

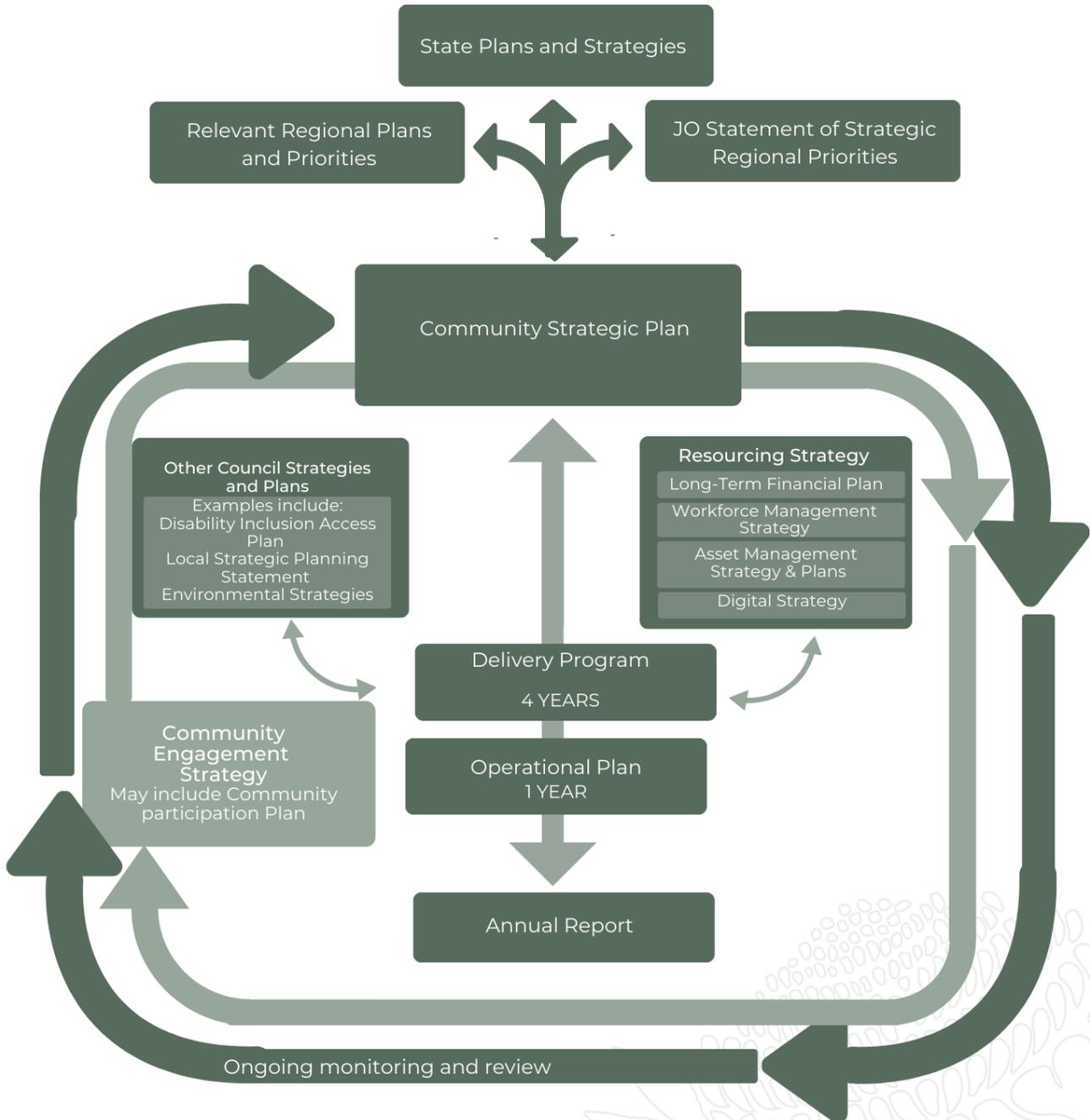
Quarterly Progress Report

1 July 2023 to 30 September 2023



We're with you

Figure – Integrated Planning and Reporting



About this Report

The Quarterly Review reports on Council's progress and outcomes against services and priority actions from the Delivery Program and Operational Plan. The report provides an opportunity to provide updates to the community about how we are meeting our commitments made to the community in these Plans.

Our Delivery Program is structured by Service Area and Principal Activities supporting each service. There are 15 Service Areas and 50 Principal Activities featured within in Delivery Program. Combined these reflect the full range of activities and functions of Council.

The Operational Plan outlines the priority actions and projects that will be delivered throughout the financial year and is a companion document to the Delivery Program.

Working together, these plans help us progress achievement of the vision and goals in the Community Strategic Plan: Wingecarribee 2041. Wingecarribee 2041 is divided into five themes each of which has its own vision statement that explains what we aspire to, and where we want to be in the future.

The themes are:



These documents are key components of the Integrated Planning and Reporting Framework which applies to all Council's in NSW.

This Quarterly Review reports outcomes against Council's Delivery Program and Operational Plan 2023/24 for the September quarter. Progress for each service is reported against one of the five themes of the Community Strategic Plan. In some cases, these services and activities will be contributing to multiple themes and therefore will be presented under the best fit goal.

Service Area and the Principal Activities supporting each Theme.



Civic Leadership

- General Manager’s Office and Executive Leadership
- Civic Functions and Councillor Support



Financial Services

- Procurement and Contracts
- Revenue
- Financial Services



Information and Customer Service

- Information and Communication Technology – Systems
- Information and Communication Technology - Infrastructure
- Corporate Information
- Facility Booking and 355 Committees
- Customer Experience



Governance and Corporate Performance

- Strategy and Business Improvement
- Governance
- Integrated Risk Management
- Communication and Engagement



People and Culture

- Human Resources
- Policy, Strategy and Organisational Development



Community Life and Libraries

- Community Development
- Library Services
- Place Management



Assets

- Parks and Buildings
- Roads and Drainage
- Water and Wastewater Assets



Project Delivery

- Project Delivery (Capital Works)



Development Assessment and Regulation

- Development Assessment
- Development Engineering
- Compliance and Regulation



Shire Presentation

- Customer Service and Business Support
- Fleet
- Roads Infrastructure Construction and Maintenance
- Open Space
- Aquatic Services, Building Maintenance and Tree Management



Environment and Sustainability

- Sustainability Services
- Natural Resources Projects
- Bushlands and Biosecurity



Water Services

- Depot Operations
- Sewage Treatment
- Water Network Operations
- Wastewater Network Operations
- Potable Water Treatment



Resource Management and Waste

- Waste Operations
- Waste Services



Strategic Outcomes

- Economic Development
- Strategy and Place
- Strategic Policy



Business and Property

- Southern Regional Livestock Exchange
- Property Services
- Children’s Services
- Tourism and Events
- Animal Shelter

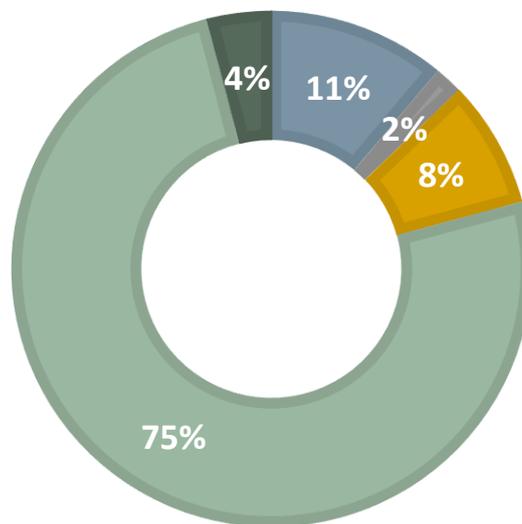
Summary of Progress

Each Priority Actions progress is traffic lighted by the following icons:



As at the end of the September quarter of the 226 priority actions 25 were 'Not Due to Start', 4 were 'On Hold', 18 were 'Progressing - Behind Schedule', 170 were Progressing – 'On Track', and 9 were 'Completed'.

Overall Performance





Leadership



Civic Leadership

The leadership team at Council supports the elected representatives (Councillors) as they work to achieve sustainable local government and service delivery across the Shire.

The current Executive Team has been working closely with the Administrator to effectively guide the strategy and operations of the organisation in an open, effective and responsible way.

This includes determining the program of works to be delivered over the next two years and ensuring we have the necessary funding, people, assets and technological systems in place to deliver on our commitments.

Their role is to continue to listen to the community and work together with other spheres of government to achieve the vision for the Wingecarribee Shire and deliver reliable, value for money services.

Civic Leadership consists of 2 Principal Activity Areas.

1. General Manager's Office and Executive Leadership
2. Civic Functions and Councillor Support

The service is a key contributor to the Community Strategic Plan 'Leadership' theme and supports the following Goals from Wingecarribee 2041.

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community



General Manager's Office and Executive Leadership

Quarterly Highlights

Effective strategic direction and planning are vital for Council and the Shire. Notably, Council has initiated master plans for key town centres, starting with the Bowral Town Centre Masterplan, and similar plans for Robertson and Bundanoon. A comprehensive review of Development Control Plans, aligned with Local Strategic Planning Statements and Local Housing Strategies, underpins Council's commitment to robust planning, ensuring a clear vision for the future.

During the September quarter, Council excelled in compliance with licenses from the NSW Environmental Protection Authority for sewage treatment. Preventive maintenance on water and wastewater assets ensures reliable services. Renewing vital water and wastewater assets on time and within budget significantly enhances residents' quality of life.

In community advocacy, Council is actively engaged in supporting the community through participation in the Canberra Region Joint Organisation (CRJO). Council's commitment to attracting investment, events, and services to the Shire is evident in a \$4 million investment commitment for the renovated Mittagong Playhouse, with ongoing discussions to secure Federal Government funding for the \$8 million project.

Action Code	Priority Action	Traffic Lights	Comments
1.1 PA1	Implement the Horizon 1 priority actions within the Organisational Road Map.		<p>Council's commitment to implementing Horizon 1 priority actions within the Organisational Road Map is evident in several key achievements. A "back to basics" approach has been embraced, focusing on both current and future community needs. Notably, the draft Customer Service Charter and related service levels have undergone public exhibition, fostering transparency and accountability. Council's Customer Relationship Management (CRM) system continues to be refined for enhanced service delivery. The integrated transport strategy is in progress, bolstered by data collection and desktop analysis. A service review framework, a significant step, has been presented at the Audit, Risk and Improvement Committee (ARIC) meeting.</p> <p>Work to reinvigorate our workplace has seen initial staff consultation and project manager engagement with draft plans prepared. The launch of values and vision are part of this positive transformation. A recent careers expo and health and wellbeing week initiatives have further solidified Council's commitment to fostering staff development and well-being.</p> <p>To rebuild the organisational reputation, community engagement has been continuous. This includes consultations related to Bowral South and the Bowral Town Centre Master Plan, along with regular community updates through various media channels, including the launch of "Check in With Council" Podcast. These actions affirm Council's dedication to serving the community's needs while striving to achieve the goals outlined in the Organisational Road Map.</p>

Action Code	Priority Action	Traffic Lights	Comments
1.1 PA2	Continue to advocate the priorities outlined in Shire Priorities 2023		Council maintains its dedication to advocating for the priorities outlined in Shire Priorities 2023. Progress has been made in multiple significant projects, including the refinement of detailed design for the Moss Vale Bypass, the lodging of the federal government application for the Mittagong Playhouse, the advancement of the Berrima Road Deviation, and the commencement of construction on the Bowral Sewage Treatment Plant following successful funding acquisition. These achievements emphasise Council's commitment to pursuing the objectives outlined in Shire Priorities 2023, contributing to the betterment of the community and the region. The intended benefits of these projects for constituents are a primary focus.
1.1 PA3	Work collaboratively with the Canberra Region Joint Organisation to achieve mutually beneficial outcomes		During the September quarter, Council maintained collaboration with the Canberra Region Joint Organisation. The Administrator and General Manager attended board meetings and the General Manager Advisory Group meetings to pursue shared objectives. The Civic Centre in Moss Vale hosted the September board meeting. Council contributed to the regional Community Strategic Plan and a regional well-being survey. Participation also occurred in a joint training initiative focusing on "Women in Planning" and the Regional Circular Economy Project. These activities illustrate Council's commitment to successful partnerships within the Canberra Region Joint Organisation, emphasising practical collaboration for mutual benefit.
1.1 PA4	Attract further investment, including Federal and State Government funding to the Shire		<p>Council's ongoing commitment to the Wingecarribee community is demonstrated by its vigorous pursuit of substantial investment, particularly in the \$4 million allocated for the revitalisation of the Mittagong Playhouse. This project is a Shire priority, aiming to transform the historic building into a modern cultural hub while also becoming a new home for the Berrima District Historical Society.</p> <p>Council's engagement with The Hon Stephen Jones MP and discussions about Federal Government funding exemplify efforts to secure the necessary resources for this \$8 million endeavour. The project's successful execution will provide a renewed space for community use, enhanced theatre facilities, and a historical society's permanent residence. This development aligns with Council's mission to enrich the Shire's cultural landscape and foster community engagement.</p>

Civic Functions and Councillor Support

Quarterly Highlights

In line with the commitment to provide high-level administrative support, Council is preparing for the return of councillors following the September 2024 NSW Local Government Elections. This involves planning multiple candidate information sessions, with the initial one scheduled for October 2023 and three more sessions in April, May, and June 2024. Concurrently, a dedicated Councillor portal is in development. This portal will serve as a centralised platform, facilitating councillors' access to essential resources, information, and services crucial for their roles. Such proactive measures bolster effective governance and underscore the dedication to serving the community.

Regarding the coordination of civic functions, Council has been actively involved in hosting events that recognise community achievements and promote unity. During the September quarter, citizenship ceremonies were conducted, marking the transition of residents into new citizens of the Shire. These events play a vital role in fostering a sense of belonging and strengthening the bond between Council and its residents.

Priority Actions 2023/24

This year, Civic Functions and Councillor Support will be focusing on the delivery of its core business to ensure service effectiveness and efficiencies. It will also be preparing for the incoming Council following the Local Government Elections and return of Councillors in September 2024.



Finance Services

Our service works to ensure that the Council is financially sustainable in the long term.

We achieve this through sound and responsible financial management and strategy.

Importantly, we work across the organisation to provide best value services to the community and a consistent, well governed approach to how we procure goods and services.

We are also responsible for managing Councils revenue streams including the issuing and collection of rates from the community.

Financial Service consists of 3 Principal Activity Areas. They are:

1. Procurement and Contracts
2. Revenue
3. Financial Services

We are a key contributor to the theme of 'Leadership' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 1.2 A well-informed, engaged community



Procurement and Contracts

Quarterly Highlights

During the reporting period all procurement activities were conducted in accordance with the legislative requirements, policies, guidelines, and procedures. Council is committed to maintaining all statutory documentation and registers in full compliance with legislative requirements. This includes keeping our registers up to date with all the necessary information and adhering to the disclosure mandates set forth by legislation such as the Government Information Public Access (GIPA) Act. This Act necessitates the lodging of every executed contract exceeding \$150,000 (inclusive of GST) that Council enters into, ensuring full transparency regarding contractual obligations.

Action Code	Priority Action	Traffic Lights	Comments
2.1 PA1	Explore options to engage in a more meaningful way with local businesses		Council is developing documentation and information for presentation and distribution to local businesses to assist them to better understand Council's procurement policy and processes, in order to encourage more local business to partner with Council on current and future projects.



Revenue

Quarterly Highlights

In the September Quarter, several key highlights emerge. Annual rate notices for the 2023/24 fiscal year were issued in July 2023, with a minimal number of supplementary notices required to be issued by 31 October 2023. Additionally, water and sewerage notices for the initial billing cycle of 2023/24 were distributed in August 2023, ensuring the timely collection of this major revenue stream.

The issuance of invoices for sundry debtor accounts, encompassing diverse income sources such as rents, commercial waste collection fees, and food shop inspection charges was also completed during the reporting period.

The refined debt recovery processes, reviewed in the 2022/23 fiscal year, has delivered with an outstanding percentage of 5.1% achieved for the 2021/22 year, surpassing the 10% benchmark set by the Office of Local Government for rural and regional Councils like Wingecarribee. These efforts contribute significantly to the Council's financial stability.

Action Code	Priority Action	Traffic Lights	Comments
2.2 PA1	Review and update Farmland Policy		Recent Planning changes in relation to agritourism will be incorporated into the Draft Farmland Policy to be referred to an external subject matter expert. A well written, clear and concise Policy will allow for a consistent and transparent approach to the assessment of applications for Farmland rating and will also better inform ratepayers of eligibility requirements for this rating category. The Draft Farmland Policy is expected to be presented to Council in the 3rd quarter of this year.
2.2 PA2	Review and update Debt Recovery Policy		The Debt Recovery Policy was reviewed during the 2022/23 year and recovery actions during 2023/24 are being undertaken in line with the new Policy. A further review and update of the Policy may be required in the latter part of 2023/24 if any anomalies or ways of improving our recovery process are identified. This will enable a consistent approach to be applied to Debt Recovery where recovery is balanced with any genuine financial pressures that affect a ratepayer's ability to pay.
2.2 PA3	Ensure Council's primary revenue sources are levied in accordance with statutory obligations (rates and water service charges).		Council annual rates levy is reviewed annually as part of the audit of our Annual Statements by the Audit Office to ensure compliance with the legislation. Council's water & sewerage levies are issued in accordance with Council's Adopted Revenue Policy. The levy and internal processes in place are reviewed annually by the Audit Office to ensure that they are adequate. Compliance with both the legislation and Adopted Revenue Policy is imperative as non-compliance can result in a levy being declared invalid, in the worst-case scenario.

Financial Services

Quarterly Highlights

In the September Quarter, Council officers have managed various financial accounting activities, including the preparation of Council's annual financial statements, compliance with tax obligations, and responsible fund investments, in alignment with the Long-Term Financial Plan (LTFP). Preparation and review of the annual budget, including Fees and Charges also commenced during the reporting period.

Council's commitment to Accounts Payable has ensured accurate and timely supplier payments, adhering to the terms and conditions, these actions collectively reinforce Council's responsible financial stewardship.

Action Code	Priority Action	Traffic Lights	Comments
2.3 PA1	Proactively seek grant opportunities that align to Council's Operational Plan or unfunded initiatives	●	Council has been proactive in seeking external funding, with successful submissions of applications or expressions of interest for 11 grant opportunities in the September quarter. Additionally, Council is currently drafting three more applications and evaluating 21 open opportunities. Eligibility criteria and pending guideline release for 15 additional grant opportunities are also under review.
2.3 PA2	Deliver grant writing workshops	●	Council is actively preparing to host two comprehensive grant writing workshops within the coming calendar year. These workshops aim to empower both council staff and the community by providing valuable insights and skills related to drafting successful grant applications.
2.3. PA3	Continue to seek grant funding for the renovation and refurbishment of the Mittagong Playhouse	●	Council has taken proactive steps by submitting an expression of interest to seek \$4,018,092 in funding through the Growing Regions Program Round One for the renovation of the Mittagong Playhouse. Anticipated timelines indicate that invitations to apply will be issued around mid-October, and the applications will officially open on 1 November 2023. If an invitation is received, the outcome of the application is anticipated by January 2024.

Governance and Corporate Performance

Our service works to ensure that the Council is well-governed and operates in an ethical, open and responsible way.

We work across the organisation to set corporate strategy and planning that helps us achieve our organisational goals and the aspirations of our Community Strategic Plan. We do this through the implementation of an Integrated Planning and Reporting Framework which allows us to plan more sustainably for the future.

We also manage risk, working with our Audit Risk and Improvement Committee to ensure a robust approach to strategic and operational risk management.

We are also responsible for our business improvement program, which aims to make services more effective, efficient, and achieving better outcomes for our customers and staff.

Governance and Corporate Performance consists of 5 Principal Activity Areas.

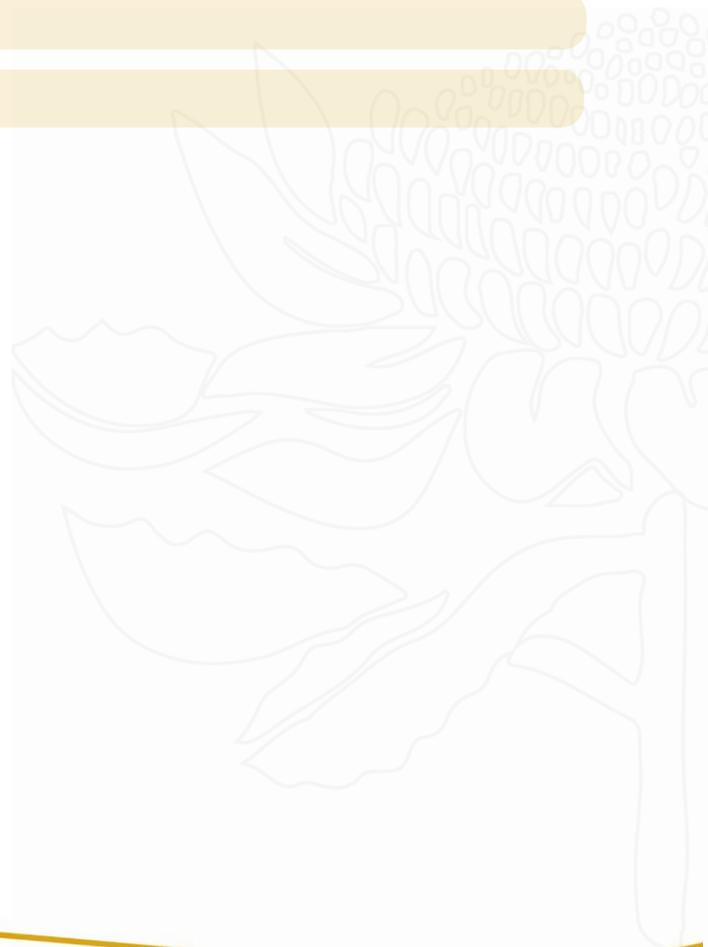
1. Strategy and Business Improvement
2. Governance
3. Integrated Risk Management
4. Communication and Engagement

We are a key contributor to the theme of 'Leadership' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community



Strategy and Business Improvement

Quarterly Highlights

In the September quarter, Council maintained strong compliance with local government legislation, ensuring that all Integrated Planning and Reporting requirements are met. This includes reviewing and commencing the preparation 2024/25 Operational Plan and Budget.

Council's commitment to timely, accurate, and accountable reporting continued with quarterly reports to the community being delivered. The preparation of Council's Annual Report for 2022/23 commenced during the reporting period.

Action Code	Priority Action	Traffic Lights	Comments
3.1 PA1	Lead the preparation of Council's Integrated Planning and Reporting (IP&R) documents including business plans and reports.		The process for developing Council's Operational Plan and Budget 2024/25 was finalised and launched in the September Quarter. The process is supported by a set of priorities designed to help the organisation achieve both its community and corporate objectives.
3.1 PA2	Provide necessary reporting and assist with process improvements that support improved reporting timelines.		Quarterly reporting was completed to schedule with progress reports published on Council's website. Work also continued on a new online reporting system that will help to streamline Council's reporting processes, enabling staff to report progress in a more effective and efficient way.
3.1 PA3	Collaborate with key business stakeholders to deliver improvement frameworks and governance models.		A draft framework for Council led strategies and plans was prepared for the purpose of internal consultation. The framework will help to provide Council with a consistent approach to developing and monitoring strategies and plans.
3.1 PA4	Develop and facilitate a program of Service Reviews, including a review of waste and resource management and water services		'Delivering Better Services: a framework for achieving best value services for the community' was developed for the purpose of internal consultation. The framework will guide Council's approach to undertaking Service Reviews and will be presented to Council in the December Quarter.
3.1 PA5	An efficiency of \$270,000 be generated from Salaries and Wages and these funds be allocated to a proposed Emergency Operations Centre, as outlined in the Shires Priorities document, to be delivered during the 2023/24 financial year.		In the September 2023 Quarter, Council identified cost efficiencies through the quarterly review process. These have been partially offset against the efficiency factor allocated in the 23/24 budget and will be incorporated in the Long Term Financial Plan (LTFP) to fund the Emergency Operations Centre (EOC).

Governance

Quarterly Highlights

During the reporting period, Council has been actively engaged in several key areas that impact the community:

Council Meetings: There were three Ordinary Meetings of Council held during the September quarter, and Council ensured that all agendas and minutes were prepared and distributed according to set timeframes. This transparency allows the community to stay informed about the decisions and discussions happening within Council.

Access to Information: Council are committed to providing access to information held by the council in line with the GIPA Act 2009. This Act grants members of the public the right to access this information unless there are compelling reasons against disclosure. During this reporting period, there were a total of five formal GIPA applications and 182 informal access requests received.

Audit Program: The Audit Risk and Improvement Committee (ARIC) convened one meeting during the September quarter, with agendas and minutes distributed according to the established terms of reference and timeframes. This oversight helps maintain accountability and transparency in Council's operations.

Action Code	Priority Action	Traffic Lights	Comments
3.2 PA1	Prepare for the September 2024 local government elections and develop Councillor induction program		The first of four information sessions will be held on 11 October 2023. The sessions provide an opportunity for prospective candidates to gain an understanding of (1) Council legal provisions and community expectations (2) function of a governing body (3) Roles and responsibilities of Councillors (4) Role of the Mayor within the Council framework (5) General Manager's role (6) Separation of strategic and operational responsibilities; and (6) Key dates for Councillors post election.
3.2 PA2	Implement an action plan for greater open access information in accordance with the GIPA Act		The GIPA Act directs Councils to make 'open access information' publicly available. A report was provided to Council in July providing an overview of the information made available on Council's Development Application Tracker and potential risks to Council that may arise from a proposed expansion of the range of documents being made publicly available.
3.2 PA3	Undertake four internal audits		The following internal audits are scheduled to be completed during the 2023/24 financial year - Procurement processes compliance; Policy compliance; Human Resources processes and controls; and Cyber Security resilience. The Cyber Security report including key findings and recommendations were considered at the September 2023 Audit, Risk and Improvement Committee meeting.

Integrated Risk Management

Quarterly Highlights

Council's is working to implement an integrated risk management framework to ensure a structured, consistent and holistic approach to the management of risk at all levels and for all business activities through the integration of enterprise, Work Health and Safety and environmental risk management into a common framework.

During the reporting period a review of Council's strategic risk register commenced to identify current strategic risks, assess risk ratings and develop treatment plans. Work will continue in the December 2023 quarter.

Action Code	Priority Action	Traffic Lights	Comments
3.3 PA1	Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking		Council has continued for the focus on the implementing the following strategies for the Automated WHS induction and Contractor Management Programs. Planning commenced during the reporting period for the WHS Cultural Improvement Program which involves four community presentations in October for National Safe Work month.
3.3 PA2	Deliver projects identified in the StateCover Action Plan 2022		The WHS self audit was completed during the reporting period. The outcomes of the audit and the associated Action Plan will be finalised in the December quarter.
3.3 PA3	Implement the Integrated Risk Management Road Map and Action Plan		Implementation of the Integrated Risk Management Road Map and Action Plan is delayed due to resourcing constraints.

Communication and Engagement

Quarterly Highlights

The commitment is to maintain a strong and open line of communication with the community regarding Council services and initiatives. The weekly e-news has evolved to deliver more timely, relevant, and engaging content, focusing on showcasing Council's accomplishments while emphasising community collaboration. Simultaneously, substantial progress has been made in developing media content and enhancing relationships with the media, leading to more effective response handling. This has allowed for the production of a consistently high volume of quality content, enabling a shift from reactive to proactive communication.

Partnerships with media outlets, industry associations, and community groups have amplified exposure for Council initiatives, fostering vital connections between industry and the community. Initiatives like the "Check In With Council Podcasts" are thriving examples of the commitment to high engagement. The support and endorsement of community and industry stakeholders remain central to the communication approach.

Council is equally committed to ensuring that communication materials are accessible to everyone in the community. As media and community engagement efforts stabilise, the focus is turning toward reviewing and refreshing documents, forms, web content, and other communication components to align them with the well-received materials.

Action Code	Priority Action	Traffic Lights	Comments
6.4 PA1	Implement the recommendations from the corporate relations service review including the review of the Communications Strategy		The following strategic initiatives have been undertaken during the reporting period: <ul style="list-style-type: none"> . Brand refresh including new voice and visual assets . Cultivating partnerships with media and community associations . Restructuring content to community focus . Building media profile of management to humanise Council . Launch of a Podcast . Redeveloping e-news /website . Review social media approach . Introduction design support
6.4 PA2	Promote the use of consistent, simple and accessible language across all Council communications		The Council officers have continued to refocus communication with the community by utilising clear and easy-to-understand language on all communication platforms. Improvements continue to be made to Council's communication voice, language and imagery to ensure messaging that is accessible and builds a positive Council brand within the community.
6.4 PA3	Provide Community Engagement training and development		A program of community engagement training was developed during the reporting period. The first round of engagement training is scheduled for February 2024. This training aims to improve the quality of Council's engagement processes and outcomes. Additional training will be held in the 2024/25 Financial Year.

Action Code	Priority Action	Traffic Lights	Comments
6.4 PA4	Review and update the Community Engagement Toolkit		The review of Council's Community Engagement Toolkit was completed during the reporting period. The Toolkit supports Council's Community Engagement Policy and Strategy by providing guidance for officers who are required to conduct community engagement activities. It assists in identifying opportunities or issues of concern and in turn allows for greater community acceptance, transparency and accountability.



Information and Customer Experience

Information and Customer Services is broad reaching and includes the provision of day-to-day customer services as well as the management and bookings of community facilities such as local halls and sports grounds.

We also provide the Council with the essential technological systems and infrastructure that support the way we live, work and play.

Providing timely, accurate and relevant information, along with improving the customer experience, are key focus areas for the organisation over the next two years.

Another priority will be the implementation of our Digital Strategy, aimed at improving and streamlining processes and protecting private information from cyber-security threats.

Information and Customer Services consists of 5 Principal Activity Areas. They are:

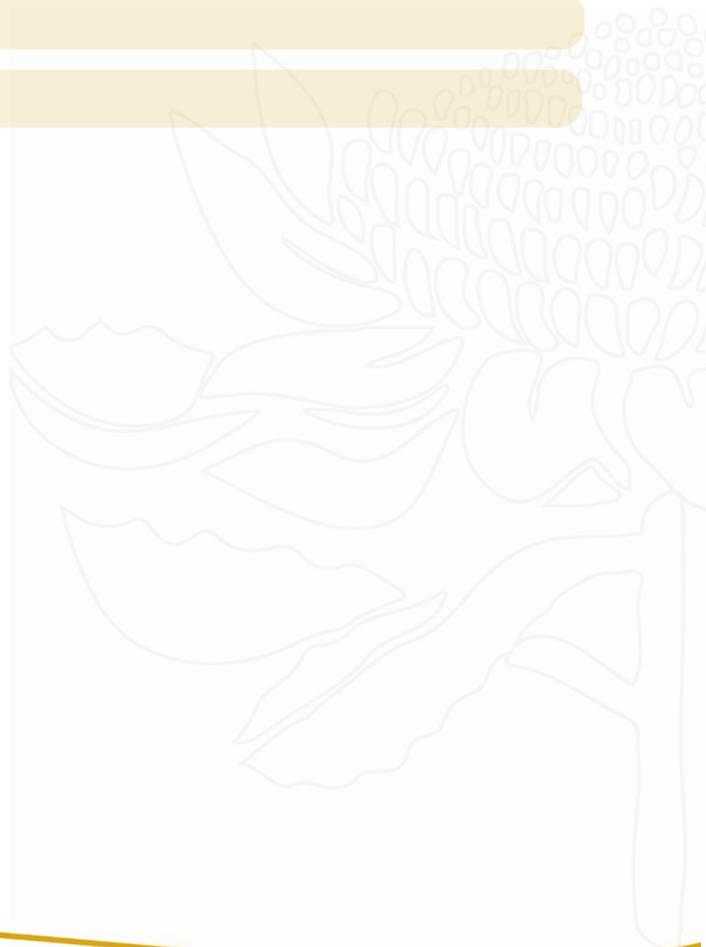
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2. Information and Communication Technology - Infrastructure
3. Corporate Information
4. Facility Booking and 355 Committees
5. Customer Experience

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Goal 1.3 A leading community



Information and Communication Technology – Systems

Quarterly Highlights

Council is currently in the transition phase to the Cloud which will commence the enablement of other Technology One applications to integrate with other core applications. This is the beginning of Council's digital transformation and will enable other web-based applications to integrate seamlessly to core systems. This will further enable the use of applications in the field and on any device with internet connectivity.

Action Code	Priority Action	Traffic Lights	Comments
4.1 PA1	Transition Council's core software package to the cloud (TechnologyOne) to enable a digital customer experience and support the Customer Experience Charter.		In November 2022, Council began moving its main Corporate Systems to Technology One's Cloud. After successful testing and UAT, Council is building the Production environment, with a Go Live date of October 23, 2023. This move to the Cloud is the initial step in integrating web-based applications and implementing eServices, allowing 24/7 online access for certificate applications and payments.
4.1 PA2	Review user and admin access to key Corporate Systems to ensure appropriate levels of access to information		The review of user and administration access to our Corporate Systems has been delayed. It will now commence in the next reporting period and should be completed within that same period.
4.1 PA3	Prepare Connect Intelligence Anywhere (Technology One) upgrade		Council is in the planning stages for migrating to Connected Intelligence Anywhere (CiA). Our primary focus is the 'Lift and Shift' of the current system into the cloud. After this is accomplished, we'll begin planning the implementation, aligning with the developed ICT Strategy Roadmap.
4.1 PA4	Investigate interactive maps for the website to improve how we communicate place-based activities		ICT has completed spatially enabling current projects in the Local Government Area and will continue to enhance this capability. In October 2023, ICT will begin the delivery of an interactive map displaying Domestic Waste collections, enabling the community to search by address for waste collection days, a valuable resource for new residents and visitors.
4.1 PA5	Investigate data integrity to improve quality, reliability, and accuracy of information		Commencing in November 2023, work will focus on data integrity in our Geographical Information Systems (GIS) and the streamlining of data updating processes. GIS serves as the mapping source, and the objective is to provide these maps to the Community. Accuracy and up-to-date information are crucial, and these new procedures will be instrumental in ensuring this.

Information and Communication Technology – Infrastructure

Quarterly Highlights

In the September Quarter, the focus was on ensuring a secure IT environment. Council bolstered cybersecurity through Next-Generation Firewalls and Anti-Virus measures, enhancing data security and optimising Microsoft 365 for safety. Council's commitment to digital safety remains firm, supported by internal awareness campaigns to educate our staff on cyber matters.

Council has been providing technical expertise and support to both internal and external stakeholders. This includes enhancing service delivery, prioritising requests, and seeking continuous feedback through customer surveys for improved services.

Meanwhile, infrastructure maintained a 99% uptime, thanks to real-time monitoring and proactive maintenance, which also addresses cybersecurity threats and data protection.

Council stayed proactive in maintaining secure systems by subscribing to Cyber Security NSW for threat alerts and implementing monthly Windows patching for enhanced system security.

The mobile-enabled workforce ensures connectivity between Council sites, enabling staff to support valued external customers from anywhere. The ICT Operations team is efficient, managing a high volume of tickets and calls daily, ensuring staff can provide excellent service to our customers.

Action Code	Priority Action	Traffic Lights	Comments
4.2 PA1	Review and implement a Cyber Security Policy and framework to ensure Council data is managed in a secure manner		<p>Council is committed to the secure management of Council data. While formal framework development is in progress, core principles are embedded within our team and structure. Our current focus is strengthening the foundation of our ICT environment.</p> <p>Safeguarding your data remains a top priority, and Council is diligently working towards establishing a comprehensive Cyber Security Policy and framework.</p>

Corporate Information

Quarterly Highlights

Across the reporting quarter, Council have been maintaining accurate records, focusing on Enterprise Content Management (ECM) entries, and guiding Council staff through correct procedures. Improved training, user enablement, and the reallocation of Corporate Information Business Partners are enhancing performance.

Digitisation efforts prioritising Development Applications, especially Heritage Listed and State Significant applications. Automating record sentencing by migrating Dataworks documents into ECM is underway.

Action Code	Priority Action	Traffic Lights	Comments
4.3 PA1	Digitise Council's physical records (legacy documents)		Council is making progress in the document scanning project, which remains a key focus. Although there are competing projects and the migration of data from the legacy Dataworks record management system demands attention, we remain committed to prioritising and effectively managing our workloads.



Facilities Bookings and 355 Committees

Quarterly Highlights

In the September quarter, Council's officers have been actively engaged in several essential areas of operation:

Coordinating 355 Management Committees: Council has continued to ensure the effective day-to-day coordination of 355 Management Committees in accordance with the Procedure Manual adopted on 16 August 2023. Council is actively supporting these committees by providing orientation and training, attending meetings, guiding compliance with governance, and reporting requirements, and offering advice on facility improvements.

Orientation and Training: Council has scheduled orientation and induction training sessions for 10 and 11 October 2023, aimed at enhancing committee members' understanding of their roles and responsibilities. In September, the team attended 12 annual General meetings, facilitating the distribution of the revised Procedures Manual and the submission of essential meeting minutes and financial records.

Maintaining the Online Booking System: Council staff-managed facilities are currently operational in the Bookable system, and Halls managed by 355 committees are expected to become bookable in December 2023.

Reviewing Terms and Conditions of Hire: Council have reviewed the hire terms and conditions for facilities currently available in the Bookable system, with further revisions planned as bookings transition for 355 Management committees into the system. This ensures consistency and efficiency for all facility and community users.

Action Code	Priority Action	Traffic Lights	Comments
4.4 PA1	Implement online payment and booking system for the community to interact with Council in a digital space		Council is now accepting payments for halls and sporting grounds via the booking management system using secure gateways. The integration of Halls managed by 355 Management committees into the Bookable system is planned for December 2023.
4.4 PA2	Review Terms and Conditions of Hire to provide clear responsibilities when hiring Council facilities.		Terms & Conditions of Hire for sports fields adopted and implemented for 1 May 2023 to be reviewed early 2024.
4.4 PA3	Review Fees and Charges for Community Facilities, Halls and Community Centres		355 Management Committees to provide recommendations on Fees and Charges for 2024-25 by 31 October 2023. Facilities staff to revise fees and Charges in 2nd quarter of 2023
4.4 PA4	Deliver a training program to support 355 Management Committees		Corporate Orientation and Induction Training for 355 Management Committees is scheduled for October 10 & 11, 2023. This training will be conducted using a combination of face-to-face and online methods.

Customer Experience

Quarterly Highlights

Council commits to improving customer experience by constantly reviewing service delivery and expanding digital capabilities.

The ongoing enhancement of Council's Customer Request Management (CRM) System supports accurate information gathering and timely resolutions for the community. The adoption of the Customer Experience Charter and Standards will further cement Council's commitment via enquiry-specific service level agreements.

Council is also in the final stages of rejuvenating the existing website. This process has involved updating branding in line with Council's current style guides, simplifying navigation pathways and reviewing content to improve accuracy and user experience. The future introduction of E-services will provide customers with the option to self-service for a number of payments, including rates and water.

Action Code	Priority Action	Traffic Lights	Comments
4.5 PA1	Implement a Knowledge Base to enable first point of contact resolution for customers		A centralised knowledge base has been implemented and we continue to input information intended to enhance the customer experience of our community. This digital resource will contain key details across all areas of Council, providing Customer Experience staff with the tools to resolve a greater number of enquiries at first point of contact ensuring customers are given consistent, accurate information.
4.5 PA2	Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding		Council is currently implementing a Visitor Management System (VMS) within the Civic Centre. The digital kiosk will allow contractors and scheduled visitors to 'check in' upon arrival, notifying the appropriate staff and reducing wait times. The second phase of the VMS project will involve the establishment of a concierge service, with a staff member available to welcome community members and assist with wayfinding.
4.5 PA3	Rejuvenate Council's website to ensure the community have up to date information available		Council is in the final stages of rejuvenating our existing website. This process involves updating branding in line with Council's current style guides, simplifying navigation and reducing clicks. Additionally, a comprehensive review of website content is being undertaken to improve accuracy of information provided. The launch of the rejuvenated website is anticipated for early November 2023.
4.5 PA4	Implement Online Forms to increase ease of submitting information remotely		Council continues to enhance accessibility through the introduction of Online Forms. A thorough review of existing paper-based forms is being conducted in conjunction with the rejuvenation of Council's website. Where possible, documents will be digitised to allow the submission of information via digital means, allowing for better flow of information from our community to internal Council departments.

Action Code	Priority Action	Traffic Lights	Comments
4.5 PA5	Rejuvenation of Council's Websites for consistency in messaging and "look and feel"		A detailed review of the primary Wingecarribee Shire Council (WSC) website is currently underway, with the refreshed content and look set to launch soon. This process has been undertaken in conjunction with each Council department, to ensure the consistency and accuracy of details provided. Navigation paths within the website are also being simplified, improving search accuracy and time taken to locate relevant information. Following the WSC website rejuvenation, the 'Your Say' community engagement website will also be reviewed, to determine how to better the feedback process.
4.5 PA6	Integrate Snap Send Solve with Technology One's Customer Request Management (CRM) system		Council is currently reviewing the feasibility of integrating SSS with Council's corporate systems. Noting Council has available our corporate CRM system, which is accessible by the community online for requests and enquiries. We will continue to enhance Council's CRM system to better service our community.
4.5 PA7	Enhance CRM Keyword and Information Panel to enhance the customer experience by reducing keystrokes		Council continues to enhance keywords and categories within the Customer Request Management (CRM) System based on customer and staff feedback. Enquiry types are frequently reviewed to ensure adequate coverage and reduce the keystrokes required to log a request successfully.
4.5 PA8	Review, implement and monitor the Customer Experience Charter in line with agreed Service Level		<p>The Draft Customer Experience Charter and Standards were endorsed at the September Ordinary Meeting of Council. The Charter will now move to Public Exhibition for a 28-day period, allowing the community to provide feedback on the proposed service commitments.</p> <p>Once finalised, the Customer Experience Charter will set the standard, guiding Council through monitoring and improvement of current service levels, through the implementation of Service Level Agreements.</p>
4.5 PA9	Embed Customer Request Management system to ensure responses are provided to the customer in a timely manner		The Customer Request Management (CRM) system has been successfully embedded within customer service processes. All enquiries and requests received by Customer Experience are entered via CRM and automatically transferred to the relevant department for allocation. This system alerts the customer once a request is lodged and provides them with an update on completion. A review of the existing CRM request types is currently being undertaken to improve accuracy and provide transparency.

People and Culture

People and Culture recognises that our people are our greatest asset.

Having the right people, in the right jobs, at the right time, helps us to provide better services to the community.

The service works to enable a productive, happy and safe organisation, with an appropriately skilled and experienced workforce. We manage the day-to-day human resources activities of the Council while also developing strategies and plans to achieve a sustainable and productive workforce into the future.

This includes developing strategies that enable us to compete for skilled workers and position the organisation as an employer of choice.

People and Culture consists of 2 Principal Activity Areas. They are:

1. Human Resources
2. Policy, Strategy and Organisational Development

We are a key contributor to the theme of 'Leadership' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 1.3 A leading community



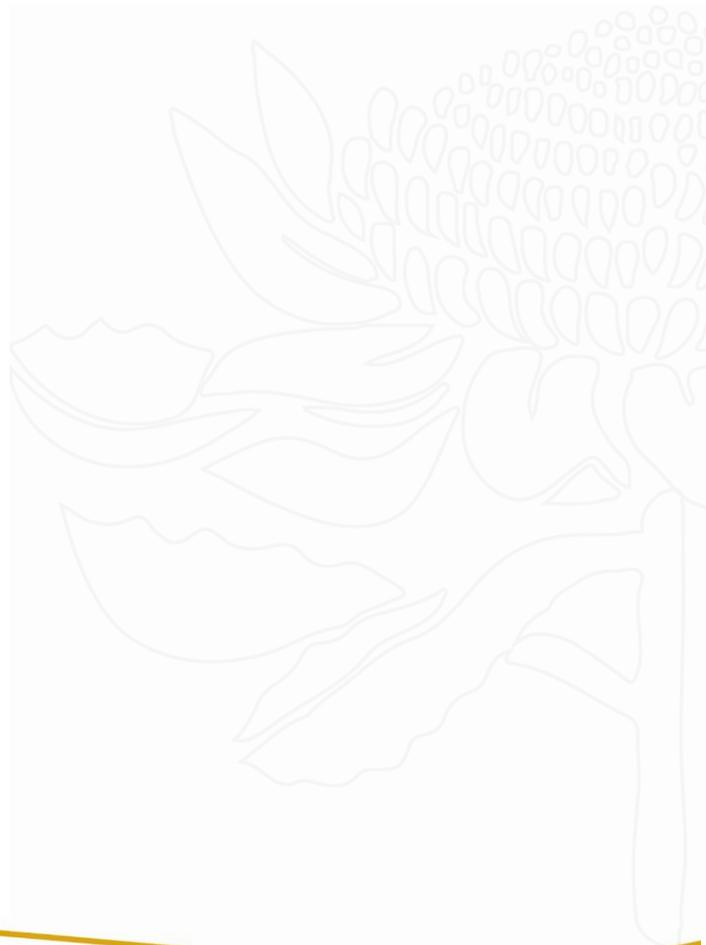
Human Resources

Quarterly Highlights

Council have initiated a soft go-live for a new e-recruitment system that is currently undergoing comprehensive testing. This system will streamline recruitment and selection processes, enhancing efficiency.

Advice on workforce planning and employee relations consistently adheres to the Award, legislation, and local standards.

Action Code	Priority Action	Traffic Lights	Comments
5.1 PA1	Review and improve recruitment processes and resources		A new e-recruitment system has been developed and has been launched as soft go live, providing opportunity to live test the system. The new system has improved processes to support the recruitment function and applicant experience with a new careers landing page on the internet.
5.1 PA2	Implement training to support organisational change		People and Culture publish a Training Calendar, detailing mandatory and compliance training opportunities for employees. Regular meetings are conducted with internal key stakeholders to support the business in managing and communicating change initiatives.



Policy, Strategy and Organisational Development

Quarterly Highlights

In Council's commitment to fostering a skilled workforce, the Fitness Passport program has been initiated for staff to promote well-being. The development of Reward and Recognition documentation is also underway, emphasising skills and talent enhancement.

Council prioritises employee growth, identifying learning and development opportunities via the Performance Feedback Development Process. A training calendar is published for mandatory and compliance training, and skill matrices are developed for compliance requirements.

Action Code	Priority Action	Traffic Lights	Comments
5.2 PA1	Develop and implement Health and Wellbeing Plan (4-year plan), including annual health expo		An all-staff Health Expo was launched in a new format in September 2023. The Health Expo was received well by staff, with all health and wellbeing workshop sessions booked to capacity . Council has partnered with StateCover to conduct an independent health and wellbeing survey of staff. The survey outcomes will be utilised to assist in the development of the Health and Wellbeing Plan.
5.2 PA2	Develop leadership capability through the development of Managers tool kit and in-house training on workforce related matters.		The Leadership Development Program continues to progress with over 50 participants from the leadership team regularly attending sessions. Council continues to develop resources that support managers to confidently manage workforce related matters with the performance feedback development user guide and the interview guide being the first two launched this quarter.
5.2 PA3	Establish mentoring program that identifies succession planning and training opportunities for career advancement		With the launch of Councils Work Experience Program in 2023, several employees have been utilising the skills they obtained through mentoring training in November 2022 to support and engage local high school students who participate in the program. Council obtains information through the annual performance feedback development review to identify succession planning opportunities, training, and career development opportunities.
5.2 PA4	Develop a transition to retirement program which includes knowledge transfer		Council has undertaken necessary research and networked with external stakeholders to identify strategies that will support the development of a transition to retirement program.
5.2 PA5	Partner with TAFE to pilot innovative programs to share trades learned and practice within a trade environment		Initial enquiries have been made with TAFE NSW to identify strategies that support employees to develop necessary skills that enhance their abilities to teach and transfer trade skills learned and practiced within a trade environment.

Action Code	Priority Action	Traffic Lights	Comments
5.2 PA6	Partner with TAFE to expand Council's apprentice, trainee, cadet and new graduate program		Council has engaged leaders as part of the workforce planning process to identify suitable training opportunities within Council. There are presently five occupied positions in training with further positions being identified and recruited.
5.2 PA7	Develop and implement a Diversity and Inclusion Plan		Council is in the process of obtaining relevant information and engage with key stakeholders to develop a Diversity and Inclusion Plan.
5.2 PA8	Provide an Aboriginal and Torres Strait Islander Cultural Competence Course (WMS)		Council has engaged a training provider to deliver cultural competence training to all staff. Dates are currently being negotiated for the new year.
5.2 PA9	Provide Disability Inclusion Awareness Training for all front-line Staff (WMS)		Council is currently liaising with internal and external stakeholders to develop training that incorporates Council Disability Inclusion Action Plan. It is intended that training will occur in the new year.





People



Working in Women
Come and Try it Out

- Funded by Women NSW
- Open to 10-15 women of any age
- Support to obtain White Card and try different trades available at Council
- Approach women wearing stickers today to find out more about careers traditionally male-dominated

Let's Ask YOU

Community Life & Libraries

We support people of all ages, places, circumstances and backgrounds to fully participate in community life.

We do this through holistic strategy, planning and service provision across a range of sectors – from arts and cultural, to aged care, disability and youth services.

We deliver and assist others in organising local community events and festivals that bring people together.

We also work collaboratively with service providers, and community advocates to ensure community resilience and wellbeing. This includes working closely with First Nations peoples and organisations.

Our place based approach ensures that village and town based organisations can easily access the help they need to achieve great outcomes for local communities.

We support a more informed and educated community through the delivery of our Library Services, which also provide safe and welcoming community hubs. Our libraries also contribute to the vitality of the Shire through community activities and events.

The Community Life and Libraries Service consists of 4 Principal Activity Areas.

1. Community Development
2. Library Services
3. Place Management

We are a key contributor to the theme of 'People' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 1.3 A leading community

Goal 2.1 A happy, healthy, active and resilient community

Goal 2.2 An inclusive community where everyone can participate in community life

Goal 2.3 A creative, diverse and vibrant community

Goal 3.1 A physically and digitally connected Shire

Community Development

Quarterly Highlights

Council supported local services through the Community Services Interagency, Domestic Violence Forum, Highlands Child Youth and Family Forum, Wingecarribee Ageing Forum and South Western Sydney Dementia Network. Also, Council completed the FUN Da MENTAL Youth Art project in this period and demonstrated ongoing support of young people and young people with disability. Young people were engaged throughout Careers @ Council Day and continue to engage directly with older people through Customer Service.

Council worked together with local combat agencies to facilitate two (2) Emergency Management & Resilience meetings for the Shire's southern and northern villages. The meetings were to help community understand how combat agencies and Council are working together to plan for the Shire's disaster preparedness and emergency management and in emergency responses. Additional information on resilient and recovery programs was provided by the Red Cross and the New South Wales Reconstruction Authority.

Council opened the Community Resilience Small Grants program which offers financial assistance to not-for-profit community organisations and associations for resilience-focused preparedness projects that are community led, providing opportunity for community connection, and strengthening community resilience. Applications will be assessed on a rolling basis and successful applicants notified in the next reporting period.

Action Code	Priority Action	Traffic Lights	Comments
6.1 PA1	Collaborate with community organisations to deliver the Mural project in various locations across the Shire		Council supported the delivery of 12 public art murals through Southern Tableland Arts 'Paint The Town Wingecarribee' project which included elements and stories contributed by fire-affected community members. An additional mural emphasizing a rejuvenation and well-being theme will be installed in collaboration with Community Links Wellbeing in a local high school, engaging Youth, in the next reporting period.
6.1 PA2	Work with community to strengthen resilience through a focus on prevention, preparedness, response, and recovery as identified within the 'Resilience Connect' blueprint		Wingecarribee Shire is part of the Canberra Region Joint Organisation (CRJO) of Councils which worked on a council Infrastructure template which will enable Council to create a comprehensive map of infrastructure that, if impacted by natural disaster, would have a significant impact on the community. An update on the Resilience Blueprint will be provided by the CRJO in the next reporting period.
6.1 PA3	Deliver an Oral History project in the Shires Northern Villages with the focus on their stories of place, including Balmoral Green Space		Council will commission a trained and experienced practitioner to deliver the oral history project in the next reporting period. The purpose of this project is to preserve the memories and 'whole of life' experiences of individuals who are connected to the northern villages of the Wingecarribee LGA, including current and former residents and others familiar with the community. The commencement date for this project will be in the next reporting period.

Action Code	Priority Action	Traffic Lights	Comments
6.1 PA4	Develop and deliver dementia awareness training to Council customer service staff to support them in appropriately responding to the needs of all older people		Through our active membership of the South Western Sydney Dementia Network, Council is strengthening our relationships with Western Sydney University academics and other community organisations as we work together to support more dementia-friendly communities. We supported the delivery of 2 dementia-focused workshops to members of our local community and are using the learnings from these workshops to help determine what content should be delivered to customer service staff.
6.1 PA5	Update Community Safety Plan		The commencement of the Community Safety Plan update will commence in the next reporting period.
6.1 PA6	Provide opportunities for First Nations peoples to contribute, engage and perform in community and cultural events		Alongside Wingecarribee's elders, community groups and community members, Council hosted a NAIDOC Flag Raising Ceremony event to celebrate the community's achievements and connection to country and culture. This event included a Morning Tea with the elders and Council's Executive, Welcome to Country and Smoking Ceremony, and the launch of Council's NAIDOC Art Exhibition. Council worked with community agencies for a Celebration Day at the Wingecarribee Aboriginal Cultural Centre.
6.1 PA7	Work with our First Nations peoples to deliver an Indigenous Recognition Commitment		Council's Reconciliation Action Plan will commence in October 2023.



Library Services

Quarterly Highlights

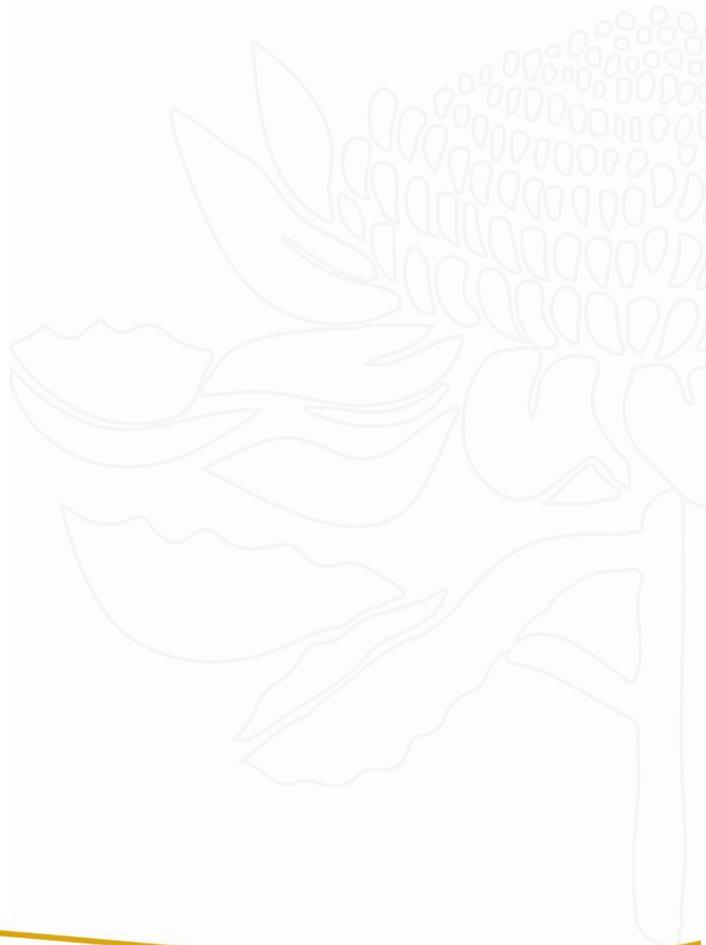
Council offers a wide array of materials, from books to e-resources and magazines. The Home Library Service provides a lifeline to home bound residents, fostering a culture of inclusion and community. For younger community members, numerous educational programs, from story time to High School Certificate (HSC) lectures, nurture cognitive and motor skills.

Council supports the importance of study and research, offering dedicated study areas in libraries and online academic databases for research. Preserving the community's history is a crucial part of the mission, with efforts to digitise source materials for easier access.

Council values partnerships, such as with the Friends of Wingecarribee Library (FOWL), who host author talks and events, promoting community engagement. Council remains dedicated to serving the community's diverse needs and fostering a culture of knowledge, inclusion, and connection.

Action Code	Priority Action	Traffic Lights	Comments
6.2 PA1	Develop and deliver a Library Strategic Plan		Initial discussion on parameters, approach and consultations methods discussed.
6.2 PA2	Implement a new, online Integrated Library Management System for processing, storage, and retrieval of library material that makes managing stock more efficient and searching easier for our community.		Council completed the competitive tender and awarded the contract for a new and contemporary Integrated Library Management System (ILMS), that will provide significantly improved online service for the community. The mobilisation and implementation phase commenced. The current Integrated Library Management System (ILMS) supplier has been advised and exit services have been approved. Data harvesting from the old ILMS to be transferred into the new system will be completed by December 2023.
6.2 PA3	Deliver new street, place and directional signage for the Bowral and Mittagong Branch Libraries to improve Library wayfinding		Design for the new Library directional signage was completed and quotes for the work have been obtained. Final approval will be given to proceed with delivering the new signs in Quarter 2.
6.2 PA4	Digitise the Local Studies Map Collection		This project is due to start in February 2024.
6.2 PA5	Deliver the Wingecarribee Public Libraries annual programs including: -Bookweek Program - Summer Reading Program -School Holiday Program		Council delivered the annual Book Week Program and School Holiday Program during Quarter 1, as well as regular programs the regular programs which include Story time, Baby rhyme time, Lego sessions, Duplo activity and library tours.

Action Code	Priority Action	Traffic Lights	Comments
6.2 PA6	Deliver the Wingecarribee Public Libraries Annual Winter Reading Challenge 2023		During Quarter 1, Council delivered the Winter Reading Challenge with the assistance of the Friends of Wingecarribee Libraries volunteers. The Winter Reading Challenge has been run for 12 years and promotes literacy, library resources and reading during the winter school holiday break. The program ran from 26 June 2023 through to 25 July 2023 with 112 registrations received. 60 participants returned their completed challenge sheets and were eligible for the random main prize draws for each of the three age divisions.



Place Management

Quarterly Highlights

As engagement and communication between Council and village communities continue to increase, Council have taken several place-based initiatives and information to community for feedback. Council attended the Southern Villages Associations meetings and communicated future projects to committees, Council was also made aware of the individual needs for wildlife signage, bushfire preparedness, and desires to provide future events on bushfire prone land.

The isolation of caregivers and young children has been a common matter raised by the community. Council is supporting a series of community-run playgroups and currently five active playgroups run within the villages. Council have partnered with Community Circles, Playgroup NSW, Village, and community associations, to begin a playgroup in Exeter. Yerrinbool community will also launch a playgroup, as well as Hill Top in the next reporting period.

Council has partnered with the Southern Highlands Suicide Prevention Network to deliver the 'Hearts in the Park' event. Council, in collaboration with the Domestic Violence Forum, designed and created Domestic Violence Awareness Stickers for campaign distribution. Highlands Child Youth and family Network has been working closely with Council to deliver a services mapping and networking event planned for the next reporting period.

Council built healthy relationships with community attending four village markets across the Shire along with Bundanoon Community Association expo, Balmoral Garden party, Yerrinbool workshops, Bundanoon Winterfestival, Medway AGM, Bundanoon sports committee meetings, Robertson CTC and the Southern Villages Associations. Various outcomes were reached for committee members of Robertson, Wingello, Penrose, various Bundanoon sports clubs, Bundanoon Folk Festival and the History Association.

Action Code	Priority Action	Traffic Lights	Comments
6.3 PA1	Prepare Place Profiles for Bundanoon, Hill Top, Exeter and Balmoral Villages to understand the 'story of a place'		Council have collaborated with Yerrinbool Village Group and commenced 'A story of place' or Place Profile to be displayed on Councils website and for community groups to share with locals and new residents. The Bundanoon village profile will be delivered next reporting period.
6.3 PA2	Engage with villages to identify and deliver collaborative, community-based projects		Through active engagement with Hill Top Community Association and local residents, Council identified the need for Youth engagement programs at the Hill Top Community Centre. In partnership with Community Circles and River Road Academy, a series of art based drop-in sessions were provided to Youth to explore a range of music, photography, film making, urban and visual art activities. Due to this success, the Youth drop-in will now be rolled out to more villages throughout the Shire.





Places



Assets

We work to ensure that our critical infrastructure including parks, buildings, roads, and drainage are sustainable, effective, and support the community.

We also deliver on the statutory floodplain and traffic management functions of Council as well as inform and develop strategies and plans that support the needs of a changing population.

To enable good decision making and deliver better services, we are always seeking to increase the quality and accuracy of inventory, condition, and performance data for these infrastructure networks.

The Asset Service consists of 3 Principal Activity Areas

1. Parks and Buildings Asset Management
2. Roads and Drainage Asset Management
3. Water and Wastewater Asset Management

We are a key contributor to the themes of 'Places' and 'Environment' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 4.1 A protected, healthy and diverse natural environment

Parks and Buildings Asset Management

Quarterly Highlights

In the September quarter, Council has made good progress in managing the Parks and Buildings Capital Works Program. The focus on Asset Management Maturity is also advancing. Council conducted 61 condition assessments across various assets, including Rural Fire Stations, and developed draft General Community Use Plan of Management and Sportsground Plan of Management.

In customer requests for parks and buildings, 73% of the received requests were completed, addressing complaints, and fulfilling community requests for additional facilities. While cemetery management has been busy, processing numerous applications.

Council is actively developing several strategies and plans, including the Community and Recreation Facility Strategy, the Natural Areas Recreational Activities Strategy, the Natural Areas Plan of Management, and the Mt. Gibraltar Plan of Management. A consultant for the Vietnam War Memorial site is in the process of being engaged.

Furthermore, two out of nine applications for additional facilities in Council-owned properties have been approved, ensuring these spaces better serve the community.

Action Code	Priority Action	Traffic Lights	Comments
7.1 PA1	Prepare Buildings Asset Management Plan (AMS)		Manager's first briefing meeting has been completed, further workshops are being organised.
7.1 PA2	Prepare Parks Asset Management Plan (AMS)		Manager's first briefing meeting has been completed, further workshops are being organised.
7.1 PA3	Complete Plans of Management for: - Community Use and Parklands - Sportsfields		<ul style="list-style-type: none"> • General Community Use (GCU) PoM - draft complete. • Sportsground PoM - draft complete.
7.1 PA4	Complete Masterplans for the locations to be determined by the Community and Recreation Facilities Strategy (CRFS)		<p>The Masterplan process will start once the Community and Recreational Facilities Strategy is adopted by Council, and funding is available to engage an external Consultant to deliver:</p> <ul style="list-style-type: none"> • Mittagong Aquatics Detailed Business Case - site consideration, scope and feasibility • Bundanoon and Bowral - Cost benefit & operational analysis • Mittagong Precinct Masterplan - Mittagong Pool footprint, Mittagong Oval and Highlands Golf Course • Mittagong Indoor Facility / community hub - Detailed Business Case
7.1 PA5	Achieve compliance with Cemeteries and Crematoria Regulation 2022		Council received notification at the beginning of September that Wingecarribee Cemeteries are in License Class two and Council needs to apply to Cemeteries and Crematorium NSW before the end of December for a license to operate. Assets are working to complete the application process and are investigating the required reporting procedures and documentation to meet the conditions of consent under the licensing.

Roads and Drainage Asset Management

Quarterly Highlights

The focus on road and drainage assets continues to drive the quarterly report. Council is scoping the Capital Works Program, with many scoping works completed and more planned for the financial year ahead.

The management of Asset Management Maturity is a priority. Council is actively auditing road and bridge conditions, with data under review, and condition audit reports expected soon. This will help ensure the assets are in top form. Handling customer requests related to roads and drainage is an ongoing process, with many requests now completed and a few still outstanding.

Floodplain Risk Management across the Shire is another key area of work. Flood certificates are being issued, assessments related to flooding are conducted, and progress is made on projects like the Retford farm basin and land acquisition for the Bowral Golf course basin.

Lastly, traffic management matters across the Shire are actively identified, reviewed, and approved. Traffic committee meetings are conducted, and reports are prepared to address traffic management concerns. Council officers are dedicated to maintaining and improving the infrastructure across the Wingecarribee region.

Action Code	Priority Action	Traffic Lights	Comments
7.2 PA1	Prepare Roads Asset Management Plan (AMS)	●	We are reviewing the road data submitted by Infrastructure Management Group (IMG), . After that these will be incorporated in the Road Asset Management Plan.
7.2 PA2	Prepare Drainage Asset Management Plan (AMS)	●	A draft chapter on the drainage asset inventory and condition is prepared.
7.2 PA3	Complete Road Network Inspection (AMS)	●	IMG has completed their field data capture and submitted the data and road capital works program. The Road's team is reviewing the submissions. The data integration will be started after the review. Tech1 implementation early 2024 will allow data integration. The task will be completed by 30 June 2024.
7.2 PA4	Progress Floodplain Management Program	●	The Retford farm detention basin is under construction and land acquisition and design alterations for Bowral golf course basin are in progress.
7.2 PA5	Implement Road Safety Program	●	Work is in progress in line with LGRSP funding requirement from Transport for NSW.

Water and Wastewater Asset Management

Quarterly Highlights

Council is actively working on several important projects to improve essential services in the community. This includes assessing the condition of critical water mains in Mittagong/Bowral, enhancing the safety management system for Bundanoon and Medway Dams, and developing sewer master plans for Bowral and Moss Vale. Council is also continuously updating the Geographic Information System and Asset Management system with new and upgraded assets, processing project completions and work handovers, handling development referrals and customer complaints, and engaging with stakeholders on capital projects.

During the September quarter, Council met annual performance reporting deadlines by submitting more than 700 Key Performance Indicators to the Department of Planning and Environment, ensuring Council meets New South Wales regulatory standards.

Action Code	Priority Action	Traffic Lights	Comments
7.3 PA1	Prepare Water Asset Management Plan (AMS)		The Asset Management Plan update is progressing well. The AMP has been transferred to a new template and is being reviewed.
7.3 PA2	Prepare Wastewater Asset Management Plan (AMS)		The Asset Management Plan update is progressing well. The AMP has been transferred to a new template and is being reviewed.
7.3 PA3	Update the Integrated Water Cycle Management (IWCM) Plan, including the Financial Model (Finmod) (AMS),		The financial model input sheet updates have commenced, and are part completed. A meeting was held with the Department of Planning and Environment to discuss options for IWCM strategy update. The strategy review and gap analysis will commence in the next quarter to identify and prepare the project specification to engage the consultant to update the IWCM and complete the financial modelling.
7.3 PA4	Implement Water Network Monitoring Program		Works have commenced on the data gap analysis of the currently available water network monitoring data, with a view to progress procurement and installation of new devices at sites where data is not currently available. Procurement has not yet commenced.

Project Delivery

Project Delivery is responsible for delivering safe, reliable and accessible infrastructure and services across the Shire.

The types of projects delivered by the team include roads, intersections, roundabouts, carparks, pedestrian facilities, shared paths, bridges and stormwater drainage structures, pipelines, buildings and playground upgrades.

Our primary objectives are to maintain effective delivery of project milestones each year while providing positive experiences for our residents and visitors as they move around and enjoy the Shire.

Project Delivery works closely with the Asset Services team within Council.

We are a key contributor to the theme of 'Places' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 4.2 A community that lives sustainably for the betterment of the plane



Project Delivery

Quarterly Highlights

Progress is steady across various infrastructure projects, including Roads and Drainage, Bridges, Water and Wastewater, Buildings, Playgrounds, and Open Spaces, aligning with the established plan for Financial Year 2023-24.

Community engagement remains a key focus, ensuring that projects are delivered with a strong connection to the community's needs. Ongoing consultation efforts are integrated into the projects' designs and constructions, ultimately aimed at achieving quality results within the set timeframe and budget.

In addition to the ongoing work on numerous projects, priority initiatives like the Bowral Sewer Treatment Plant Upgrade, Old South Road upgrade, Southern Highlands Regional Animal Shelter and Moss Vale State Emergency Services (SES) facility construction are advancing as planned, reflecting our commitment to enhancing community infrastructure.

Action Code	Priority Action	Traffic Lights	Comments
8.1 PA1	Construction of Ritchie Park Playground		Works are progressing on track to be able to meet the project deadline to open in October 2023 for the community to use and enjoy.
8.1 PA2	Design of Pikkat Drive Upgrade (SPS-AM3)		Project Design is progressing to upgrade the sewer pumping station
8.1 PA3	Design of Moss Vale Bypass		50% Design review is complete.
8.1 PA4	Upgrade of Casburn Park		Design is completed. The procurement process is underway to engage a contractor.
8.1 PA5	Design of Ferguson Crescent Bridge		Work is progressing on the concept design. The community consultation is about to commence to get the input from the community on the design drawings.
8.1 PA6	Detailed design of Sewer Plants Upgrade at Mittagong		Detailed design is on track for authority approvals.
8.1 PA7	Detailed design of Sewer Plants Upgrade at Moss Vale		Detailed designs for the Moss Vale Sewer Treatment Plant are substantially complete.
8.1 PA8	Commence construction of Sewer Plants Upgrade at Bowral.		The construction contract was executed on 30 March 2023 with site establishment and a soft start commencing in late April. Works are currently on track with excavation for the new bioreactor completed and work on the concrete structures underway.
8.1 PA9	Complete construction Retford Park Detention Basin		The site has been established and construction works have commenced.
8.1 PA10	Complete construction of Old South Road Renewal		Stabilisation for Stage 1 subbase is commencing this month. The Stage 2 base is being prepared for sealing.

Action Code	Priority Action	Traffic Lights	Comments
8.1 PA11	Design completed for Master Plan - Bowral to Moss Vale 450mm duplication - Stage 1		The preliminary investigations have been undertaken by the Project manager for the purpose of engaging a design consultant
8.1 PA12	Commencement of construction of Moss Vale Hill Road Reservoir Duplication		Investigation works are ongoing in preparation for a Design and construct contract to increase the water supply to Moss Vale.
8.1 PA13	Commence construction of Animal Shelter and State Emergency Services (SES) Building		The contractor has been engaged and works are ongoing in preparation for commencement of the construction works.
8.1 PA14	Commence work for an Emergency Operations Centre at the Moss Vale Civic Centre		The design consultant has been engaged to commence the design of the project to build the new Emergency Operations Centre in response to key actions under the Bushfire Response and Recovery Review 2021.



Development Assessment & Regulations

Our team provides a range of services to the community to assist people seeking to build on or develop land. This includes providing specialist planning and engineering advice and managing and determining development applications.

We apply NSW, regional and local planning policies to achieve sustainable development across the Shire.

We also support the safety, amenity and liveability of the Shire through our ranger and compliance services.

The Planning Development and Regulatory Service consists of 3 Principal Activity Areas. They are:

1. Development Assessment
2. Development Engineering
3. Compliance and Regulation

We are a key contributor to the themes of 'People' and 'Places' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 3.4 Housing that meets the needs of current and future generations

Goal 4.1 A protected, healthy and diverse natural environment

Development Assessment

Quarterly Highlights

Council's dedication to providing quality planning and design guidance to landowners, customers, and the community remains firm. Duty Planning and Pre-Development Application Meetings are available as a service. In a bid to enhance efficiency, online payment options for Pre-Development Application Meetings have been introduced, and the previous duty planning booking schedule has been abolished to make way for an improved customer service model.

Furthermore, the commitment to assessing and determining applications for various development types is constant. Ensuring that these proposals align with local planning objectives and adhere to suitable location and design principles is a pivotal part of the Development Application process.

When it comes to legal appeals on development decisions, Land and Environment Court Appeals are adeptly handled. This includes class 1, class 4, and class 5 appeals, and mediation and conciliation are actively sought when appropriate to achieve optimal solutions and balanced environmental planning outcomes.

Lastly, a commitment to continuous process and policy reviews is evident. This ensures that Council consistently delivers high quality service, robust assessments, and positive development outcomes that align with the community's needs and aspirations. Updates to various policies are ongoing, including the Bonds Policy, Conflict of Interest Policy, Body Camera Policy, Motor Vehicle Policy, and Standard Operating Procedures for Inspections.

Action Code	Priority Action	Traffic Lights	Comments
9.1 PA1	Reduce Development Application assessment timeframes		Development assessment timeframes have stabilised and improvements will continue over the remainder of 2023-24. During Quarter 1, Council: recruited the new Manager and a Fast Track Team Coordinator as well as additional assessment planners. Council commenced the integrated assessment and approval of s.68 Local approvals with Development Applications and reviewed its standard consent conditions.
9.1 PA2	Implement Development Assessment process review changes to reduce Development Application timeframes and accelerate delivery of housing and jobs for the community		During Quarter 1 Council commenced its DA Process Review and implemented a number of process and system changes for efficiency. The process review is continuing into Quarter 2.
9.1 PA3	Reduce the number of Land and Environment Court appeals and losses to achieve cost savings		While Council has little direct control over the number of appeals, measures have been implemented to reduce costs, including obtaining cost estimates and prospects, utilising the range of firms from Council's legal panel and resolving issues at conciliation where possible. The number of appeals received during Quarter 1 decreased compared to the previous financial year.

Development Engineering

Quarterly Highlights

Council has provided vital technical counsel regarding stormwater, water, and sewer infrastructure for development applications. This advisory service, part of the Development Application referral process, is integral to minimising any adverse effects on public and private properties. The approach has been optimised, with all stormwater and sewer applications now being incorporated into the Development Application process, enhancing efficiency.

Rigorous civil certification inspections, encompassing various facets like roads, pavements, stormwater drainage, flood management, traffic management, and on-site detention infrastructure, maintain a professional and prompt standard. To facilitate inspections, appointments can be scheduled through Bookable upon payment of the requisite fees.

Furthermore, the commitment to delivering expert advice on technical engineering matters, including compliance and enforcement, remains steady. The duty engineer service is accessible for both internal and external stakeholders, ensuring robust resolution of engineering issues.

Action Code	Priority Action	Traffic Lights	Comments
9.2 PA1	Review policies and processes for the assessment and approval stormwater, water and sewer work to improve management of the impacts on the community and places		The review of stormwater, water and sewer assessment policies will commence in early 2024. The implementation of recommendations from an Audit into On Site Sewer System Management were progressed.
9.2 PA2	Reduce processing times for stormwater, water and sewer approvals, and road work approvals to accelerate delivery of housing and jobs for the community		During Quarter 1, Council changed its practices and commenced the integrated assessment and approval of s.68 Local approvals and s.138 road works approvals with Development Applications, to reduce delays and accelerate the delivery of housing and jobs.

Compliance and Regulation

Quarterly Highlights

Council's Ranger Service continue to respond to complaints from the public in a prompt manner, ensuring a safe and well-maintained environment. Proactive enforcement of public places also plays a pivotal role in this process. In addition, proactive parking patrols have resumed during September. Also, an additional Ranger position is planned to be advertised in early 2024 to enhance parking turnover management.

To maintain the commitment to compliance, Council is diligently responding to audit obligations for various systems and processes. Development compliance officers are actively addressing breaches of relevant statutory provisions and development consent conditions, ensuring adherence to the law. Furthermore, corrective actions are taken against unapproved connections to Council's water and sewer infrastructure, as well as unauthorised special crossings to the road network. Proactive investigations in these areas are set to begin in early 2024.

To create awareness and encourage compliance, regional campaigns such as the Regional Illegal Dumping campaign and the Onsite Sewerage Management Campaign have been initiated. These campaigns are aimed at improving the community's understanding of compliance and relevant regulations.

Lastly, expert advice on Local Government Legislation is provided to both internal and external stakeholders. Council officers promptly responds to enquiries, offering advice on relevant legislation and planning pathways.

Action Code	Priority Action	Traffic Lights	Comments
9.3 PA1	Establish development compliance investigation prioritisation procedure for consistent reasonable and proportionate response		Development compliance officers have prioritised matters according to their significance and risk with respect to public health and safety, amenity impact and extent of non-compliance with any pre-existing development consent conditions. This will be documented in a formal procedure in Quarter 3.
9.3 PA2	Investigate electronic tools for improved processing of enquiries in the field for improved efficiency		Body cameras were obtained for all compliance and enforcement staff. New Regional Illegal Dumping cameras were purchased for capturing offenders. Computers and systems now allow officers to respond to customer requests while out in the field.
9.3 PA3	Deliver revised public places and animal procedures for Ranger responses to community reports to achieve transparency and consistency		The new Customer Request Management (CRM) system and process was implemented to improve transparency and responsiveness. Council continues to monitor for changes to the Companion Animals Act. The animal response procedure will then be developed before mid 2024.

Shire Presentation

Shire Presentation works across our many towns and villages to support more liveable, active and vibrant communities.

We provide a range of public amenities with a focus on making spaces and facilities accessible, safe and welcoming environments for everyone.

We do this by delivering aquatic services across the Shire, managing the ongoing maintenance of parks and open spaces, ensuring our local assets including buildings, roads and stormwater infrastructure are sustainable and fit for purpose and finally, through the provision of expert engineering advice.

We play a key role in supporting the community in the face of bushfires and other emergencies. We also manage the Council's fleet, enabling a modern and reliable fleet that supports a more sustainable environment.

There are 5 Principal Activity areas supporting Shire Presentation:

1. Customer Service and Business Support
2. Fleet Services
3. Road Infrastructure Construction and Maintenance
4. Open Space
5. Aquatic Services, Building Maintenance and Tree Management

We are a key contributor to the Community Strategic Plan themes of 'People', 'Places' and 'Environment', supporting the following Goals from Wingecarribee 2041.

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 4.1 A protected, healthy and diverse natural environment

Goal 4.4 A resilient Shire that takes action on climate change

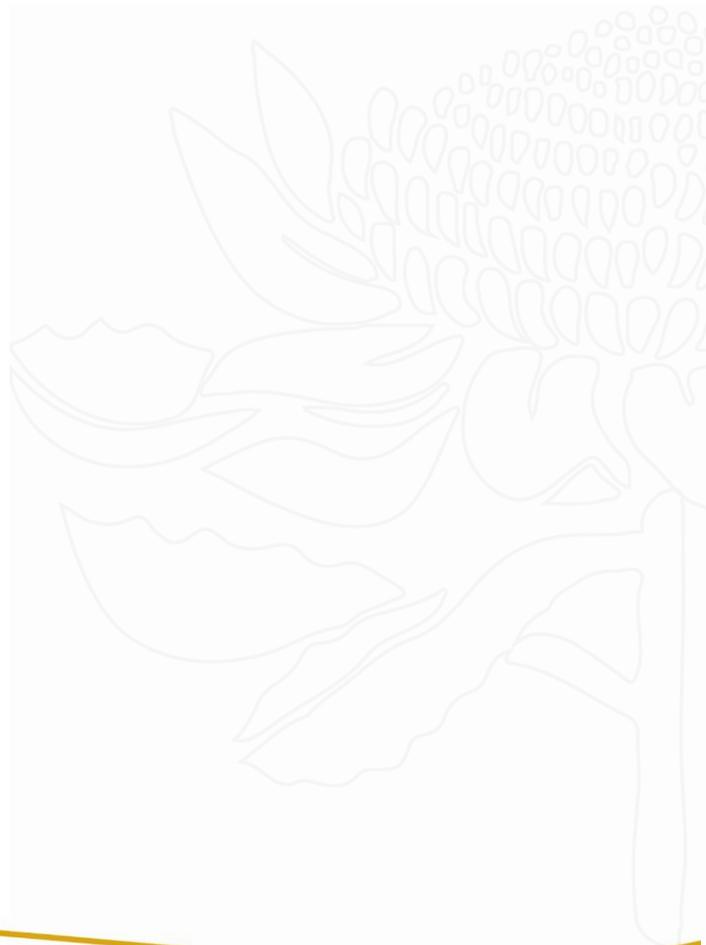
Customer Service and Business Support

Quarterly Highlights

Throughout the September Quarter, Council continued to introduce Quick Response (QR) code surveys in local parks and facilities. These surveys serve as a simple yet effective way for the community to communicate thoughts regarding the upkeep of these areas. The community's input plays a vital role in shaping these spaces, guaranteeing they align with the requirements, therefore, enhancing safety and enjoyment for all members of the community.

Council is actively engaged in analysing the survey data provided by the community. This analysis ensures that the community's feedback directly influences the maintenance levels of open spaces. Placing customers and the community at the heart of the service delivery model, the aim is to maintain these open space assets at the highest standards.

Action Code	Priority Action	Traffic Lights	Comments
10.1 PA1	Launch QR code survey for open space facilities, providing community the opportunity to comment on the standard of open space maintenance		In the September Quarter, Council continued to install QR code surveys in our parks and open space areas, making it easier for the community to share their feedback in relation to ongoing maintenance. Engagement with the community across a diverse number of open space areas will assist Council to meet the needs of the community.



Fleet

Quarterly Highlights

During the September quarter, Council's focus on maintaining and improving its fleet services continued. The emphasis is on creating employment opportunities for trades and apprentices as part of the scheduled fleet servicing and registration inspection programs. Additionally, a focused group of employees are undergoing training to enable Council to conduct heavy vehicle inspections, strengthening in-house capabilities.

Efficiency and cost-effectiveness are central to fleet management. Council is actively working on producing comprehensive data on the utilisation of plant and equipment. This data will help identify opportunities for future cost savings and enhance service delivery, ensuring that every piece of equipment is optimally utilised and fit for its intended purpose.

Council is exploring partnerships with external suppliers to deliver specialist heavy plant breakdown support, enhancing the resilience of fleet services to meet community needs.

Action Code	Priority Action	Traffic Lights	Comments
10.2 PA1	Develop and implement light vehicle and large plant service program		Council's fleet servicing program is on track. Council continues to provide employment opportunities for trades and apprentices to support this program.
10.2 PA2	Contribute to the development of the Operational Vehicle and Fleet transition Plan - for Hybrid and Electric Vehicles		Fleet are contributing to the development of a feasibility study into transitioning to an increased hybrid and electric vehicle fleet. This is being supported through the integration of battery powered parks maintenance equipment as a test environment for future roll out.
10.2 PA3	Explore new technologies to fleet with the future procurement of Hybrid and Electric Vehicles or alternate fuel vehicles		Council is currently engaging with consultants to conduct a feasibility study on the future integration of Electric fleet, plant, and equipment to Council. The aim of the exercise is to reduce Council's reliance on other fuel sources.
10.2 PA4	Explore the introduction of Electric Powered small plant and machinery with stakeholders		Council is in the process of testing battery operated small plant in the Open Spaces area. The full roll out is anticipated to take two years as part of the plant replacement program and will open the door to further opportunities for battery operated equipment.

Road Infrastructure Construction and Maintenance

Quarterly Highlights

In the September quarter, the team has been addressing key areas related to road infrastructure. Emergency and immediate reconstruction works were successfully completed for storm and flood damage caused by events in October 2022. Planning for essential public asset restoration works stemming from the 2022 disasters are currently underway. This ensures efficient utilisation of government funding grants and lessens the financial burden on Council.

Significant progress has been made in the road and drainage capital renewal construction program. Projects like the re-sheeting of Kareela Road and Drapers Creek Road have enhanced road conditions, focusing on community safety and travel convenience. Heavy patches on roads like Oxley Street in Berrima and Valetta Street in Moss Vale ensure not just safety but also improve the road quality.

The commitment to maintaining the regional unsealed roads continues. Numerous potholes and defects have been addressed to improve overall road safety and quality. Significant maintenance work has been completed along the route of the Bowral Classic Bicycle race. Moreover, efforts extend to enhancing natural disaster resilience in regional and local unsealed roads. The development of the Critical Infrastructure Resilience Plan in partnership with the Canberra Region Joint Organisation has commenced. This plan aims to create more disaster-resilient infrastructure for the community.

Action Code	Priority Action	Traffic Lights	Comments
10.3 PA1	Deliver restoration works on infrastructure damaged during the 2022 Floods		During the reporting period, Emergency & Immediate Reconstruction Works & payment claims have been completed within allowed time limits for the following declared disaster events: - April 2022 Storms & Floods - July 2022 Storms & Floods - October 2022 Storms & Floods Essential Public Asset Restoration Works for all these events are in the planning phase. Undertaking these works and claiming the costs ensures the best use of Government funding grants and lessens the impact on Council budgets.
10.3 PA2	Implementation of Range Road renewal project		The September quarter has seen the stormwater drainage and earthworks being completed within the nominated 2km section of Range Road to be renewed. Pavement works have since commenced. Renewal works will see this section of road have improved safety and ride quality.
10.3 PA3	Rebuild and seal storm damaged roads		Essential Public Asset Restoration Works for all disaster events of 2022 are in the planning phase. During the reporting period, investigation, design and estimation work progressed in preparation for submission of funding applications. For all successful submissions, the benefit will be to ensure the best use of Government funding grants and to lessen the impact on Council budgets.

Open Space

Quarterly Highlights

In the September Quarter, Council has been ensuring the community enjoys well-maintained open spaces. This included the successful operation and maintenance of Corbett Gardens for the Tulip Time Festival. Various open spaces were prepared for the Bowral Classic cycling event, ensuring a safe and enjoyable experience for participants.

The commitment extends to enhancing the quality of life in the community. Council has completed the inspection and maintenance of all 49 playgrounds, maintaining their high quality through the quarterly schedule. Safety and accessibility are paramount, and any issues were promptly addressed, minimizing disruptions to the public.

An active review of service levels for open space asset maintenance is ongoing and involves consultation to optimise resource allocation for the benefit of the community. Council is committed to providing high-quality open spaces for the enjoyment of all residents and visitors.

Action Code	Priority Action	Traffic Lights	Comments
10.4 PA1	Establish base line of service levels covering: -Public open space -Playgrounds -Sports Fields (AMS)		Council is in the staff consultation phase of Service Level reviews for open spaces and sports fields, Council is looking at minimising inefficiencies and creating a more productive outcome for the community.



Aquatic Services, Building Maintenance and Tree Management

Quarterly Highlights

During the reporting period, Council reopened Bowral Pool, with the Bundanoon outdoor pool scheduled for a mid-November 2023 opening. Essential maintenance, including tree pruning and repairs, has been completed to ensure a safe and enjoyable swimming season. Tree management demands continue to be addressed to meet annual targets.

In an effort to enhance the urban tree canopy, Council initiated community engagement to develop a comprehensive tree strategy. A consultant has been engaged to assist in drafting this strategy and aligning it with existing policies, emphasising dedication to tree preservation.

Building maintenance programs have adhered to annual budget expenditures and identified critical building priorities. Council introduced a mobile team manager scheduling service to improve communication and transparency with residents, facilitating more programmed events.

A strategic approach has been adopted to allocate resources for maintenance and compliance requirements, maximising benefits for the community. During the September quarter, fire compliance for dry fire requirements across building assets was achieved, reinforcing commitment to regulatory and legislative compliance.

Action Code	Priority Action	Traffic Lights	Comments
10.5 PA1	Maintain clean, safe and operational pool and aquatic facilities		The Council's progress in the September quarter has remained in line with our expectations and targets. Council continues its commitment to enhancing safety holistically across our swimming sites through carefully planned and executed capital works programs, an exceptional customer experience by fostering a secure and enjoyable environment.
10.5 PA2	Populate tree inventory data through street tree inspections		The acquisition of Treeplotter software represents a significant step forward in modernising our tree inventory management. The pending integration and the initiation of manual tree counts in the historic centre will provide essential data for informed decision-making and efficient tree maintenance. Through seamless integration and accurate data collection, we aim to enhance the management of our community's valuable tree assets.
10.5 PA3	Implement the building maintenance program to achieve compliance with legislative and regulatory standards		Progress in fire services works is continuing, aligning with the contract requirements. Council is working on a strategic approach maintaining regulatory compliance across all building assets. The risk-based compliance approach provides a strategic framework to focus efforts on high-risk buildings, ensuring that critical compliance needs are addressed promptly.



Environment

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NEW TRAILER

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Environment and Sustainability

We work to support our unique natural environment helping to ensure it is not only valued but protected, enhanced and resilient.

We support the Council and community to adopt renewable energies and reduce our environmental footprint. We achieve this through coordinated strategy, planning, education and delivery of key environmental programs and projects that work to preserve our environment.

In partnership with the community and our many volunteers, we actively manage the Shire's natural assets, including bushland, and encourage sustainable living, leading the Council's response on climate change and bushfire hazards.

The Asset Service consists of 3 Principal Activity Areas. They are:

1. Sustainability Services
2. Natural Resources Management
3. Bushland and Biosecurity

We are a key contributor to the themes of 'Environment' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 4.1 A protected, healthy and diverse natural environment

Goal 4.2 A community that lives sustainably for the betterment of the planet

Goal 4.3 A low-waste community

Goal 4.4 A resilient Shire that takes action on climate change

Goal 5.2 Sustainable business & industry work in harmony with local community & environment

Goal 5.3 A thriving and diverse agricultural industry

Sustainability Services

Quarterly Highlights

In the September quarter, Council made considerable progress in implementing sustainability and energy management. The Mittagong Depot will soon be equipped with a 15kw solar PV system, reducing the carbon footprint and energy costs. A transition plan for an electric vehicle fleet is also in progress, exploring infrastructure needs for this green shift.

Monitoring and reporting on energy consumption and greenhouse gas emissions are integral to the commitment. Remarkable results have already been achieved, with greenhouse gas emissions cut in half, partly due to a transition to 100% renewable electricity and improved monitoring of fugitive emissions.

The Sustainable Us program continues to empower the community with workshops on plastic reduction, energy efficiency, and sustainability. The Environment and Climate Change Strategy is being drafted, outlining the climate response for the next decade, and plans are underway to engage the community in developing the Community Emissions Action Plan.

Collaborations with various agencies, such as the Canberra Joint Regional Council, Department of Planning and Environment, and the NSW Rural Fire Service, as well as community groups like WinZero, enable the delivery of essential projects.

Action Code	Priority Action	Traffic Lights	Comments
11.1 PA1	Deliver the Sustainable Us community education campaign.		During Quarter 1 Council delivered a number of community events through its Sustainable Us program. The Greener Footprint took place in September and The Good for the Hood program was delivered in August and September with 12 community workshops. The number of Wingecarribee Shire residents participating was the highest across all councils who ran the program! Green Caffein promotion was run with a coffee free day, and participating cafes saw an increase in visitors for a free coffee.
11.1 PA2	Conduct drinking water sampling to ensure quality compliance with NSW Health guidelines.		Weekly and monthly sampling of Council's drinking water system was completed in accordance with NSW Health requirements. All results have met the NSW Health drinking water quality guidelines.
11.1 PA3	Develop a Community Climate Action Plan		Work commenced on Community Emissions Action Plan (CEAP), which was renamed from the Community Climate Action Plan to reduce confusion with other acronyms used by Council and community. Consultants have been engaged to develop the Plan. Planning is in motion to run community engagement sessions in November.

Action Code	Priority Action	Traffic Lights	Comments
11.1 PA4	Provide a solar and battery promotion program to improve uptake in the community.		Council set up the SUNSpot program for residents which is an online interactive solar savings calculator. The tool assists householders and businesses to estimate the solar system installation costs and potential energy savings. Special promotion of the solar program included information at the Greener Footprint fair with a local energy expert present to talk on the importance of solar, and the options available.
11.1 PA5	Develop a roadmap for installing onsite renewable energy projects at Council facilities with a focus on Water and Sewer services.		Council is working with the CRJO in obtaining consultants to review and assess priority sites for Council. Site investigations are planned for Quarter 2.
11.1 PA6	Develop an electric vehicle charging station policy to guide the installation of charging infrastructure.		An EV charging station policy outline was drafted and internal consultation will take place during Quarter 2.
11.1 PA7	Develop and deliver a training program for staff on Council's obligations under environmental legislation.		One on one training has been provided to new staff in key positions in Council. A group training session is planned for quarter 2.
11.1 PA8	Provide assistance to the community driven Energy Efficiency Retrofit Program		Council participated in a pilot program with the NSW Office of Energy and Climate Change looking at factors that influence community uptake of household energy efficiency retrofits. The pilot period has finished, and findings are being collated. Initial insights highlight some local issues: barriers to change such as the need for trustworthy locals for advice, financial benefit played a large role in improvements, and local homes recruited by local groups showed the biggest improvements. Results will be received in Quarter 2.
11.1 PA9	Deliver the Project Green schools sustainability education program in collaboration with the Waste Education officer and the Solar My School program.		Council's engagement program with local Schools continued to be implemented. This includes a regular newsletter to promote programs, grants and other support that Council provides to schools.
11.1 PA10	Investigate measures to improve environmental considerations in Council procurement guidelines and vehicle fleet.		Council worked with its Sustainability Advantage (NSW Government) partnership to develop an electric vehicle transition pathway. A consultant's brief has been prepared and engagement process commenced.
11.1 PA11	Develop a corporate Sustainability Action Plan.		Council has a carbon emission reduction plan in draft. This is continuing to be developed and costed across the organisation and will be finalised in 2024.

Action Code	Priority Action	Traffic Lights	Comments
11.1 PA12	Provide a comprehensive set of sustainable living resources for the community		Council has developed a comprehensive set of resources which is published on its website. During this quarter, two new Sustainable US videos were published for the community. Events and online materials provide guidance and suggestions for locally appropriate activities.
11.1 PA13	Monitor and report on Council's greenhouse gas emissions		Greenhouse gas emissions reporting for the 22/23 financial year has been completed with the results included in the Annual report. Council's greenhouse gas emission has halved across Council since last year. This is a significance improvement with Council moving into a new 100% renewable electricity contract and improved monitoring of fugitive emissions from the sewage treatment.



Natural Resources Management

Quarterly Highlights

The draft Environment and Climate Change Strategy has taken significant steps forward, with internal discussions and preparations for a public exhibition later this year. The Local Strategy Weed Management Plan, presented to the Climate Change and Environment Community Reference Panel, is making good progress in its implementation. Species-specific projects aiming to protect and conserve local wildlife, including koalas, platypus, and eastern long-necked turtles, have been actively engaged in. A vital role in safeguarding other endangered species and ecological communities is also played.

Preserving biodiversity on private lands is a top priority, and support for initiatives like Land for Wildlife and Habitat for Wildlife continues. Proactive measures to address bushfire risk have been taken, including conducting hazard reduction burns in Council-owned or managed bushland reserves, following the Bush Fire Risk Management Plan. Council is dedicated to preserving the local environment and are making steady progress in this important endeavour.

Action Code	Priority Action	Traffic Lights	Comments
11.2 PA1	Create new koala habitat through funded agreements with private landholders as a key action in the Southern Highlands Koala Conservation Project		Selected landholders have been engaged and Management agreements have been prepared and awaiting landholder sign off. Planning for works to commence in October. There have been delays with finalising management agreements and plant propagation and growth. Continuing to support Local Land Services monthly. Three more site visits are being planned to scope out additional projects to reach our hectare target by June 2024.
11.2 PA2	Complete the Plant Community Type Map for the koala habitat and priority corridor mapping project		The Department of Planning and Environment (DPE) Vegetation Mapping Team are no longer able to deliver the hybrid map. Officers from the NSW Koala Strategy Mapping Team met with Council staff to devise a new plan for creating an updated fine-scale Plant Community Type (PCT) base map and are determining the feasibility of translating old PCTs in the 2017 fine-scale PCT map to the new PCT classification system. DPE will be providing the Southern Highlands koala team with mapping support.
11.2 PA3	Install driver awareness signs on key roads to reduce wildlife roadkill, with a focus on koala risk areas		Variable Message Signs (VMS) were installed on Tugalong Road and Old Hume Highway, Yerrinbool this quarter. Each month the signs are rotated to other locations. Messages have been about creating awareness about the start of koala breeding season and koala movements during dusk till dawn. There has been some vandalism. The design of the messages for the Four Vehicle Activated Signs (VAS) has been selected. The installation location inspection with Jenoptik was successful.

Action Code	Priority Action	Traffic Lights	Comments
11.2 PA4	Deliver surveys for the Southern Highlands Platypus Conservation Project		Southern Highlands Platypus Monitoring Network is on hold for the short term.
11.2 PA5	Schedule hazard reduction (HR) in collaboration with the Rural Fire Service		Greyladies hazard reduction (HR) in Mount Gibraltar Heritage Reserve (Gib10) was completed by Fire and Rescue NSW (FRNSW) and the Rural Fire Service (RFS) on 1 August 2023. The five hectares Gibbergunyah Cultural Burn (Gun09) and workshop was completed by Yarrabin Cultural Connections and the Aboriginal Community with assistance from RFS in late August.
11.2 PA6	Implement actions from the Bushfire Risk Management Plan (BFRMP) to manage bushfire risk and hazards in Council reserves		An audit of Asset Protection Zones (APZs) was completed. Vegetation growth is slow at these sites. Engagement of contractors to maintain APZs will commence next quarter. Council prepared and presented a report to the Bush Fire Management Committee (BFMC) meeting and attended a site visit to the new National Parks and Wildlife Brush-tailed Rock Wallaby enclosure. Work to upgrade and maintain vegetation along both strategic and tactical fire trails will commence over coming months.
11.2 PA7	Seek biodiversity conservation and restoration grants to support Bushcare in Council reserves		A submission was prepared for a Habitat and Fisheries grant to restore and rehabilitate a section of Mittagong Creek in Bowral, below the Retford Farm Detention Basin.
11.2 PA8	Repair flood damaged creek banks in Mansfield Reserve		The erosion repair and new bed level crossing designs have been finalised. The Review of Environmental Factors (REF), including a comprehensive biodiversity assessment and report, was completed and the quotes for the two stages of the project received. The work is planned to go ahead in late October or November, weather permitting.
11.2 PA9	Deliver Bushcare and Rivercare Program workshops to provide community volunteers capacity and skills in plant identification and bush regeneration techniques		The Land for Wildlife nature walk and introduction to citizen science and biodiversity monitoring attracted 28 people at Canyonleigh. Many residents and visitors had the opportunity to discuss volunteering opportunities and Bushcare at the Moss Vale Agri-Show.
11.2 PA10	Deliver School Environment Day education program activities		Planning has commenced for the delivery of the next Schools Environment Day in February 2024. A meeting has been held with the Outdoor Education Group and the event booked in and contract prepared.
11.2 PA11	Promote and support community participation in biodiversity monitoring		Planning and procurement for the Aussie Bird Count underway for 2023. Citizen science

Action Code	Priority Action	Traffic Lights	Comments
	and information collection for more informed decision making for bird, turtle and frog wildlife		apps have been promoted at most community events.
11.2 PA12	Recruit new landholders into the Land for Wildlife and Habitat for Wildlife programs to increase the area of land in the Shire managed for conservation		Four Land for Wildlife expressions of interest, six site visits and three landholder agreements completed, with monthly newsletters sent out to members. Eight new Habitat for Wildlife members received welcome packs. A series of workshops and events were delivered including the LfW meet-up and nature walk in Canyonleigh, Koala Karaoke at Empire Cinema, After Dark Koala Search Party at Camp Wombaroo and three Koala pop-up stalls at Guula Ngurra National Park, Mansfield Reserve and Lake Alexandra.
11.2 PA13	Undertake collaborative rabbit control at Berrima Reserve and other key public reserves in partnership with neighbouring landholders		Rabbit control work occurred in Berrima Weir Reserve and Berrima Cemetery via Pindone and ground-based shooting. Fumigation of warrens in Mansfield Reserve and Hammock Hill followed a rabbit control program completed last year. Rabbit warrens rabbit activity have been assessed and mapped at Oxley Hill Reserve and Mount Gibraltar Heritage Reserve with plans for fumigation over late spring or summer. Council staff attended a Local Land Services Feral Animal Working Group meeting in Goulburn.



Bushland and Biosecurity

Quarterly Highlights

During the September quarter, Council's environmental efforts remained strong, with 859.5 hours devoted to bush regeneration in natural reserves to maintain their ecological function and beauty. The dedicated Bushcare Volunteers contributed an additional 355 hours, showcasing the community's commitment to environmental preservation. Furthermore, 97 work sessions in natural areas and the community nursery were conducted to ensure the vitality of our green spaces.

Council staff have performed 452 inspections in various Shire areas to mitigate the risk of biosecurity threats and invasive weeds, safeguarding the Shire's natural beauty and biodiversity.

Action Code	Priority Action	Traffic Lights	Comments
11.3 PA1	Increase the capacity and skills of volunteers assisting to deliver the Bushcare Program	●	During the September Quarter the Bushland Team delivered 25 separate working bees with a total of 355 volunteer hours invested within our bushland reserves.
11.3 PA2	Undertake priority biosecurity weed inspections along high-risk pathways and sites	●	<p>Biosecurity surveillance is tracking well, having completed a total of 452 inspections in the following areas</p> <ul style="list-style-type: none"> - Roadsides - nurseries - florists - public land - high risk sites - private land. <p>The program is on track to achieve annual targets. with 246.44 kms of roadside conducted inspected and 42 high risk sites inspected.</p>
11.3 PA3	Complete biosecurity weed control in at least five identified high environmental value bushland reserves	●	Weed control was conducted on 14 separate bushland reserves within the September Quarter reporting period. With a total of 420 hours spent conducting weed control on Biosecurity weeds.

Resource Management & Waste

Each year, thousands of tonnes of waste is accumulated within the Shire.

Our services focus on minimising this waste, increasing recycling and treatment of waste and diverting waste from landfill.

These services are critical to ensuring not only a more sustainable Shire, but a cleaner, healthier and safer environment.

We also work with stakeholders to educate the community about the impacts of waste and how waste can be avoided or reduced.

Resource Management and Waste consists of 2 Principal Activity areas:

1. Waste Operations
2. Waste Services

We are a key contributor to the Community Strategic Plan theme of 'Environment' and support the following goals from Wingecarribee 2041.

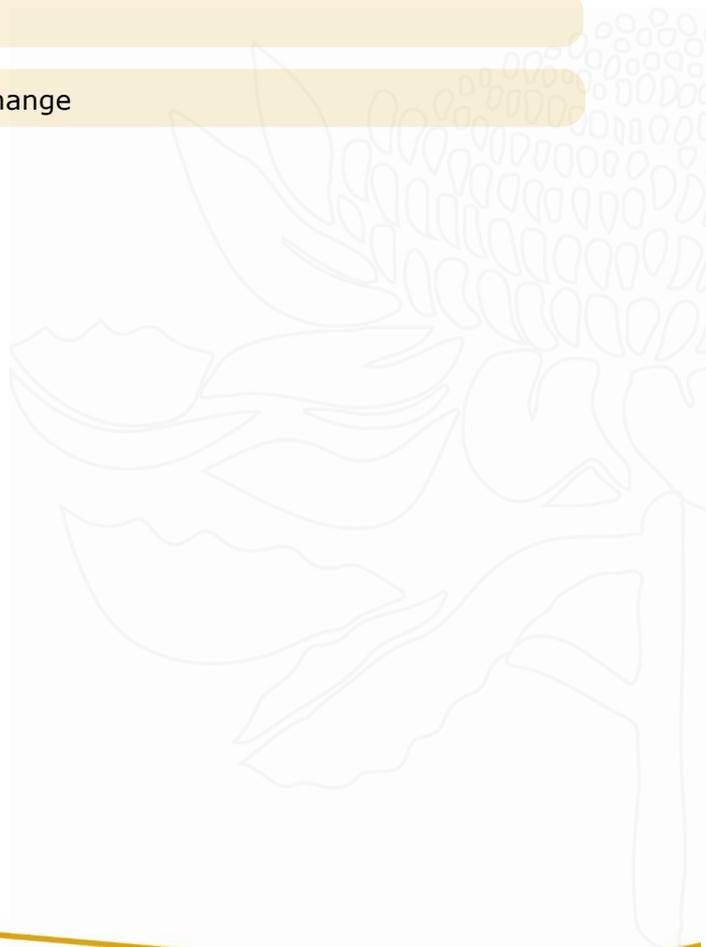
Goal 3.3 Livable and sustainable communities

Goal 4.1 A protected, healthy and diverse natural environment

Goal 4.2 A community that lives sustainably for the betterment of the planet

Goal 4.3 A low-waste community

Goal 4.4 A resilient Shire that takes action on climate change



Waste Operations

Quarterly Highlights

Council continues to provide accessible and affordable waste services to the community. Changes in waste trends have been observed compared to the previous year, with a 10% decrease in red bin waste, a 20% drop in recycling volumes, and a 30% reduction in green waste, primarily due to seasonal factors, with an anticipated increase in the coming months. Additionally, the total waste received at the Resource Recovery Centre has decreased by 16% compared to the September quarter in the previous financial year.

The Council is also focused on maintaining clean public spaces by upgrading bins in Bowral with larger 120-litre bins. Furthermore, various waste and recycling projects are actively being pursued, such as the e-waste disposal review for cost savings and alternative solutions for mattress processing to reduce expenses. Governance improvements are underway, including the development of an Inert waste service contract. To promote community engagement, education and workshops on waste reuse, recycling, and innovation are conducted to ensure the community is well-informed about responsible waste management.

Action Code	Priority Action	Traffic Lights	Comments
12.1 PA1	Develop and implement a facility Master Plan		A master plan has been drafted covering the 5, 10 and 15 years horizons for the Resource Recovery Centre (RRC). The remaining outstanding task is the development of a quantity survey of the proposed facility improvements projects to support the Master plan.
12.1 PA2	Deliver recycling opportunities to villages		Problem Household Waste materials - Mobile CRC construction was completed, and operations are now awaiting EPA final approval. An operations plan and schedule has been developed.
12.1 PA3	Implement a robust, transparent, and reportable risk management process that is aligned with Council processes.		A detailed risk identification/ analysis/ evaluation and Risk treatment plan has been drafted based on ISO Standard ISO31000:2018 Risk Management-Principles and Guidelines for Waste services.
12.1 PA4	Prepare an Upgrade Plan for weigh bridge system		Supporting infrastructure has been captured in the Facility master plan. Detailed costing for upgrade has been sourced and is currently under review for timing and benefit.
12.1 PA5	Support interjurisdictional working groups and forums including: - Illawarra Southern Joint Organisation - Canberra Regional Joint Organisation - Project 24 - WMRR and Macarthur Waste Alliance		Participation at the monthly Canberra Region Joint Organisation (CRJO) meeting and involvement in the waste stream volume and flow mapping for the CRJO region. Presentation on Council waste activities to the CRJO board. Negotiation of the Project 24 waste disposal contract and development of a FOGO implementation plan as part of the MacArthur alliance.

Action Code	Priority Action	Traffic Lights	Comments
12.1 PA6	Assess regulatory changes to Waste Operations		"Clause 42 of Schedule 1 of the POTE Act 1997 was amended to provide that waste storage is not a scheduled activity in certain circumstances relating to community recycling centres and household chemical clean-out events
12.1 PA7	Commence development of Strategic Waste Infrastructure Plan (AMS)		The development of the Strategic Waste Infrastructure Plan will commence in 2024.
12.1 PA8	Prepare Asset Management Strategy for repairs and maintenance (AMS)		An initial review of the existing Asset Management Plan has been undertaken to ensure the capture of current assets.
12.1 PA9	Develop a works program based upon asset management strategy and condition assessments (AMS)		Schedule of works needs to be developed in line with Asset Management Plan Strategy and master plan.



Waste Services

Quarterly Highlights

Council is proactively managing domestic waste, recycling, and organics collection contracts to meet community needs. This involves reviewing contract performance and engaging directly with residents to address challenges and issues.

The commitment to sustainable waste practices is evident through impactful waste minimisation and recycling education programs. Short and long-term strategies are being developed, emphasising community involvement and educational workshops on waste reuse, recycling, and innovation.

Efforts to reduce landfill waste volume have temporarily affected the diversion rate, but a recovery is expected over the next six months, particularly during the seasonal growth period, with 15% of inert waste already diverted in the September quarter, including paper, metal, and plastics.

Planning for the future of waste management in the growing Shire is a high priority, with the construction of a Mobile Community Recycling Center (CRC) completed and ready for implementation following Environment Protection Authority (EPA) approval. Council is also actively identifying potential areas for future waste collection throughout the Shire.

Action Code	Priority Action	Traffic Lights	Comments
12.2 PA1	Complete the procurement for the next kerbside collection contract	●	Procurement documentation is currently being drafted. A procurement time has been defined. Legal and governance support have been procured.
12.2 PA2	Improve waste contract governance processes including input into contract development, scheduling, contract management and administration	●	Reviewing contract meetings as to contract requirements. Reviewing contractors' performance KPI's. Direct engagement with residents for challenging situations. Develop a contract procurement timeline with a focus on high value/ high risk contracts first. All waste stream/services are to be evaluated.
12.2 PA3	Develop residential waste controls and entitlement policies for implementation into new Development Control Plans	●	Engaging with service providers to develop waste service guidelines.
12.2 PA4	Develop a Domestic Waste Scenario Model	●	A waste scenario model is in the final stages of development and validation. This model will allow Council to test /model various scenarios to determine impacts to costs and service levels.
12.2 PA5	Develop a procurement strategy for all waste services delivered by Waste and Resource Management	●	A procurement plan is in development focusing on high value/ high risk procurement as a priority. Key procurements are waste disposal, waste collection, inert processing/disposal, and residual green waste.
12.2 PA6	Plan the Food Organics and Garden Organics (FOGO) program	●	A FOGO draft implementation plan has been developed in conjunction with the McArthur Alliance group of Councils.

Action Code	Priority Action	Traffic Lights	Comments
12.2 PA7	Develop a Waste Education Strategy		The waste education strategy is under review in line with the waste strategy, survey, and past audits to develop key focus areas and programs for the next 3-5 years.
12.2 PA8	Deliver and evaluate Recycling Discovery programs, outreach education and media campaigns		Conducted workshops and events including Compost Revolution and Worm farming workshops. Facilitated Waste wise workshops, Schools Environment days, Greener Footprint Fair and Enviromentors focusing on primary students.
12.2 PA9	Refresh and maintain the Waste Services website		Website content/ pages have been mapped to improve access to information. Next step is to review and update content.
12.2 PA10	Deliver Circular Economy initiatives		Council has initiated investigation into various projects to embed circular economy within the waste management process including, the potential for recovering/ recycling the contents of the MSW (red) bin and harvesting of plastics from the inert waste stream.
12.2 PA11	Develop the Waste Management Strategy		A Waste Management Strategy has been developed and placed on public exhibition for 28 days. The strategy is a combination of ambition, practicality, improved service offering and feasibility over the longer term. The strategy identifies 3 Strategy directions, supported by 18 Objectives and 78 key actions to be delivered over the strategy time frame that will create a more sustainable shire.
12.2 PA12	Complete an analysis of waste data to identify opportunities and trends in the Shire		A range of waste data models have been developed including a 5-year trend for curbside waste and a 3-year total waste volume and diversion model.
12.2 PA13	Complete a review of the Reviva centre operational model, considering opportunities in relation to resource recovery operations and facilities		A review of the operating models has been completed with the recommendation presented to Council in September. It was resolved that the Reviva' will be insourced to: <ul style="list-style-type: none"> a. Support an increase in material diversion away from landfill by a significant level. b. Enhance the financial inflows into Councils operating budget. c. Enable harmonisation and compliance with NSW Resource Recovery frameworks. d. Enable increased compliance with the 2019 National Waste Action Plan.

Water Services

As a local water authority, Council is responsible for the supply of safe and reliable drinking water across the Shire.

The service supports the overall health of our environmental waters and downstream communities including the Sydney Water Catchment.

We do this through the management and maintenance of water networks, the treatment of potable water and the delivery of sewage and wastewater services.

We also work closely with the community, including local business and industry, to better protect our water supply as a precious natural resource.

There are 5 Principal Activity areas supporting Water Services

1. Depot Operations
2. Sewage Treatment
3. Water Network Operations
4. Wastewater Network Operations
5. Potable Water Treatment

We are a key contributor to the themes of 'Places' and 'Environment' in the Community Strategic Plan and support the following goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.1 A physically and digitally connected Shire

Goal 3.3 Liveable and sustainable communities

Goal 4.4 A resilient Shire that takes action on climate change

Depot Operations

Quarterly Highlights

During the reporting period, Council has been dedicated to ensuring the continuity of water and wastewater services for the community. Council officers carried out preventive maintenance on headworks assets, adhering to the schedule. This proactive approach has been crucial in maintaining the smooth operation of the water and wastewater networks, allowing the provision of clean water and efficient wastewater treatment to the residents.

The commitment extends to both preventative and reactive maintenance, ensuring the continuous delivery of operational water and wastewater services. By maintaining and repairing key infrastructure, the risk of disruption is minimised, aiming for uninterrupted service for the community.

Water and wastewater asset renewal programs are proceeding on time and within budget. These programs are essential for maintaining and improving the infrastructure that delivers these vital services to the community, ensuring their reliability and sustainability.

Action Code	Priority Action	Traffic Lights	Comments
13.1 PA1	Undertake electrical control cabinet renewals	●	The electrical control cabinet renewal program has been completed for wastewater assets.
13.1 PA2	Carry out Water SCADA (monitoring and controlling) system upgrade	●	The design work has been completed for the new SCADA panel installation. Delivery of the new panel is due in November.
13.1 PA3	Carry out Sewer SCADA (monitoring and controlling) Renewals	●	Robertson Dam valve SCADA upgrade completed. The other works are under progress as per the schedule.
13.1 PA4	Replace pneumatic controls for filter valves at Wingecarribee Water Treatment Plant (WTP)	●	New pneumatic panels have been installed at Wingecarribee WTP. New pneumatic lines installation under progress.
13.1 PA5	Deliver the Water mains renewals program 2023-24	●	The scoping has been completed. Procurement of the work is in progress.
13.1 PA6	Deliver the Sewer main renewals program 2023-24	●	Two sewer main renewals have been completed. The other sewer main renewal work is in progress as per the renewal program.
13.1 PA7	Deliver the Water meter renewals program 2023-24	●	The procurement of the water meters has been completed. The procurement for the installation is in progress.
13.1 PA8	Deliver the Manhole renewals program 2023/24	●	The manhole relining is nearing completion. The manhole rebuilding is in progress.

Sewage Treatment

Quarterly Highlights

During the reporting period, Council remained compliant with the licences from the NSW Environmental Protection Authority, ensuring that the sewage received is treated effectively and discharged in accordance with regulations.

The commitment to compliance extends to following best practices for sewerage, including monitoring, and treating Liquid Trade Waste. New testing methods are actively being planned in collaboration with the staff to enhance the systems.

Disposing of sewerage bio-solids aligns with NSW Environmental Protection Authority guidelines. Bio-solid disposal has been successfully caught up on from the previous year, and the process for the new cycle is now beginning. This work is crucial to safeguarding the environment and public health.

Priority Actions 2023/24

This year the service area will be focusing on the delivery of its core businesses to ensure service effectiveness and efficiencies.



Water Network Operations

Quarterly Highlights

Over the September quarter, Council has been maintaining the water network to ensure the delivery of safe drinking water to all customers. Additionally, Council officers are committed to conducting extensive water quality sampling at various points throughout the network. These regular checks, in line with Australian Drinking Water Guidelines and New South Wales (NSW) Health requirements, are essential to meet compliance standards. Council ensures independence by submitting samples for lab analysis, with the results reported directly to NSW Health.

Council continues to respond to requests for connection and metering works, allowing new customers to access the water network seamlessly. All these operations adhere to industry standards.

The commitment to service extends to providing specialist advice and operational assistance to stakeholders, both within the organisation and externally. Council takes pride in being a valuable resource for the community, ensuring that the water network runs smoothly and safely.

Action Code	Priority Action	Traffic Lights	Comments
13.3 PA1	Install a Pressure Reducing Valve (PRV) to protect Mittagong water mains network	●	The PRV has been installed successfully with no adverse impact to the local environment.
13.3 PA2	Undertake specialised water mains cleaning around Bowral Hospital to protect water quality	●	Water Services continuously strive to deliver, as a minimum, Australian Drinking Water Quality Standards, and strive to meet and achieve WSC Customer Experience Charter.



Wastewater Network Operations

Quarterly Highlights

During the reporting period, Council has been working to maintain a reliable wastewater network. The focus has been on initiative-taking maintenance like Closed Circuit TV surveys and addressing network defects promptly. There is also a proactive approach to customer requests, ensuring efficient handling, and preventative cleaning measures have been added to reduce customer calls, blockages, and overflows.

The Closed-Circuit TV surveys are especially crucial in areas affected by Infiltration and Inflow. When defects are discovered, they are rectified promptly, and the process to address illegal connections is being fine-tuned, which includes conducting smoke testing.

For new customer requests, construction of new connections and network extensions has been undertaken as needed, and scheduled network maintenance for wastewater treatment plants and pumping stations continues. Council is committed to keeping the wastewater network operating smoothly and efficiently to meet the community's needs.

Action Code	Priority Action	Traffic Lights	Comments
13.4 PA1	Develop the proactive maintenance team in line with position description accountabilities and performance measures.		This is progressing well with experienced staff joining the team. The smoke testing process is to be finalised before conducting test activities.
13.4 PA2	Identify network sections requiring renewal		Assets identified for renewal are on schedule and programmed by age of asset, structural defects from WINCAN score, capacity increase for network operation.
13.4 PA3	Action Customer Requests and undertake preventative maintenance		Customer requests have increased while preventative cleaning has decreased. Work practices will be reviewed and changes implemented as required.

Potable Water Treatment

Quarterly Highlights

Council's commitment to providing the community with safe drinking water continues, with a 100% compliance rate this year, ensuring water treatment meets Australian and New South Wales (NSW) guidelines.

Council is focused on dam safety. To comply with regulations, a consultant has been engaged to update the Dam Safety Management Plan, and the project is on track for timely completion.

Council is managing and disposing of sludge in compliance with legislation. The successful completion of last year's disposal has been followed by the start of this year's work, demonstrating commitment to environmental responsibility.

Priority Actions 2023/24

This year the service area will be focusing on the delivery of its core businesses to ensure service effectiveness and efficiencies.





Economy



Strategic Outcomes

The Strategic Outcomes team supports the community, environment, and local economy through the development of key policies and plans that consider the needs of the Shire now and into the future.

The team is responsible for some of the leading strategic documents prepared by the Council including the Local Strategic Planning Statement, Local Housing Strategy and the Local Environmental Plan.

They are key drivers of place-based planning, working to transition the Shire to a planning approach which is focused on addressing the needs of individual areas and communities.

The team is also responsible for Economic Development activities including attracting investment into the Shire and supporting local business and industry.

There are 3 Principal Activity areas supporting Strategic Outcomes

1. Economic Development
2. Strategy and Place
3. Strategic Policy

We are a key contributor to the themes of 'Places' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 2.1 A happy, healthy, active and resilient community

Goal 2.3 A creative, diverse and vibrant community

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 3.4 Housing that meets the needs of current and future generations

Goal 4.4 A resilient Shire that takes action on climate change

Goal 5.1 People want to visit, work and invest in the Shire

Goal 5.2 Sustainable business & industry work in harmony with local community & environment

Goal 5.3 A thriving and diverse agricultural industry

Goal 5.4 A supported and connected local business community

DP 14.1 Economic Development

Quarterly Highlights

In recent efforts to boost economic development in the region, Council has taken important steps. The development of a Master Plan and Governance Strategy for the Southern Highlands Innovation Park has been initiated. At Council's Meeting held on 19 July 2023 it was resolved that Architectus be engaged for this project, with initial stakeholder consultations already underway.

Support for local and regional business and economic development strategies continues. Business inquiries are promptly addressed, and discussions are underway for future industry forums. The Economic Community Reference Panel was established, and they convened in September to discuss vital economic development matters.

Collaboration with local educational institutions to enhance workforce development and employment opportunities for the community has been actively pursued. This includes a Careers Day held on 17 August 2023, in partnership with Tafe NSW, to inspire local youth to pursue careers in, and contribute to the Shire's workforce. The commitment to responding to business and investment opportunities within the Shire remains resolute, with close collaboration with various organisation's to foster economic growth.

Action Code	Priority Action	Traffic Lights	Comments
14.1 PA1	Prepare and implement a Master Plan and Servicing Strategy framework for development of the Southern Highlands Innovation Park		At the Council meeting of 19 July 2023, Council resolved to issue a tender to Architectus to develop the Master Plan and Governance Strategy for the Southern Highlands Innovation Park. Architectus has begun that work and initial stakeholder consultation is underway. The project's commencement was delayed due to delays in receiving the funding for this project.
14.1 PA2	Establish a Governance Framework for the Southern Highlands Innovation Park		At the Council meeting of 19 July 2023, Council resolved to issue a tender to Architectus to develop the Master Plan and Governance Strategy for the Southern Highlands Innovation Park. Architectus has begun that work and initial stakeholder consultation is underway.
14.1 PA3	Prepare an Implementation Plan for the Destination Strategy in consultation with industry		Internal discussions have been held regarding the Implementation Plan for the Destination Strategy. Council has been investigating funding opportunities for this project and is behind scheduled due to other priorities taking precedence.
14.1 PA4	Prepare the Economic Development Strategy - Integrated Action Plan		Due to other priorities taking precedence, this item has not progressed. This will commence in the 2 nd quarter of 2024.

Action Code	Priority Action	Traffic Lights	Comments
14.1 PA5	Implement the Small Business Commissioners report for Wingecarribee Shire		Council officers are implementing the recommendations of the Small Business Commissioners report including the establishment of the Economy Community Reference Panel which met on 21 September 2023, participation in leadership training for staff, preparing amendments and strategies to planning controls to facilitate business and investment within the Shire, and holding discussions regarding the preparation of an Implementation Plan for the Economic Development Strategy.
14.1 PA6	Facilitate industry forums to promote industry and support local business		Council is working with local stakeholder groups to plan for and host an Agritourism event by the end of 2023. A number of discussions have been held to date.
14.1 PA7	Facilitate local disability awareness training for local businesses		An industry forum is proposed to be held by June 2024.



DP 14.2 Strategy and Place

Quarterly Highlights

Council is actively advancing key development projects to shape the community's future. The first step is creating master plans for the main town centres, beginning with Bowral Town Centre Masterplan. Community-led place plans for Robertson and Bundanoon are also in preparation, with the Robertson Village Place Plan completing public exhibition.

For the Bowral South New Living Area, consultants are finalising the necessary environmental studies, and Community Design Workshops are being conducted in November to understand the community's vision for the area. Despite initial funding delays, commitment remains to developing the Master Plan and Governance Strategy for the Southern Highlands Innovation Park (SHIP).

Development Control Plans are under review in alignment with the Local Strategic Planning Statement and Local Housing Strategy, starting with the review of Medium and Low-Density Residential Controls. These initiatives underscore commitment to enhancing the frameworks shaping the community's future.

Action Code	Priority Action	Traffic Lights	Comments
14.2 PA1	Finalise the Robertson Village Place Plan		On 16 August 2023, Council endorsed the Draft Robertson Village Place Plan for public exhibition. Two community engagement activities were undertaken on 5 and 10 September 2023, to seek the community's feedback on the draft Plan. This project is progressing slightly behind track as the analysis and preparation of the draft Place Plan warranted more time than anticipated.
14.2 PA2	Complete the Bowral Town Centre Master Plan		In August, Council received a draft Bowral Town Centre Master Plan and supporting background report. Council officers have reviewed the draft Master Plan, and a report is being prepared for the Local Planning Panel and Council seeking to publicly exhibit the draft Master Plan.
14.2 PA3	Implement the Medium Density Residential controls		Council has been reviewing the submissions received during the exhibition of the draft Medium Density Residential Controls in March 2023. This project is progressing behind schedule as other projects have taken priority.
14.2 PA4	Prepare a Master Plan and Servicing Strategy for the Bowral South New Living Area		The Bowral South Master Plan and Servicing Strategy is ongoing and is largely on track. The consultants completed the Ecology field survey in July 2023. The consultants have also provided Draft Strategic Heritage Assessment, draft Ecological constraints analysis report and a draft high-level draft structure plan, for Council's review and feedback.
14.2 PA5	Prepare a detailed Master Plan for the Southern Highlands Innovation Park		At the Council meeting of 19 July 2023, Council resolved to issue a tender to Architectus to develop the Master Plan and Governance Strategy for the Southern Highlands Innovation Park. Architectus has begun that work and initial stakeholder consultation is underway. The project's commencement was delayed due to delays in receiving the funding for this project.

Action Code	Priority Action	Traffic Lights	Comments
14.2 PA6	Develop the Integrated Transport Strategy		The Integrated Transport Strategy is being undertaken by the Institute for Sensible Transport. Data collection and preliminary community engagement has been undertaken, with several engagement activities undertaken in September 2023 seeking community feedback. The project is behind schedule due to other conflicting priorities.
14.2 PA7	Review Council's Developer Contributions Plans		A review of Council's Development Contributions Plans will occur following the finalisation of the Community and Recreation Facilities Strategy and Integrated Transport Strategy, and once detailed Infrastructure Schedules for these Strategies have been developed. These Strategies have not yet been endorsed by Council to enable the review to occur.
14.2 PA8	Implement the Community and Recreational Facilities Strategy		The Community and Recreation Facilities Strategy will be implemented by the Strategic Outcomes department through a review of the Development Contributions Framework. This will occur once Council adopts a final Strategy and after detailed Infrastructure Schedules have been prepared to inform the relevant Contributions Plan.



DP 14.3 Strategic Policy

Quarterly Highlights

Council has been actively working on implementing and monitoring the Wingecarribee Local Strategic Planning Statement (LSPS). This is to ensure that it aligns with the community's vision for the Shire's environmental, agricultural, economic, housing, infrastructure, and character qualities. Several significant projects have been in progress, all consistent with the LSPS actions, including the Draft Robertson Place Plan, Draft Bowral Town Centre Master Plan, Integrated Transport Strategy, Draft Community Heritage Study, Draft Master Plan for the Southern Highlands Innovation Park, and a review of Low and Medium Density Residential Development Controls.

In parallel, Council has been implementing the Wingecarribee Local Housing Strategy, with a focus on housing supply and diversity alongside essential infrastructure. A Masterplan and Servicing Strategy for the Bowral South New Living Area, as identified in the Housing Strategy, is set to be completed in early 2024.

Council is actively considering and acting on Planning Proposals in line with adopted strategies and statutory frameworks, ensuring adherence to Departmental Guidelines and Ministerial Directions. Proposals are evaluated on their merits, with recommendations provided to the Local Planning Panel and Council when necessary.

Council is engaged in a Heritage Study aimed at reviewing the list of current and potential heritage items. This initiative has undergone a resolution and features community engagement through the Your Say Wingecarribee website.

In response to State and Federal Government policies, strategies, and plans, Council consistently provides input. This includes participating in discussions about the South East & Tablelands Regional Plan, draft amendments to State Environmental Planning Policies, and regional development policies related to community interests.

Action Code	Priority Action	Traffic Lights	Comments
14.3 PA1	Complete outstanding Planning Proposals and undertake new ones in a timely manner		Current Planning Proposals are progressing in accordance with Departmental Guidelines & Ministerial Directions to meet statutory frameworks. Scoping Proposals are considered on their merits and reported to the Local Planning Panel and Council, where applicable.
14.3 PA2	Complete the Heritage Study		A resolution to progress the draft Wingecarribee Shire Community Heritage Study was passed at the Council Meeting of 19 July 2023. Information about the study and the implications of heritage listing has been prepared and provided to the community through the Your Say Wingecarribee website. Consultation with property owners, other stakeholders and the wider community commenced in September 2023.
14.3 PA3	Undertake a Planning Proposal to update Schedule 5 of Wingecarribee Local Environmental Plan (WLEP 2010) and associated maps.		A Planning Proposal to amend Schedule 5 of Wingecarribee Local Environmental Plan 2010 will be considered once the Community Heritage Study is completed and reviewed and recommendations adopted by Council.

Action Code	Priority Action	Traffic Lights	Comments
14.3 PA4	Seek funding to undertake Employment Lands Review		Council continues to explore funding options and will seek grant funding when the opportunity arises.
14.3 PA5	Develop preparatory studies for revised LEP and DCP's		A review of Low and Medium Density Residential Controls is currently being finalised for public exhibition. These, and place based strategic studies such as the Robertson Place Plan and the Bowral Town Centre Master Plan, will inform the review of LEP and the associated DCPs.



Business and Property

Business and Property Services is responsible for the management of Council's property portfolio and local childcare services.

Business and Property are also responsible for the Shire's Animal Shelter and the Southern Region Livestock Exchange.

The service works to promote the Southern Highlands as a great place to visit and invest. We do this through the management of tourism and events and collaborating with the local and regional visitor economy.

Our property portfolio covers assets including community facilities and halls as well as commercial buildings.

Responsible and effective management of these properties helps us to provide better local community facilities and sustains Council's financial position in the long term through timely and considered investments.

Business and Property Services consists of 5 Principal Activity areas:

1. Southern Region Livestock Exchange
2. Property Services
3. Children Services
4. Tourism and Events
5. Animal Shelter

We are a key contributor to the themes of 'People' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

Goal 2.1 A happy, healthy, active and resilient community

Goal 2.2 An inclusive community where everyone can participate in community life

Goal 2.3 A creative, diverse and vibrant community

Goal 4.2 A community that lives sustainably for the betterment of the planet.

Goal 5.1 People want to visit, work and invest in the Shire

Goal 5.2 Sustainable business & industry work in harmony with local community & environment

Goal 5.3 A thriving and diverse agricultural industry

DP 15.1 Southern Region Livestock Exchange

Quarterly Highlights

Council's Southern Regional Livestock Exchange continues to operate in strict compliance with all necessary legislation and regulatory standards, ensuring the integrity of livestock sales.

The Exchange has been instrumental in managing livestock from across the shire, including those affected by natural events like fire, flood, or biosecurity incidents. Notably, there has been a significant increase in the number of cattle passing through the saleyards compared to the same period in 2022, rising from 6,746 head to an impressive 12,514 head. This reflects the commitment to supporting the community's livestock needs and addressing challenges posed by environmental occurrences.

Action Code	Priority Action	Traffic Lights	Comments
15.1 PA1	Manage Agent contracts to ensure they provide effective livestock sales for the community		Agent Contracts drafted. Currently in the process of being reviewed by legal counsel. Consultation meetings scheduled.
15.1 PA2	Update the Asset Management Plan (AMS)		Project is planned to commence during the December 2023 quarter.
15.1 PA3	Confirm management structure and develop strategies to optimise operations at the sale yards		The Southern Region Livestock Exchange EOI was resolved during the September quarter. Operations have been reviewed and a resourcing plan implemented.
15.1 PA4	Actively manage and monitor the site to mitigate environmental risks.		The Operational Plan 2023 ensures that staff and processes are in place to actively monitor and manage environmental risks.

DP 15.2 Property Services

Quarterly Highlights

Commitment to effective property management remains, ensuring that the property portfolio is well-maintained and in line with all legislative and reporting requirements.

Managing Crown Land under the Crown Lands Management Act 2016 is a priority, with native title assessments conducted as needed. The leasing and licensing of Council properties are managed attentively, following all legal requirements, and reporting standards. Coordinating and administering land dealings, including easements, subdivisions, and consolidations, is performed efficiently, providing timely reports to Council.

Road closure applications are processed efficiently and reported promptly. Land acquisition and disposal are managed on time, with a dedication to delivering reports as needed.

A thorough review of the Land Register has been conducted by Council, with plans to introduce interactive mapping on Council's website, enhancing accessibility.

Land acquisitions and disposals are carried out within the established time frames, supporting efficient and responsible property management.

Action Code	Priority Action	Traffic Lights	Comments
15.2 PA1	Implement the Property Investment Policy and Property Investment Strategy to create a Property Investment Portfolio		A report was presented to the Council meeting in September for the sale of surplus operational lands. The report was deferred to allow inspection of the proposed sites. The sale of operational land will be referred back to Council soon, when a resolution will be sought to publicly exhibit the identified properties to gain community feedback.
15.2 PA2	Develop a Community Leasing Policy		The updated Leasing Policy is drafted and consultation will be conducted in the second quarter with leasees that may be impacted by the changes prior to the Policy being reported to Council.
15.2 PA3	Achieve timely reporting to Council of all property matters in accordance with legislation		Property matters continue to be reported to Council in a timely manner. Reports for the quarter included fees and charges for upstairs at Bowral Memorial Hall, Sale of Surplus Operational Land, Acquisition of land - Shierlaw Road, Robertson, Acquisition of Easement - Old South Road, Bowral, Acquisition of Land - Range Road, Glenquarry and Road Closure - Meryla Road, Bowral.
15.2 PA4	Ensure effective management of Crown Land in accordance with the Crown Land Management Act 2016 including the management of Native Title		Crown Land continues to be managed in accordance with the requirements of the Crown Land Management Act 2016. Native Title assessment also continues to be undertaken as required.

Action Code	Priority Action	Traffic Lights	Comments
15.2 PA5	Identify a suitable parcel of land for the Bullio RFS Facility		Council Officers have met with representatives of the Rural Fire Service to discuss requirements for a station at Bullio. Council Officers have undertaken an initial review of land in Bullio with on-site investigations to follow shortly.
15.2 PA6	Identify a suitable parcel of land for the Bullio RFS Water Storage Tank		A site has been identified as a suitable location for the RFS Water Storage Tank. The landowner is agreeable to the tank being located on his land. Preparation of the required documentation is underway.



DP 15.3 Children Services

Quarterly Highlights

Affordable childcare services remain accessible to meet market demand and assist local families. The Wingecarribee Shire Council Family Day Care Scheme has been deregistered in accordance with a Council Resolution.

For the holistic development of young children aged 5 to 12 years, recreational-based activities are offered. This includes before and after school care, as well as a comprehensive school holiday program, enriching their growth and well-being. The focus is on ensuring that the children in their care have access to diverse and stimulating activities that promote their development.

Action Code	Priority Action	Traffic Lights	Comments
15.3 PA1	Implement the recommendations from the Children's Services Review		The recommendations of the Childrens Services Review have been implemented.
15.3 PA2	Complete assessment and rating for Department of Education		This action was delivered with the surrender of the Wingecarribee Shire Council Family Day Care Scheme.
15.3 PA3	Coordinate Children's Week activities		Childrens week activities are being planned at present and scheduled for October.
15.3 PA4	Monitor and support the needs of local families in line with Early Childhood Education Departmental Guidelines		The needs of local families are being monitored and supported in line with Early Childhood Education Departmental Guidelines.
15.3 PA5	Provide out of school hours and family day care service		The Out of School Hours service is being provided at the current location in Mittagong. Plans are being made to enable expansion should additional sites become available.

DP 15.4 Tourism and Events

Quarterly Highlights

The commitment to supporting events, including external and major community events, remains a focus. The Bowral Classic engagement is active, promoting the event and addressing the sponsorship request. Council will be present at the Bowral Classic village for two days in October to display the Highlands to the participating riders. Also, collaboration with the Berrima community for a memorable Australia Day is continuing.

Securing funding for tourism projects is vital, and Council have successfully obtained the Destination New South Wales (DNSW) Triennial grant for Tulip Time promotion. This has enabled extensive marketing in various channels and platforms, including Garden Australia magazine, digital campaigns, photography, videography, Sydney Weekender promo spots, and sponsorship of WIN TV News in the Illawarra.

Supporting the local visitor economy remains a top priority. Marketing campaigns have yielded meaningful results, such as the Winter's Wonderful tactical campaign. It not only boosted visitor spend by \$9 million across the region but also attracted over 90,000 website visitors and reached 388,000 through our social media ads. Council's online community continues to grow, with a 10% increase in Facebook followers and an 8% rise in Instagram followers.

Council maintains regular communication through monthly e-newsletters to consumers and industry stakeholders, in addition to weekly "What's On" e-news for local tourism operators. This commitment ensures continuous promotion of the region, event attraction, and community engagement, contributing to the thriving of the Wingecarribee Shire.

Action Code	Priority Action	Traffic Lights	Comments
15.4 PA1	Develop and commence implementation of the business model for the Visitor Information Centre		Visitor Servicing review has been deferred until the Council meeting in December.
15.4 PA2	Investigate Website upgrade for visitsouthernhighlands.com.au		Will commence in the first half of 2024.
15.4 PA3	Develop a new Tourism Brochure		Will commence in the first half of 2024.
15.4 PA4	Deliver Australia Day, Tulip Time Festival and Arts Trail events and activities		Tulip Time received 62,500 visitors, the highest attendance in its 63-year history. Australia Day planning has commenced.
15.4 PA5	Develop the Event Support Fund to attract and retain regional events		To be considered as part of the draft 24/25 Operational Plan and Budget.

DP 15.5 Animal Shelter

Quarterly Highlights

Council actively conducts essential activities under the Companion Animals Act, providing shelter, registration, and re-homing services for companion animals. Facilitating the return of these animals to their rightful owners and ensuring their registrations are current is a central aspect of the team’s mission. Compliance with legislation and assisting these animals in finding their way home is our dedication.

Also, the commitment to rehoming as many companion animals as possible remains strong. A significant quantity of animals was effectively placed into caring households during this assessment period, ensuring their well-being and prosperity.

Council is pleased to offer valuable volunteer prospects to the community. These opportunities cater to a variety of skills and abilities, ensuring a fulfilling experience for a wide range of community members. The primary objective is to safeguard and care for four-legged friends while promoting a sense of community engagement.

Action Code	Priority Action	Traffic Lights	Comments
15.5 PA1	Deliver the Animal Shelter and State Emergency Services (SES) Building		Contractor has been engaged and works are ongoing in preparation of commencement of the construction works to meet the project completion date.
15.5 PA2	Create Standard Operating Procedures (SOP) to prepare for the operations of the new animal shelter		Operating procedures are in the process of being amended to suit the planned new building. A meeting to consult volunteers on new processes has been scheduled.





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Availability

Progress Reports are available on Council's website.

<https://www.wsc.nsw.gov.au/Council/Policies-Strategies-and-Reports/Council-Reports/Progress-Reports>

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