist with decision-making and project planning and delivery.</p> <p>Council received important Threatened Ecological Community (TECs) mapping for several TECs, which will be shared with decision-makers.</p>	Manager Environment and Sustainability Natural Area Management
DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources	OP136 - Engage with Rural stakeholders for natural resource conservation		<p>Council encourages and recruits rural landholders into the Land For Wildlife program. This program delivers conservation on private land through a three tiered program to support different types of landholders and conservation values. Property assessments, property information and advice are provided when landholders join the program. LFW members are also eligible for small grants to help manage their properties.</p> <p>The Rural Living Handbook has been made available to customers and at Council and other events. This useful and informative booklet has been reprinted.</p>	Manager Environment and Sustainability Natural Area Management
DP074 - Develop partnerships with community and agencies	OP137 - Undertake education programs and		Wingecarribee Web was published in July and sent to over 2000 subscribers, with a 46.2% open rate. This and previous issues are available from Council's web site.	Manager Environment and Sustainability





Delivery Program	Operational Plan	Status	Comments	Responsible
to identify, update and maintain awareness of key natural resources	initiatives for natural resource management		<p>The Southern Highlands Nature News Spring 2022 edition was sent to over 1000 subscribers with a very high open rate of 59%. This newsletter focuses on Bushcare, Biodiversity, Biosecurity and Citizen Science.</p> <p>The Southern Highlands Koala Conservation Project had a recent sighting posted on the Facebook Page.</p> <p>Two Land for Wildlife e-newsletters were issued to registered private landholders introducing the new Council environment officer Casey Taylor and providing information about upcoming events and opportunities.</p>	Natural Area Management
DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources	OP138 - Undertake and facilitate environmental monitoring (including citizen science monitoring) to support better data-based decision making		<p>Rare flora surveys were completed using grant funds from the NSW Environmental Trust. The survey results are providing the region and the state important information of rare flora impacts and recovery from bushfire affected land, and also the impacts of climate change. This data will help inform their vulnerability to extreme bushfire events, and future protection and recovery in the Shire.</p> <p>Monitoring activities were undertaken at Mittagong Creek, Whites Creek, Medway Rivulet, Lake Alexandra and Caalong Creek. The monitoring program is providing data on catchment health.</p>	Manager Environment and Sustainability Natural Area Management
DP075 - Implement community awareness programs that promote sustainable living	OP139 - Implement a sustainable living program which will include hosting community events,		The Sustainable Us program is going from strength to strength and the final two events for the calendar year were scheduled for November and December. Planning for next year's events commenced for the 2023 event program to be published in January.	Manager Environment and Sustainability Environmental Services




Delivery Program	Operational Plan	Status	Comments	Responsible
	running programs and delivering education campaigns		<p>Council held conversations with Endeavour Energy to deliver the district's first community battery in East Bowral. Scoping work is currently under way for the battery and the solar resident's opportunity to opt into a shared battery experience.</p> <p>Council also subscribed to the Water Conservancy's education program and will be using the education material for the Council website as well as education opportunities in schools and at events.</p>	
DP076 - Develop partnerships and networks to leverage off existing programs	OP140 - Participate in and promote existing networks and programs (including State and Commonwealth programs) that advance environmental and sustainability objectives of the Shire		During Q1 Council continued its involvement in a number of programs, including Solar My Cities Power Partnership and Sustainability Advantage. These programs provide resources that are used to deliver the best services to the community, and act to knowledge share and upskill staff.	Manager Environment and Sustainability Environmental Services
DP076 - Develop partnerships and networks to leverage off existing programs	OP141 - Provide financial assistance through the Environment Levy-funded component of the Community Assistance Scheme		Council reviewed its grant donations and sponsorship activities during the period in preparation for the drafting of a new policy and guidelines to manage activities into the future.	Manager Environment and Sustainability Development Control




Delivery Program	Operational Plan	Status	Comments	Responsible
DP077 - Implement State Government Regulations	OP142 - Assess and certify applications related to development		<p>Council assessed, inspected and issued a total of 440 various certificates for works during Q1. This included:</p> <ul style="list-style-type: none"> • 54 Construction Certificates • 7 Complying Development Certificates • 41 Occupation Certificates • 100 S.138 Roads Act Certificates (driveways and road works) • 221 S.68 Local Government Act Certificates (drainage, sewer and other activities) • 17 Subdivision Certificates <p>The number of construction certificates issued was higher than the 40 lodged during this period. Council relied on assistance of certifier contractors for complying and construction certification. Recruitment of additional development engineers was commenced to maintain team capability.</p>	Manager Development Assessment Development Control
DP077 - Implement State Government Regulations	OP143 - Implement the recommendations of the review of planning, development and compliance		<p>Review ongoing and continuous improvement sought from myriad changes afoot throughout section including new staff, changes to administration, changes to portal management aspects (liaison).</p> <p>Changes implemented including development of Standard Operating Procedure for clearance of BCA Class 1-10 Development Applications.</p> <p>Systems improved in regard to management of consultant DA process - new staff involved and ongoing improvements and changes to reduce wait times for customers.</p> <p>Challenging in context of staffing levels available.</p>	Manager Development Assessment Development Control





Delivery Program	Operational Plan	Status	Comments	Responsible
			Staff have been attending training with the Department of Planning in regard to the future use of the NSW Planning portal for the production and preparation of consents (DA).	
DP077 - Implement State Government Regulations	OP144 - Administer the Local Planning Panel		Three Local Planning Panel meetings were held in Q1, with Council administering the preparation of the business paper and minutes, organisation of the Panel members and notification of stakeholders for attendance. 7 planning matters were considered by the Panel, 5 being planning proposals (including land rezonings and heritage listings) and 2 being development applications. The Panel of expert and community representatives generally supported or concurred with 6 of the 7 (86%) of the Council planner recommendations.	Director Communities and Place Development Control
DP078 - Advocate and educate for improved development outcomes	OP145 - Work in partnership with State Government, development / building industry and the community to achieve improved development outcomes		The DPU at the Department of Planning have assisted Council where Agencies have not achieved reasonable timeframes for critical referrals to be completed e.g RFS, NRAR (now DPE Water).	Manager Development Assessment Development Control
DP079 - Support the establishment and expansion of businesses that produce goods locally	OP146 - Facilitate networks that support and promote businesses that produce goods locally		Continued collaboration with and support of networks involved in promotion and support of local food and wine producers, retailers and creatives through strategic planning, marketing and communications.	Executive Manager Strategic Outcomes Economic Development




Delivery Program	Operational Plan	Status	Comments	Responsible
DP080 - Promote and encourage waste minimisation and recycling	OP147 - Undertake a community education program about reducing contamination in bins		<p>2 workshops were undertaken during the period focusing on waste streams and impacts of contamination.</p> <p>Regular monitoring and reporting of kerbside bin contamination has occurred with contamination letters being issued to residents.</p> <p>Information is being collated to inform the waste education strategy and ongoing programs.</p>	<p>Manager Business Services</p> <p>Waste Management</p>
DP081 - Implement strategies to reduce illegal dumping	OP148 - Participate in the Regional Illegal Dumping (RID) program to facilitate a reduction in the amount of illegally dumped waste		<p>Wingecarribee Shire continued to participate in the RID program ensuring all reported incidents of dumping are investigated by rangers. The RID officer position was vacant during the period and will be recruited in Q2.</p>	<p>Manager Certification and Compliance</p> <p>Regulatory Compliance</p>
DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure efficient and cost-effective operations	OP149 - Plan and implement the recommendations from the site water management plan		<p>Water management plan has been finalised and approved by the EPA and NSW DPIE.</p> <p>Procurement activities have been initiated for the associated works to deliver the plan.</p>	<p>Manager Business Services</p> <p>Waste Management</p>
DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection	OP150 - Commence preparation of a master		<p>A procurement process has been undertaken with Talis Consultants appointed to assist council with the development of the master plan.</p>	<p>Manager Business Services</p> <p>Waste Management</p>




Delivery Program	Operational Plan	Status	Comments	Responsible
Authority licence and ensure efficient and cost-effective operations	plan for the Resource Recovery Centre		Initial kick off meeting for the project was held in September.	
DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure efficient and cost-effective operations	OP151 - Undertake a review of the lease for the Reviva Centre		This Initiative has not commenced	Manager Business Services Waste Management
DP083 - Develop and implement a Council Waste Strategy and Policy	OP152 - Prepare a new Waste and Resource Management Strategy		A procurement process has been undertaken with Impact environmental Consultants being appointed to assist council with the development of our Waste and Resource Management strategy. An initial kick off meeting was held with the consultant in September.	Manager Business Services Waste Management
DP083 - Develop and implement a Council Waste Strategy and Policy	OP153 - Participate in the regional Project 2024 tender for the disposal of waste		Tender evaluation report was presented to council at the extra-ordinary meeting 11 October 2022 recommending to decline all tenders and negotiate with nominated parties within the report.	Manager Business Services Waste Management
DP083 - Develop and implement a Council Waste Strategy and Policy	OP154 - Commence preparations for the new waste collection contract		Impact Environmental Consulting have been appointed as the consultant to assist council in defining the specification for the new collections contract. Initial project kick off meeting was held in September with	Manager Business Services Waste Management




Delivery Program	Operational Plan	Status	Comments	Responsible
			consultant briefing. RFT's were also released for the provision of legal services and probity services for the procurement phase.	
DP084 - Implement strategies to improve energy management	OP155 - Scope and implement energy management actions across Council facilities including projects funded through Council's Revolving Energy Fund, capital works, and maintenance program		The emissions reduction actions in the Emissions Reduction Plan have been scoped further and will form the basis of internal consultation to confirm which actions will be adopted. Once actions have been confirmed scoping will create business cases which can be used to implement projects in 2023 using both the REFund as well as capital budgets.	Manager Environment and Sustainability Environmental Services
DP085 - Undertake initiatives that increase awareness and encourage water, energy and waste reduction	OP156 - Raise community awareness of the impacts of climate change and actions to build resilience to the changing climate		Council committed to adopting the Climate Wise program, which will accompany the SIM table, a resource co-funded through the Canberra Regional Joint Organisation. The table is an education tool which will be used in conjunction with the education program to assist community members develop emergency response plans.	Manager Environment and Sustainability Environmental Services
DP086 - Implement strategies to address the impacts of climate change	OP157 - Implement Council's Environment and Climate Change Strategy, Greenhouse Gas Reduction Plan and Community Climate		The implementation of these strategic documents has not yet commenced as the documents first need to be adopted. Consultation with internal teams continues to deliver the best possible outcomes.	Manager Environment and Sustainability Environmental Services




Delivery Program	Operational Plan	Status	Comments	Responsible
	Action Plan and monitor progress			
DP087 - Improve resource and energy efficiency at Council facilities and monitor carbon emission	OP158 - Undertake annual monitoring and reporting on Council's carbon emissions		<p>Data on Council's carbon emissions was monitored. An annual summary was completed for the 2021/2022 year and is published on Council's webpage. A summary will also be included in Council's Annual Report.</p> <p>This reporting period saw the increased monitoring accuracy on the fugitive emissions from the Council sewage treatments plants with a new sampling methodology having been adopted. This, in combination with the new Smart Meter technology, will significantly improve the data accuracy and availability.</p>	Manager Environment and Sustainability Environmental Services
DP088 - Encourage carbon reduction across the Shire	OP159 - Support and participate in national and State initiatives which aim to reduce carbon emissions across the Shire		Council was actively engaged in carbon emission reduction initiatives through Sustainability Advantage and the Climate Professional Officers Group of the LGNSW and State Government's Office of Energy and Climate Change.	Manager Environment and Sustainability Environmental Services
DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment	OP160 - Work with event organisers to help them bring their events to the Southern Highlands		DSH is working with local industry to develop some key new events such as Horse Week (Dec 2023) and external event organisers including Andrew Kay & Associates on bringing "The Northern Lights - Borealis" to the region next May and June. Both events are dependent on State Government funding.	Director Corporate Strategy and Resourcing Economic Development





Delivery Program	Operational Plan	Status	Comments	Responsible
DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment	OP161 - Participate in Business Forums and work with Business Chambers		DSH is working with DSSS and industry to deliver a recommendation regarding Visitor Servicing in the Southern Highlands. Undertaken by Carolyn Childs of My Travel Research, who has run two workshops for industry and staff in the region, her report will help to form the way forward for how visitor servicing, particularly at the Welcome Centre in Mittagong, will look like.	Director Corporate Strategy and Resourcing Economic Development
DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment	OP162 - Commence investigation and planning for development of an emergency services hub in the Wingecarribee in the medium to long		Council is investigating suitable sites in public ownership and existing emergency services sites to determine the suitability for the development of an emergency services hub.	Director Corporate Strategy and Resourcing Emergency Management
DP090 - Build on partnerships that increase and broaden local employment opportunities	OP163 - Respond to business and investment enquiries		Responses are routinely provided to enquiries from various sources.	Executive Manager Strategic Outcomes Economic Development
DP091 - Ensure tourism Development assessment is based on quadruple bottom line principles (i.e. considers environmental, economic, social and governance factors)	OP164 - Explore partnership opportunities that increase and broaden local employment opportunities		Continued collaboration with the Local Jobs Program and other training and industry partners on a project to improve staffing levels in the hospitality and tourism sectors. Engaged with the Aboriginal Yarn forum to introduce resources available for skills, training and employment opportunities.	Executive Manager Strategic Outcomes Economic Development


Delivery Program	Operational Plan	Status	Comments	Responsible
DP091 - Ensure tourism Development assessment is based on quadruple bottom line principles (i.e. considers environmental, economic, social and governance factors)	OP165 - Assess tourism development applications in accordance with statutory provisions, ensuring outcomes are consistent with Council's adopted Rural Tourism Strategy		One development application for tourism development was lodged during this quarter, and another was approved. The approved tourism development was assessed against relevant applicable zoning and planning controls. There continued to be enquiries about local tourism development opportunities, including agritourism.	Manager Development Assessment Development Control
DP092 - Promote the Southern Highlands as a world class tourist destination	OP166 - Develop promotional strategies in alignment with the Southern Highlands Destination Strategy 2020- 2030		DSH continues to partner with local industries to deliver key projects around agritourism and events this quarter. Following the announcement by the Deputy Premier and Minister for Regional NSW, the agritourism policy was launched and it aims to make it cheaper and easier for our farmers to diversify their income by starting, running and growing agritourism experiences, such as farm stays, cafes, cellar doors, retreats, roadside stalls, fruit picking and small wedding venues.	Director Corporate Strategy and Resourcing Tourism
DP092 - Promote the Southern Highlands as a world class tourist destination	OP167 - Develop appropriate tourist information programs to ensure delivery of high-quality information to meet visitor requirements.		<p>Figures represent totals - July/August/September</p> <p>Merchandise and Retail Sales Income – \$37,589 (+\$6,046 or +19% on last qtr)</p> <p>Accommodation booking commission – \$12,209 (-\$1,334 or - 12% on last qtr)</p> <p>Visitors to VIC – 8,798 (+1,642 or +23% on last quarter)</p> <p>Website visits – 230,696 (+59,663 or +35% on last qtr)</p>	Director Corporate Strategy and Resourcing Tourism

Delivery Program	Operational Plan	Status	Comments	Responsible
			There is currently a review of Visitor Servicing in the Southern Highlands to determine Council's best use of the Mittagong Welcome Centre site.	
DP092 - Promote the Southern Highlands as a world class tourist destination	OP168 - Develop and market Business Event Tourism		DSH continues to work with industry to develop a thriving mid-week for the Southern Highlands as a 'boutique conference destination'. New properties such as Osborn House (Bundanoon) and Moss Manor (Moss Vale) have recently entered the market with luxury product offerings for conferences. An audit will be undertaken to determine the best boutique conference destinations and once determined, DSH will encourage presentations from Professional Conference Organisers that specialise in such conferences.	Director Corporate Strategy and Resourcing Tourism
DP093 - Develop and implement marketing and promotional activities to promote the Southern Highlands	OP169 - Provide enhanced partnership and services program to local community		The previous partnerships program is not being pursued. DSH provides promotional services to all industries most recently through a digital and social marketing campaign and through social posts on Council's DSH website, instagram and facebook page.	Director Corporate Strategy and Resourcing Tourism
DP093 - Develop and implement marketing and promotional activities to promote the Southern Highlands	OP170 - Develop and implement Destination Marketing Campaigns for the Southern Highlands		The digital marketing campaign (Jan-Apr) yielded better than expected results so DSH has engaged The Life Style Edit for another campaign Aug-Nov. Results are positive to date. Highlights include a 121% increase in Instagram followers and a 60% increase in Face book likes in the month of August. Insights tell us that the audience likes history, faces of the Southern Highlands and bright, lush green images that feature nature so these will continue to be the key themes of	Director Corporate Strategy and Resourcing Tourism

Delivery Program	Operational Plan	Status	Comments	Responsible
			the campaign.	
DP093 - Develop and implement marketing and promotional activities to promote the Southern Highlands	OP171 - Enhance and refine 2023 Southern Highlands Publication		Production on the Southern Highlands brochure will commence next March for launch in Spring 2023.	Director Corporate Strategy and Resourcing Tourism
DP094 - Explore options to progress Moss Vale Enterprise Zone	OP172 - Finalise plans for the Southern Highlands Innovation Park		Council has commenced work on a Master Plan and Servicing Strategy for the Southern Highlands Innovation Park and are currently working with State Government agencies to develop a governance model to oversee the preparation of the detailed Master Plan and Servicing Strategy. Stage 1 of the Master Planning Process will be reported to Council by the end of the calendar year for endorsement for public exhibition with recommendations for an appropriate governance structure. The Master Plan and Servicing Strategy will provide certainty to Government and industry in the provision of key enabling infrastructure and assist in unlocking this regionally significant employment precinct.	Executive Manager Strategic Outcomes Economic Development
DP095 - Support the establishment and expansion of clean industries	OP173 - Promote opportunities for the establishment and expansion of clean industries		Council continues to monitor government and industry announcements and initiatives which may have implications for the Shire; and encourage clean industry initiatives in briefings with prospective investors.	Executive Manager Strategic Outcomes Economic Development

Delivery Program	Operational Plan	Status	Comments	Responsible
DP096 - Manage the operation of the Southern Region Livestock Exchange	OP174 - Undertake a tender process for the lease of the Southern Region Livestock Exchange		The Expression Of Interest document is being finalised. Quotes from independent probity advisers obtained and legal advice being sought on relevant documentation. Lease nearing finalisation and all documentation being put together in anticipation of opening of EOI which is on track from late October/early November.	Manager Business Services Southern Regional Livestock Exchange
DP096 - Manage the operation of the Southern Region Livestock Exchange	OP175 - Complete the Southern Regional Livestock Exchange Facility Upgrade		The main contract for the replacement of the livestock yards and animal handling equipment is at 75% complete (and to date have caused minimal impact to the sale day operation), These works are expected to be significantly completed by the end of 2022. Additional fire safety services works to address legacy issues are required for compliance.	Manager Project Delivery Southern Regional Livestock Exchange
DP097 - Ensure development does not impact on viable primary production and food security	OP176 - Assess Planning Proposals submitted on Rural Lands to ensure that impacts on primary production and food security are mitigated		All Planning Proposals submitted on rural lands are assessed for strategic and site specific merit and consider the impacts of the proposal on primary production. The Local Housing Strategy was adopted in July 2021 and identifies how and where new living areas will be provided to meet the long term housing needs of the community. Impacts on productive agricultural lands was a key consideration in identifying new living areas in the strategy, to ensure that future Planning Proposals do not undermine primary production in the Shire.	Executive Manager Strategic Outcomes Development Control

Delivery Program	Operational Plan	Status	Comments	Responsible
DP098 - Facilitate programs and networks that support and strengthen business development	OP177 - Support industry and business in COVID-19 recovery initiatives		Ongoing communication with business groups and networks re bushfire and Covid-19 support and funding opportunities from various sources. Encourage users of Grant Funding Finder to source and administer relevant funding programs. Conduct procurement for services required for Highlands Fest funded through a NSW government recovery grant.	Executive Manager Strategic Outcomes Economic Development
DP098 - Facilitate programs and networks that support and strengthen business development	OP178 - Progress the implementation of the Southern Highlands Destination Strategy 2020-2030		Work continues on the implementation of the actions in the Destination Plan.	Executive Manager Strategic Outcomes Economic Development
DP099 - Support initiatives that provide opportunities for business mentoring and connection	OP179 - Participate in Business Forums and work with Business Chambers		Council officers have attended Business Chamber meeting to provide updates and have partnered the Chambers to secure grant funding to deliver a program of events for Small Business Month scheduled in November.	Executive Manager Strategic Outcomes Economic Development
DP100 - Support regional economic development initiatives	OP180 - Participate in regional economic development initiatives		Routine engagement with Regional NSW South East, Regional Development Australia Southern Inland, Canberra Region Joint Organisation, Destination Sydney Surrounds South, Business NSW, AusIndustry, Business Australia, Enterprise Plus, Southern Tablelands Arts, Business NSW Business Facilitator, Local Jobs Program Illawarra South Coast. Facilitate informal monthly online meetings of key partners across three levels of government working in the region. Confer with Council colleagues in other LGAs on initiatives in support of local economic development. Participate in NSW	Executive Manager Strategic Outcomes Economic Development



Delivery Program	Operational Plan	Status	Comments	Responsible
			government facilitated workshops reviewing the Wingecarribee Regional Economic Development Strategy and South East and Tablelands Regional Plan. Judge two categories for the Illawarra Business Awards.	