

# Delivery Program Progress Report

1 January 2023 to 31 March 2023



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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 January 2023 to 31 March 2023 reporting period (three-month period) to achieve the annual deliverables for each theme.

At the end of March 2023, 176 annual deliverables were on track, two (2) were on hold, two (2) were 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	On-hold	Critical	Needs Attention	On-Track
Leadership	2%	-	-	-	98%
People	-	-	-	-	100%
Places	-	2.1%	-	-	97.9%
Environment	-	3.2%	-	-	96.8%
Economy	-	4.8%	-	-	95.2%
<b>Total for all annual deliverables</b>	<b>0.6%</b>	<b>1.7%</b>	<b>-</b>	<b>-</b>	<b>97.8%</b>



## January 2023

- Australia Day Celebrations
- Bong Bong Common Contract Awarded

## February 2023

- Seniors Festival
- Community Assistance Scheme





## March 2023



- Highlands Fest
- Earth Hour





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Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP001 - Develop and implement an elected member professional development program</b>	OP001 - Coordinate an induction and professional development program for Councillors		A draft Councillor Induction Program has been prepared for the return of councillors following the September 2024 NSW local government elections. Further work will be progress in the final quarter to incorporate recommendations from the Public Inquiry and councillor misconduct framework.	Manager Governance and Corporate Performance
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	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"> <li>• Debt Recovery Policy</li> <li>• Water Determination Policy</li> <li>• Financial Reserves Policy</li> </ul> <p>During the reporting period the following policies were adopted by Council:</p> <ul style="list-style-type: none"> <li>• Property Investment Policy and Property Investment Strategy.</li> </ul>	Manager Governance and Corporate Performance
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	OP003 - Implement Audit Risk and Improvement Committee actions		An Audit, Risk and Improvement Committee was held on 2 March 2023 and the unconfirmed minutes of this meeting were reported to the April Council meeting.	Manager Governance and Corporate Performance
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	OP004 - Continue to implement and embed Council's Fraud and Corruption Control Framework and associated actions		A review of Council's Fraud and Corruption Policy is scheduled to commence in the next reporting period.	Manager Governance and Corporate Performance

Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	OP006 - Undertake biennial community research		<p>The outcomes of the October 2022 Community Satisfaction survey were reported to the February 2023 Council meeting. The survey assists Council to:</p> <ul style="list-style-type: none"> <li>• Understand and identify community priorities for the Wingecarribee Shire Council LGA</li> <li>• Identify the community's overall level of satisfaction with Council's performance</li> <li>• Explore and understand resident experiences contacting Council</li> <li>• Determine community priorities for the future of the LGA</li> <li>• Identify the community's level of agreement with statements regarding the Wingecarribee Shire Council area</li> <li>• Identify the community's awareness of, and satisfaction with, the current administrator</li> </ul> <p>The survey report is available on Council's website <a href="http://www.wsc.nsw.gov.au">www.wsc.nsw.gov.au</a></p>	Manager Governance and Corporate Performance
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	OP007 - Manage access to information and Privacy Processes		<p>Ten 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 ten valid access applications that were received during the reporting period, four applications were finalised as of 31 March 2023 while six remained in progress. Three access applications which remained outstanding at the conclusion of the previous reporting period were finalised within the current reporting period. Three applications finalised within the reporting period were decided within statutory timeframes or within a timeframe agreed between Council</p>	Manager Governance and Corporate Performance





Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>and the applicant, while one application was finalised after the statutory due date. One application for internal review was finalised in the reporting period.</p> <p>156 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 11 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. 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.</p>	
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	<b>OP008 - Coordinate Council's preparations in the lead up to the 2022 Local Government Election</b>		No progress required during the reporting period.	Manager Governance and Corporate Performance





Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and</b>	<b>OP009 - Implement the recommendation s of the governance and statutory</b>		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	Manager Governance and Corporate Performance




Delivery Program	Operational Plan	Status	Comments	Responsible
<b>Governance Frameworks</b>	obligations review		implementation of the delegation's system is still underway.	
<b>DP002 - Strengthen Council's Integrated Planning and Reporting and Governance Frameworks</b>	OP010 - Review Council's Business Continuity Plan with specific regard to natural disasters and pandemic events		A review of the Wingecarribee Shire Council Business Continuity Plan with specific regard to natural disasters and pandemic events continues to make good progress. Internal process reviews are taking place across Council's critical business functions to identify, improve and implement procedures that support the Business Continuity Management AS/NZS 5050-2010.	Manager Governance and Corporate Performance
<b>DP003 - Improve Community understanding and awareness of Council decisions</b>	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 27 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 <a href="http://media.wsc.nsw.gov.au">media.wsc.nsw.gov.au</a> and posted to Council's corporate Twitter account.</p> <p>Likewise, 108 Facebook posts were issued and shared 169 times with 4,007 Link Clicks. This resulted in an average reach of 2,492 for the three-month period. This helped lift Council's total number of Facebook followers to 9,671 as of 31 March 2023. Over the same period 14 Tweets were issued with three Twitter followers gained. Twitter results are trending down, most likely due to the corporate takeover of the organisation and recent technical issues.</p> <p>12 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,</p>	Manager Governance and Corporate Performance



Delivery Program	Operational Plan	Status	Comments	Responsible
			Environment, Tourism and Arts and Culture teams.	
<b>DP004 - Develop and maintain an engaged and safe workforce</b>	OP012 - Implement Work Health and Safety initiatives to reduce workplace injuries		Council continues to implement Work Health and Safety (WHS) initiatives to reduce workplace injuries. The focus areas are seeking the WHS automated induction program, improved contractor management and identify psychosocial risks within Council. Council completed the Participative Ergonomics for Manual Tasks (PERforM) program in February. SafeWork NSW visited one of our sites and provided positive feedback around operational practices and prevention strategies. Council continues to review the WHS process through audits and consultations such as the Health and Safety Committee.	Manager Governance and Corporate Performance
<b>DP005 - Manage Council's WHS risk management profile to ensure risks are mitigated</b>	OP013 - Implement an Integrated Risk Management Framework		The Integrated Risk Management Framework review is on track, the documentation is being developed in accordance with the ISO 31000 standard. The framework provides the process, methodology, appetite, reporting risks and clear accountability. The overall aim is to ensure Council's and resourcing capabilities are efficient at managing both opportunities and threats.	Manager Governance and Corporate Performance
<b>DP006 - Develop and maintain Council's Organisational Development program</b>	OP014 - Enhance employee performance management practices		The revised Performance Feedback Development Program is currently being evaluated, which will assist council in further developing and improving the program which was implemented late in 2022. Identified improvements will be communicated to all staff in preparation for the 2022-2023.	Executive Manager People and Culture
<b>DP006 - Develop and maintain Council's Organisational</b>	OP015 - Improve human resources recruitment and retention processes, policies and		An all-staff orientation program has been revised and launched in February 2023, providing employees with concise and accurate information about council, our projects, obligations, policies and conditions of	Executive Manager People and Culture





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<b>Development program</b>	practices, ensuring compliance with legislation and organisational needs		employment. The program encourages employee participation and provides opportunity to engage with peers and adapt to their surroundings and new role with Council.	
<b>DP006 - Develop and maintain Council's Organisational Development program</b>	OP016 - Undertake a program of staff engagement and organisational culture surveys		In March 2023 Council launched its Leadership Development Program targeting over fifty individuals within the management team. The twelve-week program focuses on leading self, others and the organisation with learning solutions aimed at improving the skill, abilities and confidence of our current leaders.	Executive Manager People and Culture
<b>DP006 - Develop and maintain Council's Organisational Development program</b>	OP017 - Implement the recommendations of the human resources review		Several of the recommendations have been completed with council continuing to progress others.	Executive Manager People and Culture
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP018 - Complete Council's Annual Financial Statements within statutory timeframes with no adverse audit findings		At the Council meeting held on 16th November 2022, Council adopted the audited financial statements for the year ended 30 June 2022. Council received an unqualified audit opinion.	Chief Financial Officer
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP019 - Implement the recommendations of the review of Council's financial position, resourcing strategy, maintenance of basic infrastructure,		This item was completed in the first Quarter of this financial year.	Chief Financial Officer



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	depreciation schedules and capacity to deliver projects			
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP020 - Ensure rates, water and sewer accounts are levied and issued in accordance with the Local Government Act 1993		<p>All rateable assessments with third instalments outstanding for the 2022/23 year were issued with a notice in January 2023.</p> <p>Water &amp; sewer notices were issued in January 2023 for the second billing period of the 2022/23 year.</p>	Chief Financial Officer
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP021 - Ensure debt recovery activities are consistent with Council's adopted Debt Recovery Policy and Guidelines		Recovery action has continued throughout the third quarter of the 2022/2023 year for rates and water & sewer in line with Council adopted Debt Recovery Policy.	Chief Financial Officer
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP022 - Undertake a review of all Farmland rating properties to ensure they comply with section 515 of the Local Government Act 1993		<p>The revised Farmland Policy has been drafted and following internal review the decision was made to refer the Draft Farmland Policy to an independent external subject matter expert to ensure it is fair &amp; reasonable. The external policy review and subsequent rating review process will continue and will be completed during 2023/24.</p> <p>During Quarter 3 Council's Debt Recovery and Water Determination Policies were prioritised and these were presented at the Ordinary Council Meeting held 15 March 2023 and are currently on public exhibition for feedback and is proposed to be adopted in Quarter four.</p>	Chief Financial Officer
<b>DP008 - Ensure Council's</b>	OP023 - Council's financial practices		Suppliers to Council are paid in accordance with payment terms and conditions.	Chief Financial Officer



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<b>financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	for the payment of employees, suppliers, and taxation obligations achieve legislative compliance and required payment terms		<p>Council's Business Activity Statements have been completed by the 21st of each month in the third quarter of 2022/23.</p> <p>Council's payroll has been processed each fortnight in accordance with the NSW Local Government (State) Award 2020.</p>	
<b>DP008 - Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation</b>	OP024 - Quarterly review of the Annual Budget is submitted to Council within statutory timeframes		The March Quarterly Budget Review of the 2022/23 financial year will be presented to Council at the ordinary meeting on 17 May 2023.	Chief Financial Officer
<b>DP009 - Manage Council's Fleet to ensure that all plant and equipment is appropriately utilised, fit for purpose and cost effective</b>	OP025 - Implement Council's annual plant and light vehicle replacement program in line with operational requirements and within budget		The annual light/operational vehicle replacement program is largely tracking to schedule. Some plant and light vehicle are experiencing delays due to extended delivery time frames, however early ordering of most items is expected to allow delivery time frames in line with the program expectations.	Manager Shire Presentation
<b>DP010 - Council's property activities and dealings are undertaken within the community's best interests and within legislative requirements</b>	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 accordance with legislative requirements.</p> <p>The January-March quarter saw the reporting of a number of properties matters to Council including the adoption of the Property Investment Policy and Property Investment Strategy (the Strategy). Following adoption of the Strategy, work has begun on implementing the priorities set by the Strategy.</p>	Manager Business and Property




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<b>DP010 - Council's property activities and dealings are undertaken within the community's best interests and within legislative requirements</b>	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		<p>Crown Land management and Native Title assessment continues to be undertaken by Council's Property officers in accordance with the Crown Lands Management Act 2016.</p> <p>Native Title advice has been provided for matters around Boronia Park Hill Top and Corbett Gardens. Finalisation of Native Title advice for the Mt Gibraltar Plan of Management will be undertaken early in the April-June quarter.</p> <p>Council is continuing to liaise with Crown Lands for the appointment of Council as Crown Land Manager for the land adjoining the Wingecarribee River and Old Berrima Goal.</p>	Manager Business and Property
<b>DP011 - Procurement activities are undertaken to achieve best value while underpinned by a robust ethical framework which enables local supplier participation</b>	OP028 - Ensure procurement activities are undertaken in accordance with legislative requirements and Council's Policy, Guidelines and Procedures		<p>Procurement is continuing to ensure procurement activities are undertaken in accordance with legislative requirements and Council policy, guidelines and procedures.</p> <p>Council's review of its Procurement Guidelines in line with its Procurement Policy will commence with the appointment of the Coordinator Procurement and Contracts.</p> <p>Council's tender for establishing a panel of probity practitioners has been finalised pending the signing of Formal Contract agreements by two of the seven awarded contractors.</p> <p>Following the signing of the SaaS Agreement with Technology One, Council has commenced its transition to the Technology One cloud-based services. Once completed, Procurement will explore opportunities in enhanced reporting to ensure compliance with Council's</p>	Chief Financial Officer


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			<p>Procurement Policy and Procurement Guidelines.</p> <p>During the third quarter of 2022/23 Council had commenced the process of 28 procurement activities which are now at varying stages. Some of these significant activities include:</p> <p><u>Asphalt Concrete Works</u></p> <ul style="list-style-type: none"> <li>• Sally's Corner Road, Sutton Forest</li> <li>• Bowral Tennis Club Court &amp; Fence Replacement</li> <li>• Footpath Construction - Eridge Park Road, Burradoo</li> <li>• Bowral South New Living Area - Master Plan &amp; Servicing Strategy</li> <li>• Biosecurity Weed Control</li> <li>• Guardrail Construction - Old Hume Highway, Berrima</li> <li>• Dam Safety Documentation for Medway and Bundanoon Dams</li> <li>• Ritchie Park Playground, Moss Vale</li> <li>• Off Leash Dog Park - Jordans Crossing, Bundanoon</li> <li>• Moss Vale Senior Citizen Centre Retaining Wall Replacement</li> <li>• Sewer Manhole Renewals 2023</li> </ul>	
<b>DP012 - Develop and implement enhanced asset management practices</b>	OP029 - Review and update the Strategic Asset Management Plan, Asset Management Policy and Asset Improvement Plan		A new version of the Asset Management Policy and Asset Management Strategy (which includes the Asset Improvement Plan) have been prepared and will form part of the Resourcing Strategy which will be considered by Council on 10 May Extraordinary Council Meeting	Manager Assets
<b>DP012 - Develop and implement enhanced asset management practices</b>	OP030 - Capture condition data on infrastructure assets for informed asset management decisions		<p>Network Inspections</p> <ul style="list-style-type: none"> <li>• Sewer manholes inspections: complete</li> <li>• Sewer Flow Gauging inspections: complete</li> <li>• Storm water Gross Pollutant Trap Audit: in progress.</li> <li>• Optimal Storm water currently completing inspections on-site</li> </ul>	Manager Assets



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			<ul style="list-style-type: none"> <li>Storm water pipe closed circuit television: Request for Quotation documents being prepared</li> <li>Road network: in progress.</li> <li>Road Bridges: currently out for Request for Quotation</li> </ul>	
<b>DP012 - Develop and implement enhanced asset management practices</b>	OP031 - Develop Plans of Management for Crown Lands, where Council is deemed to be the Crown Land Manager		<p>2022/23 Plans of Management:</p> <ul style="list-style-type: none"> <li>Mount Gibraltar: Plan of Management was endorsed at December Council meeting for public exhibition.</li> <li>Southern Highlands Botanical Gardens: update of Plan of Management currently in progress. Community consultation in progress March and April.</li> <li>Sports fields Generic Plan of Management: drafting of document in progress.</li> <li>Community Use Generic Plan of Management: drafting of document in progress.</li> </ul>	Manager Assets
<b>DP013 - Develop and implement Business Transformation program</b>	OP032 - Implement the Information and Communications Technology (ICT) Digital Strategy to enable Council to engage effectively with its customers		<p>Implementing an ICT digital strategy can be crucial for council to effectively engage with its community. Over the past few months, we have made significant progress in this regard by integrating our systems with NSW state systems, streamlining information on our website, enabling online payment methods, deploying a reduced fleet of multifunction printers with a swipe-to-release system, continuing upgrades to our water and sewer network infrastructure, and commencing work on a Councillor Portal. Moving forward, we will continue to focus on our digital strategy and prioritize key cybersecurity measures to enhance council's security position in the next quarter.</p>	Chief Information Officer




Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP014 - Enhance customer interaction with Council</b>	OP033 - Review and enhance corporate information systems and processes		<p>The Business Units across the Council are receiving ongoing support from the Corporate Information Team to enhance their utilisation of the electronic document management system and ensure an improved user experience. To achieve consistency within the Units, the ECM Digitisation Specialist is collaborating with them to establish their business rules and promote conformity. The team is also providing training and guidance to assist with the transition away from shared network drives for storage of the Council's official records.</p> <p>Currently, the team has initiated the transfer of documentation from shared network drives into the ECM, which is enabling the elimination of hard copy duplication and storage issues. Additionally, the team is working diligently to sentence Council's hard copy records collection in accordance with the State Records Act 1998 and authorized retention and disposal schedules.</p>	Chief Information Officer
<b>DP014 - Enhance customer interaction with Council</b>	OP034 - Implement improved customer contact methods through Councils website		<p>This quarter has seen exciting improvements to customer contact methods through Councils website with refinements to the Customer Request Management (CRM) system complete. The refinements provide a customer-first solution with the ability for requests to be raised with Council when convenient and the ability to receive updates and track the progress of requests online.</p> <p>Additional web forms have also been added to Councils website along with improvements to the usability of existing forms.</p>	Chief Information Officer





Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP014 - Enhance customer interaction with Council</b>	OP035 - Implement a digital first approach to customer service to enable customers to transact with Council when convenient		<p>Council is continuing the digital first approach to customer service with enhancements continuing across Councils website to ensure accurate and relevant information is available along with the option to transact with Council when convenient.</p> <p>Further digital first initiatives have commenced with the Department of Planning and Environment to integrate the NSW Planning Portal with Councils specialised development assessment tools to ensure a customer-first approach is delivered underpinned by efficient and effective business solutions.</p>	Chief Information Officer
<b>DP014 - Enhance customer interaction with Council</b>	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
<b>DP015 - Deliver an Information and Communication Technology service that meets Council's business delivery requirements</b>	OP037 - Provide a robust, resilient, secured and accessible ICT Infrastructure to enable delivery of Council's services		<p>Throughout the reporting period, ICT has maintained its commitment to delivering dependable and protected services. We have successfully deployed a cutting-edge next-generation firewall solution that ensures resilience and security for the present and future, enabling uninterrupted business operations and disaster recovery.</p> <p>We are currently researching feasible approaches to enhance council's server infrastructure, including cloud workloads and services. This initiative demands significant effort and attention as we strive to architect a resilient and scalable framework for the future.</p>	Chief Information Officer


Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP016 - Deliver Corporate Systems that meet Council's business delivery requirements</b>	OP038 - Provide the Corporate System software to enable staff to effectively deliver services to the community		<p>The Corporate Systems Team has been making considerable efforts to execute projects that will enhance the delivery of effective information and digital experience to the Community.</p> <p>The current projects underway are outlined below:</p> <p>The Geographical Information System (GIS) upgrades are nearing completion, with a "go live" expected in April 2023. These upgrades will introduce new features and allow staff to use the applications in the field, resulting in "real time" updates to our GIS data. This will improve the accuracy of information and enable better delivery of services to the Community. Additionally, we will be delivering new services, such as an online mapping service to determine domestic waste, recycling and green waste pickup days based on an address via our website.</p> <p>We are working towards delivering our Corporate Systems (Property, Financials, Records Management (ECM), Customer Request Management (CRM), Receipting) in a cloud environment, referred to as Software as a Service (SaaS). This will give web access to our Corporate Systems, making it possible to work on any device from anywhere with internet access. This will result in faster access to information, enabling access to "real time" information for staff and the Community.</p> <p>Council received a grant from the NSW Department of Planning and Environment (DPIE) to develop an integration between NSW Planning Portal and our Application system. This integration will facilitate faster processing times between Council</p>	Chief Information Officer




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			<p>and DPIE as the processes are contained within each of the systems. Work has started, and the first stage was completed in March of this quarter.</p> <p>Our online booking system, Bookable, for Council-administered facilities is now available for most Council halls, allowing for online bookings and payments. This will increase the availability of Council services to our Community. We plan to introduce more digital services via our website in the coming months.</p> <p>We are working to consolidate our legacy Records Management system with our current Records Management system. This will enable staff to access information from one source instead of two, resulting in faster access to information and eliminating the need for two separate trackers for DAs on our website. The scope of the project has been completed, and we are now looking at implementation. Work will commence to implement the migration in the next quarter for this project.</p> <p>We are currently testing the implementation of new HR system, Corporate Systems and People &amp; Culture are working together to implement components of the platform by May 2023. Once eRecruitment is complete, onboarding and delegations will follow soon after. This will improve the recruitment process for both internal staff and prospective applicants.</p>	



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<b>DP017 - Ensure council services are delivered efficiently and effectively, including an efficiency dividend</b>	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		<p>Work has commenced within Council to design and develop a methodology which includes a continuous improvement model that is appropriate, effective, and efficient in how it engages and delivers on and measures the success of community outcomes.</p> <p>Initial consultation and learning's are being sought from alternate councils and industry experts to assist Council in leveraging and defining a best practice model for a Service Delivery Program which supports the realisation of the communities' goals.</p>	Manager Governance and Corporate
<b>DP017 - Ensure council services are delivered efficiently and effectively, including an efficiency dividend</b>	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		The Overheads Model has been incorporated into the 23/24 budget. Service Reviews for Water Services and Domestic Waste have been scheduled for 23/24 financial year.	General Manager
<b>DP018 - Identify opportunities for regional collaboration</b>	OP041 - Develop and implement a business improvement program		<p>Consultation has commenced within Council to establish and implement a framework which delivers Strategic Business Improvement through improved community outcomes, customer experience, reduced cost, improved efficiencies, efficient resource utilisation and productivity.</p> <p>These defined outcomes will provide a strategic roadmap for Council to undertake and deliver improved future community benefits through a continuous improvement model</p>	Manager Governance and Corporate Performance


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			which delivers on the vision of the Community Strategic Plan	
<b>DP018 - Identify opportunities for regional collaboration</b>	OP042 - Implement strategies to improve development assessment timeframes		<p>The number of development applications lodged between 1 January to 31 March 2023 were 202. These figures are slightly down from the same period last year of 244. Of the 244 applications lodged 211 were approved.</p> <ul style="list-style-type: none"> <li>To assist with improving with the speed of accessing applications several strategies have been implemented over the March quarter to reduce the assessment time frames.</li> </ul>	Manager Development Assessment & Regulation
<b>DP018 - Identify opportunities for regional collaboration</b>	OP043 - Participate in the Canberra Region Joint Organisation and other regional collaborative approaches, where appropriate		<p>The following meetings were attended:</p> <ul style="list-style-type: none"> <li>CRJO General Managers Advisory Group Meeting 17 February 2023</li> <li>CRJO Board Meeting 24 February 2023</li> </ul> <p>CRJO General Management Advisory Group Workshop 31 March 2023</p>	General Manager
<b>DP019 - Provide quality, timely and accessible information to the community</b>	OP044 - Implement key initiatives from the Communications Strategy		Work has continued to refocus how Council communicates with the community, this includes plain, and accessible language is used across all communication channels.	Manager Governance and Corporate Performance
<b>DP020 - Implement an effective Community Engagement Framework</b>	OP045 - Deliver a diverse Engagement Program to enhance community awareness and participation in decision making		<p>Council's Engagement program during this reporting period indicated a greater awareness of projects and proposals through increase in community participation rates.</p> <p>The engagement program utilises a broad range of engagement techniques to capture community responses ranging from surveys, drop-in sessions, community</p>	Manager Governance and Corporate Performance




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			<p>information sessions and face to face focus groups.</p> <p>Council's online consultation hub at <a href="http://www.yoursaywingecarribee.com.au">www.yoursaywingecarribee.com.au</a> continues to be a successful tool for residents to share ideas and develop solutions on a number of projects. Recent feedback was sought via <i>Your Say Wingecarribee</i> (YSW) for the following topics:</p> <p>Bowral Town Centre Masterplan Penrose, Wingello, Medway, Balmoral, and Buxton, extended town water proposal Council's Waste Management Strategy.</p> <p>The YSW online consultation hub received 9,495 visits during the reporting period with 5,499 visitors exploring the detail of specific consultations. Over 1,323 surveys, submission forms, and interactive maps were completed. Participation rates have more than doubled in the last twelve months.</p>	
<b>DP021 - Support Council committees and working groups</b>	OP046 - Implement Council's revised committee framework		<p>At the February Council meeting community representatives were appointed to each of the four Community Reference Panels (Climate Change and Environment, Community, Sports, Recreation and Leisure, and Economy). Finalisation of the invited technical representatives was also completed during the reporting period for appointment at the April Council meeting.</p> <p>The Community Reference Panels first meeting is scheduled for 20 April 2023.</p>	Manager Governance and Corporate Performance


Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP022 - Actively build capacity for community participation in leadership including mentoring and support</b>	OP047 - Liaise with organisations developing and providing mentoring and support services for local business operators		<p>Council continues to collaborate and liaise with key organisations to support local business.</p> <p>Council partnered with the University of Wollongong to deliver the RISE mentor program for local businesses / entrepreneurs in the Shire, and recently attended the Rise summit in the Bega Valley.</p>	Executive Manager Strategic Outcomes
<b>DP023 - Develop partnerships and networking with community, government and business</b>	OP048 - Establish and implement initiatives for sector partnerships		<p>Council continues to implement initiatives to develop and support sector partnerships, including working collaboratively with the tourism, agribusiness and equine, and creative industries sectors over recent months.</p> <p>Council has recently established an Economy focused Community Reference Panel, which will assist Council in developing an integrated Action Plan for industry sectors under Council's Economic Development Strategy.</p>	Executive Manager Strategic Outcomes
<b>DP023 - Develop partnerships and networking with community, government and business</b>	OP049 - Facilitate community led recovery and resilience programs and events across the Shire		<p>The Wingecarribee Social Recovery Subcommittee met in this reporting period to continue the role of advocating for the needs of impacted individuals and communities. The main discussion was around a proposal for restructuring of the subcommittee by incorporating all member organisation's collective initiatives into a wider Recovery, Resilience &amp; Preparedness group and formalising this subcommittee with a term of reference for 2023.</p> <p>Council continues to support the delivery of Southern Tableland Arts' Paint the Town Wingecarribee project. Southern Tablelands Arts has coordinated the designing and</p>	Manager Governance and Corporate Performance


Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>developing of public art murals for communities affected by the 2019/20 Black Summer bushfires. Through community consultation, the Wingecarribee Shire community shared their ideas and inspiration towards what they would like to see on each mural. Artists will begin the murals in the next reporting period. Funding for the project has been contributed by Council courtesy of the Federal government's Black Summer Bushfire Recovery grant.</p> <p>Council continues to collaborate with production agency Visual Domain on the production a 2-minute video animation video featuring the winning entrant of Council's 'Resilience Character Competition'. The video will be used to help educate the community on the importance of resilience in the face of increasing natural disasters. An internal Council working group comprising team members from Sustainability Services, Environment, Community Development, Communications and Waste &amp; Resource, respectively, provided input to script content and animation style frames.</p>	
<b>DP023 - Develop partnerships and networking with community, government and business</b>	OP050 - Contribute to and develop key projects and initiatives to support sense of place within the Shires villages		Council has secured funding through the NSW Graffiti Management Grant program on behalf of Hill Top Community Association (HTCA) for a security and beautification project at Boronia Park. Various Council departments held initial meetings with the HTCA within this reporting period to ensure any site-specific conditions were met and to ensure a smooth delivery of the project. Site inspections and procurement will	Manager Governance and Corporate Performance





Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>begin in the next reporting period.</p> <p>Council officers met with Buxton residents to investigate roadside clearing options in March. Council also met with representatives from Bundanoon Sporting Clubs. Tennis, Bowling and Cricket clubs were represented at the meeting where communication methods, grant opportunities and some site-specific enquiries were discussed on site.</p>	
<b>DP023 - Develop partnerships and networking with community, government and business</b>	OP051 - Develop strategic partnerships between council, property owners, local businesses and community groups that fosters a sense of community		<p><b>Community Meetings</b></p> <p>Council met with Buxton residents to investigate roadside clearing options in March. A number of outcomes were reached, including sites where Council can clear vegetation and the investigation of a traffic mirror to mitigate any potential risks.</p> <p>Council also met with representatives from Bundanoon Sporting Clubs in March. Tennis, Bowling and Cricket clubs were represented at the meeting where communication methods, grant opportunities and some site-specific enquiries were discussed on site. This meeting will now be a quarterly meeting between the sporting clubs and Council.</p> <p>Australia Day post event survey was conducted to ensure that the event met community needs and any ideas for future events were captured. A business survey was distributed to Berrima Businesses to ensure that future Australia Day events benefit the local economy, A Community survey was also distributed. Results are being prepared and will be reported at the April Council meeting.</p>	Manager Governance and Corporate Performance




Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP024 - Advocate for improved health services in the Shire</b>	OP052 - Participate in various community health sector forums to ensure local service delivery is enhanced		Council is participating in the 'Wingecarribee Aged Care Deep Dive' undertaken by Southwestern Sydney Primary Health Network - the scope of the project is to explore how health care is utilised/accessed by older people living in the Wingecarribee Shire, both in community but also in aged/residential care. The project will run until July 2023 when recommendations will be provided to Council to explore.	Manager Governance and Corporate Performance
<b>DP025 - Partner with community-based organisations in provision of services</b>	OP053 - Collaborate with the community sector to secure funds for enhanced service delivery		<p>Council is supporting the 'Community Circles' project in the Wingecarribee, A Community Circle brings people together to help someone to live a more connected life, Council staff are supporting this project by mentoring, providing facilitation resources and connecting the project with local services and community groups. This project is co-funded by Council, NSW State Government and the 'Touched by Olivia Foundation'.</p> <p>Council continues to support the Southern Highlands Domestic Violence Forum with awareness initiatives such as their annual Golf Day and the planning and design of their awareness sticker campaign that will be delivered to community next quarter.</p>	Manager Governance and Corporate Performance
<b>DP026 - Partner with State and community organisations to provide a broad range of health and wellness programs to target specific</b>	OP054 - Deliver community services expo and explore opportunities to engage young people		The 'Community Services Expo' was held in October as part of Mental Health Month. The event was held in the hall at Bowral Uniting Church with a capacity of 35 stalls with varies service agencies. Services ranged from aged care and dementia services through to health and well-being, education and employment.	Manager Governance and Corporate Performance



Delivery Program	Operational Plan	Status	Comments	Responsible
needs of the community				
<b>DP027 - Provide access to sport, recreation and leisure services</b>	OP055 - Provide an affordable and accessible swimming pool service, including managing the contract for Moss Vale War Memorial Aquatic Centre		<p><u>Outdoor Pools</u></p> <p>The WSC outdoor pool season concluded on Sunday 26 March and overall, the season was a success for the following reasons:</p> <ul style="list-style-type: none"> <li>• Bowral and Bundanoon pools had increased attendance from the previous year by 20% and 25% respectively. Improved weather conditions, and the reduction of COVID-19 restrictions are identified as reason for this increase.</li> <li>• Overall revenue for Bowral and Bundanoon pools increased by 27% and 34% respectively. Increased kiosk revenue due to school carnivals, increased attendance, and a price increase are identified as reasons for this increase.</li> <li>• There were zero (0) lost hours of operation through the season due to pool plant/equipment failure or poor water quality. Only three (3) hours were lost due to closure for lightning.</li> <li>• Microbiological testing was within acceptable levels throughout the season.</li> <li>• One major incident was recorded through the season where a patron dived into the shallow end of the pool and hit their head. A spinal rescue was conducted by lifeguards and the patron has made a full recovery.</li> <li>• In-season life training was conducted for all staff through December and January in line with industry best practice.</li> <li>• No formal complaints were made regarding the new age limit restrictions for pool entry in line</li> </ul>	Manager Shire Presentation


Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>with industry standards and Royal Lifesaving Guidelines. Thorough communication and staff management ensured patrons were informed of the new policy.</p> <p><u>Moss Vale Aquatic Centre</u></p> <ul style="list-style-type: none"> <li>The Health Club expansion project concluded in January and the new group fitness space opened in February.</li> <li>The 24/7 health club access is also fully operational.</li> <li>The new Changing Places accessible change room was completed and opened for use in February. This increases the opportunity for patrons who require additional help to use the pools in a safe, dignified and inclusive environment.</li> <li>MVWMAC had 69,831 visitations in the last quarter compared to 60,808 the previous year.</li> <li>The swim school peaked in March 2023 with 1,048 current enrolments during the quarter and currently has a waitlist of over 265 students.</li> <li>The Health Club peaked at 820 Active members with 26 members on suspension.</li> </ul>	
<b>DP027 - Provide access to sport, recreation and leisure services</b>	OP056 - Maintain existing sport and recreational facilities to operating service standards		<p>Operational Service Standards have been maintained through diligent planning and scheduling.</p> <p>The team have completed turf renovations and preparations for winter sporting codes, including line marking and the installation of goal posts.</p> <p>Council received two new Groundsmaster 5910 mowers over the reporting period. The new machines have various upgrades,</p>	Manager Shire Presentation




Delivery Program	Operational Plan	Status	Comments	Responsible
			making them more efficient and practical for the works they complete. The Groundskeeper 5910 mowers can mow up to 8.4 hectares/hour. This will assist Council in maintain service levels over the coming seasons.	
<b>DP027 - Provide access to sport, recreation and leisure services</b>	OP057 - Complete the Community and Recreation Facilities Strategy		<p>Community &amp; Recreation Facilities Study: 100% draft report complete.</p> <p>Community &amp; Recreation Facilities Strategy: 100% draft strategy complete</p> <p>Study &amp; Strategy to be reported to 27 April Council Meeting, with public exhibition to follow.</p> <ul style="list-style-type: none"> <li>Business cases to commence after adoption of Study &amp; Strategy.</li> </ul>	Manager Assets
<b>DP027 - Provide access to sport, recreation and leisure services</b>	OP058 - Deliver major capital works program for sport, recreation and leisure facilities		<p>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 below with a status update:</p> <p><u>Lackey Park Regional Sporting Hub</u> This project is on hold awaiting the finalisation of the Sport and Recreation strategy document.</p> <p><u>Bong Bong Common</u> A tender for the project was awarded and works have commenced in March 2023. It is anticipated that the project will be complete in August 2023.</p> <p><u>Casburn Park</u> 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</p>	Manager Project Delivery




Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>construction works will commence in mid-2023 and take approximately 6 months to complete.</p> <p><u>Hill Top Line Lookout</u> Concept designs are currently underway with stakeholder engagement continuing. The design and community consultation are expected to be concluded by mid-2023.</p> <p><u>Cook Street Mittagong and Church Road Moss Vale Playgrounds</u> Tenders for both projects have been awarded with construction commencement scheduled for April 2023 and completion expected in August 2023.</p>	
<b>DP028 - Partner with Police, business and Community representatives to implement the Community Safety Plan</b>	OP059 - Commence the review of the Community Safety Plan		Project planning for the review of the Community Safety Plan is scheduled to begin in quarter four. The plan is also being considered as one item of engagement for the Community Reference Panel (Community) to focus on for 2023.	Manager Governance and Corporate Performance
<b>DP029 - Partner with agencies to ensure emergency management processes and procedures are in place</b>	OP060 - Coordinate the Wingecarribee Shire Emergency Management Committee		<p>The first Local Emergency Management Committee meeting for the year was held in this quarter.</p> <p>Council continues to provide support to the Wingecarribee Shire Emergency Management Committee.</p>	Manager Shire Presentation
<b>DP030 - Implement public health and safety regulatory programs</b>	OP061 - Manage bushfire risk in bushfire prone land under Council's care and control		<p>During the March quarter the Facilities Closure Procedure has been updated and a report prepared for Executive approval. All websites relating to facilities in bush fire prone land have been updated.</p> <p>At this time councils Asset Protection Zone maintenance program has been</p>	Manager Environment and Sustainability

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>completed. The March quarter Rural Fire Fighting Fund (RFFF) report and grant acquittal is currently being prepared.</p> <p>While all pre-burn work has been completed, planned hazard reduction burns at Greyladies Lane Mount Gibraltar, Mount Alexandra Reserve (FMU 39/40) and Medway Reserve have been impacted by recent wet weather, and are unlikely to proceed until later in the year unless there is an appropriate weather window.</p> <p>The NSW Rural Fire Service (RFS) Fire Access Fire Trail (FAFT) funding for three priority fire trails (GMA1/2 &amp; Box Vale) is currently in negotiations.</p> <p>Soil Conservation Service commences repairs in April (Weather permitting) to sections of four tactical fire trails within various reserves following extensive storm damage.</p>	
<b>DP030 - Implement public health and safety regulatory programs</b>	OP062 - Conduct bushfire community awareness programs		<p>Council has notified the community about the Bush Fire Risk Management Plan development and community survey through its weekly electronic newsletter.</p> <p>The Council website and physical resources were maintained and made available to assist with information.</p> <p>The NSW Rural Fire Service (RFS) is the lead agency for bushfire community awareness programs.</p>	Manager Environment and Sustainability
<b>DP030 - Implement public health and safety regulatory programs</b>	OP063 - Undertake public health and safety inspections to ensure compliance with		<p>During the March quarter 76 primary food premises inspections were undertaken to maintain safe food and beauty shop practices for the community. This included seven inspections of premises with two or</p>	Manager Development Assessment & Regulation


Delivery Program	Operational Plan	Status	Comments	Responsible
	regulations and implement programs to raise industry awareness of food safety		more food preparation areas. As part of the Scores on Doors program, 42 were assigned 5-stars, eight assigned 4-stars and one a 3-star. Only two premises scored below the minimal requirements for a 3-star rating. However, 23 of the inspected premises did not participate in the Scores on Doors rating program.	
<b>DP031 - Assess the changing profile of the Shire and prioritise services accordingly</b>	OP064 - Continue to implement the Community Wellbeing Service Review		<p>Implementation of the following review recommendations have been completed by Council.</p> <p>A strategic workshop was held to:</p> <ul style="list-style-type: none"> <li>a) Review the traditional model based on target groups that also supports Council's commitment to well-being (including children and families).</li> <li>b) Develop strengths-based approach to enable transition to generalist roles (noting the need to retain an identified aboriginal position).</li> <li>c) Consider the appropriateness of the following activities to the service core business: i. Review relevant Council committees. ii. Community Assistance Scheme and community donations process to ensure transparency and appropriate governance measures are in place iii. Set strategic priorities areas to focus resources</li> </ul> <p>The Community Development team now has in place generalist roles within the team as well as the key officer roles as outlined in the review, Recruitment of the vacant roles has begun with a full team in place by the end of the financial year.</p> <p>The final recommendation: 'Develop a change management and communication/engagement plan to assist implementation of any changes resulting in current service delivery following completion of Recommendation 1, for both internal</p>	Manager Governance and Corporate Performance

Delivery Program	Operational Plan	Status	Comments	Responsible
			and external stakeholders', will be implemented by the new restructured team in May 2023.	
<b>DP032 - Provide children services to support family life</b>	OP065 - Implement recommendation s of the Children's Services review		Council is considering the contents of the report and are planning for the implementation of the recommendations.	Manager Business & Property
<b>DP033 - Support agencies to implement community programs and initiatives</b>	OP066 - Provide financial assistance to community projects through the Wingecarribee Community Assistance Scheme		<p>The Community Assistance Scheme for 2022/23 closed on January 13, 2023. Applications were reviewed in Early February. There were 30 successful applications that were reported to Council in February with a presentation ceremony held at Council. The list of successful applications can be found on Councils website.</p> <p>The Community Assistance Scheme 2023/24 grants opened on 1 March 2023 and will close on 14 April 2023.</p> <p>A Grants Writing Workshop was held in March to assist the wider community is grant writing skills. There were 40 registrations and 28 in attendance. Through an evaluation survey, attendees provided very positive feedback on the scope and delivery of the workshop.</p>	Manager Governance and Corporate Performance
<b>DP034 - Provide companion animal services</b>	OP067 - Encourage responsible companion animal management through the application of statutory provisions and local strategies		<p>Council provided companion animal services to the residents of the Shire through responding to complaints and community reports of off leash dogs, undertaking a number of patrols both high visual and covertly.</p> <p>Council investigated several dog attacks and issued fines and control orders where investigations has proven this to be the appropriate course of action. Council has also investigated several barking dog</p>	Manager Development Assessment & Regulation

Delivery Program	Operational Plan	Status	Comments	Responsible
			complaints and have issued orders and notices when investigations has proven this to be an appropriate course of action.	
<b>DP035 - Support initiatives which enhance opportunities for learning and skill development</b>	OP068 - Continue to foster a relationship of collaboration and cooperation between Council, TAFE NSW, the University of Wollongong and schools		<p>Council continues to work closely with the University of Wollongong (UoW), Technical and Further Education institutes (TAFE) and local schools, to facilitate and support a skilled workforce in the Southern Highlands. This includes ongoing engagement with Careers Advisors, the UoW, and continuing to promote locally delivered TAFE courses.</p> <p>Both UoW and TAFE are represented as industry representatives on Council's Economy focused Community Reference Panel, which aims to work collaboratively across the industry to inform the development of Council's economic development strategic framework.</p>	Executive Manager Strategic Outcomes
<b>DP035 - Support initiatives which enhance opportunities for learning and skill development</b>	OP069 - Support community-based services to provide a range of opportunities for learning and skill development		<p>Council secured funds with their successful application as part of the Investing in Women Funding Program. The application, 'Come and Try a Council Career', focuses on improving local women's economic opportunities and advancement to assist in developing new skills and trying their hand at traditional male dominated fields. The project is designed to coincide with National Career's Week.</p> <p>New learning opportunities were supported by Council as part of the Seniors Festival program of events in February, A very successful event 'Art in the Park' that was designed for older people to try a new skill. This was guided by established local Artists and held at Retford Park gardens, Bowral.</p>	Manager Governance and Corporate Performance



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP036 - Provide a range of services and programs through Council Library service</b>	OP070 - Deliver library services that meet the information, recreation, literacy and participation needs of the community		<p><u>New Integrated Library Management System (ILMS) 22-23</u></p> <p>The main project for the library 2022-2024 is the purchase and installation of a new Integrated Library Management System. A new/upgraded system and contract is to be selected and leased with help from Local Priority Grant Funding through the Public Library Funding Strategy 2022/23. Milestones this quarter include:</p> <ul style="list-style-type: none"> <li>· Development of schedules and draft tender documentation</li> <li>· Review of Tender documentation and amendments</li> <li>· Change of current LMS contract from 5 to 2 years to align with review and project timeframe</li> <li>· All <i>Missing</i> items on the Library Catalogue before 2009 have been reviewed and withdrawn from the system in preparation for a possible migration to a new system.</li> </ul> <p><u>New Technology Bowral and Mittagong Branch Libraries</u></p> <p>New technology is now available at both the Mittagong and Bowral Branch libraries which will allow greater access, printing and scanning options for all the community. This significant upgrade includes:</p> <ul style="list-style-type: none"> <li>• Eight new public PC's at the Bowral Branch Library</li> </ul>	Chief Information Officer





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			<ul style="list-style-type: none"> <li>Two new <i>Coin and Bill</i> acceptors for the print management system</li> <li>Two new Multi-Function Devices (MFD's) installed allowing printing, photocopying and scanning</li> </ul> <p><u>Water Damage to Collection at the Bowral Library 19 January 2023</u></p> <p>The Bowral Branch Library had suffered a few major leaks during the rainfall on the 19 January 23. 72 adult non-fiction books had to be withdrawn from the collection due to water damage. A Fanta bottle was found to be stuck in one of the downpipes from the roof and was the cause of these leaks. No further remediation to the area was required.</p> <p><u>State Library of NSW Enquiry Collection Rate (SLNSW ECR)</u></p> <p>The Wingecarribee Public Libraries collected data for the SLNSW ECR in February 2023. This data is collected quarterly and is used to review trends, satisfaction rates and as evidence for funding. It allows each public Library system to review their own trends and can be used to highlight shortfalls in the collection and training. 335 Information requests and 322 customer service requests was recorded with the combined 627 requests slightly above recent ECR collections. This was expected with more library customers using the facilities after COVID.</p>	
<b>DP036 - Provide a range of services and programs</b>	OP071 - Develop and deliver a range of library programs, events and activities to		<p><u>Summer Reading Club</u></p> <p>The Summer Reading challenge has now successfully completed its 15<sup>th</sup> year with 151 children registering and participating in this event. This</p>	Chief Information Officer

Delivery Program	Operational Plan	Status	Comments	Responsible
through Council Library service	engage the community		<p>program focuses on literacy, library resources and the joy of reading for those between the ages of 5 to 16. Children were encouraged to bring in their reading logs as part of the Half Time Summer Reading Challenge event, which ran from the 16-20 January 2023. Each person who visited received a stamp, small gift and a chance to win a \$20 Big W gift voucher. A separate lucky door prize was drawn for each of the branch library's including the Mobile Branch Library. 46 children attended the <i>End of Summer Reading Party</i> on Thursday 23 February 2023 in the Henrietta Rose Room in the Bowral Old Town Hall. Representatives from FOWL were on hand to personally hand out the certificates and to pull out the winner of the major prize draw (\$200 Book Voucher) and 6 x \$20 lucky door prizes.</p> <p><u>School Holiday Program</u> The school holiday programs continued in January 2023 and included:</p> <p>Lego Event: 14 Children attended the Lego Event at the Bowral Library on the 18 January 2023 where mosaics of well-known and fictional characters had to be created. A lucky door prize was awarded with all other participants receiving a small Lego block set to take home.</p> <p><u>Westwords Living Stories Writing Competition</u> The Wingecarribee Public Libraries are once again participating in the Living Stories Western Sydney Writing Prize 2023 presented by Westwords and WestLit Libraries. This writing competition has an</p>	



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>overall prize pool of \$10,000 and is for residents of Western Sydney, Wollondilly and the Wingecarribee Shire and covers 15 local government areas with a combined population of 2.5 million people. This year's theme is the other city and residents can enter a poem, story or personal essay which will be judged locally, with category winners going on to vie for the overall prize. Categories are 10-12 years, 13-15 years, 16-18 years and adults (18+). Bookings for the free writing workshops are available from the Library website from the 23 March 23. The four workshops will feature the authors Deb Tidball, Helena Fox and Linda Godfrey.</p> <p><u>Friends of the Wingecarribee Libraries (FOWL) Author Talks</u></p> <p>The FOWL Author Talks started again in February 2023. These talks have included:</p> <ul style="list-style-type: none"> <li>Anne Maria Nicholson who discussed her latest novel, <i>Poker Protocol</i> to 42 people on the 21 February 23</li> <li>Roland Breckwoldt who discussed his new book <i>The New Ringer</i> to 54 people on the 21 March 23.</li> </ul> <p>The library had met with the NSW JP Association Southern Highlands Branch to discuss the possibility of having JP's at each of the branch libraries. From these discussions the JP's agreed to be available each Thursday from 10am - 1pm at the Moss Vale Council Civic Centre. Future discussions regarding the possible <i>JP's @ the Mobile Library</i> program are planned for 2023-2024.</p> <p><u>Easter and School Holidays.</u></p>	



Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Special Easter Preschool Storytime's and STEM sessions are planned for the Easter and April 2023 School Holidays.</p> <p>The Special Easter Storytime held at the Bowral Library on the 31 March 2023 had 39 people in attendance. Children were treated to stories, Easter craft and a visit from Meadow and Wilbur, the Library Easter Bunnies.</p>	
<b>DP036 - Provide a range of services and programs through Council Library service</b>	OP072 - Manage, preserve and provide access to archives and local history including State Archives held in trust		Digital Photographic Collection. The Library and Council's Community Arts and Culture have met with Richard Batterley to discuss possible future collaborations involving digital photography. The current Library Management System does not have a Local Studies Module or the capacity to store and catalogue digital images. This should change with the upgrade of this system in 2023-2024 and planning now will allow the history of the shire to be captured for future inclusion. Discussions include selecting content from proposed photographic courses with the University of the Third Age (U3A) which could complement and potentially form part of the foundation of a much larger, long term community project in conjunction with the Wingecarribee Shire Council.	Chief Information Officer
<b>DP037 - Implement sector plans that address key barriers to participation in community life</b>	OP073 - Continue to implement Youth Strategy including supporting initiatives such as Youth Week and Biennial Youth Forum		Councils 'Fun'da'mental' program continues to implement Youth Strategy initiatives across the shire. The 'Youth Panel' as part of this project has explored many workshops in a variety of mediums, such as Indigenous Art, Ceramics, taster photography experiences and art workshops. Led by this panel, Council explored further free	Manager Governance and Corporate Performance





Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>opportunities for the broader Youth of our Shire by engaging with various local business and service providers to deliver a school holiday program of events. Free events included Barista Skills course at Moss Vale TAFE and the 'Who Are You' workshop with Southern Highlands Youth Art Council that explores life-skills through games, role-play and theatre sports. This workshop was reserved within five hours with an extensive wait list.</p> <p>Council will continue with the school holiday program in early April and has begun planning for Youth Week activities in this quarter for the end of April 2023.</p>	
<b>DP037 - Implement sector plans that address key barriers to participation in community life</b>	OP074 - Continue implementation of Positive Ageing Strategy		<p>Council continues to maintain relationships with local providers and community groups through Councils participation in Wingecarribee Ageing Forum</p> <p>Through Southwestern Sydney Dementia Network, Council has begun planning to provide venues and light catering for three training sessions to be delivered this calendar year for broader community and Council staff.</p> <p>Council continues to Encourage and support inter-generational initiatives that deepen understanding and connection between generations such as 'International Women's Day' in March and the celebrations of 'International day of women and girls in science' during Seniors Festival in February.</p> <p>Within this reporting period Council also scoped new initiatives around volunteering with Wingecarribee Volunteering Centre (Volwing).</p>	Manager Governance and Corporate Performance

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Council continues its working relationship with Volwing, by consulting them and writing them into a recent grant application.</p> <p>A full program of event and activities was supported and organised through Seniors Festival in February. Council successfully prepared &amp; promoted this Seniors Festival program of events, run by both Council and community groups. As per our application, the activities and events provided opportunities for socialisation, connection, creativity, information sharing &amp; fun.</p>	
<b>DP037 - Implement sector plans that address key barriers to participation in community life</b>	OP075 - Support an active Bush Care volunteer program		<p>New volunteer Bushcare applications continue to be received and processed.</p> <p>Four new Bushland Field Officers commenced work to support the Wingecarribee Bushcare and Rivercare Program and this has enabled sites which were formerly in recess to re-commence. 182 Hours of volunteer support recorded during the March quarter.</p> <p>The Community Nursery supported the Land for Wildlife program by holding and distributing around 1500 native koala preferred feed and habitat trees to approximately 30 private landholders.</p> <p>The Bushcare Team pruned back overgrown vegetation along the Glow Worm Glen Track in time for the popular walking track opening day in Bundanoon. The team planted over 300 native trees, shrubs and grasses in Welby Weir Reserve to help shade out invasive grasses including African Lovegrass and to provide additional</p>	Manager Environment and Sustainability









Delivery Program	Operational Plan	Status	Comments	Responsible
			future habitat for birds and other wildlife. The team continue to focus on priority invasive weed control in bushland reserves.	
<b>DP038 - Develop and implement initiatives that support new residents participating in community life</b>	OP076 - Provide information for new residents that encourages participation in Shire life		<p>'My Shire' is a free online community portal which provides residents with a source of information for a wide range of organisation, services, groups and clubs available within our shire. It can also be used to list community events. In this reporting period, Council promoted and supported community group registrations listings. Information regarding the community directory and a 'how to' guide was sent to community groups, village associations, sporting groups and promoted with flyers at various events to register their details on the database. Once the directory has sufficient information collated, Council will then promote the online directory for residential use in the next reporting period.</p> <p>Council delivered the Seniors Festival event to bring together community groups, clubs and associations to encourage new and old residents to participate in Shire life. Our aim for this event is to encourage members of the local community, especially those over the age of 60, to come along and meet different community groups, try some of the activities on offer, and learn about how they could be involved in the groups that interest them on an ongoing basis.</p>	Manager Governance and Corporate Performance
<b>DP039 - Support Intergenerational programs and projects</b>	OP077 - Investigate and provide opportunities that support		Council continues to encourage and support inter-generational initiatives that deepen understanding and connection between generations such as 'International Women's Day'	Manager Governance and Corporate Performance

Delivery Program	Operational Plan	Status	Comments	Responsible
	intergenerational programs and projects in Council activities		<p>in March and the celebrations of 'International day of women and girls in science' during Seniors Festival in February.</p> <p>International Women's Day event hosted by Council, had over 100 women come and join together for breakfast at Centennial Vineyards as well as student representatives from eight local high schools. Performances by Moss Vale High School Creative and Performing Arts group rounded out the event as well as hearing from three keynote speakers. Speakers were local woman sharing their lived experiences on gender bias.</p>	
<b>DP040 - Support and coordinate a diverse range of community festivals and celebrations</b>	OP078 - Deliver a program for key community celebrations including Seniors Festival, International Day of People with Disability, NAIDOC Week and National Youth Week		<p>A full program of event and activities was supported, organised and delivered through Seniors Festival in February. Council successfully prepared and promoted this Seniors Festival program of events, run by both Council &amp; community groups. The activities and events provided opportunities for socialisation, connection, creativity, information sharing and fun.</p> <p>In this reporting period, Council staff have partnered with Gundungurra Elder to submit an application to financially support NAIDOC week activities and initiatives to be held in July 2023.</p> <p>Council have also collaborated with local youth services to deliver and promote a series of events and activities for Youth participation as part of Youth Week that will be held in April.</p>	Manager Governance and Corporate Performance
<b>DP041 - Promote and deliver</b>	OP079 - Continue to support the		Dhuungung Food Share Program provide for Aboriginal community members has operated weekly	Manager Governance



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>initiatives which enhance community understanding of Aboriginal cultural heritage</b>	Wingecarribee Aboriginal Network Priority Actions		throughout this reporting period. During this period 247 food boxes were provided assisting families and individuals living in our local area. This program is provided with the support of Red Cross volunteers and OzHarvest.	and Corporate Performance
<b>DP042 - Facilitate the promotion of community arts, emerging artists and cultural awareness and activities</b>	OP080 - Review the Arts and Culture Plan		Council has begun a project plan to review the Arts and Culture Plan in the next reporting period where Council will use the Community Reference Panel (Community) to assist the review process.	Manager Governance and Corporate Performance
<b>DP043 - Undertake advocacy activities to further the development of an integrated public transport network</b>	OP081 - Develop an Integrated Transport Strategy		Council has recently engaged the Institute of Sensible Transport to develop an Integrated Transport Strategy, which will guide transport planning and investment decisions across the Shire and form the basis of a new development contributions plan. The project commenced in April 2023, and a detailed project plan will be reported to Council in June 2023.	Executive Manager Strategic Outcomes
<b>DP044 - Provide infrastructure linkages between public transport hubs</b>	OP082 - Develop the capital works program and where practicable include projects that improve links between public transport hubs.		<p>2022/23 Capital Program</p> <ul style="list-style-type: none"> <li>• 147 projects</li> <li>• Original Budget \$70.8M</li> <li>• Expenditure till 31 December: \$29/5M (40.9%)</li> <li>• Forecast final expenditure: \$70.8M (89.0%)</li> <li>• QBR3 submission being prepared.</li> </ul> <p>2023/24 Capital Program</p> <ul style="list-style-type: none"> <li>• Draft Program to be endorsed at June Council meeting.</li> </ul>	Manager Assets
<b>DP045 - Promote public transport options and linkages across the Shire</b>	OP083 - Plan and implement the Recreational Pathways Strategy		<p>Recreation Pathways Strategy</p> <ul style="list-style-type: none"> <li>• Internal working group met this quarter.</li> <li>• The consultant Soil Conservation Services is completing a condition and defect inspection of walking tracks from Box Vale Trail head</li> </ul>	Manager Assets





Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire</b>	OP084 - Review Council's Pedestrian Access Mobility Plans		<p>Pedestrian Access and Mobility Plan Update:</p> <ul style="list-style-type: none"> <li>Grant funding received for the update of these plans</li> <li>Bitzios Consulting engaged to deliver review and update.</li> <li>Four Stage process, currently within Stage 1 - research &amp; audit.</li> </ul>	Manager Assets
<b>DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire</b>	OP085 - Implement footpaths, shared paths and cycle ways construction and renewal capital works program		Over the January to March quarter new footpaths were constructed at Lee St Mittagong and Bessemer St Mittagong. Further footpaths at Bessemer St Mittagong and North and South Old Hume Highway Mittagong are in a design phase.	Manager Shire Presentation
<b>DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire</b>	OP086 - Maintain footpaths, cycleways and shared pathways		<p>Council Roads Maintenance teams continue their ongoing task of repairing and rectifying pathways across the shire, including. Bowral, Burradoo, Colo Vale, East Bowral, Mittagong, and Moss Vale, as well as Bong Bong Cycleway repairs.</p> <p>Maintenance includes replacement of sections of damaged concrete footpath, kerb ramps, concrete grinding of trip hazards and asphalt repairs on asphalt paths.</p>	Manager Shire Presentation
<b>DP046 - Expand our network of footpaths and cycle ways to improve connectivity of the Shire</b>	OP087 - Undertake the forward design of footpaths, shared paths and cycle ways projects in the four-year capital works program		<p>Following the successful grant application via NSW Active Grant fund design works, environmental considerations and pre-purchase of long lead items have commenced for three sections of new walking networks and linkages. Works are scheduled to be complete by July 2023 and will be undertaken at the following locations:</p> <ul style="list-style-type: none"> <li>Eridge Park Road in Bowral and Burradoo - 880m</li> <li>Robertson Road in Moss Vale - 473m</li> </ul>	Manager Project Delivery



Delivery Program	Operational Plan	Status	Comments	Responsible
			<ul style="list-style-type: none"> <li>Mittagong North walking network - 850m</li> </ul> <p>This project will provide more than 2.2km of new footpath.</p>	
<b>DP047 - Partner with agencies to advocate for improved transport services</b>	OP088 - Participate in the Canberra Regional Working Group Infrastructure Delivery and advocate for the development of an integrated public transport network		Continued participation and contributions to the working group during the quarter.	Manager Assets
<b>DP048 - Provide a rigorous planning assessment framework which reflects State legislation and Council's adopted land use strategy to ensure appropriate development outcomes</b>	OP089 - Implement and monitor a local housing strategy to strategically address the future housing needs of the Shire		<p>Council adopted the Wingecarribee Local Housing Strategy in June 2021 and significant work has been undertaken in implementing the Strategy, including developing a housing monitor, commencing a Master Plan and Servicing Strategy for the first new living area, completing 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>	Executive Manager Strategic Outcomes
<b>DP048 - Provide a rigorous planning assessment framework which reflects State legislation and</b>	OP090 - Assess planning proposals in accordance with statutory frameworks and		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	Executive Manager Strategic Outcomes



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>Council's adopted land use strategy to ensure appropriate development outcomes</b>	the adopted strategies of Council		Environmental Plan making. This ensures that decisions on Planning Proposals are consistent with the strategic priorities outlined in Council's strategic planning framework.	
<b>DP049 - Review and prepare planning strategies, policies and studies that retain the character of the Shire's towns and villages</b>	OP091 - Undertake a comprehensive review of Council's Development Control Plan (DCP) documents in accordance with the Department of Planning, Industry and Environment's template DCP requirements		<p>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 priorities outlined in Council's broader strategic planning framework.</p> <p>The draft medium density housing controls were publicly exhibited in March 2023 and the low-density housing controls are being reported to the Local Planning Panel in May for public exhibition.</p>	Executive Manager Strategic Outcomes
<b>DP050 - Implement initiatives that promote and protect cultural heritage</b>	OP092 - Prepare and implement a heritage assistance policy and education and recognition program		Council is 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
<b>DP050 - Implement initiatives that promote and</b>	OP093 - Review the current list of heritage items and potential heritage items		A draft Heritage Study (Heritage Review 2021-23), including a review of the deferred heritage items will be reported to the Local Planning Panel in May/June for public exhibition.	Executive Manager Strategic Outcomes









Delivery Program	Operational Plan	Status	Comments	Responsible
<b>protect cultural heritage</b>			Following consultation with affected owners and the community, the Heritage Review will be reported to the Local Planning Panel and Council for adoption, after which 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 five and mapping of items in the Wingecarribee Local Environmental Plan 2010.	
<b>DP051 - Implement a program of town and village centre improvements</b>	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 the Local Planning Panel in May 2023 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
<b>DP051 - Implement a program of town and village centre improvements</b>	OP095 - Maintain existing CBD towns and village precincts to operating service standards		<p>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, amenities cleaning, street gardens maintenance, graffiti removal, reactive requests, and shire wide illegal dump removal.</p> <p>The Central Business District (CBD) team have assisted in preparations for Brigadoon and Burrawang Easter Markets. Repairing lighting infrastructure, pressure cleaning the Bundanoon main street, playgrounds, BBQ facilities and amenities blocks.</p> <p>Over this reporting period, the CBD team has pressure cleaned 38 playgrounds located in Councils open</p>	Manager Shire Presentation

Delivery Program	Operational Plan	Status	Comments	Responsible
			space network.	
<b>DP053 - Provide and maintain high quality community facilities across the Shire</b>	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
<b>DP053 - Provide and maintain high quality community facilities across the Shire</b>	OP097 - Design and undertake the Mittagong Memorial Hall structural repair and refurbishment		<p>Council continues to seek grant funding for the proposed Mittagong Memorial Hall repairs and renovations. The degree of intrusiveness of the works prohibits Councils ability to stage the works in any significant manner.</p> <p>Council also awaits Development application approval before it can finalise documentation.</p>	Manager Project Delivery
<b>DP053 - Provide and maintain high quality community facilities across the Shire</b>	OP098 - Commence construction of the new Animal Shelter and SES building		<p>Detailed designs have been completed and the construction tender has been released in March. A section 4.55 development modification has been submitted in March to capture minor refinements following ongoing stakeholder consultation.</p> <p>Following the tender process, it is anticipated that works will commence in July 2023 with completion currently forecast for August 2024.</p>	Manager Project Delivery
<b>DP053 - Provide and maintain high quality community facilities across the Shire</b>	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		<p>In March 2023, a request for proposal was issued to four architectural firms, inviting them to submit a comprehensive quote for the full concept design of the refurbishment project at the Civic Centre.</p> <p>The scope of the project encompasses the refurbishment of both the staff area located at the rear of the Civic Centre to address maintenance; work, health and</p>	General Manager





Delivery Program	Operational Plan	Status	Comments	Responsible
	replacing windows, carpet, painting the interior and review for office des		<p>safety issues as well as provide a contemporary work environment that supports a happy, healthy and safe work environment.</p> <p>Figgis &amp; Jefferson Architects have been engaged to develop the concept design and associated costs.</p>	
<b>DP053 - Provide and maintain high quality community facilities across the Shire</b>	OP100 - Deliver major capital works program for community facilities		<p><u>Bong Bong Common</u> A contract has been awarded for the construction of the Bong Bong Common. Works have commenced in March 2023 and expected completion is forecast as August 2023.</p> <p><u>Casburn Park</u> 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 six months to complete.</p> <p><u>Hill Top Line Lookout</u> Concept designs are currently under way with stakeholder engagement continuing. The design and community consultation are expected to be concluded by mid-2023.</p> <p><u>Cook Street Mittagong and Church Road Moss Vale Playgrounds</u> Construction contracts have been awarded and works are forecast to commence in April 2023 with completion scheduled for August 2023.</p>	Manager Project Delivery
<b>DP054 - Undertake the redevelopment</b>	OP101 - Deliver the Bowral Memorial Hall		Finalisation of defects is nearing completion. The occupation Certificate has been issued for the facility and final handover is under	Manager Project Delivery


Delivery Program	Operational Plan	Status	Comments	Responsible
<b>of Bowral Memorial Hall</b>	refurbishment works		<p>way. Contract completion and building possession is expected by the end of March.</p> <p>Initial feedback from stakeholders suggests that this will be a fantastic facility for the performing arts with excellent acoustics and high-end finishes.</p>	
<b>DP055 - Effectively plan for and deliver on the diverse needs of people with a disability</b>	OP102 - Implement the Disability Inclusion Action Plan		The Disability Inclusion Action Plan Implementation Framework was developed and reported to Executive in early March. Council is in the process of implementing an internal working group to ensure Council departments are meeting the legislative requirements within the Disability Inclusion Action Plan. A progress report on current status of actions will be provided in the next reporting period.	Manager Governance and Corporate Performance
<b>DP056 - Ensure planning controls allow for diversity of housing choice</b>	OP103 - Implement the recommendations of the Local Housing Strategy to promote diversity of housing choice within the Shire		The medium density housing review was progressed in the third Quarter, with the aim of improving controls and encouraging a greater diversity of housing choice. A seniors housing proposal and 13 secondary dwelling (granny flats) were approved during the quarter.	Manager Development Assessment & Regulation
<b>DP057 - Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance</b>	OP104 - Design Moss Vale Bypass		<p>Concept designs are now completed with focus moving into detailed designs. All geotechnical works are also complete. Further involvement of all stakeholders is ongoing with utility providers partnering with the design team. Work continues reviewing environmental factors and further consultation will be undertaken with the community.</p> <p>Detailed designs are anticipated to be completed in December 2023</p>	Manager Project Delivery



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP057 - Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance</b>	OP105 - Design and Construct Old South Road Upgrade		<p>Construction works are well under way and on track with forecast completion dates. The section of road between Aylmerton Road in Mittagong and Range Road in Bowral are currently under complete road closure. Boxing out of the old pavement and road widening is complete with pavement stabilisation works currently underway.</p> <p>Works are scheduled to commence on the section between Mittagong Road and Range Road in the next quarter with completion still forecast as December 2023</p>	Manager Project Delivery
<b>DP057 - Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance</b>	OP106 - Develop and implement road safety initiatives in conjunction with Transport for NSW		Council was successful in receiving funding from Transport for NSW for the 2022/23 Road Safety Program, comprising of six events/programs and part funding of Road Safety Officer.	Manager Assets
<b>DP058 - Implement a long-term solution for the use and disposal of roadside spoil</b>	OP107 - Implementation complete- no annual deliverable		Implementation complete- no annual deliverable	General Manager
<b>DP059 - Review and implement Water Master Plan</b>	OP108 - Implement projects that support the delivery of the Integrated Water Cycle Management Strategy		<p>The 2022/23 Capital Works Program consists of 50 waters &amp; waste water projects with a combined budget total of \$23.25M.</p> <ul style="list-style-type: none"> <li>• Wingecarribee Treatment Plant to Hill Road Reservoir Water Main</li> <li>• Hill Road Reservoir Duplication</li> <li>• Water Supply Valves Program</li> <li>• Wingecarribee Treatment Plant Augmentation and Upgrade</li> </ul>	Manager Assets
<b>DP059 - Review and implement</b>	OP109 - Deliver capital works program for the		Current 2022/23 Projects that support implementation of the Water Master Plan:	Manager Assets


Delivery Program	Operational Plan	Status	Comments	Responsible
<b>Water Master Plan</b>	Water Master Plan		<ul style="list-style-type: none"> <li>Hill Road Reservoir Duplication</li> <li>Wingecarribee Water Treatment Plant to Moss Vale Water Main Duplication</li> <li>Wingecarribee Water Treatment Plant Augmentation and Upgrade</li> <li>Water Supply Zone Valves</li> </ul>	
<b>DP060 - Review and implement Sewage Treatment Plant Upgrade Strategy</b>	OP110 - Plan for the upgrade of Moss Vale, Bowral and Mittagong Sewage Treatment Plants		<p><u>Bowral STP Upgrade:</u> At Council meeting of 15 March 2023, it was resolved to award the construction contract for the Bowral STP Upgrade project. It is expected that the contract award will be finalised by 1 April 2023, and that the contractor will mobilise on site and commence construction works in 4 to 6 weeks after the formalising of the contract. A construction period of approximately 2 years will follow.</p> <p><u>Moss Vale STP Upgrade:</u> Detailed design at 90% completed - to be finalised following the Bowral STP Upgrade construction contract (as above). Expected that the detailed design will compete in May, concurrent with the completion of the draft REF. Once the draft REF is completed a progress report will be presented to Council, with a recommendation to place the REF on Council's website and undertake suitable community consultation.</p> <p><u>Mittagong STP Upgrade:</u> Concept Design completed and agreed in March 2023. This will allow the detailed design to be progressed, which will be undertaken following the completion of the Moss Vale STP Upgrade design. Mittagong STP Upgrade design expected completed in late 2023 (together with the draft REF).</p>	Manager Project Delivery





Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP061 - Improve Stormwater management across the Shire</b>	OP111 - Review and implement floodplain management strategies		<p>Focus for 2022/23 is implementation of following infrastructure recommendations from Flood Risk Management Plans:</p> <ul style="list-style-type: none"> <li>• Retford Farm Detention Basin</li> <li>• Bowral Golf Course Detention Basins</li> <li>• Grant application submitted for review &amp; update of Bowral Flood Study.</li> </ul>	Manager Assets
<b>DP061 - Improve Stormwater management across the Shire</b>	OP112 - Deliver stormwater drainage works as per capital works program		<p>Council construction teams have completed storm water drainage renewal of Jasmine Street Colo Vale and constructed new stormwater pits within the township of Berrima.</p> <p>Works have commenced on constructing a stormwater drainage system between Howard Street and Argyle Street New Berrima.</p>	Manager Shire Presentation
<b>DP061 - Improve Stormwater management across the Shire</b>	OP113 - Undertake the forward design of drainage projects in the four-year capital works program		<p>Current Drainage Projects in Design:</p> <ul style="list-style-type: none"> <li>• Sunninghill Ave - Burradoo</li> <li>• Hood St - Mittagong</li> <li>• Priestly St - Mittagong</li> <li>• Robinson St - Mittagong</li> <li>• Garrett St - Moss Vale</li> </ul> <p>Designs will be finalised in the June quarter.</p>	Manager Project Delivery
<b>DP061 - Improve Stormwater management across the Shire</b>	OP114 - Maintain stormwater assets		<p>Council Roads Maintenance drainage teams continue their ongoing task of cleaning and repairing our stormwater assets on sealed and unsealed roads across the shire.</p> <p>Over this last quarter the team completed drainage maintenance works in the following locations: Balaclava, Berrima, Bowral, Burradoo, Fitzroy Falls. Moss Vale, Penrose, Welby and Wingello.</p> <p>Drainage maintenance works include clearing drainage structures,</p>	Manager Shire Presentation


Delivery Program	Operational Plan	Status	Comments	Responsible
			repairing drainage structures and performing table drain maintenance.	
<b>DP062 - Undertake drinking water quality management</b>	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 head works 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 1555 operational head works water quality analyses in the water supply network in the March quarter. Additionally, the water reticulation team collected 95 operational water quality field samples, from locations spread across the water supply network; each checked in the field for five characteristics and submitted for lab analysis for microbiology compliance (two characteristics) resulting in a further 665 water quality analyses. This amounts to a total of 2,220 operational analyses carried out in the March quarter (with 100% microbiological compliance). The results of these field samples are used to trigger operational improvement actions if required. 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 and NSW Health requirements. System performance sampling is then carried</p>	Manager Water Services

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>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 95 field system performance samples collected and each checked against five characteristics; 114 samples analysed specifically for an additional two microbiological characteristics; plus 6 samples submitted for full chemistry analysis covering 34 characteristics each. Out of the total 1002 analyses carried out, only six were found to be outside the guideline values, indicating a water quality compliance rate of 99.4%</p>	
<b>DP063 - Ensure the integrity of water and sewer infrastructure</b>	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"> <li>• All air compressors maintenance completed as per the plan.</li> <li>• Bundanoon WTP filter control system upgraded.</li> <li>• Wingecarribee WTP filter backwash pump 1 has been refurbished.</li> <li>• Wingecarribee WTP planned mechanical maintenance completed.</li> <li>• Wingecarribee WTP planned electrical maintenance completed.</li> </ul>	Manager Water Services
<b>DP063 - Ensure the integrity of water and sewer infrastructure</b>	OP117 - Manage the trade waste management policy and associated		A draft revised Trade Waste Policy has been completed to comply with the new Trade Waste Guidelines. This has been forwarded to NSW Department of Planning and Environment for consultation and approval, as required before being	Manager Water Services



Delivery Program	Operational Plan	Status	Comments	Responsible
	protocols and standards		<p>presented to Council for adoption.</p> <p>The Trade Waste team has continued to deliver their inspection program for customers across the Shire during this review period. An approximate 250 inspections were conducted, 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 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.</p>	
<b>DP063 - Ensure the integrity of water and sewer infrastructure</b>	OP118 - Manage and deliver treatment plant operational protocols as per regulatory and adopted Drinking Water Management System requirements		<p>WSC staff have continued to supply potable water complying with both the ADWG and NSW Health. Council has had an issue sourcing Carbon Dioxide for pH control which has seen some increased pH samples in parts of the supply network.</p> <p>A total of 56 sample points at 28 storage reservoirs sites are sampled for checks on up to 11 characteristics resulted in 1555 operational headworks water quality analyses in the water supply network in the third quarter</p> <p>WSC Water Treatment Plants utilise seven (7) critical control points at each water treatment plant to ensure the monitoring of the treated water is compliance with Australian Drinking Water Guidelines (ADWG). These essential parameters are continuously monitored using electronic online meters and are verified each day by individual bench testing by staff using a spectrometer. The online monitoring is integrated to Council's Supervisory Control and</p>	Manager Water Services

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Data Acquisition (SCADA) system. If the parameters deviate outside the targeted range of values, the system will transmit an alarm to the operators for investigation and rectification of the process fault. However, if the variation is dramatic, the SCADA system will automatically shut down the plant and inform the operators. This is a safety measure to ensure that only safe drinking water is supplied to the community, there were no issues between 1<sup>st</sup> January until the 31<sup>st</sup> of March.</p> <p>Council has a sampling program from the treatment plant and reticulation system, where samples are collected and sent to a NATA accredited laboratory to verify compliance with the ADWG. Council has had 99.4% compliance from the laboratory tests, which also correlates to Council's in house testing. There has been Blue/Green toxic algae in Wingecarribee dam, council has chemical dosed with PAC to bind the algae and toxin to ensure there is no adverse effect on the drinking water quality. The NATA testing has confirmed that this methodology has been successful.</p>	
<b>DP063 - Ensure the integrity of water and sewer infrastructure</b>	OP119 - Manage raw water storage availability and dam safety compliance		<p>Council staff have continued to monitor both Bundanoon and Medway Dam as per Council's currently approved Dam Safety Management Plan. This is a weekly requirement. There have been some issues with access to the Medway Dam, negotiations are ongoing to ensure Council can carry out its responsibilities.</p> <p>Both Dams remain full and spilling in the recent rainfall events.</p> <p>Water NSW Wingecarribee Dam that</p>	Manager Water Services



Delivery Program	Operational Plan	Status	Comments	Responsible
			Councils Wingecarribee WTP utilises is at 68% full (1.5m below Full-Service Level).	
<b>DP064 - Ensure regulatory compliance of sewerage infrastructure</b>	OP120 - Manage and operate sewage treatment plants to meet license and regulatory standards		<p>During this reporting period, three out of six treatment plants have continued to meet their Environmental Protection Agency License requirements and are performing well within their operational capacity.</p> <p>Berrima Sewer Treatment Plant has recorded a pH value slightly over the Environmental Protection Agency licence levels due to algal growth in the tertiary lagoon, this is seasonal and has significantly reduced this quarter.</p> <p>Moss Vale Sewer Treatment Plant process has recorded a few instances of high Faecal Coliform values for its final effluent discharge due to an aging Ultraviolet disinfection process. A lower pH value has been recorded in the last two months of this quarter well within Berrima Sewer Treatment Plant's limits. Moss Vale Sewer Treatment Plant's process is undergoing an upgrade in 2023-24 (Calendar Year) with the inclusion of a new Ultraviolet disinfection system as per licence requirements.</p> <p>Mittagong had a mechanical failure and as a result the Nitrogen levels exceeded licence. Council staff rectified the mechanical fault and adjusted the aeration and alkalinity. This was to allow the bacteria to convert the Nitrate to Nitrite and Ammonia, the Ammonia then dissipates to the atmosphere reducing the Total Nitrogen being discharged in the effluent.</p>	Manager Water Services


Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP064 - Ensure regulatory compliance of sewerage infrastructure</b>	OP121 - Deliver sewer network distribution operational programs to manage environmental risk and meet regulatory requirements		<ul style="list-style-type: none"> <li>Proactive Maintenance - surveyed 2145 meters of the network for asset renewals and operational investigations. Buried Maintenance Chambers have been located and repaired and lids have been replaced and resealed where required for Inflow and Infiltration strategy and providing updated information on asset locations has been undertaken.</li> <li>Network Maintenance - completed cleaning of 77 wastewater pump stations and continue to assist Head works operators with routine maintenance of wastewater treatment plants. Also, non-destructive digging for locating utility services in private works, and Water Services response works.</li> <li>Reactive - approximately 95 preventative cleans have been carried out on known overflow locations to continue seeing a reduction in dry weather wastewater overflows. There have been zero reportable overflows from 92 customer requests for waste water blockages and odours. Environmental Protection Agency reporting is being completed as required.</li> <li>Construction - private works are on schedule and connections are being completed in a timely manner. Manhole and rising main inspections carried out between work schedules.</li> </ul>	Manager Water Services






Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP065 - Facilitate and advocate for enhanced access to telecommunication networks</b>	OP122 - Advocate for improved telecommunications across the Shire		Council continues to advocate for improved telecommunications across the Shire by participating in a Regional Telecommunications Forum Steering Committee facilitated by Regional Development Australia Southern Inland. Council officers are also working with local National Broadband Network (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.	Executive Manager Strategic Outcomes
<b>DP066 - Manage public natural assets</b>	OP123 - Undertake coordinated actions to manage vertebrate pest and weed biosecurity threats to the Shire		<p>Planning is underway for rabbits to be controlled within Berrima Weir Reserve from late April to May through the use of Pindone. Rabbits are a key threatening process to biodiversity conservation.</p> <p>The Southeast Regional Strategic Weed Management Plan has been finalised. The Local Strategic Weed Management Plan sits underneath the regional plan and is at the final draft stage. Weed risk assessments for 30 weed species have been completed for the shire as part of the local plan development.</p> <p>The Bushcare team have focused on controlling priority weeds blackberry, gorse, broom and fireweed at multiple sites across the shire.</p> <p>Roadside weed control has been undertaken at several sites including adjoining the Robertson Nature Reserve to reduce the threat from environmental weeds in this critically endangered ecological community.</p> <p>Routine roadside weed control continues to be undertaken along key roads across the Shire.</p>	Manager Environment and Sustainability




Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP066 - Manage public natural assets</b>	OP124 - Implement management actions across identified high value natural assets.		<p>Council delivered management actions through its Bushcare Program. Bushcare volunteers recommenced work within key reserves across the shire.</p> <p>In addition to priority weed management, other threats were monitored such as breaches to boundary protection works and illegal access and firewood collection and recreational vehicle use. Several fines have been issued for the illegal entry into Mount Alexandra Reserve.</p> <p>Invasive woody and herbaceous weeds have been controlled along Council roadsides.</p> <p>Council continues to have representation on key decision-making, and multi-agency bodies including the Public Land Management Working Group, Southern Highlands Flora Reserve Working Group and the Bushfire Management Committee.</p> <p>Council supports the work of state government funded saving our species conservation programs and projects, including the Glossy Black-cockatoo, Platypus, Eucalyptus aquatica, Eucalyptus macarthurii (Paddys River Box) and Phyllota humifusa.</p> <p>Two large variable message signs (VMS) were deployed along a high priority road which intersects koala habitat as a trial and in preparation for deployment at other key locations where vehicle-strike of wildlife is an issue. Procurement has commenced for additional static signs and four vehicle-activated signs (VAS) which</p>	Manager Environment and Sustainability

Delivery Program	Operational Plan	Status	Comments	Responsible
			will be installed on key roads within the shire to improve outcomes for wildlife and the safety of road users.	
<b>DP066 - Manage public natural assets</b>	OP125 - Undertake works to facilitate flora and fauna recovery from the impacts of bushfires		<p>Work is continuing to ensure flora and fauna is conserved and protected in bushland reserves owned and managed by Council.</p> <p>Council provides advice and support to the multi-agency and community Public Land Management and Southern Highlands Flora Reserves Working Groups.</p> <p>Significant flora and fauna protection and visitor experience improvement works have been led by National Parks and Wildlife Service (NPWS) in both Jellore and Meryla Flora Reserves (declared for the protection of Koalas and other species), including closure and rehabilitation of unauthorised tracks and trails, compliance actions to reduce impacts of unauthorised recreational use by four wheel drive and trail bike users, installation of interpretive signage and parking bays and the removal of dumped car bodies and other illegally dumped rubbish. Planning is continuing through the working group for all three flora reserves including Belanglo. Council supports the objectives of these reserves through collaboration, communication and education and alignment with the Southern Highlands Koala Conservation Project.</p>	Manager Environment and Sustainability
<b>DP066 - Manage public natural assets</b>	OP126 - Support an active Bush Care Volunteer program		<p>New volunteer Bushcare applications continue to be received and processed.</p> <p>Four new Bushland Field Officers commenced work to support the Wingecarribee Bushcare and</p>	Manager Environment and Sustainability


Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Rivercare Program. Bushcare sites which were formerly in recess due to lack of staff have been able to re-commence.</p> <p>The Community Nursery supported the Land for Wildlife program by holding and distributing around 1200 native koala preferred feed and habitat trees to private landholders.</p> <p>The Bushcare Team pruned back overgrown vegetation along the Glow Worm Glen Track in time for the popular walking track opening day in Bundanoon. The Bushcare team planted over 1000 native trees, shrubs and grasses in Welby Weir Reserve to help shade out invasive grasses including African Lovegrass and to provide additional future habitat for birds and other wildlife. The team continue to focus on priority invasive weed control in bushland reserves.</p>	
<b>DP067 - Maintain and build high value environmental lands and corridors</b>	OP127 - Encourage conservation on private land		<p>There were three new properties joining the Land for Wildlife program with a further two being processed. Land for Wildlife is a voluntary private land conservation program with over 220 active members currently. Close to 1200 koala preferred feed trees were distributed to participating Land for Wildlife members in March 2023.</p> <p>Two landholder information sessions were held in February at Canyonleigh and Kangaloon for landholders interested in improving or increasing koala habitat on their land through the Koala Habitat Restoration Project (funded by the state government).</p> <p>Following these events, landholders were encouraged to apply through an</p>	Manager Environment and Sustainability



Delivery Program	Operational Plan	Status	Comments	Responsible
			expression of interest process. Twenty landholders expressed interest and this list was shortlisted to ten based on several criteria including vicinity to koala strongholds and value for money prior to an expert panel assessment. A pilot project to construct seven hectares of new koala habitat and restoration of another 13 hectares is currently being implemented in Canyonleigh.	
<b>DP068 - Ensure the impacts of development on biodiversity are assessed, monitored and mitigated</b>	OP128 - Assess development applications in accordance with the statutory provisions of the Environmental Planning and Assessment Act 1979 to ensure that environmental impacts are appropriately managed and mitigated		During the March quarter, 202 development applications were lodged, and 175 applications were determined. These development applications were assessed in accordance with Council's statutory obligations under the Environment Planning and Assessment Act 1979. Many of the development proposals approved during the quarter were for residential housing, mostly single dwelling houses, house alterations and additions, and secondary dwellings within the urban town and village areas.	Manager Development Assessment & Regulation
<b>DP069 - Build community partnerships and education programs to reduce pollution</b>	OP129 - Implement community education programs to reduce pollution		The bush fire danger period concluded on 31 March, allowing the commencement of backyard burning activity (some properties only under certain conditions). Educational material was prepared to inform residents on which properties are able to burn and advising on conditions required to reduce air pollution. The interactive map-based tool on Council's website was updated to assist residents.	Manager Environment and Sustainability
<b>DP069 - Build community partnerships and education</b>	OP130 - Develop and implement programs and initiatives which specifically target		On-site face to face conversations and reactive patrols of non-compliant sites continued through the third Quarter. Further, Council has planned meetings to be held with Water NSW,	Manager Development Assessment & Regulation



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>programs to reduce pollution</b>	environmental pollution associated with construction		in preparation for participation in the annual "Get the Site Right" erosion and sediment control campaign in the fourth Quarter.	
<b>DP070 - Reduce the impact from Council infrastructure and operations</b>	OP131 - Review and implement initiatives to minimise environmental impacts from Council operations		<p>Council routinely undertakes 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. Some of the major projects assessed include Old South Road upgrade, Bong Bong Common, sewer main renewals, Kirkham Street upgrade, Range Road reconstruction, Sally's Corner Road, culvert upgrades, and playground renewals.</p> <p>Council has switched to using renewable electricity for the bulk of electricity usage. The new contract with Read Energy commenced on 1 January 2023 seeing solar and hydro supplying electricity for approximately 90% of Council's needs, greatly reducing the environmental impact from Council operations.</p>	Manager Environment and Sustainability
<b>DP071 - Develop and implement policies that support health, environment and sustainability outcomes within Council and across the Shire</b>	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 has been completed and is going through and internal review prior to presentation at an upcoming Council meeting.</p> <p>The draft Emissions Reduction Plan was included as a demonstration of how plans will be developed which will outline the exact plans of action necessary to achieve the goals set by the Strategy.</p> <p>The initial planning phase for the development of an Electric Vehicle</p>	Manager Environment and Sustainability




Delivery Program	Operational Plan	Status	Comments	Responsible
			Charging policy has commenced, along with the Climate Change Adaptation Plan and Sustainable Events policy.	
<b>DP072 - Implement planning controls that protect the Shire's natural resources</b>	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
<b>DP073 - Advocate to State and Federal government to ensure planning controls, plans and proposals reflect community priorities</b>	OP134 - Advocate and respond to State and Federal Government to ensure that planning controls, plans and priorities reflect community priorities and expectations, including the provision of submissions to key government initiatives		Council continues to work with State and Federal Government to ensure that local priorities are considered and reflected in the State and Regional Planning framework. Council is currently working with The Department of Planning and Environment (DPE) and Transport for NSW on the review of the South-eastern Tablelands Regional Strategic Plan and Regional Transport Plan to ensure that the concerns of the community are addressed, and their priorities are reflected in the final plan.	Executive Manager Strategic Outcomes
<b>DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources</b>	OP135 - Maintain Council's mapping and other information tools for key natural resources		<p>The final draft of the Bush Fire Prone Land Map was received from the NSW RFS mapping team. When finalised, the map will be certified by the NSW RFS Commissioner and then uploaded into Council's geographic information system (Geocortex).</p> <p>The Biodiversity Values Map (state government) was updated and re-published on 29 March 2023. The map now includes recent data for five Threatened Ecological Communities</p>	Manager Environment and Sustainability









Delivery Program	Operational Plan	Status	Comments	Responsible
			(TECs) in the Southern Highlands region. The TECs which are now more accurately mapped include Mount Gibraltar Forest, Robertson Rainforest, Robertson Basalt Tall Open Forest, Tableland Basalt Forest, and Southern Highlands Shale Woodland. The data broker in Department of Planning and Environment has been contacted to supply the updated shapefile for Council to include in its geographic information system (Geocortex). All staff including town planners will be able to use this more accurate data in assessment of development applications and for project scoping.	
<b>DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources</b>	OP136 - Engage with Rural stakeholders for natural resource conservation		<p>Landholders were encouraged to attend practical workshops held by Local Land Services and Council during the March quarter. Council supports initiatives like this by promoting events through its networks.</p> <p>Approximately thirty landholders attended the two Koala Habitat Restoration Project information sessions in February 2023.</p> <p>A Eucalyptus identification workshop was held, and several Land for Wildlife registered landholders attended. This workshop complemented the koala feed and habitat tree giveaway to landholders in March 2023.</p> <p>The Rural Living Handbook has been distributed at events such as Earth Hour at the Southern Highlands Botanic Gardens. This handy resource encourages sustainable agricultural practices.</p>	Manager Environment and Sustainability



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources</b>	OP137 - Undertake education programs and initiatives for natural resource management		School Environment Day was held at Camp Wombaroo in late February 2023 and was a great success with 150 stage 3 primary students participating in six activities across three main themes: biodiversity, water and sustainability. The students participated in water bug surveys, Water NSW water quality (turbidity) and catchment health talks, technology for biodiversity monitoring and a nature walk.	Manager Environment and Sustainability
<b>DP074 - Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources</b>	OP138 - Undertake and facilitate environmental monitoring (including citizen science monitoring) to support better data-based decision making		<p>Long-necked Turtles are being monitored at Lake Alexandra in collaboration with university researchers and local citizen scientists as part of the one million turtles' program. Temporary signs have been installed around the lake to inform visitors about this unique reptile.</p> <p>Final 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 impacts and recovery from bushfire affected land. This data will help inform rare plant vulnerability to extreme bushfire events, and future protection and recovery in the Shire.</p> <p>Threatened species observations continue to be recorded using a data collection application.</p> <p>Water quality monitoring was undertaken at Mittagong Creek, Whites Creek, Medway Rivulet, Lake Alexandra and Caalang Creek. The monitoring program is providing data on catchment health and is available via the Atlas of Living Australia.</p>	Manager Environment and Sustainability

Delivery Program	Operational Plan	Status	Comments	Responsible
			Platypus eDNA sampling took place at along four waterways; Paddy's River, Nattai River, Mittagong Creek in Bowral and Caalang Creek in Robertson. Results are not yet available. This builds upon the 2021 eDNA sampling and complements the recent work undertaken by NPWS, Western Sydney University and Local Land Services who have all undertaken eDNA sampling in the Wingecaribee Shire in the last 12 months. A regular five-minute citizen science survey (Southern Highlands Platypus Monitoring Network) is being developed for strategic locations along Wingecaribee River.	
<b>DP075 - Implement community awareness programs that promote sustainable living</b>	OP139 - Implement a sustainable living program which will include hosting community events, running programs and delivering education campaigns		<p>The Sustainable Us program calendar of events kicked off for the year with a series of events planned to engage the community around all aspects of sustainable living. Coinciding with Seniors Week, Council hosted a tour of a local regenerative farm and local native nursery.</p> <p>In February Council ran the Schools Environment Day program with school groups participating in six activities spread across the Camp Wombaroo outdoor education facility.</p> <p>Council partnered with the Office of Environment and Climate Change in a pilot for Energy Efficiency Retrofits in the Shire, involving engaging 100 local residents to explore the pathways to more energy efficient homes.</p>	Manager Environment and Sustainability
<b>DP076 - Develop partnerships and networks to leverage off</b>	OP140 - Participate in and promote existing networks and programs		The Solar My School, Cities Power Partnership and Sustainability Advantage program participation continued into the Quarter 3. These programs provide resources that are used to deliver the best services to	Manager Environment and Sustainability





Delivery Program	Operational Plan	Status	Comments	Responsible
<b>existing programs</b>	(including State and Commonwealth programs) that advance environmental and sustainability objectives of the Shire		the community, and act to knowledge share and up skill staff.  The 2023 Earth Hour event was a success; the result of community and networks working together including the Southern Highlands Botanic Gardens, Winzero, local farmers, the Reviva Centre, wildlife carers, Action4Agriculture, fauna groups, State agencies and Council.	
<b>DP076 - Develop partnerships and networks to leverage off existing programs</b>	OP141 - Provide financial assistance through the Environment Levy- funded component of the Community Assistance Scheme		Preparation work was completed for the next round of the Community Assistance Scheme Environmental Sustainability Grants. The scheme will be open for applications on the 17 April 2023.	Manager Environment and Sustainability
<b>DP077 - Implement State Government Regulations</b>	OP142 - Assess and certify applications related to development		During the third Quarter Council reviewed a total of 447 certificates for development works. This included: 24 Construction Certificates, 6 Complying Development Certificates, 33 Occupation Certificates, 5 Subdivision Certificates, 63 s.138 Roads Act approvals (for driveways and road works), and 316 S.68 Local Government Act approvals (for drainage, water, sewer, and other activities).	Manager Development Assessment & Regulation
<b>DP077 - Implement State Government Regulations</b>	OP143 - Implement the recommendations of the review of planning, development and compliance		Recommendations from the review continued to be implemented during the third quarter. This included completion of the revised structure for the Development Assessment and Regulation function to include a fast-track team, coordinators, and sufficient professional staff to reduce Council reliance on consultants and contractors. Fees for Pre-DA lodgement advice were benchmarked, and a standard	Manager Development Assessment & Regulation





Delivery Program	Operational Plan	Status	Comments	Responsible
			operating procedure established for clearance of mainstream Development Applications (DAs). Systems were improved and planning assessment staff given increases responsibility to manage external consultants.	
<b>DP077 - Implement State Government Regulations</b>	OP144 - Administer the Local Planning Panel		Three Local Planning Panel meetings were held during the March Quarter with three planning matters reported to the Panel. Panel meetings were coordinated by Council and administrative support was provided to the Panel.	Director Communities and Place
<b>DP078 - Advocate and educate for improved development outcomes</b>	OP145 - Work in partnership with State Government, development / building industry and the community to achieve improved development outcomes		Council liaised with the NSW Department of Planning and Environment where government agencies were causing substantial delays in providing critical advice or concurrences for determining development applications. Development applications were nominated to the Regional Flying Squad program and six of these have been accepted for assessment by an NSW government funded consultant. A community forum on medium density housing was held in partnership with industry and designers to assist in improving design outcomes through new medium density development controls.	Manager Development Assessment & Regulation
<b>DP079 - Support the establishment and expansion of businesses that produce goods locally</b>	OP146 - Facilitate networks that support and promote businesses that produce goods locally		Council has continued to collaborate with, and support networks involved in promotion and support of local food and wine producers, retailers and creatives through strategic planning, marketing and communications.  Council has worked with industry to advocate for legislative changes that have now been introduced to support primary production and the promotion of locally produced goods.	Executive Manager Strategic Outcomes





Delivery Program	Operational Plan	Status	Comments	Responsible
			Council is in the process of developing detailed development controls to support primary production on land, and a sustainable agri-tourism industry.	
<b>DP080 - Promote and encourage waste minimisation and recycling</b>	OP147 - Undertake a community education program about reducing contamination in bins		<p>There were several activities undertaken throughout the quarter including:</p> <ul style="list-style-type: none"> <li>• A workshop on waste reduction and contamination, as well as waste gifts as part of the Seniors Festival.</li> <li>• Clean up Australia day - Social Media campaign educating waste minimisation and using the correct bins (98 Interactions)</li> <li>• Monitoring of bin contamination (192 notices sent January-March)</li> <li>• School Environment Day 2023 (154 Primary school children) - Waste education (Waste minimisation and contamination)</li> </ul>	Manager Business Services
<b>DP081 - Implement strategies to reduce illegal dumping</b>	OP148 - Participate in the Regional Illegal Dumping (RID) program to facilitate a reduction in the amount of illegally dumped waste		Council responded to reports of illegal dumping, investigating dumped waste complaints, and issuing fines and notices when investigations has proven this to be an appropriate course of action.	Manager Development Assessment & Regulation
<b>DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure</b>	OP149 - Plan and implement the recommendations from the site water management plan		Both the water diversion and the water evaporators have been installed and in operation. Council will continue to monitor and report to the EPA on the success of the projects in managing site water.	Manager Business Services



Delivery Program	Operational Plan	Status	Comments	Responsible
efficient and cost- effective operations				
<b>DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure efficient and cost- effective operations</b>	OP150 - Commence preparation of a master plan for the Resource Recovery Centre		Draft plans have been finalised identifying layout and infrastructure improvements/ changes over the next 15 years. The next step is to undertake a quantity survey on the proposed master plan.	Manager Business Services
<b>DP082 - Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure efficient and cost- effective operations</b>	OP151 - Undertake a review of the lease for the Reviva Centre		Initial analysis of the benefits to council/ community have been undertaken.	Manager Business Services
<b>DP083 - Develop and implement a Council Waste Strategy and Policy</b>	OP152 - Prepare a new Waste and Resource Management Strategy		This quarter has had a focus on community involvement and consultation with: A community survey undertaken during January with the project page received 626 visits and 331 residents completing the online survey. The survey allowed residents to nominate for community focus groups with 81 registering their interest. Invites were sent to residents based upon their locality and two community focus group sessions were undertaken at: <ul style="list-style-type: none"><li>• Renwick Community Hall on 27th</li></ul>	Manager Business Services










Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>February 2023 with 11 participants attending</p> <ul style="list-style-type: none"> <li>• Moss Vale Civic Centre on the 28 February 2023 with 10 participants attending</li> <li>• A draft Waste strategy is currently under development.</li> </ul>	
<b>DP083 - Develop and implement a Council Waste Strategy and Policy</b>	OP153 - Participate in the regional Project 2024 tender for the disposal of waste		Contract negotiations are continuing.	Manager Business Services
<b>DP083 - Develop and implement a Council Waste Strategy and Policy</b>	OP154 - Commence preparations for the new waste collection contract		The contract preparations have been put on hold pending the finalisation of the Waste Strategy and the disposal contract arrangements. Both these documents provide critical input to the collections contract.	Manager Business Services
<b>DP084 - Implement strategies to improve energy management</b>	OP155 - Scope and implement energy management actions across Council facilities including projects funded through Council's Revolving Energy Fund, capital works, and maintenance program		Solar projects were scoped in readiness for inclusion in the 2023/2024 capital works program. The REFund funded street lighting upgrade project with Endeavour Energy continued to be rolled out during the quarter.	Manager Environment and Sustainability
<b>DP085 - Undertake initiatives that increase awareness and encourage water, energy and waste reduction</b>	OP156 - Raise community awareness of the impacts of climate change and actions to build resilience to		A video was developed and released on Council's website to raise awareness around the importance of preparedness to natural disasters, as part of Council's commitment to the Climate Wise program.	Manager Environment and Sustainability




Delivery Program	Operational Plan	Status	Comments	Responsible
	the changing climate			
<b>DP086 - Implement strategies to address the impacts of climate change</b>	OP157 - Implement Council's Environment and Climate Change Strategy, Greenhouse Gas Reduction Plan and Community Climate Action Plan and monitor progress		The implementation of these strategic documents has not yet commenced and is waiting on finalisation. The documents are being consulted with key internal stakeholders, before being endorsed for community consultation and then adopted in final form.	Manager Environment and Sustainability
<b>DP087 - Improve resource and energy efficiency at Council facilities and monitor carbon emission</b>	OP158 - Undertake annual monitoring and reporting on Council's carbon emissions		Data on Council's carbon emissions are regularly monitored. An annual summary will be completed for the 2022/2023 year in September and will be uploaded on Council's website. A summary will also be included in Council's Annual Report.	Manager Environment and Sustainability
<b>DP088 - Encourage carbon reduction across the Shire</b>	OP159 - Support and participate in national and State initiatives which aim to reduce carbon emissions across the Shire		During Quarter three Council was actively involved in carbon emission reduction efforts working with Sustainability Advantage, the Climate Professional Officers group network (Government NSW) and State Government's Office of Energy and Climate Change.	Manager Environment and Sustainability
<b>DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment</b>	OP160 - Work with event organisers to help them bring their events to the Southern Highlands		Destination Southern Highlands continues to promote the Southern Highlands tourism industry. They have worked with two organisations who are recipients of the NSW Government's Acceleration Funding. The first is Andrew Kay and Associates who are bringing Borealis – The Northern Lights to Centennial Vineyards in May/June and the second is Ngununggula Gallery who are bringing the First Lights drone	Manager Business & Property

Delivery Program	Operational Plan	Status	Comments	Responsible
			show (WA Biennale) to their Midwinter Festival at the end of June. That annual programme is being expanded to include First Lights on Friday night and a food and wine component on Friday, Saturday, and Sunday.	
<b>DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment</b>	OP161 - Participate in Business Forums and work with Business Chambers		DSH is working with Business Southern Highlands (formerly Bowral Chamber of Commerce) on a food and wine festival as part of Festival of Lights, held in Corbett Gardens in December. This would be a welcome addition to the Festival of Lights programme and would take place on the second weekend of 8 and 9 December.	Manager Business & Property
<b>DP089 - Support regional activities and partnerships to broaden and promote the range business and industry investment</b>	OP162 - Commence investigation and planning for development of an emergency services hub in the Wingecarribee in the medium to long		This project is currently on hold whilst funding is being sought.	General Manager
<b>DP090 - Build on partnerships that increase and broaden local employment opportunities</b>	OP163 - Respond to business and investment enquiries		Council continues to respond to enquiries from business / industry, to allow industry to invest with certainty and confidence.  Council also works closely with the Department of Regional NSW to promote the Southern Highlands and respond to investment enquiries.	Executive Manager Strategic Outcomes
<b>DP091 - Ensure tourism Development assessment is based on</b>	OP164 - Explore partnership opportunities that increase and broaden local		Council continues to collaborate with the Local Jobs Program and other training and industry partners on a project to improve staffing levels in the hospitality and tourism sectors.	Executive Manager Strategic Outcomes




Delivery Program	Operational Plan	Status	Comments	Responsible
<b>quadruple bottom line principles (i.e. considers environmental, economic, social and governance factors)</b>	employment opportunities		<p>Council is also engaged with the Aboriginal Yarn forum to introduce resources available for skills, training, and employment opportunities.</p> <p>Council recently established the Economy focused Community Reference Panel which will assist in developing Council strategies to increase and broader economic development and local employment opportunities.</p>	
<b>DP091 - Ensure tourism Development assessment is based on quadruple bottom line principles (i.e. considers environmental, economic, social and governance factors)</b>	OP165 - Assess tourism development applications in accordance with statutory provisions, ensuring outcomes are consistent with Council's adopted Rural Tourism Strategy		During the March quarter three tourism applications were lodged, two of these for Farm Stay Accommodation. A tourism development proposal was approved following assessment against relevant applicable zoning and planning controls. There continued to be enquiries about local tourism development opportunities, including agri-tourism.	Manager Development Assessment & Regulation
<b>DP092 - Promote the Southern Highlands as a world class tourist destination</b>	OP166 - Develop promotional strategies in alignment with the Southern Highlands Destination Strategy 2020-2030		<p>There are many opportunities in the 2020-2030 strategy. Agritourism is a growing industry, and it is now easier for farmers to diversify into tourism following the changes to the LEP which came into effect on 1 December 2022. There is now the opportunity to include farm gate, farm tour and farm stay onto farms that meet the criteria without the previous extensive list of requirements.</p> <p>Equine is a large industry with immense potential and following the report launched last year (funded by DSSS and WSC), there is now a feasibility study being conducted to determine an event called Horse</p>	Manager Business & Property

Delivery Program	Operational Plan	Status	Comments	Responsible
			<p>Week to run in December 2024.</p> <p>Creative Services is also a significant opportunity and tourism has taken over the running of the Arts Trail event that runs during the first two weeks of November and not only showcases local artists but gives them the opportunity to increase sales. The event will be marketed into Sydney, Illawarra, and Canberra regions and DSH is working closely with Southern Tablelands Arts to ensure its success.</p>	
<b>DP092 - Promote the Southern Highlands as a world class tourist destination</b>	OP167 - Develop appropriate tourist information programs to ensure delivery of high-quality information to meet visitor requirements.		<p>Figures represent totals for the March Quarter</p> <ul style="list-style-type: none"> <li>• Merchandise and Retail Sales Income \$33,699 down 25.5% on last quarter</li> <li>• Accommodation booking commission \$19,205 up 26.8% on last quarter</li> <li>• Visits to the Visitor Information Centre 6,148 down 24.2% on last quarter</li> <li>• Website visits 109,601 down 19.6% on last quarter</li> </ul>	Manager Business & Property
<b>DP092 - Promote the Southern Highlands as a world class tourist destination</b>	OP168 - Develop and market Business Event Tourism		Destination Southern Highlands continues to work with industry to develop a thriving mid-week for the Southern Highlands as a 'boutique conference destination'. One example is work currently aimed at developing an Agri-tourism Summit to coincide with the Agri-Show.	Manager Business & Property
<b>DP093 - Develop and implement marketing and promotional activities to promote the</b>	OP169 - Provide enhanced partnership and services program		Council is in the process of considering its options with regards to this deliverable.	Manager Business & Property

Delivery Program	Operational Plan	Status	Comments	Responsible
<b>Southern Highlands</b>	to local community			
<b>DP093 - Develop and implement marketing and promotional activities to promote the Southern Highlands</b>	OP170 - Develop and implement Destination Marketing Campaigns for the Southern Highlands		<p>Destination Southern Highlands has taken back management of social media channels with satisfactory results. Facebook likes have increased from 12,399 to 12,607 and Instagram followers have increased from 7,917 to 7,928. The most popular posts with highest engagement have been Angels in our Town (post event), Gumnut Patisserie high teas and Robertson Truffle upcoming winter truffle hunts.</p> <p>Destination Southern Highlands is now working on a Wonderful Winter campaign that will run on television and digital into Sydney, Canberra, and Illawarra, highlighting all the amazing winter activities our region has to offer.</p>	Manager Business & Property
<b>DP093 - Develop and implement marketing and promotional activities to promote the Southern Highlands</b>	OP171 - Enhance and refine 2023 Southern Highlands Publication		The team is working on the next iteration (to be issued in the form of a magazine), to be released during spring/ summer 2023.	Manager Business & Property
<b>DP094 - Explore options to progress Moss Vale Enterprise Zone</b>	OP172 - Finalise plans for the Southern Highlands Innovation Park		Council recently secured funding to complete a detailed Master Plan and Governance Framework for the Southern Highlands Innovation Park and will go to Tender in May 2023 to complete this critical project to guide future development within the precinct.	Executive Manager Strategic Outcomes
<b>DP095 - Support the establishment</b>	OP173 - Promote opportunities for the establishment		Council continues to monitor government and industry announcements and initiatives which may have implications for the Shire; and encourage clean industry	Executive Manager Strategic Outcomes

Delivery Program	Operational Plan	Status	Comments	Responsible
<b>and expansion of clean industries</b>	and expansion of clean industries		<p>initiatives in briefings with prospective investors.</p> <p>Council is currently developing a Master Plan for the Southern Highlands Innovation Park which will unlock opportunities for new clean industries within this regionally significant employment precinct.</p>	
<b>DP096 - Manage the operation of the Southern Region Livestock Exchange</b>	OP174 - Undertake a tender process for the lease of the Southern Region Livestock Exchange		<p>The expression of interest for lease of the Southern Regional Livestock Exchange (SRLX) was released to market on 22 November 2022 and closed at 10am on 24 January 2023.</p> <p>A report on the outcome of the EOI for the SRLX was prepared and scheduled for the Executive Meeting on 29 March 2023. Decision on the future management of the facility has been deferred pending commencement of the new Business and Property Services Manager in early April 2023.</p>	Manager Business Services
<b>DP096 - Manage the operation of the Southern Region Livestock Exchange</b>	OP175 - Complete the Southern Regional Livestock Exchange Facility Upgrade		<p>The works for the main contract for the replacement of the livestock yards and animal handling equipment was completed during this quarter to allow handover of the full facility for operational use.</p> <p>Additional fire safety services works are also required to be undertaken to address legacy issues are required for compliance - these works will be inspected by the Fire Services Designer, Fire Engineer, and Certifier in April. It is expected that the Certifier will be able to issue the final compliance Certification in May.</p>	Manager Project Delivery
<b>DP097 - Ensure development does not impact on viable primary</b>	OP176 - Assess Planning Proposals submitted on Rural Lands to		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	Executive Manager Strategic Outcomes



Delivery Program	Operational Plan	Status	Comments	Responsible
<b>production and food security</b>	ensure that impacts on primary production and food security are mitigated		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.	
<b>DP098 - Facilitate programs and networks that support and strengthen business development</b>	OP177 - Support industry and business in COVID-19 recovery initiatives		<p>Council maintains ongoing communication with business groups and networks in relation to bushfire and Covid-19 support and funding opportunities from various sources, and actively encourage users of Grant Funding Finder to source and administer relevant funding programs.</p> <p>Council recently facilitated a major festival known as Highlands Fest that supports the ongoing recovery from Covid-19.</p>	Executive Manager Strategic Outcomes
<b>DP098 - Facilitate programs and networks that support and strengthen business development</b>	OP178 - Progress the implementation of the Southern Highlands Destination Strategy 2020-2030		Council recently established the Economy focused Community Reference Panel, which will provide industry and community input into the Destination Strategy and assist in developing a shared implementation plan to support economic development within the Shire.	Executive Manager Strategic Outcomes
<b>DP099 - Support initiatives that provide opportunities for business mentoring and connection</b>	OP179 - Participate in Business Forums and work with Business Chambers		<p>Council officers regularly attended Business Chamber meetings to build relationships and support collaboration with industry.</p> <p>Council has undertaken specific consultation with Business Chambers on key projects such as the Bowral Town Centre Master Plan and Robertson Place Plan to ensure</p>	Executive Manager Strategic Outcomes

Delivery Program	Operational Plan	Status	Comments	Responsible
			industry views are considered in the development of these key strategies.	
<b>DP100 - Support regional economic development initiatives</b>	OP180 - Participate in regional economic development initiatives		<p>Council continues to work collaboratively with the State and Federal Government, as well as other Council's within the region to promote regional economic development initiatives.</p> <p>Council has worked with relevant agencies to provide direct input into the Regional Economic Development Strategy, as well as the Canberra Region Joint Organisation Strategy Economic Development Strategy, which aim to support employment and economic development within the Region.</p>	Executive Manager Strategic Outcomes