

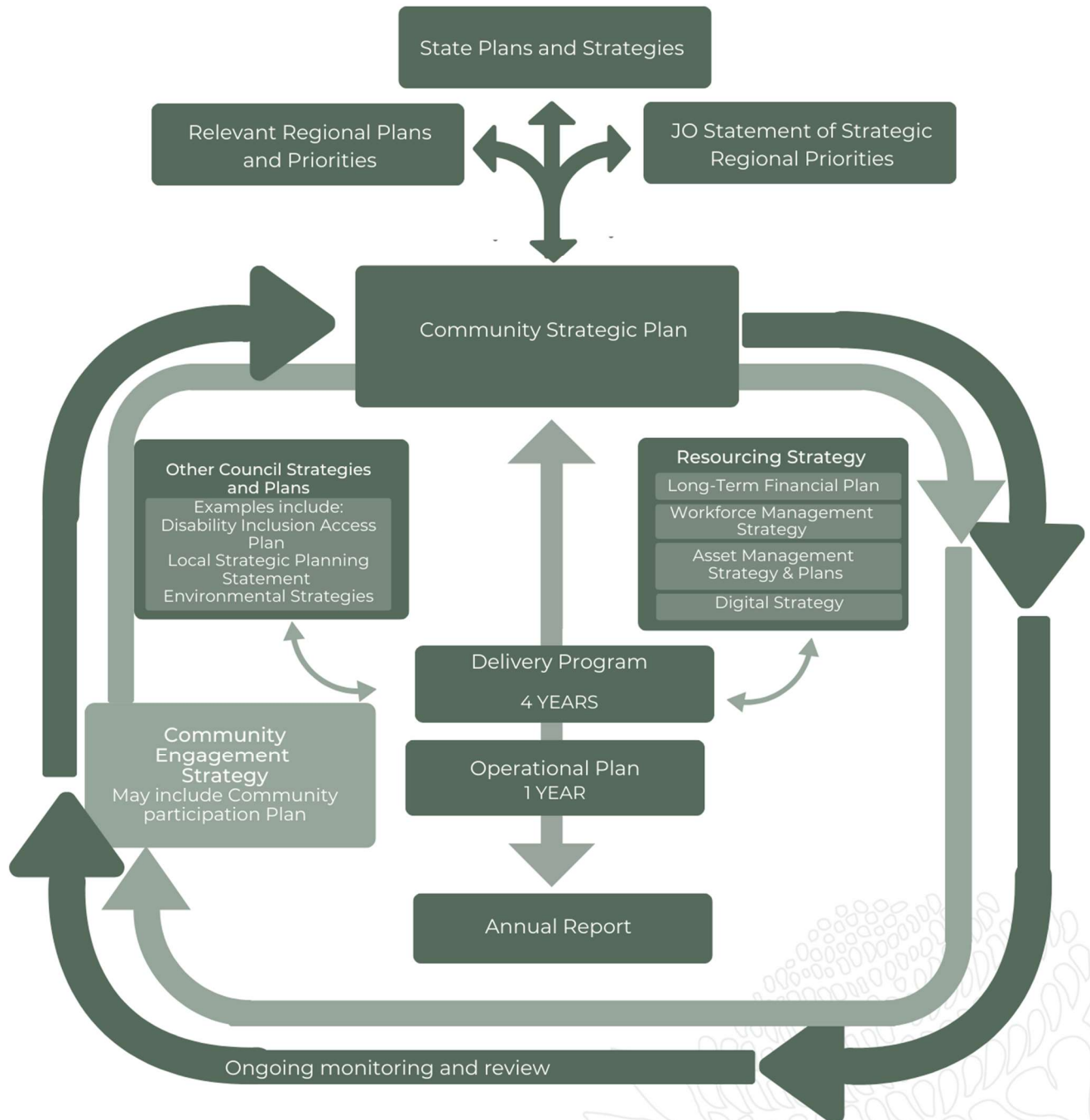
# Quarterly Progress Report

1 October 2023 – 31 December 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 our 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 Progress Review Report outcomes against Council's Delivery Program and Operational Plan 2023/24 for the December 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



### Information and Customer Service

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



### People and Culture

- Human Resources
- Policy, Strategy and Organisational Development



### Assets

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



### Development Assessment and Regulation

- Development Assessment
- Development Engineering
- Compliance and Regulation



### Environment and Sustainability

- Sustainability Services
- Natural Resources Projects
- Bushlands and Biosecurity



### Resource Management and Waste

- Waste Operations
- Waste Services



### Strategic Outcomes

- Economic Development
- Strategy and Place
- Strategic Policy



### Financial Services

- Procurement and Contracts
- Revenue
- Financial Services



### Governance and Corporate Performance

- Strategy and Business Improvement
- Governance
- Integrated Risk Management



### Community Life and Libraries

- Community Development
- Library Services
- Communication and Engagement
- Place Management



### Project Delivery

- Project Delivery (Capital Works)



### Shire Presentation

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



### Water Services

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



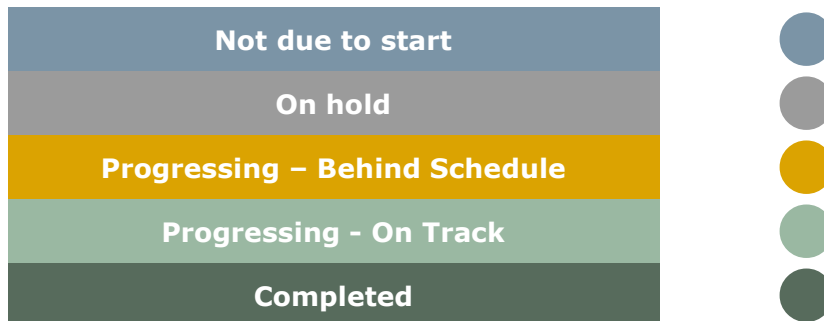
### Business and Property

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



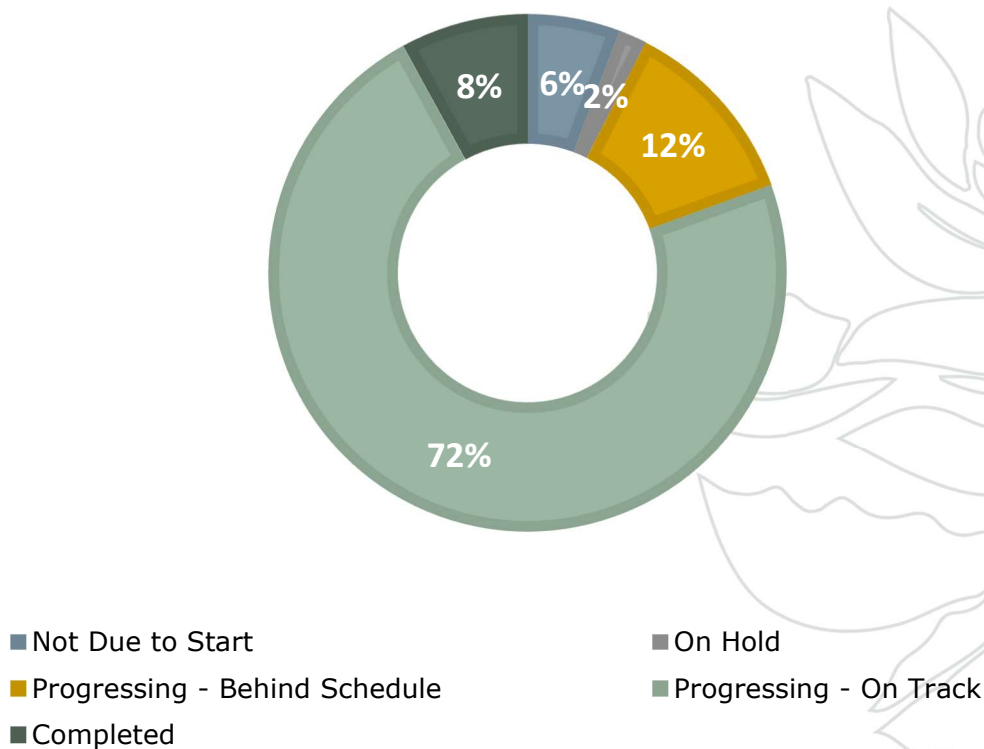
## Summary of Progress

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



As at the end of the December quarter of the 226 priority actions 12 were 'Not Due to Start', 4 were 'On Hold', 27 were 'Progressing - Behind Schedule', 164 were Progressing – 'On Track', and 19 were 'Completed'.

## Overall Performance







# Leadership





## Civic Leadership

The leadership team at Council supports the elected representatives (Councilors) 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.

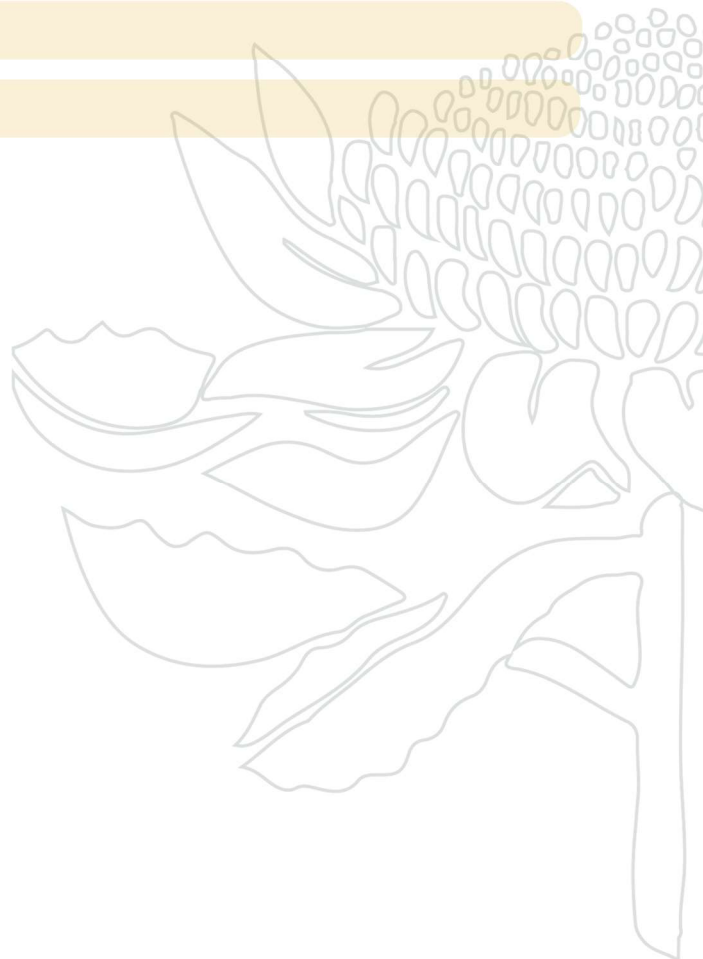
1. General Manager's Office and Executive Leadership
2. Civic Functions and Councilor Support

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 meticulous planning are essential elements for both the Council and the Shire's development. Council has initiated the development of a comprehensive master plan for Bowral town centre, a pivotal area among our three main towns. Transitioning towards an enhanced place-based planning framework for our towns and villages, the Council is actively engaged in crafting Community-led place plans. Currently, efforts are focused on finalising the Robertson Place Plan, with the Bundanoon Place Plan slated for completion in 2024. Additionally, Council has successfully concluded the exhibition phase of a Community Heritage Study. This study has identified potential new items of heritage significance, proposed heritage conservation areas, and recommended extensions to existing conservation areas within the Shire.

During the December quarter, the amenities and play space at Bong Bong Common have been finalised and are now accessible to the public. The completion and reopening of Stage 1 Carpark, situated adjacent to Moss Vale Road, took place in November 2023. Works on interpretive signage, viewing platforms, and intersection upgrades are set to resume in the upcoming quarter.

In community advocacy, Council is actively engaged in supporting the community through participation in the Canberra Region Joint Organisation (CRJO) where steps have been taken towards a regional Community Strategic Plan, emphasising Councils commitment to collaborative regional development.

In its pursuit of fostering investment, facilitating events, and enhancing services within the Shire, Council has successfully secured funding through the NSW Government Club Grants Category 3 Infrastructure Grants Program, amounting to \$200,000. This allocation is designated towards the construction of Wingecarribee Shire's new Emergency Operations Centre (EOC) at the Civic Centre in Moss Vale. This funding will expedite the fit-out process to the highest standards, ensuring the prompt operational readiness of the facility. Moreover, the Council has pledged an additional \$270,000 towards establishing this purpose-built emergency operations hub, providing the community with the reassurance of a fully coordinated and efficient response to any future emergencies.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 1.1 PA1     | Implement the Horizon 1 priority actions within the Organisational Road Map. |  | The General Manager provided an update at the December Audit, Risk and Improvement Committee (ARIC) meeting regarding the remaining actions in Horizon One of the Road Map 2023 - 2024.  |
| 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. Off the back of the EOI submitted to the Federal Funding body for the Mittagong Playhouse refurbishment, Council have been invited to submit a full application. The Moss Vale Bypass and Berrima Road Deviation prep work continue and delivery of the construction on the Bowral Sewage Treatment Plant is underway. |

| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 1.1 PA3     | Work collaboratively with the Canberra Region Joint Organisation (CRJO) to achieve mutually beneficial outcomes |  | Council maintained collaboration with the CRJO. The Administrator and General Manager attended board meetings and the General Manager Advisory Group meetings to pursue shared objectives. Further activities included participation in the recruitment of the new CRJO and the strategic planning session to set the direction for the CRJO over the next 5 years. Contributed to the Federal Government submission and Senate Enquiry in relation to operation of Regional Water Services. |
| 1.1 PA4     | Attract further investment, including Federal and State Government funding to the Shire                         |  | Commitment to investing and attracting further investment into the Shire continues with a successful grant for \$200K funding to progress the fit out of the Emergency Operations Centre, providing a purpose-built hub for command and control during emergency situations. Secured \$134K for the Flood Plain Management Program and \$200K for ClubGrants Disaster Readiness, A further twelve grant applications were submitted in the December quarter and are awaiting decision.       |



## Civic Functions and Councillor Support

### Quarterly Highlights

In line with Council's commitment to delivering administrative support, preparations are underway for the reinstatement of councillors following the September 2024 NSW Local Government Elections. A successful candidate information session was held in October 2023, aiming to equip potential candidates with the knowledge and resources necessary to run a successful and ethical campaign and fulfil their duties effectively if elected to local government office. Future sessions are planned for the first half of 2024. Concurrently, development and testing of the dedicated Councillor portal continued. This portal will serve as a centralised platform, facilitating councillors' access to essential resources, information, and services crucial for their roles. These proactive measures enhance governance effectiveness and emphasise Council's commitment to serving the community.

Regarding the coordination of civic functions, Council has actively hosted events recognising community achievements and promoting unity. In October 2023, 24 conferees were awarded their citizenship, pledging commitment to the Commonwealth of Australia. Additionally, the Volunteer Appreciation Event was held during the quarter as a token of gratitude for the invaluable contributions made by volunteers. Council extends sincere thanks for their dedication and service to our community. 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

Council continues to refine its monitoring and review processes for all procurement activities conducted to ensure strict adherence with 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, which requires notification of every contract exceeding \$150,000 (inclusive of GST) that Council enters into, ensuring full transparency regarding legislative 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 assist local business 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. This initiative is currently progressing behind schedule due to resourcing limitations. |



## Revenue

### Quarterly Highlights

In the December Quarter, 2nd instalment notices were issued by the 31 October deadline required by the legislation. Additionally, water meters were read in preparation for the January 2024 issue of water and sewerage notices for the 2nd billing period of 2023/24, ensuring the timely collection of our major revenue streams.

Sundry debtor invoices encompassing diverse income sources such as rents, commercial waste collection fees, and food shop inspection charges, were issued in a timely manner maintain steady cashflow. This process is subject to annual audits to identify improvements and validate its effectiveness.

Furthermore, accurate maintenance of Council's databases, including owner details, mailing addresses, land valuations, and rating categories, ensures the equitable and efficient management of Rates, Water & Sewerage Revenue.

Lastly, debt recovery continues to be managed in order to maintain the outstanding percentage of 6.07% achieved for the 2022/23 year, which surpassed 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   | ●              | There has been no progress on this Policy and it is still expected to be presented to Council in the next quarter of this year after first being reviewed by an external subject matter expert.  |
| 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 rates levy is reviewed 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 our internal processes are also reviewed 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. |






## Finance Services

### Quarterly Highlights

In the December Quarter, Council received an unmodified audit opinion on the 2022/23 financial statements, which was presented to Council on 15 November 2023.

Additionally, Payroll Services have maintained timeliness and compliance, ensuring that Council's staff receive their pay in accordance with the NSW Local Government (State) Award 2023.

Furthermore, 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, in service to the community.

| 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 continues to be proactive in seeking external funding, with successful submissions of applications or expressions of interests for 12 grant opportunities in the December quarter. Additionally, Council is currently drafting five more applications and evaluating 19 open opportunities. |
| 2.3 PA2     | Deliver grant writing workshops   |  | Council is actively preparing to host two comprehensive grant writing workshops within the 2024 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 been invited to submit an application to the Growing Regions Program Round One following a successful submission to stage one of this grant program. Applications for this round close 15 January 2024. The outcome of the application is anticipated by March 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 realm of integrated planning and reporting, the Operational Plan and Budget for the 2024/25 financial year are in progress, with draft Priority Actions and Budgets prepared by Managers and Coordinators. Simultaneously, steps have been taken towards a regional Community Strategic Plan, emphasising Councils commitment to collaborative regional development.


The Annual Report for 2022/23, showcasing achievements, was successfully published on Council's website in November 2023, providing the community with a comprehensive overview.

The Service Reviews framework, endorsed in December 2023, is a key element in Councils business improvement goals. This framework, guiding a prioritised program, is a proactive initiative aimed at identifying cost savings and enhancing operational efficiencies across various services. This commitment aligns with Councils overarching dedication to continuous improvement and optimal resource utilisation.

The Delivering Better Services Framework was adopted in December 2023. The framework not only serves as a guide for Councils service delivery standards but also proposes a comprehensive program of Service Reviews for the upcoming fiscal year. A detailed report, inclusive of indicative time frames, is poised to be presented to Council, reflecting the strategic approach to service excellence in the coming year.

| 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 Operational Plan and Budget process continued this quarter with Managers and staff completing planning worksheets to guide resource allocation in 2024/25 and achieve strategic and operational priorities.  |
| 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. The roll out of the new online reporting system, Pulse software, was evaluated by the project team during the quarter who subsequently improved enhancements to workflows.   |
| 3.1 PA3     | Collaborate with key business stakeholders to deliver improvement frameworks and governance models.                         |  | The Delivering Better Services Framework was adopted by Council on 13 December 2023. The Framework is designed to guide future service planning and provides a high level process and guidelines for undertaking service reviews.  |
| 3.1 PA4     | Develop and facilitate a program of Service Reviews, including a review of waste and resource management and water services |  | The Service Review framework was endorsed at the December 2023 Council meeting (subject to minor amendments), along with the approval of a services review program. A comprehensive calendar of Service Reviews will be developed and prioritised as resolved by Council. Notably, the Waste and Resource Management Service Review was replaced with a Waste Management Strategy. A Finance Service review, conducted as a pilot to test the framework, will present outcomes to Council in 2024. |



| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 3.1<br>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 Budget Review, Council resolved its cost efficiencies for a sustainable financial position. The process generated extra savings in Salaries and Wages, supporting the efficiency factor in the 2023/24 budget. These savings will fund the Emergency Operations Centre (EOC), aligning with Shires Priorities. They are recurring and integral to Council's Long Term Financial Plan (LTFP). |



## 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 (3) Ordinary Meetings, and one (1) Extraordinary Meeting of Council held this quarter. Council Meeting dates for 2024 were also finalised and published to the website. The Team 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 was a total of two (2) formal GIPA applications and 187 informal access to information applications referred to the Governance team.

The GIPA Act also directs Councils to make 'open access information' publicly available. In this quarter, the updated Agency Information Guide was adopted by Council; Disclosures by Designated Persons Annual Returns were completed; the Disclosure log for Formal GIPA applications was updated; and the record of information that is not made public due to an overriding public interest against disclosure was also reviewed. These documents are made accessible to the public via Council's website.

**Audit Program:** The Audit Risk and Improvement Committee (ARIC) convened one meeting during the 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 |  | Development of a comprehensive Councillor Induction Program is underway including benchmarking with industry best practice. Additional Candidate Information Session will be held in April, May and June 2025. The sessions are designed to provide candidates with an understanding of the functions of Council and the governing body, roles and responsibilities and provide insights from key agencies and provide in practice examples of elected life.  |
| 3.2 PA2     | Implement an action plan for greater open access information in accordance with the GIPA Act       |  | <p>The GIPA Act directs Councils to make 'open access information' publicly available.</p> <p>The updated Agency Information Guide was adopted by Council in August 2023; the review of Council Policies is on-going; the Disclosure log for Formal GIPA applications was updated in November 2023; and the record of information that is not made public due to an overriding public interest against disclosure was also updated in the quarter. These documents are made accessible to the public via Council's website.</p> |

| Action Code | Priority Action                | Traffic Lights  | Comments  |
|-------------|--------------------------------|---|---|
| 3.2<br>PA3  | Undertake four internal audits |  | <p>The following internal audits are scheduled to be completed during the 23/24 fiscal year - Procurement processes compliance; Policy compliance; Human Resources processes and controls; and Cyber Security resilience.</p> <p>The Procurement Processes Compliance is underway. The internal audits for Policy Compliance and Human Resources are scheduled to commence in January 2024. The Internal Audit for Cyber Security resilience will commence in the June quarter.</p> |






## 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 work continued on the review of Council's strategic risk register to identify current strategic risks, assess risk ratings and develop treatment plans.

| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 3.3 PA1     | Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking |    | A number of deliverables for the Automated WHS Induction, Contractor Management and WHS Cultural Improvement Program strategies for the Enforceable Undertaking were completed during the reporting period with required evidence of completion submitted to SafeWork NSW by the required due date. The Strategies are designed to deliver benefits to the workplace, industry, and community, |
| 3.3 PA2     | Deliver projects identified in the StateCover Action Plan 2022                        |   | An Action Plan was submitted to StateCover in October 2023, the Action Plan addressed areas identified for improvement through the WHS Self-Audit Report. The Action Plan is required to be implemented by July 2024.  |
| 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.  |



## Information and Customer Service

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:

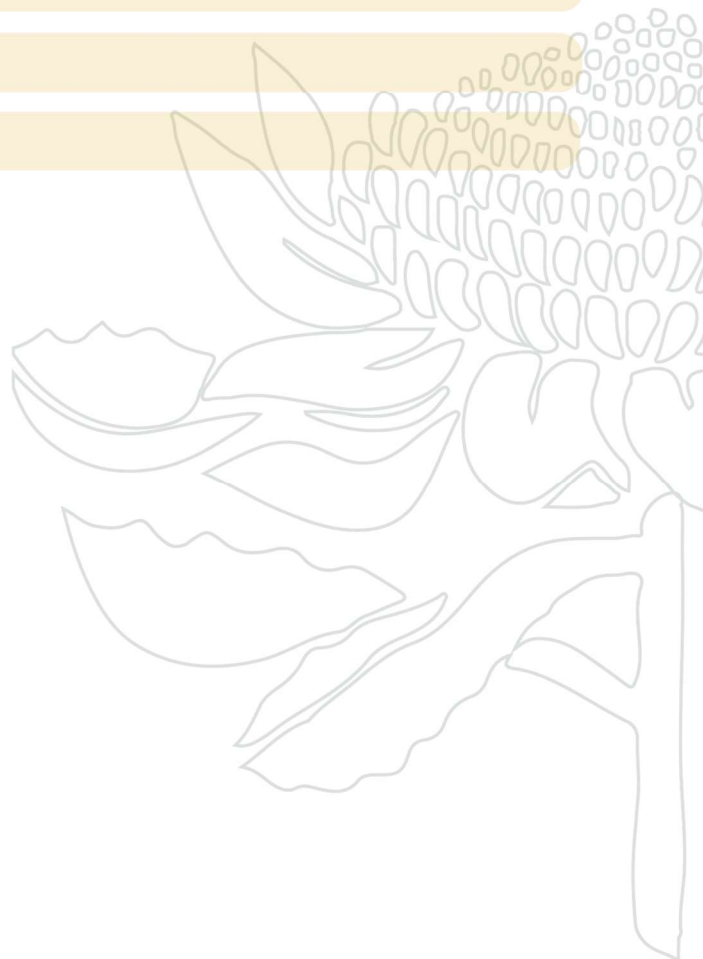
1. Information and Communication Technology - Systems
2. Information and Communication Technology - Infrastructure
3. Corporate Information
4. Facility Booking and 355 Committees
5. Customer Experience

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

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Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community






## Information and Communication Technology – Systems



### Quarterly Highlights

The ICT Strategy Roadmap (The Strategy) is the way forward that Council has adopted. The foundations of this Strategy are the advice and guidance that we can provide for a smoother transition to a digital transformation. The integration of our systems will eventually provide a "Central Source of Truth" that will be the ultimate goal for Council moving forward and develop more efficient decision-making processes.

To ensure that these efficiencies are safeguarded in our current environment is to ensure that security is one of the key elements of this process. We will comply with current standards in the industry and ensure that our vendors are also compliant. This will ensure that the Community has confidence that information we hold is secure. The integrity of our data is critical for reliable decision making and we are constantly reviewing our practices and utilising latest software to assist with better data capture practices.

To improve a "Central Point of Truth" concept we are working towards the complete integration of all of our Corporate Systems with our GIS and mapping systems which will spatially enhance our textual data and give this data a more contextual presentation.

| 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. |  | We successfully migrated our core Corporate Systems to Technology One's Cloud on 23 October 2023. The migration lays the foundation for future integration of other web-based applications (eServices, payment gateways, ubiquitous access) which will allow members of our community 24/7 online access to register and pay for applications and certificates and in the future access to "real-time" data through web-based mapping services which are currently in development. |
| 4.1 PA2     | Review user and admin access to key Corporate Systems to ensure appropriate levels of access to information  |  | A full audit of our Corporate Systems (Technology One suite, Payroll, Conquest) in November. There were some adjustments required after a review by Councils Chief Information Officer and another review will be completed in the next reporting period. The purposes of the reviews are to give confidence to the Community that data is secure and only those authorised have the appropriate levels of access and ability to maintain information.                             |
| 4.1 PA3     | Prepare Connect Intelligence Anywhere (Technology One) upgrade   |  | We have prepared the foundation for the next step in migrating all our Technology One modules to the same platform, Connected Intelligence Anywhere (CiA) which are true web-based applications and will allow full-integration with other web-based applications from other software vendors. This aligns with the ICT Strategy Roadmap and will complete the main part of our digital transformation for our main Corporate Systems.   |

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 4.1 PA4     | Investigate interactive maps for the website to improve how we communicate place-based activities |  | Work has commenced on producing interactive maps for Domestic Waste Collections. There have been some amendments to the original scope which are now being included which will allow better future planning for future expansion of collection areas. Other interactive maps will be based on future requirements from the Community through engagement.  |
| 4.1 PA5     | Investigate data integrity to improve quality, reliability, and accuracy of information           |  | Work has commenced on data cleansing of some Geographical Information Systems (GIS) which will remove some legacy data and give a better "Central Source of Truth" for improved data reliance for decision making. Also, scoping has begun to look at deduplicating our names and addresses to improve efficiencies in our Names and Addresses Register (NAR). Work is expected to commence in the next reporting period. |



## Information and Communication Technology – Infrastructure

### Quarterly Highlights

In the December Quarter, the focus was to continue to provide a secure IT environment. Council bolstered cybersecurity through further Next-Generation Firewalls updates, securing remote access using MFA, 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 and daily email digests.

Council have 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. Legacy computer builds have also been replaced and upgraded to meet secure standards.


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<br>PA1  | Review and implement a Cyber Security Policy and framework to ensure Council data is managed in a secure manner |  | Key milestones have been achieved in strengthening the foundations, which include implementing a reliable and efficient backup solution and datacenter. Work is yet to commence the creation of a Cyber Security Framework. Council does have a Cyber Security Policy which is in line with the Australian Government and Australian Signals Directorate. Noting that work has not stopped in enhancing Councils security posture. |

## Corporate Information

### Quarterly Highlights

Resources and competing projects are creating delays. External digitisation for a percentage of Application files held at Fort Knox facility is now underway. 150 archive boxes are currently offsite being processed.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 4.3<br>PA1  | Digitise Council's physical records (legacy documents) |  | We are progressing through the document scanning project. 4100 physical development application files have been delivered offsite for external processing. 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 December quarter, Council's officers have been actively engaged in several essential areas of operation:





**Coordinating 355 Management Committees:** Council have 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 completed 5 sessions of orientation and induction training sessions for during October 2023, aimed at enhancing committee members' understanding of their roles and responsibilities. Nominees who attended the 355 Orientation & Induction Training were appointed to the respective 355 Management Committees at the Council Meeting on 15 November 2023.

**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 March 2024. Staff are working with CBA and Bookable to onboard the 355 Management Committees and have hire fees paid directly to the 355 Management Committees.

**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.

Six Council Halls will have defibrillators fitted to the outside of the building by the 31 December 2023.

| 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 |  | Collaborating with Attekus, our Technology Vendor to onboard the 355 Management Committees within the system and setting up Merchant IDs for each committee to allow for a streamlined and digital solution for bookings. |
| 4.4 PA2     | Review Terms and Conditions of Hire to provide clear responsibilities when hiring Council facilities.     |  | These have been reviewed though further reviews to be conducted shortly.  |
| 4.4 PA3     | Review Fees and Charges for Community Facilities, Halls and Community Centres                             |  | 355 Management Committees were invited to provide recommendations for 2024-25 Fees and Charges  |
| 4.4 PA4     | Deliver a training program to support 355 Management Committees   |  | Council delivered five sessions of Orientation and Induction to 355 Management Committees. Nominees who attended the training were appointed to the respective 355 Management Committees on 15 November 2023.             |





## Customer Experience






### Quarterly Highlights

Council recognises the importance of the customer experience and commits to continually reviewing service delivery to improve outcomes. The implementation of the Visitor Management System in the September Quarter streamlines the check-in process for invited visitors to Council, reducing wait times by notifying the relevant Council Officer upon arrival.

The introduction of online civil inspection bookings and rates payments during the September Quarter represents the initial phase of Council's plan to expand the accessibility and convenience of services. Customers are now able to schedule and pay for a range of inspections online, reducing delays and increasing flexibility. The introduction of the Payble system provides customers with the ability to adjust the timing and value of rates payments. This additional payment method caters to those wishing to customise and self-service for convenience; customers continue to have the ability to pay rates via the Customer Experience Counter at the Civic Centre.

Further enhancements to Council's internal knowledgebase will support the Customer Experience team to deliver consistent, accurate information, regardless of the channel. Forty additional guides have been added to the knowledgebase over the September Quarter, covering key areas of concern within the community.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 4.5 PA1     | Implement a Knowledge Base to enable first point of contact resolution for customers   |  | Council continues to enhance the digital knowledgebase with accurate, relevant information, further empowering the Customer Experience team to service enquiries within the first point of contact. Further content will be added within the January Quarter, with a specific focus on Development and Building matters.   |
| 4.5 PA2     | Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding |  | The first phase of the Visitor Management System has now been delivered. The digital kiosk has been implemented at the Civic Centre, allowing invited visitors to 'check in' upon arrival, notifying the appropriate staff member. Council is in the process of procuring a Concierge Desk arrangement, which will be staffed during opening hours to assist with check in and wayfinding.                     |
| 4.5 PA3     | Rejuvenate Council's website to ensure the community have up to date information available   |  | The rejuvenated Wingecarribee Shire Council website launched in November 2023, with a refreshed look and simplified navigation pathways. The website content will continue to be reviewed and refreshed to ensure accuracy and consistency across Council platforms.   |
| 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 following the launch of Council's refreshed 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"                          |    | The rejuvenated Wingecarribee Shire Council website launched in November 2023, with a refreshed look and simplified navigation pathways. The website content will continue to be reviewed and refreshed to ensure accuracy and consistency across Council platforms.   |
| 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          |    | A thorough review of the keywords and categories within Council's Customer Request Management (CRM) System has been undertaken over the October quarter. The category selection process has been enhanced through the addition of relevant keywords, based on frequently used terms. Further categories have also been identified in collaboration with the relevant Council departments and will be added in the coming quarter. (This has been Deferred to February 2024)                        |
| 4.5 PA8     | Review, implement and monitor the Customer Experience Charter in line with agreed Service Level              |   | The Draft Customer Experience Charter and Standards were exhibited to the community for a 28-day period throughout November. Feedback has now been collated and responses provided by the relevant Council departments. Minor changes to wording have been made in line with community feedback. The Customer Experience Charter and Standards will be presented to Council for adoption at the December Ordinary Meeting.   |
| 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. The 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 has now been completed, with some adjustments to be implemented in the January Quarter. These changes will ensure that the majority of issues can be effectively captured and delivered to the correct Department for actioning. |

## 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

The new e- recruitment system testing is complete to allow People and Culture to efficiently implement the hard go live Pulse e- recruitment system which is now in the roll-out phase. The new system will enhance efficiency and streamline recruitment process.

Human Resources Business Partners are partnering with Council to ensure employee relations matters are addressed in a timely manner and adhere to the Award, legislation, and local standards.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 5.1 PA1     | Review and improve recruitment processes and resources |  | Offer letters have been reviewed and updated and training is currently in progress for the hard roll -out of Pulse e-recruitment. A training handbook and training video has been made available to staff.   |
| 5.1 PA2     | Implement training to support organisational change    |  | People and Culture have a Training Calendar which is regularly updated with training opportunities, this training supports organisational change and mandatory training. Human Resources Business Partners work with Managers and Coordinators to ensure there is an awareness of training opportunities and reduce leave balances through regular meetings. |














## Policy, Strategy and Organisational Development

### Quarterly Highlights

Council continues to identify learning and development opportunities for our employees with the continuation of the publishing of our Training Calendar, detailing mandatory and compliance training for all staff. Training in WHS responsibilities in risk management and return to work has recently been delivered to our leadership team, along with accidental counselling, managing unreasonable complaints and how to operate as part of an emergency organisation and demonstrate first attack. In addition to this Council has engaged a provider to deliver training that has been developed by people with lived experience of disability, training is scheduled to be completed by June 2024, providing our employees with necessary skills and strategies for communicating effectively and appropriately with People with a disability.

Several workforce policies and procedures have been reviewed and updated for consultation with key stakeholders, prior to implementation. All documentation ensures best practice and a supportive and compliant work environment for our employees.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 5.2 PA1     | Develop and implement Health and Wellbeing Plan (4-year plan), including annual health expo                                    |   | Council has collaborated with StateCover to develop survey content which is scheduled to be launched to all staff in late February 2024. The data gathered from the survey results will inform content for Councils 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 into 2024 with three more sessions planned, which will conclude the program. In addition to this program, Council has provided leaders with training in WHS responsibilities in risk management, return to work for supervisors, code of conduct, accidental counselling, managing unreasonable complaints and how to operate as part of an emergency organisation and demonstrate first attack firefighting equipment. |
| 5.2 PA3     | Establish mentoring program that identifies succession planning and training opportunities for career advancement              |  | Council continues to provide opportunity for aspiring leaders to participate mentoring programs that supports our employees in training. Council is currently collaborating with NSW Government to deliver workshops that support the supervision of apprentice or trainee positions.  |
| 5.2 PA4     | Develop a transition to retirement program which includes knowledge transfer   |  | Council continues to research opportunities for our employees to develop a program that supports knowledge sharing and transition to retirement.   |
| 5.2 PA5     | Partner with TAFE to pilot innovative programs to share trades learned and practice within a trade environment                 |  | Further enquiries are being made to identify strategies and support employees to develop necessary skills that enhance their abilities to teach and transfer trade skills learned and practiced.   |
|             |  |   |  |

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 5.2 PA6     | Partner with TAFE to expand Council's apprentice, trainee, cadet and new graduate program |  | Human Resources Business Partners are collaborating with internal key stakeholders to consider training positions as part of their workforce planning. There are presently six positions currently occupied. Council is currently liaising with Department of Education and Training to further develop a School Based Apprenticeship and Training program.   |
| 5.2 PA7     | Develop and implement a Diversity and Inclusion Plan                                      |  | Council is currently in the development stage of a creating a draft Diversity and Inclusion Plan. An external provider has been sourced to conduct online training for Diversity and Inclusion which has been scheduled from January 2024 to March 2024.  |
| 5.2 PA8     | Provide an Aboriginal and Torres Strait Islander Cultural Competence Course (WMS)         |  | People and Culture has identified a provided and is currently collaborating with Community Life and Libraries to identify content that is specific for Council, for training to commence in April 2024.   |
| 5.2 PA9     | Provide Disability Inclusion Awareness Training for all front-line Staff (WMS)            |  | Council has identified a training provider to deliver training developed by people with lived experience of disability. On completion of this training staff will have developed tools and strategies for communicating effectively and appropriately with people with a disability, training will cover key disability legislation and government bodies, including the Disability Discrimination Act. Training is scheduled in April, May and June 2024 for all staff attendance. |

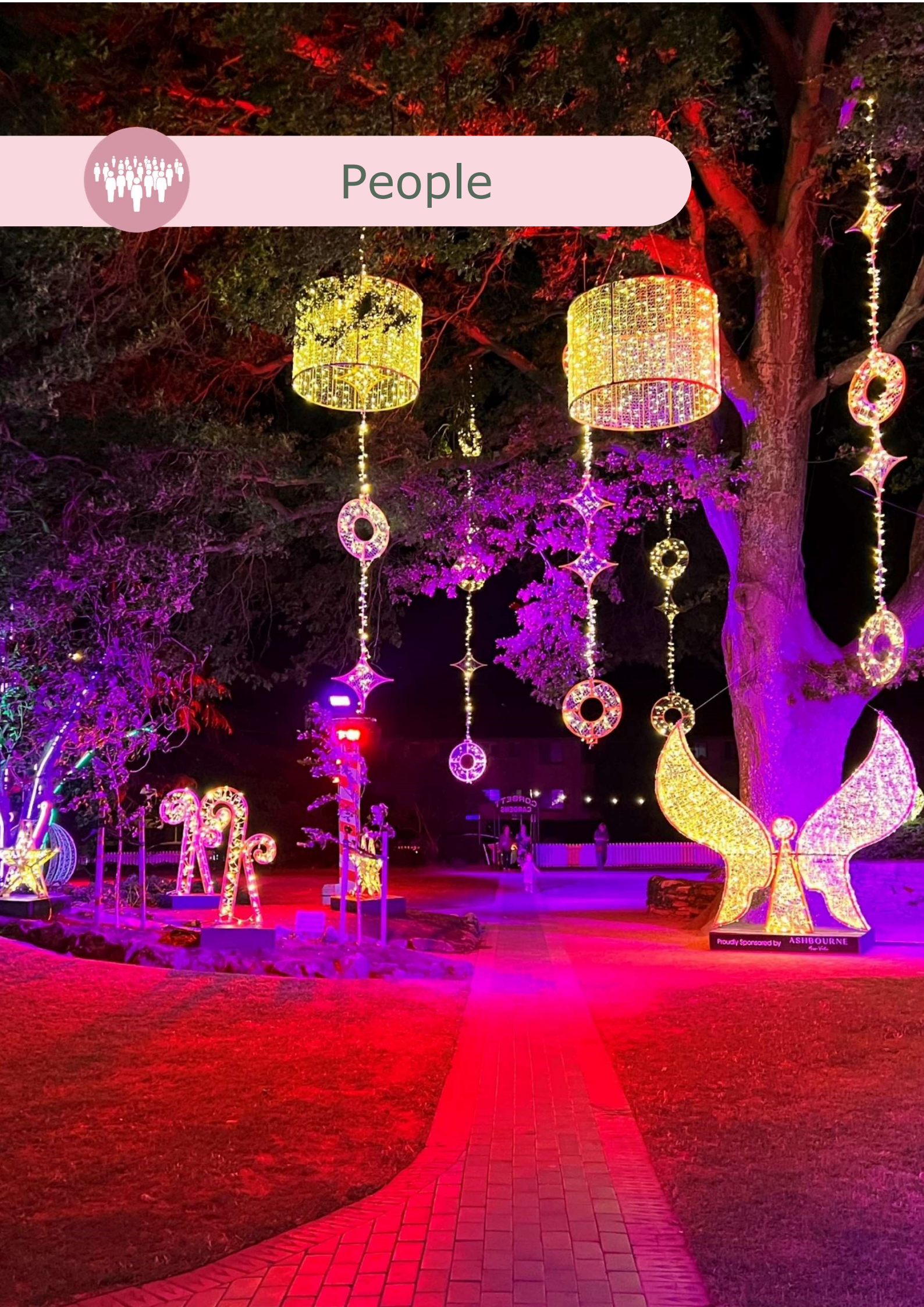








# People





## 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 partnered with Sector Connect and the Office of Regional Youth to host the first 'Meet Your Neighbour' event. The event brought together representatives from organisations that deliver services to children, young people, and families across Wingecarribee Shire. More than 100 people from nearly 50 organisations registered to attend to identify current service provision in their areas and highlight opportunities and gaps across a range of topics.

The community resilience small grants program was a huge success. A total of twenty applications were received with fourteen successful projects delivered in this reporting period. Big impact projects such as Angles in Our Town, Bundanoon's Community Resilience Expo, trauma and resilience workshops and preparedness activities were delivered across the Shire.

Christmas Activations of lights and decorations were completed as part of Council Christmas program. Council collaborated with local not for profit organisations, community groups and local schools in the creation of decorations that were installed across Mittagong, Bowral and Moss Vale. Included in this program were pop-up carols, make and create workshops, Elf on the Shelf trail and Library activities, as well as funding given to village associations to activate their own Christmas events.







The Oral History Project officially began with the outcome to document the unique stories and experiences of the residents of the Shire's northern villages. Interviews with Balmoral Village residents commenced in this reporting period and the project will run through to March 2024.

Council has begun the required membership with Reconciliation Australia to commence the 'Reflect - Reconciliation Action Plan' (RAP). Staff have created a project plan for the RAP in this December quarter and will present the plan to Councils executive staff for feedback before establishing an internal working group. Working with Wingecarribee's Elders, community groups and community members, Council hosted a number of cultural workshops that celebrated connection to country and culture. These included a weaving workshop as part of the 'Spring Holiday Break' program, a number of First nations artists' work being showcased as part of Councils 'Creating and Thriving Art Exhibition' for International Day of People with Disability.

Through Councils active membership of the South Western Sydney Dementia Network, Council completed the last of the 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 our customer service staff. The training for customer service staff has been arranged for February 2024

Council partnered with NSW Reconstruction Authority, University of NSW and Disaster Relief Australia to help build on the resilience of villages in the region to fires through the Resilient Towns Initiative. Two workshops were held, Wingello in October and Balmoral Village in December with secondary workshops to occur in early 2024. The Resilient Towns Initiative is a project that supports communities within our LGA to grow more resilient in preparation for any future disasters.

Council collaborated with local services for International Day for People with a Disability (IDPWD) as well as Social Inclusion where two all-abilities sports programs for adults and children were held.

| 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 contributed to Community Links Wellbeing launch of a community art project to co-design a mural at Moss Vale high School. The mural was completed in late December and an evaluation report will be presented in the next reporting period. Council made arrangements to work with Southern Tablelands Arts in the next report period to promote the completed 'Mural Trail' in the Wingecarribee through Destination Southern Highlands.   |
| 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 |    | As of December, the Canberra Region Joint Organisation (CRJO) is completing a variation to the Blueprint and are not prepared to present on the project until the variation is approved from the funding body. The variation will bring CRJO to the completion of the grant and all stakeholders will be informed as the final activities/deliverables when approved.   |
| 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                                 |    | The Oral History Project has officially begun with the outcome to document the unique stories and experiences of the residents of the Shire's northern villages. Interviews with Balmoral Village residents commenced in this reporting period with the project to run through to March 2024.   |
| 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 Councils active membership of the South Western Sydney Dementia Network, Council completed the last of our 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. The training for customer service staff has been arranged for February 2024 and will be reported on in the next reporting period.  |
| 6.1 PA5     | Update Community Safety Plan   |  | NSW Bureau of Crime Statistics and Research data has been collected in preparation of an updated Community Safety Plan in this quarter. In the next reporting period Council will be engaging with external stakeholder in the development of the plan.   |
| 6.1 PA6     | Provide opportunities for First Nations peoples to contribute, engage and perform in community and cultural events   |  | Working with Wingecarribee's Elders, community groups and community members, Council hosted a number of cultural workshops that celebrates connection to country and culture. These include a weaving workshop as part of the 'Spring Holiday Break' program, a number of First nations artists showcased their work as part of Councils 'Creating and Thriving Art Exhibition' for International Day of People with Disability in December and a Christmas workshop facilitated by a local First Nations Artist. |

| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 6.1<br>PA7  | Work with our First Nations peoples to deliver an Indigenous Recognition Commitment |  | Council has begun the required membership with Reconciliation Australia to commence the 'Reflect - Reconciliation Action Plan' (RAP). Staff have created a project plan for the RAP in this reporting period and will present the plan to Councils executive staff for feedback and will establish an internal working group in the next reporting period. |









## Library Services

### Quarterly Highlights

The Council's Libraries catered for the communities needs by providing a wide range of information, educational and recreational items in a variety of formats including books, DVD's, magazines and e-resources. The library delivered a variety of services including the home library service, local studies and provides emerging technology assistance to meet the needs of its customers. Programs, events and activities are designed for inclusion and access including story time, baby rhyme time, HSC lectures, cartooning workshops and Lego sessions.

Wingecarribee's three libraries provide a safe and nurturing environment for those that wish to study and conduct research while also providing access to online resources on topics from around the world. Local studies and the preservation of the Shire's history is one of the main focuses with the new Library Management System capable of providing digital access to images and maps.

Networking with existing and new partners allows the library to provide access to e-resources and opportunities to discuss and speak with authors and artists. Council's Library services continue to reflect the culture of lifelong learning, inclusion, and access to information.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 6.2 PA1     | Develop and deliver a Library Strategic Plan   |  | The Communications Plan is currently being drafted while the library is investigating and researching other Strategic Plans developed for this sector.   |
| 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. |  | The new Integrated Library Management System (ILMS) project is on track and meeting the significant milestones from the agreed schedule. These milestones include the retrieval and extraction of data from the existing LMS, organising onsite staff training, code mapping, completing the discovery workshops on essential functions and finalising the Managed services checklist. |
| 6.2 PA3     | Deliver new street, place and directional signage for the Bowral and Mittagong Branch Libraries to improve Library wayfinding  |  | The draft artwork for each of the directional and place signs for Mittagong and the Bowral Branch Library's have been completed. Once these have been approved the Library will request the signs to be finalised.   |
| 6.2 PA4     | Digitise the Local Studies Map Collection  |  | The Library engaged with a supplier for the digitisation of the 200 local plan/maps which includes preparation, pickup and delivery and the storage of data onto a portable hard drive. The items have been collected and will be returned with the new files in June 2024.  |

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 6.2 PA5     | Deliver the Wingecaribee Public Libraries annual programs including:<br>- Bookweek Program<br>- Summer Reading Program- School Holiday Program |  | The programs planned and created for the second quarter have been delivered or are in the process of being completed. These include the traditional library programs including story time as well as the special events including school holiday activities, cartooning workshops, writing competitions, summer reading club and Christmas craft sessions. |
| 6.2 PA6     | Deliver the Wingecaribee Public Libraries Annual Winter Reading Challenge 2023   |  | The successful Winter Reading Challenge was completed in July 2023.  |




## Place Management

### Quarterly Highlights

Through active engagement Council identified the need for Christmas activations to also include the Villages. Council provided Christmas Village grants, Village lighting, and 3 Village Christmas Trees. Council collaborated with Village Associations to assist in the delivery of community-based events and activities in December.

Council commenced 'A story of place' or Place Profiles to be displayed on Councils website and for community groups to share with locals and new residents.

Council has taken several place-based initiatives to community for feedback including design concepts for Balmoral Village Park, location ideas for Burrawang and Yerrinbool toilet blocks, internal upgrades to Bundanoon Soldier's Memorial Hall, and Berrima signage.

| 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 Bundanoon Community Association, sporting clubs, community groups and the Hill Top Association. Council have commenced 'A story of place' or Place Profiles to be displayed on Councils website and for community groups to share with locals and new residents. The Bundanoon and Hill Top village profiles will be delivered next reporting period.   |
| 6.3 PA2     | Engage with villages to identify and deliver collaborative, community-based projects                              |  | Through active engagement Council identified the need for Christmas activations to also include the Villages. Council provided Christmas Village grants, Village lighting, and 3 Village Christmas Trees. Council collaborated with Village Associations to assist in the delivery of community-based events and activities including the Bundanoon community sports club and pool open day, Burrawang Steet Christmas party, Wingello Christmas day lunch and the Yerrinbool community and playgroup morning tea. |





## Communication and Engagement

### Quarterly Highlights

Our continued and consistent commitment to working collaboratively with our community is reflected in our communication this quarter. Broad reach was achieved with our Check-in-with Council podcasts, developed in collaboration with a community radio network, 'in conversation' with various community spokespersons our General Manager on a wide range of topics centred around great outcomes for the community, achieved collaboratively.

Positive subscriber feedback on our weekly e-news tells us that the content we share is seen as relevant and very readable. Increased interest among community groups in sharing outcomes we've achieved together with the wider community, coupled with a large number of major developments completed or near completion this quarter, required us to expand our e-news format to allow for an increased number of topical articles.

We launched a more user-friendly website refresh and focused on growing our social media presence, which has prompted increased engagement with community members. Our well-established partnerships with key local media were well utilised to widely communicate opportunities to participate in planning and decision making, promote availability of funding through our community grant programs, and offer community members a glimpse of progress 'behind the scenes' on priority construction projects. In addition to informative and accessible content, we partnered with community clubs and social enterprise to engage residents directly in projects delivered.

| 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 |  | We've continued to strengthen community collaboration and focus on our content across all comms to consolidate positive perceptions and interactions. Our strategic, community-centered approach has succeeded in turning the tide of media coverage and commentary to predominantly positive. Our content is pro-active and less reactive which was central to our strategy.   |
| 6.4 PA2     | Promote the use of consistent, simple and accessible language across all Council communications                               |  | Council's Communications and Engagement team continued to monitor content developed across all units to ensure this consistency and accessibility of brand voice, language, messaging. We are mentoring new team members on the importance of this approach to all content  |
| 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 July 2024.   |
| 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. |







# 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

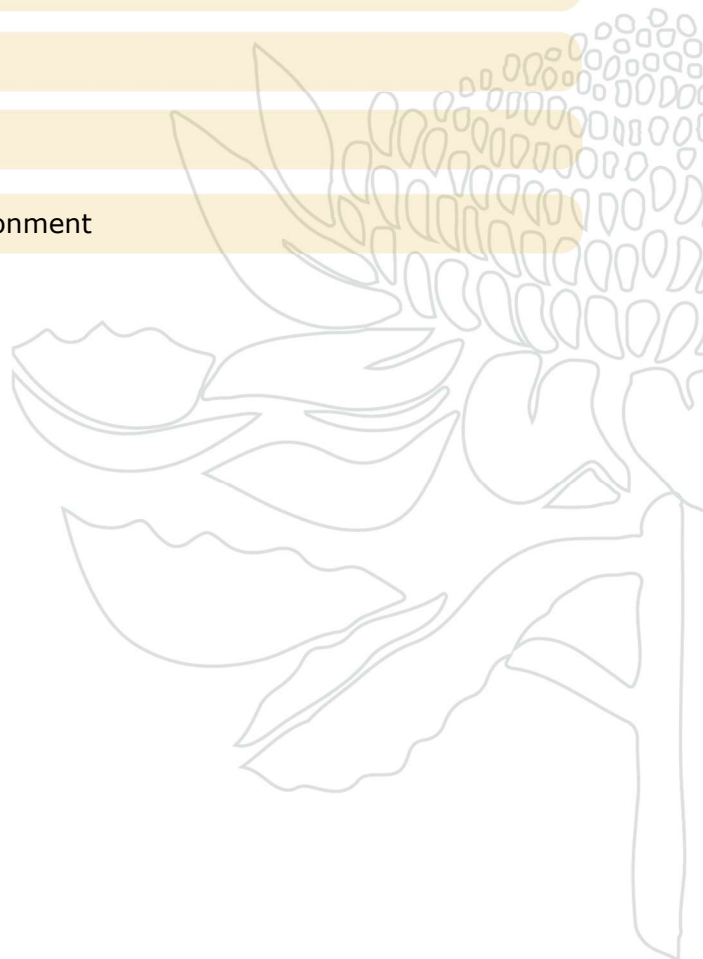
Goal 2.1 A happy, healthy, active and resilient community

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 this quarter, Council has continued to progress in managing and monitoring the delivery of Parks and Buildings Capital Works Program. Some of those projects has been completed and made available to the community to enjoy such as Bong Bong Common and others near completion such as Balmoral Community Park. We have improved on our Asset Management Maturity by way of developing more detailed reporting that is based on performance and functionality. This will enable us to plan and budget with confidence to satisfy the needs of both the residents and the visitors of our Shire.

For parks and buildings, Council has successfully completed 96% of all received requests, addressing community requests and complaints with the aim to achieve customer satisfaction. Cemetery management has continued to process numerous applications and plan for further improvement to Council Cemeteries services in general.

Council has successfully delivered several strategies and plans, including the adoption of the Community and Recreation Facility Strategy and Southern Highland Botanic Garden Plan of Management. We also progressed in developing the draft of the Plans of Management for Sportsfields, Parks and General Community Use, as well as the Vietnam War Memorial Conservation Management Plan.

Moreover, Council has worked successfully with various community groups in assessing, approving and completing numerous Application To Carry Out Work on Council owned land as well apply for grant funding to improve our assets to further meet the demands of our growing community and its needs for better, more enjoyable facilities.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 7.1 PA1     | Prepare Buildings Asset Management Plan (AMS)                                  |  | We have completed about 50% of the draft Building Asset Management Plan and working toward completion by the targeted time.  |
| 7.1 PA2     | Prepare Parks Asset Management Plan (AMS)                                      |  | We have started to develop the Parks Asset Management Plan and 30% of the plan is complete. We continue to work on making adequate resources available to complete the draft of the document as intended.  |
| 7.1 PA3     | Complete Plans of Management for: - Community Use and Parklands - Sportsfields |  | Council continues to steadily advance with the completion of the draft Plans of Management for General Community Use, Sportsground and Parks. The aim is to produce a combined document for those plans of management for ease of use and expedite the process of Crown Lands approval, reporting to Council to exhibit, public exhibition and public hearing. |

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 7.1 PA4     | Complete Masterplans for the locations to be determined by the Community and Recreation Facilities Strategy (CRFS) |  | Since the adoption of the Community Recreation and Facility Strategy, Council has considered the need for a couple of sports fields to have well-developed Masterplans that can guide future planning, investigation, and design works. Jurd Park at Colo Vale and Centennial Park at Bowral have been chosen with the aim to ensure that user groups requirements are met while promoting a positive impact for the surrounding environment for the whole community. |
| 7.1 PA5     | Achieve compliance with Cemeteries and Crematoria Regulation 2022  |  | We have provided all the required documentation to NSW Cemeteries & Crematoria in October 2023 with no further information required and we await receiving the licence. We are advised by NSW Cemeteries & Crematoria that they will send us the confirmation for the licence in December 2023.   |



## Roads and Drainage Asset Management

### Quarterly Highlights






This quarterly report is based on our works on roads and drainage asset management. Council is diligently scoping the Capital Works Program and the 23/24 FY's scoping works are completed.

Asset Management Maturity is a key priority. Council's road and bridge condition audits are completed. The results will assist in developing future capital works program.

Handling customer requests related to roads and drainage is an ongoing process, with many requests now completed and a few still outstanding. Council appreciates your patience as we work through these, especially when constraints or priority projects arise.

Floodplain Risk Management across the Shire is another key area of our work. Council is issuing flood certificates, conducting assessments related to flooding, and secured \$1.5m grant for Bowral Golf course detention basin construction project.

Additionally, traffic management matters across the Shire are also dealt with by the council. Scheduled Traffic committee meetings conducted, and traffic committee reports prepared to address traffic management matters across the shire.

| Action Code | Priority Action                              | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 7.2 PA1     | Prepare Roads Asset Management Plan (AMS)    |  | The draft chapters 2 to 5 of the Roads Asset Management Plan are complete, and work is in progress on the remaining chapters. These are plans for discrete asset categories that include detailed inventory information, condition assessments, service levels, funding requirements and future demand.    |
| 7.2 PA2     | Prepare Drainage Asset Management Plan (AMS) |  | The draft chapters 2 to 5 of the Drainage Asset Management Plan are complete, and work is in progress on the remaining chapters. These are plans for discrete asset categories that include detailed inventory information, condition assessments, service levels, funding requirements and future demand. |
| 7.2 PA3     | Complete Road Network Inspection (AMS)       |  | The road network inspection is complete. Data is yet to be integrated into Council's Asset Register. Tech1 implementation in 2024, which will allow data integration.  |
| 7.2 PA4     | Progress Floodplain Management Program       |  | A grant has been secured of \$1.5m for the Bowral Golf course detention basin construction project.  |
| 7.2 PA5     | Implement Road Safety Program                |  | Work is in progress in line with Local Government Road Safety Program 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 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 December quarter, Council partnered with Department of Planning and Environment on a leak detection program, which will see contractors inspect water leaks across its vast 700km plus network. Leaks will be identified using specialist listening equipment, with their location accurately recorded so Council's reticulation crews can actively fix those leaks. With a warm summer already here, finding and fixing water leaks is key in ensuring Council's water supply system and water sources are utilised effectively.

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 7.3 PA1     | Prepare Water Asset Management Plan (AMS)   |   | The Water Asset Management Plan is progressing as planned. Chapters 1 to 7 have been drafted.   |
| 7.3 PA2     | Prepare Wastewater Asset Management Plan (AMS)  |  | The Wastewater Asset Management Plan is progressing as planned. Chapters 1 to 7 have been drafted.  |
| 7.3 PA3     | Update the Integrated Water Cycle Management (IWCM) Plan, including the Financial Model (Finmod) (AMS), |  | The project specification to engage a consultant to commence in 2024 has been prepared.   |
| 7.3 PA4     | Implement Water Network Monitoring Program  |  | <p>Works continue on the analysis of water network (flow) data to help inform decision making for installation of new devices.</p> <p>In addition, Council has partnered with the Department of Planning &amp; Environment (under a grant arrangement) to conduct a leak detection program of the entire water network (over 700km of pipeline). Any leaks that are found, will be fixed by Council's reticulation team. With warmer weather on the way, any reduction in leakage will be a good outcome for the community.</p> |

## 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 ongoing 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, commencement of Stage 3 of 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                  |    | Completed during the December Quarter.   |
| 8.1 PA2     | Design of Pikkat Drive Upgrade (SPS-AM3)                 |   | The design components have been completed.   |
| 8.1 PA3     | Design of Moss Vale Bypass                               |  | The 50% Detailed Design milestone has been reached and corresponding cost estimate prepared. Design work is continuing with support from the NSW Government through Transport for New South Wales. |
| 8.1 PA4     | Upgrade of Casburn Park                                  |  | The contract has been awarded: Works are to commence in January 2024 and expected to be completed in June 24.  |
| 8.1 PA5     | Design of Ferguson Crescent Bridge                       |  | Concept Design (3 options design) and updated Conservative Management Plan have been completed. A Cost estimate is being prepared by the consultant.   |
| 8.1 PA6     | Detailed design of Sewer Plants Upgrade at Mittagong     |  | The Concept design and treatment process review have been completed. Works on the detailed design will commence in the new year.   |
| 8.1 PA7     | Detailed design of Sewer Plants Upgrade at Moss Vale     |  | The detailed design has been completed and Request for Tender has been released. Minor design alterations may be required pending feedback from the authority.                                     |
| 8.1 PA8     | Commence construction of Sewer Plants Upgrade at Bowral. |  | The works are progressing on track with the bio reactor structural elements nearing completion. The Clarifier construction is also well under way along with all associated incoming main works.   |
| 8.1 PA9     | Complete construction Retford Park Detention Basin       |  | Reclamation of the borrow pit is complete. Work is progressing with the Dam Wall embankment. Construction of the Culvert system is scheduled to start early next year.                             |

| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 8.1<br>PA10 | Complete construction of Old South Road Renewal                                     |    | Old South Road was opened to traffic on 22 December. Line marking for the last section of seal, 1.5kms from the Merrigang intersection will be completed in January 2024.<br>Note: A one km section at the Southern end is showing signs of pavement failure which is to be investigated and remediated accordingly.<br>Council will undertake Stage 3 as a variation to the contract works, from Aylmerton intersection 1.3km to the north. Construction will commence 8 January and anticipated to be completed May 24 |
| 8.1<br>PA11 | Design completed for Master Plan - Bowral to Moss Vale 450mm duplication - Stage 1  |    | A number of options have been reviewed for the route of the water main duplication. Acquisition matters are being resolved as we move into detailed design phase.  |
| 8.1<br>PA12 | Commencement of construction of Moss Vale Hill Road Reservoir Duplication           |    | Site Investigations have been completed. Tender documents are being prepared.  |
| 8.1<br>PA13 | Commence construction of Animal Shelter and State Emergency Services (SES) Building |   | The Contract has been awarded and works have commenced. The expected completion is November 2024   |
| 8.1<br>PA14 | Commence work for an Emergency Operations Centre at the Moss Vale Civic Centre      |  | The Architect has been engaged. The Concept design has been completed. The Stakeholders Consultation is in progress.   |



## 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.

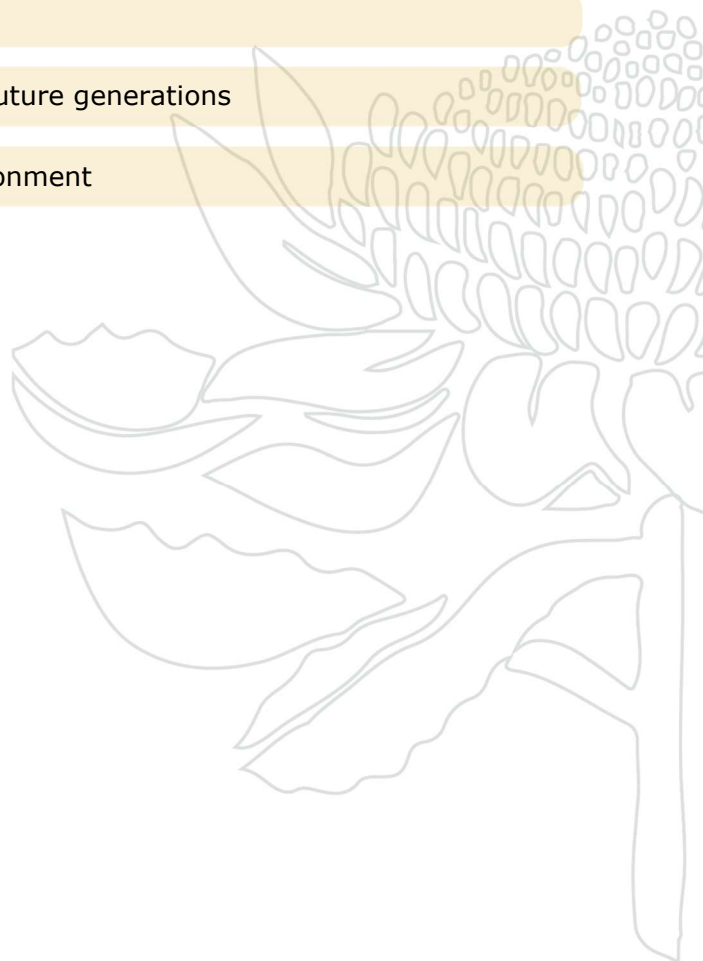
Goal 2.1 A happy, healthy, active and resilient community

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

The dedication to providing quality planning assessment and design outcomes for landowners, customers, and the community continued. Pre-Development Application advice was made more readily available and Pre-Lodgment Meetings made available as a service. Online bookings and payment for inspections were improved. Streamlined approvals were introduced with the integration of s. 68 Local Government Act approvals with Development Application assessment.

Development assessment timeframes improved slightly during the December quarter. At the same time, Council ensured that development proposals aligned with local planning objectives and considered environmental and amenity impacts.

Legal appeals on development applications were largely mediated through conciliation to achieve suitable, balanced environmental and built outcomes.

Process and policy review continued during the quarter to enable Council to improve the delivery of its development assessment and approval services. Robust assessment and positive development outcomes were achieved 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 time frames have improved slightly during the quarter, and a further reduction in assessment times is expected over the remainder of 2023-24. During the December Quarter, 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 the December Quarter Council continued its DA Process Review and implemented a number of process and system changes for efficiency. The process review will be completed in the March quarter.   |
| 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 were implemented to reduce costs, including obtaining cost estimates, utilising the range of firms from Council's legal panel and resolving issues prior to a hearing (where possible).  |



## Development Engineering

### Quarterly Highlights

Council provided vital technical expertise regarding stormwater, water, and sewer infrastructure for development applications and road works approvals. 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.

The delivery of expert advice on technical engineering matters, including compliance and enforcement, remained steady. The duty engineer service was made available to 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 |   | s.68 applications are being assessed in accordance with the relevant provisions under the Local Government Act 1993.<br><br>Onsite sewerage management officers reviewed proposed OSSM systems where no reticulated sewer system exists.                                      |
| 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         |  | From September, Council changed its practices and commenced the integrated assessment and approval of s.68 Local approvals with Development Applications, to reduce delays and accelerate the delivery of housing and jobs. This process has continued in the second quarter. |

## 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 responded to reports prioritising matters according to their significance and risk to public health and safety, amenity impact and extent of non-compliance. This will be documented in a formal procedure during 2024. |
| 9.3 PA2     | Investigate electronic tools for improved processing of enquiries in the field for improved efficiency                                |  | Council commenced its trial of mobile parking patrol systems for capturing parking infringements.   |
| 9.3 PA3     | Deliver revised public places and animal procedures for Ranger responses to community reports to achieve transparency and consistency |  | Public place complaints made through the Customer Request Management (CRM) system Were responded to and Council continues to monitor changes to the Companion Animals Act and an animal response procedure will be developed during 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 December Quarter, Council continues with the development of additional Quick Response (QR) code surveys for installation into various other locations across the Shire. 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 on a monthly basis to capture trends in the level of maintenance across the parks where QR codes have been installed. 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<br>PA1 | Launch QR code survey for open space facilities, providing community the opportunity to comment on the standard of open space maintenance |  | Council is finalising QR code development for identified locations; installation slated for the New Year in additional areas. |



## Fleet

### Quarterly Highlights





In the past quarter, Fleet has demonstrated a heightened commitment to enhancing service delivery within Council's operational departments. This accomplishment is attributed to our strategic focus on refining scheduling, optimising data collation processes and successfully filling a critical vacancy in our mechanics team.

Furthermore, Fleet remains steadfast in its commitment to the light fleet replacement program, currently progressing through the initial stages of specification consultation for the heavy plant replacement initiative. This underscores our dedication to maintaining a modern and efficient fleet infrastructure.

Noteworthy achievements also include Fleet's active participation in the development of the new Vehicle Management OMS and Telematics OMS. Our ongoing involvement in the consultative process reaffirms our dedication to innovation and operational excellence. The Vehicle Management OMS specifically aims to create a more equitable and agile light vehicle fleet, thereby enhancing the Council's ability to attract and retain skilled staff while concurrently elevating service delivery standards.

Looking ahead, the implementation of Vehicle and Plant Telematics represents a pivotal step for Council, providing real time data for prompt responses to reported issues across the shire and additional safety for isolated workers. Additionally, this initiative empowers Fleet with enhanced data analytics, facilitating the identification of opportunities for improved plant and fleet utilisation.

In summary, Fleet's achievements in the last quarter and ongoing initiatives underscore our commitment to excellence and efficiency. We remain focused on delivering optimal service to Council's operational departments while strategically advancing our fleet management capabilities.

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 10.2 PA1    | Develop and implement light vehicle and large plant service program  |  | Fleet continues to collaborate with departments for precise data recovery, enhancing servicing scheduling accuracy.   |
| 10.2 PA2    | Contribute to the development of the Operational Vehicle and Fleet transition Plan - for Hybrid and Electric Vehicles    |  | Fleet supplied the requested documentation for the consultant's conducting evaluation and feasibility study.  |
| 10.2 PA3    | Explore new technologies to fleet with the future procurement of Hybrid and Electric Vehicles or alternate fuel vehicles |  | Council collaborates with Enhar to evaluate Electrical Vehicle charging locations and fleet electrification opportunities. Phase two, with site visits, starts in 2024. |
| 10.2 PA4    | Explore the introduction of Electric Powered small plant and machinery with stakeholders                                 |  | Council is testing battery-operated small plant in Open Spaces. Full rollout spans two years, reducing service and fuel needs, opening further opportunities.           |




## Road Infrastructure Construction and Maintenance

### Quarterly Highlights

In the December quarter, the team has been addressing key areas related to road infrastructure. Progress has been made in the road and drainage capital renewal construction program. Projects like the re-sheeting of Drapers Creek Road and Old Mandemar Road have enhanced road conditions, focusing on community safety and travel convenience. Minor heavily patching roads like Taylor Avenue in New Berrima ensures not just safety but also improves road quality.

The commitment to maintaining the regional unsealed roads continues. Numerous Road and Drainage defects have been addressed to address overall road safety and preserve quality. Significant maintenance work has been completed along Belanglo Rd. Moreover, efforts extend to enhancing natural disaster resilience in regional and local unsealed roads.

Council's claims were approved, and Payment was received for the Emergency Reconstruction Works for the April and October 2022 disaster events. Further restoration works stemming from the 2022 disasters is also currently programmed. This ensures efficient utilisation of government funding grants and lessens the financial burden on Council.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 10.3 PA1    | Deliver restoration works on infrastructure damaged during the 2022 Floods |  | During the reporting period, Payment was received for Emergency and Essential Public Asset Reconstruction Works for the following declared disaster events:<br>- April 2022 Storms and Floods<br>- October 2022 Storms and Floods<br>Essential Public Asset Restoration Works for all three declared 2022 natural disaster events are in the planning phase. Undertaking these works & claiming the costs ensures best use of Government funding grants and lessens the impact on Council budgets. |
| 10.3 PA2    | Implementation of Range Road renewal project                               |  | The December quarter has seen the pavement works being completed within the nominated two km section of Range Road to be renewed. Minor works and final Bitumen seal remain to be completed early 2024. 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.<br><br>For all successful submissions, the benefit will be to ensure best use of Government funding grants and to lessen the impact on Council budgets.  |

## Open Space

### Quarterly Highlights

In the December Quarter, Council has continued to operate and maintain all parks, sports fields, public amenities, and playgrounds to agreed service level standards. This includes the successful operation and maintenance of Corbett Gardens for the Festival of Lights.

Council has continued to improve and provide safe and accessible open spaces for recreational activities. 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, minimising disruptions to the public.

Service Level Standard's in the December Quarter is ongoing, and Council have continued to apply these reviews through scheduling for the maintenance of open space assets.

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 10.4<br>PA1 | Establish base line of service levels covering:<br>-Public open space<br>-Playgrounds<br>-Sports Fields (AMS) |  | Council has continued to collaborate internally in this second quarter through inspections of all public open spaces, playground, and sports fields to provide feedback and better understand base line service levels. |








## Aquatic Services, Building Maintenance and Tree Management

### Quarterly Highlights

**Aquatic Services:** Physiotherapy and Exercise Physiology services are now offered through Allied health, where they have set up consulting space within the Moss Vale War Memorial Aquatic Centre. Partnering with the Allied health team allows for the creation of personalised programs that address the specific needs and goals of people living with disability, senior populations, return to work rehabilitation and those individuals with chronic and complex conditions. In line with Council's inclusivity policy our pool and gym facilities have now evolved into environments that actively prioritise and support the well-being of a diverse range of individuals.

**Tree Management:** Tree data collection has now begun for integration into our Tree plotter software. in our main towns. By strategically starting in our main town centres and moving outwards, we can register issues with our trees where most public tree-based queries and concerns stem from. The ongoing collection of high-quality data will also help address the challenges to urban trees from pests, diseases, climate-change, and development and help lead the way in which our urban tree policy and strategy will be shaped.

**Maintenance and Compliance:** For the first time, we are successfully integrating all compliance-related activities into our scheduling service, Mobile Team Manager (MTM). This strategic move not only aligns with our legal and legislative obligations for building occupancy but also brings many advantages focused on optimising resource utilisation and fostering best practice contract management for all compliance associated works.

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 10.5 PA1    | Maintain clean, safe and operational pool and aquatic facilities   |  | Council's progress in the December 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   |  | Council has engaged a third-party provider to start the process of collecting data for the integration into our treeplotter software with the approach involving collection in the central areas of townships and expanding outward. This allows for a comprehensive understanding of the urban tree landscape, considering variations in demographics, land use, and environmental conditions. The goal is to capture information that will be used to shape urban tree policies and identify future trends. |
| 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





## 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

The Sustainable Us program continued to empower the community with workshops on energy efficiency, waste reduction and sustainability. Highlights included the Christmas crafts recycling workshop, Craig Reucassel hosting the screening of 'War on Waste' and SunSpot solar PV tool community workshop. Solar PV installations continue to increase across the shire with the total installed solar capacity now estimated to be 70,887 KW, representing an increase of more than 9% since the start of the current financial year. Council completed the installation of a 15KW solar PV system at its Mittagong Depot.









Monitoring of Council's energy consumption continues which will feed into greenhouse gas emissions reporting at the end of the year. Council's use of 100% renewable electricity continues to have a significant impact on reducing Council's greenhouse gas emissions.


The Environment and Climate Change Strategy was endorsed by Council to be released for public consultation. The Strategy outlines Council's climate response and strategies for the next decade. Community engagement workshop were completed in Nov/Dec to guide the development of the Community Emissions Action Plan, with a draft anticipated for the third quarter.

Collaborations with various agencies, such as the Canberra Joint Regional Organisation of Councils, the NSW Department of Planning and Environment, and the NSW Rural Fire Service enabled the delivery of essential projects.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 11.1 PA1    | Deliver the Sustainable Us community education campaign.                                 |  | Council continued to support the community with the Sustainable Us program. During this quarter key workshops included the Garage Sale Trail in November which saw an increase in participation from the previous year, Christmas Craft upcycling workshop, and the free movie screening at the Empire Cinema with the 'War on Waste' event hosted by Craig Reucassel. |
| 11.1 PA2    | Conduct drinking water sampling to ensure quality compliance with NSW Health guidelines. |  | Weekly microbiological sampling chemical and monthly sampling of Council's drinking water system was completed meeting the requirements of NSW Health  |
| 11.1 PA3    | Develop a Community Climate Action Plan  |  | Council commenced drafting the Community Emissions Action Plan. Public engagement commenced with three public workshops and feedback from the Community Reference Panel. Potential actions are currently being formulated and considered across Council.   |
| 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. A community SunSpot instructional webinar was held in December.   |



| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 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 Canberra Region Joint Organisation (CRJO) in appointing consultants to review and assess priority sites for Council. Site investigations are planned for the March Quarter. A 15kw solar pv was installed on the Water and Sewer depot at Mittagong.   |
| 11.1 PA6    | Develop an electric vehicle charging station policy to guide the installation of charging infrastructure.   |    | An Electric Vehicle (EV) policy outline has been drafted for Internal consultation. The draft policy is anticipated be reported to Council in the March Quarter.   |
| 11.1 PA7    | Develop and deliver a training program for staff on Council's obligations under environmental legislation.  |    | One on one training was provided to new staff in key positions in Council. A group training session is planned during early 2024. Threatened Species and Threatened Ecological Community training was provided to Council field staff.   |
| 11.1 PA8    | Provide assistance to the community driven Energy Efficiency Retrofit Program   |   | Council has been part of 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, but findings are still being collaborated. 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; local homes recruited by local groups showed the biggest improvements. |
| 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 included 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) partner to develop an electric vehicle transition pathway. Council considered a report on temporary signage material options. The report considered the suitability of alternatives construction material within consideration of environmental footprint and waste.   |
| 11.1 PA11   | Develop a corporate Sustainability Action Plan.   |  | Council has a carbon emission reduction plan in draft. This is still being reviewed and costed across the organisation.  |
| 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.  |

| Action Code  | Priority Action  | Traffic Lights  | Comments   |
|--------------|--|---|--|
| 11.1<br>PA13 | Monitor and report on Council's greenhouse gas emissions |  | Annual greenhouse gas emissions reporting for the 22/23 financial year was completed in the September Quarter and results included in the Annual report. Council's greenhouse gas emissions were halved across Council since last year. Next reporting is due to be completed at the end of the 23/24 financial year. In the meantime, Council continues to monitor electricity, gas, and fuel consumption trends. |






## Natural Resources Management









### Quarterly Highlights

The draft Environment and Climate Change Strategy was publicly exhibited, and an extraordinary meeting held with the Climate Change and Environment Community Reference Panel where valuable feedback was obtained. The draft Community and Crown Land Plan of Management for Natural Areas (Bushland and Watercourse) has been referred to Department of Planning and Environment - Crown Land for final review and approval for public exhibition. The draft Mount Gibraltar Heritage Reserve Plan of Management was placed on public exhibition. The unauthorised mountain bike tracks at "The Gib" were decommissioned and the creek restored.

Species-specific projects aiming to protect and conserve local wildlife, including koalas, platypus, and eastern long-necked turtles, have been actively engaged in. Through careful and ongoing management of our natural areas in bushland reserves across the Shire, we are actively safeguarding other endangered species and ecological communities.

Preserving biodiversity on private lands is a top priority, and support for initiatives like Land for Wildlife and Habitat for Wildlife continued through the Private Land Conservation Plan five-year framework. Proactive measures to address bushfire risk were taken, including asset protection zone and fire trail maintenance and upgrades in Council-owned or managed bushland reserves, following the Bush Fire Risk Management Plan. The Gibbergunyah Reserve cultural burn was successfully delivered by the Aboriginal community. Council is dedicated to preserving the local environment and is making steady progress in this important endeavor.

| 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 |  | All on-ground works were completed for five projects this quarter. Approximately 40 hectares (ha) have been restored to date including restoration through the spring Land for Wildlife (LFW) tree giveaway. Over 2,900 trees and shrubs were provided to 39 landholders. The quarterly report on restoration activities was sent to the NSW Department Planning and Environment. The seed collection strategy, map and contract were finalised. |
| 11.2 PA2    | Complete the Plant Community Type Map for the koala habitat and priority corridor mapping project  |  | Our partners at the NSW Department of Planning and Environment employed a spatial mapping officer to support the regional koala agreement areas and habitat mapping. A contract botanist will be engaged to work with the DPE and Council team to finalise and validate the fine-scale Plant Community Type map for Wingecarribee Shire. Council is seeking two written quotes from suitably qualified botanists.                                |
| 11.2 PA3    | Install driver awareness signs on key roads to reduce wildlife roadkill, with a focus on koala risk areas  |  | One Variable Message Sign (VMS) was moved from Tugalong Road Canyonleigh to Tourist Road Kangaloon. Unfortunately, the other was vandalised and is being repaired. The annual VMS report and raw data was submitted to the Department of Planning and Environment. The Koala Marketing Toolkit has been reviewed and edits sent to the contractor to be finalised.   |

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 11.2 PA4    | Deliver surveys for the Southern Highlands Platypus Conservation Project   |    | The spring community-led platypus survey was completed in Berrima.  |
| 11.2 PA5    | Schedule hazard reduction (HR) in collaboration with the Rural Fire Service  |    | No hazard reduction burns were undertaken this quarter. Planning and preparation for a number of burns in Autumn 2024 was progressed.   |
| 11.2 PA6    | Implement actions from the Bushfire Risk Management Plan (BFRMP) to manage bushfire risk and hazards in Council reserves   |    | All work is being completed and is on track. Planning for hazard reduction burns for the next five years has commenced.   |
| 11.2 PA7    | Seek biodiversity conservation and restoration grants to support Bushcare in Council reserves  |    | Two grant applications were partially prepared however the closing date was extended by the funding bodies to January 2024.   |
| 11.2 PA8    | Repair flood damaged creek banks in Mansfield Reserve  |   | The scope had to change slightly for the head cut repair work, to include more rock. An updated quote was received, and the direct engagement form prepared and approved with the adjusted quote. The work has been delayed until January 2024 due to other contractor work commitments.  |
| 11.2 PA9    | Deliver Bushcare and Rivercare Program workshops to provide community volunteers capacity and skills in plant identification and bush regeneration techniques          |  | The atrium display on biodiversity was well received. Darkswell, an engaging and informative local story of bushfire recovery was held with 45 people attending. Community information sessions about wildlife care, driving through habitat, Bushcare and native gardens were held in the civic centre atrium. Two Shire tours about threatened species and threatened ecological communities were delivered.  |
| 11.2 PA10   | Deliver School Environment Day education program activities  |  | Preparation for the School Environment Day program commenced, and primary schools have been notified.   |
| 11.2 PA11   | Promote and support community participation in biodiversity monitoring and information collection for more informed decision making for bird, turtle and frog wildlife |  | St Vincent de Paul Creative Space and Bundanoon, Exeter and Wingello Public Schools were supported during the Aussie Bird Count. The Birdy Breakfast was attended by 25 people in Morton National Park. The documentary, Black Cockatoo Crisis was shown at Empire Cinema with 50-60 attendees. Girl guides frog and turtle tour with 33 attendees. Three Bioblitzes were held with 50 people attending. Colo vale school students (23) completed a pollinator count. |
|             |  |   |   |

| Action Code  | Priority Action   | Traffic Lights  | Comments  |
|--------------|---|---|---|
| 11.2<br>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 |  | Twelve new Land for Wildlife Expressions of Interest received, and two e-newsletters distributed. Promotion included a media release about the LFW tree giveaway and a two-hour radio interview with Peta Peter on Kitty with Claws and a koala talk at a community event at The Craggs, Woodlands. Four Habitat for Wildlife (HFW) were applications received. Wild West Koala Quest was held with 10 attendees and 24 microphones deployed on private property. The Private Land Conservation Plan was finalised. |
| 11.2<br>PA13 | Undertake collaborative rabbit control at Berrima Reserve and other key public reserves in partnership with neighbouring landholders                    |  | Officially Completed in the September quarter. Updating our community, rabbit control work involved warren fumigation in Mount Gibraltar Heritage Reserve, and completion of an environmental assessment for Oxley Hill Reserve. Council partnered with NPWS to deliver aerial shooting program in the northern section of Greater Mount Alexandra Reserve. The environment team is identifying ways to deliver monitoring programs for refining vertebrate pest control approaches.                                |








## Bushland and Biosecurity

### Quarterly Highlights

During the December quarter, Council's environmental efforts remained strong, with 806 hours devoted to bush regeneration in natural reserves to maintain their ecological function and beauty. The dedicated Bushcare Volunteers contributed 252 hours across 21 working bees, showcasing the community's commitment to environmental preservation. 97 work sessions in natural areas and the community nursery were conducted to ensure the vitality of our green spaces.

Council staff have performed 711 inspections in various Shire areas to mitigate the risk of biosecurity threats and invasive weeds, safeguarding the Shire's natural beauty and biodiversity. During this quarter, over 400km of roadsides were inspected as important risk pathways for biosecurity weeds, and Council's roadside spraying program continued.

| 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 December Quarter the Bushland Team delivered 21 separate working bee's with a total of 252 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 for the year to date having completed a total of 711 inspections in the following areas</p> <ul style="list-style-type: none"> <li>- Roadsides</li> <li>- nurseries</li> <li>- florists</li> <li>- public land</li> <li>- high risk sites</li> <li>- private land</li> </ul> <p>The program is on track to achieve annual targets. with 648 kms of roadside conducted inspected and 57 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 16 separate bushland reserves within the December Quarter reporting period. With a total of 253 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.

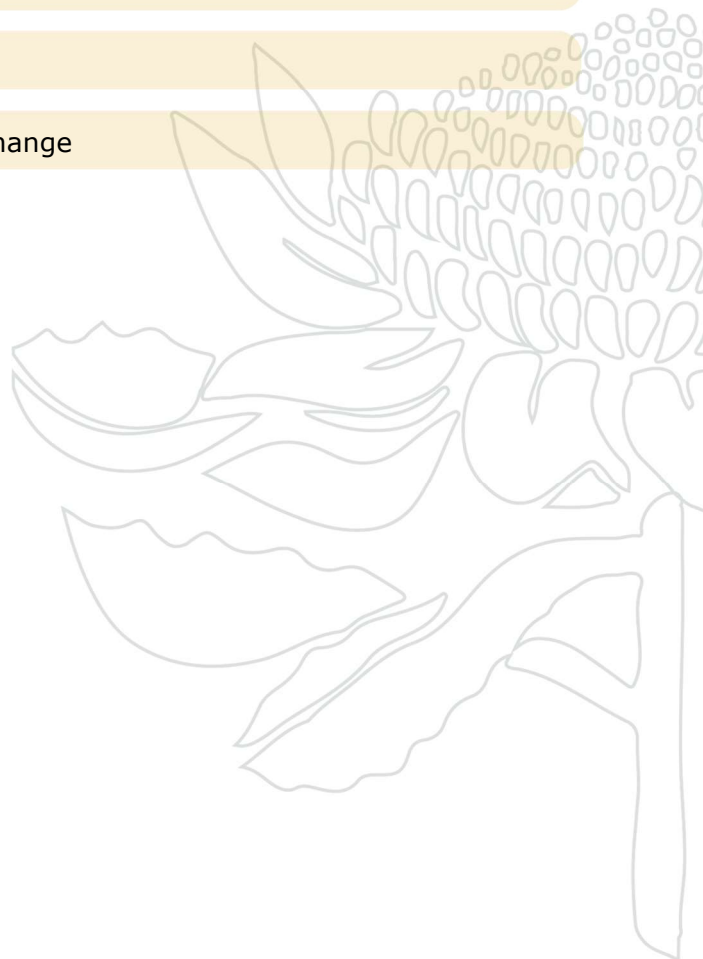
Goal 3.3 Livable and sustainable communities

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





Kerbside waste collection services have been delivered with the following trends identified against last year's monthly average. Red bin volumes have recovered to be down 3%, Recycling volumes have recovered to be down 6%, Green waste volumes have recovered to be down 10%. Total waste received through the Resource Recovery Centre has improved from 16% to 10% compared to the same quarter (YTD) last financial year.

Service levels for the collection of waste across the shire have been maintained. Illegal dumping has experienced a spike as a result of having a dedicated Council officer focusing on the area, ensuring resident concerns are addressed, site investigated, and waste removed from the environment.

Mobile CRC operational plan has been approved by EPA, resulting in the initiative becoming operation over the coming quarter. Improvements have been implemented for the capture of waste oil products through the Resource Recovery Centre.

Chemical Cleanout Day scheduled for 17 February 2024.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 12.1 PA1    | Develop and implement a facility Master Plan   |   | Future Facility improvements projects still progressing.<br><br>2024/25 budget bids have been submitted as part of the budget process  |
| 12.1 PA2    | Deliver recycling opportunities to villages  |  | EPA has provided approval for the operational plan for the Mobile CRC.<br>Trial Scheduled for mid to late January 2024.  |
| 12.1 PA3    | Implement a robust, transparent, and reportable risk management process that is aligned with Council processes.  |  | Risk Treatment plan will be finalised following the finalisation of the Corporate Risk List.   |
| 12.1 PA4    | Prepare an Upgrade Plan for weigh bridge system  |  | Supporting infrastructure quotes have been sourced as part of the procurement process.<br><br>Ongoing review of the system upgrade functionality for benefits.<br><br>Data cleanse has been completed.   |
| 12.1 PA5    | Support interjurisdictional working groups and forums including:<br>- Illawarra Southern Joint Organisation<br>- Canberra Regional Joint Organisation<br>- Project 24<br>- WMRR and Macarthur Waste Alliance |  | Participation at the monthly Canberra Region Joint Organisation (CRJO) meeting. Continued involvement in the waste stream volume and flow mapping and bin Trim initiatives for the CRJO region. Finalisation of the of the (Project 24) waste disposal contract.<br><br>NSW EPA waste levy consultation/ feedback participation. |

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 12.1 PA6    | Assess regulatory changes to Waste Operations  |  | <p>Amendments have been made to the Local Government (General) Regulation 2021 (the Regulation) to strengthen employment protections where councils tender for domestic or other waste management services.</p> <p>This requirement is currently being reviewed as it will have significant impacts to the way and content of procurements.</p> |
| 12.1 PA7    | Commence development of Strategic Waste Infrastructure Plan (AMS)                            |  | No further progression at this stage.   |
| 12.1 PA8    | Prepare Asset Management Strategy for repairs and maintenance (AMS)                          |  | Plant and infrastructure assets register at present being updated. Mobile plant register is 95% completed.  |
| 12.1 PA9    | Develop a works program based upon asset management strategy and condition assessments (AMS) |  | Works schedule still in development stage.  |



## Waste Services

### Quarterly Highlights

The ongoing management of the municipal waste of the Wingecarribee Shire residents and businesses continued to achieve results. Residential recycling bins have shown an 8% increase in recycling. This indicates that community awareness continues to grow due to outreach and education initiatives from the Council and others. Of the 11.8 kilos generated on average per household per week, approximately 32% is being recycled.



Additional programs for waste education were developed that align and support the key strategic plans of the council, which are planned for commencement in the March Quarter of 2024.

Improved contract management practices continue to strengthen the service levels to the residents and businesses of the Shire. Recent negotiations between the Resource Recovery Centre management and the current contracted service provider have yielded positive results which have seen a rapid and significant decline in missed services. Of the 25,338 bins within the Shire, monthly missed bins have reduced by approximately 60%. Continued discussions are ongoing on service levels and monitoring.








In February 2024 it is anticipated that the new Mobile Recycling unit will be deployed for the first time thereby delivering increased recycling potential for the residents of the shire.





New residential bin applications indicate that the Shire is growing at approximately 3.5% per annum.

Customer Response Management is continually improving with direct action to resolve questions and queries from residents and businesses on types of materials that can and cannot be diverted away from transport to landfill thereby saving them and also the council time and resources.

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 12.2 PA1    | Complete the procurement for the next kerbside collection contract  |  | <p>Information was collated for the kerbside collection contract primary tender documentation, due for release in the March Quarter.</p> <p>Amendments made to the Local Government (General) Regulation 2021 (the Regulation) intended to strengthen employment protections where councils tender for domestic or other waste management services, have complicated the procurement.</p> |
| 12.2 PA2    | Improve waste contract governance processes including input into contract development, scheduling, contract management and administration |  | <p>Council continued to monitor the contract performance and administer through contract meetings during the quarter.</p> <p>Council commenced a waste collection area review in line with the Local Government Act.</p>  |



| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 12.2 PA3    | Develop residential waste controls and entitlement policies for implementation into new Development Control Plans |    | Talis consultants have been engaged to assist with the development of waste guidelines. A review of existing procedures was undertaken during the quarter.  |
| 12.2 PA4    | Develop a Domestic Waste Scenario Model   |    | A waste scenario model was developed in conjunction with Abraxa Consultants.  |
| 12.2 PA5    | Develop a procurement strategy for all waste services delivered by Waste and Resource Management                  |    | A procurement plan has been developed focusing on high value/ high risk procurements as a priority. Key procurements are: waste disposal Project 24 (P24)- completed, waste collection - (In progress), inert processing/ disposal and residual green waste.  |
| 12.2 PA6    | Plan the Food Organics and Garden Organics (FOGO) program   |    | Council's FOGO indicatives are 'on hold' pending the release of the updated EPA FOGO guidelines early 2024.   |
| 12.2 PA7    | Develop a Waste Education Strategy  |   | A final draft Waste Education Strategy was submitted to management for review.  |
| 12.2 PA8    | Deliver and evaluate Recycling Discovery programs, outreach education and media campaigns                         |  | <p>Active engagement with the community took place in the delivery of the following programs and initiatives:</p> <p><u>Events:</u></p> <p>Environments Programs - 138 Students<br/>Composting and worm farming workshop - 48 Participants<br/>Waste Wise Presentation Mittagong Garden Club - 75 attendees</p> <p>Garage Sale trail - 57 registered sales, 29,000kgs of waste to be re-used. ~2,000 participants 92 Social media interactions</p> <p><u>Media Campaigns:</u></p> <p>- Battery Wise "Batteries don't belong in your bin" - 24 interactions<br/>- Christmas Weekly Recycling - 82 interactions</p> <p>Events</p> |
| 12.2 PA9    | Refresh and maintain the Waste Services website   |  | Waste Service and reuse and recycling content was continuously updated on Council's website.  |

| Action Code  | Priority Action  | Traffic Lights   | Comments  |
|--------------|--|--|---|
| 12.2<br>PA10 | Deliver Circular Economy initiatives   |   | <p>Council continued investigation into various projects to embed circular economy within the waste management process. The P24 waste disposal and process contract includes &gt;50% diversion from the inert/ bulky waste streams.</p> <p>Increased focus on manual harvesting of inert waste has seen an additional 20% increase of waste through the capture of plastic, cardboard, metal and reuse items.</p> <p>Council is continuing to evaluate new/ alternate technology options.</p> |
| 12.2<br>PA11 | Develop the Waste Management Strategy  |   | The Resource Recovery and Waste Management Strategy was endorsed by Council at the December meeting 2023  |
| 12.2<br>PA12 | Complete an analysis of waste data to identify opportunities and trends in the Shire   |   | Review of monthly contract reports on waste types and volumes was undertaken. Decision was made to rest on waste audit from 2021-2022. Refinement of weigh bridge reporting on material types was completed.  |
| 12.2<br>PA13 | Complete a review of the Reviva centre operational model, considering opportunities in relation to resource recovery operations and facilities |  | The review of the Reviva Centre operational model was completed in September 2023 and endorsed council.   |



## 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

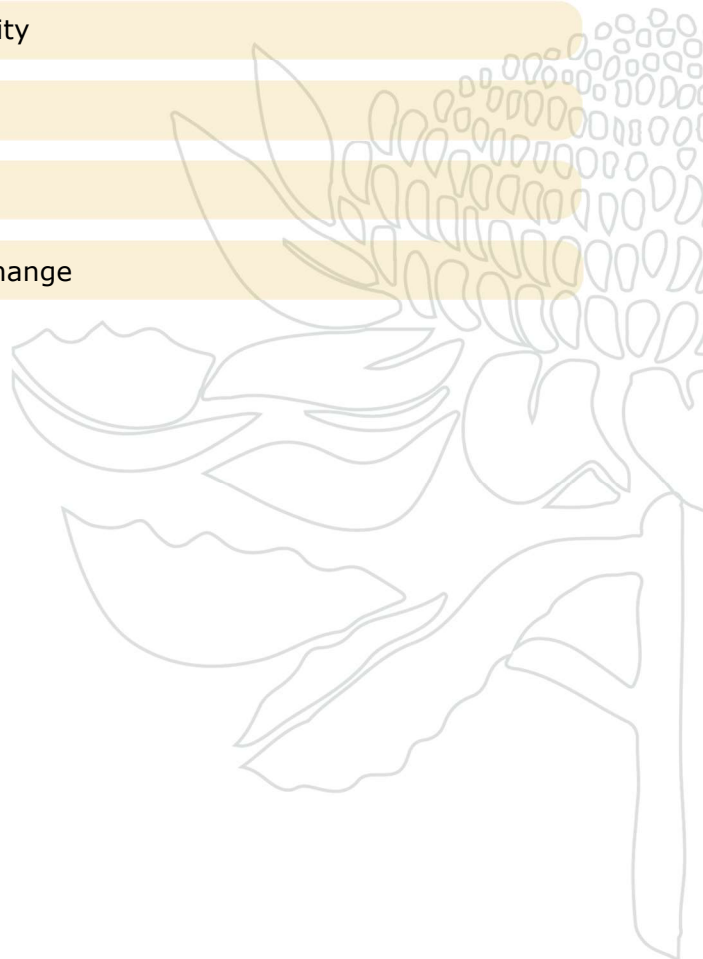
Goal 1.1 Ethical & trusted levels government that work together in the best interest of the Shire

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 disruptions 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                   |  | Supervisory control and data acquisition installation and commissioning has been completed for Willow vale reservoir and Dengate water pumping station.            |
| 13.1 PA3    | Carry out Sewer SCADA (monitoring and controlling) Renewals                         |  | The Robertson dam outflow meter Supervisory control and data acquisition upgrade has been completed. Option study for the reporting software under progress.       |
| 13.1 PA4    | Replace pneumatic controls for filter valves at Wingecarribee Water Treatment Plant |  | New Pneumatic panels have been installed. All the pneumatic lines installation completed. Change over of filters to the new pneumatic panel will start in January. |
| 13.1 PA5    | Deliver the Water mains renewals program 2023-24                                    |  | Several renewal projects are due to start early next year.   |
| 13.1 PA6    | Deliver the Sewer main renewals program 2023-24                                     |  | Six sewer main renewals have been completed. The procurement process for the remaining sewer main renewals is in progress.   |
| 13.1 PA7    | Deliver the Water meter renewals program 2023-24                                    |  | The water meter renewal is in progress as per the schedule.  |
| 13.1 PA8    | Deliver the Manhole renewals program 2023/24  |  | The manhole relining and rebuilding has been completed as per the schedule.  |

## 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.

Ensuring the proper sampling and maintaining a chain of custody is crucial to identify volatile substances discharged into the sewer system and prevent any unacceptable discharges. This involves conducting both composite and grab samples, aligning with industry best practices, to uphold environmental standards.

Disposing of sewerage bio-solids aligns with NSW Environmental Protection Authority guidelines. Bio-solid disposal is ongoing 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

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 also ensures independence by submitting samples for lab analysis, with 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            | ●              | Completed during the September Quarter. |
| 13.3 PA2    | Undertake specialised water mains cleaning around Bowral Hospitals to protect water quality | ●              | Completed during the September Quarter. |




## 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. |   | Team is progressing well with quantity of survey meters increasing. Smoke testing process scheduled to commence in February 2024. Initial use of test equipment by proactive team will be carried out under supervision of network coordinator and construction team until competency is shown. Technical asset repairs by proactive team will be carried out under supervision of network coordinator and construction team until competency is shown. |
| 13.4 PA2    | Identify network sections requiring renewal   |  | Assets identified for renewal are on schedule and programmed by age of asset, structural defects, capacity increase for network operation from network modelling.   |
| 13.4 PA3    | Action Customer Requests and undertake preventative maintenance   |  | The amount of Customer requests has increased while preventative cleaning has decreased. Work practices have been reviewed and the implementation of the required changes is ongoing.   |

## 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 also focused on dam safety. To comply with regulations, GHD has been enlisted to update the Dam Safety Management Plan and operations to current required levels.

Managing and disposing of sludge in compliance with legislation remains a priority. The previous last year's disposal is ongoing as is 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





## Economic Development

### Quarterly Highlights

Council has taken important steps to support recent efforts to boost economic development in the district. The development of a Master Plan and Governance Strategy for the Southern Highlands Innovation Park has progressed since a stellar consultant team was engaged in mid 2023 and now planning for landholder consultations in February 2024.

Support for local and regional business continues with proactive engagements. Business enquiries are promptly addressed, and active discussions are continuing for a future industry forum in the district. Economic Development strategies and action plans will be pursued further in 2024. The Economic Community Reference Panel was established to hear directly from experienced stakeholders with subject matter expertise.

Collaboration with local educational institutions to enhance workforce development and employment opportunities for the community has been actively pursued. Events include a Careers Day in August 2023 in partnership with TAFE NSW to inspire local young people to pursue careers that contribute to the local Shire economy. Council recruits' young people for local government cadetships and in December hosted a high school student to inspire the next generation of local government professionals.

| 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 |  | Council has engaged a consultant team to prepare the SHIP Master Plan and Governance Strategy. Landholder consultation workshops are booked for early February 2024. This project is behind schedule due to delays in receiving funding from the NSW Government.                 |
| 14.1 PA2    | Establish a Governance Framework for the Southern Highlands Innovation Park  |  | Council has engaged consultants to prepare a Governance Strategy for the Southern Highlands Innovation Park. Initial stakeholder (landholder and tenant) engagement is underway for February 2024. The SHIP project is behind schedule due to delays in receiving grant funding. |
| 14.1 PA3    | Prepare an Implementation Plan for the Destination Strategy in consultation with industry                                      |  | Council has been investigating funding and resourcing opportunities for this project and it is behind schedule due to competing priorities taking precedence. Further funding sources will be explored in early 2024.  |
| 14.1 PA4    | Prepare the Economic Development Strategy - Integrated Action Plan   |  | This project is on hold until funding and resourcing opportunities are secured.  |

| Action Code | Priority Action   | Traffic Lights  | Comments   |
|-------------|---|---|--|
| 14.1 PA5    | Implement the Small Business Commissioners report for Wingecarribee Shire |  | Council is implementing the recommendations of the Small Business Commissioners Report including the establishment of the Economy Community Reference Panel which met on 21 September 2023 and 14 December 2023, participation in leadership training for staff, preparing master plans and strategies to improve 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 continually works with local stakeholder groups including industry groups to assist with planning and hosting local industry events.   |
| 14.1 PA7    | Facilitate local disability awareness training for local businesses       |  | An industry forum is envisaged to be held in June 2024. Council looks to appointing an Economic Development Specialist in early 2024 to liaise and coordinate these new initiatives with local businesses.   |




## Strategy and Place






### Quarterly Highlights

Council is proactively planning to shape the community's future and accommodate the population growth within the Shire. Council has commenced with preparing a master plan for Bowral town centre, which is one of our three main towns. Transitioning into a better place-based planning framework for our towns and villages, preparing Community-led place plans, Council is finalizing the Robertson Place Plan, and the Bundanoon Place Plan will follow in 2024.

Council conducted two Community Design Workshops in November and early December, for the Bowral South New Living Area, which were very insightful. Consultants are preparing a draft masterplan and servicing strategy which will include feedback from the community. Despite initial funding delays, commitment remains to developing the Master Plan and Governance Strategy for the Southern Highlands Innovation Park (SHIP), for which, landowner consultations are underway.

Additionally, the Wingecarribee Integrated Transport Strategy is also progressing well. The review of the Low and Medium Density Residential Controls, will form part of the comprehensive Development Control Plans, in alignment with the Local Strategic Planning Statement and Local Housing Strategy. Council is committed to enhance the planning frameworks, to help shaping the community's future.

| Action Code | Priority Action                                   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 14.2 PA1    | Finalise the Robertson Village Place Plan         |  | The Public Exhibition period for the Draft Robertson Place Plan concluded on 16 October 2023. Council officers are currently working towards reviewing the submissions received during the exhibition period. A brief analysis of the submissions warrants some amendments to the draft Place 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       |  | <p>The draft Bowral Town Centre Master Plan was presented to the Local Planning Panel on 25 October 2023 and a report was considered at the Council meeting of 13 December 2023.</p> <p>Council endorsed the draft Master Plan for it to proceed to public exhibition for a period of eight weeks in early 2024. The project is progressing but is currently behind schedule due to conflicting project priorities.</p>                             |
| 14.2 PA3    | Implement the Medium Density Residential controls |  | Council reviewed the submissions received during the exhibition of the draft Medium Density Residential Controls in March 2023, and a report is currently being prepared for the Local Planning Panel and Council to report the outcomes of the exhibitions and necessary changes made to the draft Medium Density Residential Controls. This project is progressing behind schedule due to multiple project priorities.                            |

| Action Code | Priority Action   | Traffic Lights  | Comments  |
|-------------|---|---|---|
| 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 on track. The environmental assessments and studies have been drafted and are yet to be finalised. Council has conducted 2 Community Design Workshops and online surveys in November and December to inform the Masterplan and Servicing Strategy.  |
| 14.2 PA5    | Prepare a detailed Master Plan for the Southern Highlands Innovation Park         |    | Council appointed Architectus to develop a Master Plan and Astrolabe to develop the Governance Strategy for the Southern Highlands Innovation Park (SHIP), in August 2023, who have completed the initial analysis of the area and are currently preparing for stakeholder consultation in early 2024. The project's commencement was delayed due to delays in receiving the funding for this project, from Department of Regional NSW.                                       |
| 14.2 PA6    | Develop the Integrated Transport Strategy   |    | At the Council meeting of 13 December 2023, Council endorsed the progress of the Wingecarribee Integrated Transport Strategy, which is being prepared by the Institute for Sensible Transport (IST). A report on the Integrated Transport Strategy is expected in early 2024. The project is behind schedule due to procurement delays and multiple project 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 both of these Strategies have been developed. These Strategies have not yet been endorsed by Council to enable the review to occur. This project requires a substantial funding allocation.  |
| 14.2 PA8    | Implement the Community and Recreational Facilities Strategy                      |  | The Community and Recreation Facilities Strategy will be implemented by the Strategic Outcomes team 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. The implementation of the Community and Recreation Facilities Strategy will be an ongoing process involving all relevant sections of Council. |



## Strategic Outcomes

### Quarterly Highlights




Council continues to actively work 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 progressed, including community consultation for the Draft Robertson Place Plan and the Draft Medium Density Residential Development Controls. Community consultation for the Bowral Town Centre Master Plan, the Low-Density Residential Development Controls and the Draft Integrated Transport Strategy will all occur in early 2024. Work is also progressing on the Draft Community Heritage Study and the Draft Master Plan and Servicing Strategy for the Southern Highlands Innovation Park.



In parallel with these projects, Council has also been implementing the Wingecarribee Local Housing Strategy, to deliver housing supply and diversity in conjunction with essential infrastructure. A Masterplan and Servicing Strategy for the Bowral South New Living Area, as identified in the Housing Strategy, is scheduled for completion in early 2024.

Council is actively progressing Planning Proposals to facilitate implementation of adopted strategies within statutory frameworks, ensuring adherence to Departmental Guidelines and Ministerial Directions. Scoping Proposals are evaluated in terms of demonstrated strategic and site-specific merit with recommendations being prepared for consideration by the Local Planning Panel and Council.

Council has completed exhibition of a Community Heritage Study which identifies potential new items of heritage and heritage conservation areas as well as extensions to existing conservation areas.

Council consistently provides relevant and timely input into State and Regional policies, strategies, and plans, specifically 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   |  | Several Planning Proposals are nearing completion and Gateway Determinations have been issued to allow new Proposals to proceed in accordance with Departmental guidelines. This work facilitates the implementation of the Local Housing Strategy and Local Strategic Planning Statement. |
| 14.3 PA2    | Complete the Heritage Study   |  | Initial community consultation has occurred regarding the draft Community Heritage Study and draft Study has been reported to Council. Council will now proceed with an independent peer review of the Study due to commence in early 2024.  |
| 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 initiated 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 apply for grant funding as the opportunity arises.  |
| 14.3 PA5    | Develop preparatory studies for revised LEP and DCP's |  | Review of the low and medium density residential development controls will provide a robust framework for review of the Development Control Plans and to inform future amendments to the Wingecarribee Local Environmental Plan. This preparatory work is due for completion in early 2024. |



## 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

## 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 creating a market for livestock from across the region, and providing refuge options for those impacted by natural events like fire, flood, or biosecurity incidents.

| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 15.1 PA1    | Manage Agent contracts to ensure they provide effective livestock sales for the community    |    | New Agent Contracts discussed with Agents at high level. In the process of being updated. Engagement with Agents are expected to commence during quarter one of 2024.   |
| 15.1 PA2    | Update the Asset Management Plan (AMS)   |    | Awaiting Project Completion Forms from project manager so that asset register can be updated.   |
| 15.1 PA3    | Confirm management structure and develop strategies to optimise operations at the sale yards |   | Completed during the September Quarter.   |
| 15.1 PA4    | Actively manage and monitor the site to mitigate environmental risks.                        |  | Additional resources have been allocated during the quarter to ensure continued service delivery at the facility. Regarding environmental risk, alternative options with regards to manure management is being implemented. |

## Property

### Quarterly Highlights

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






Managing Crown Land in accordance with the Crown Land Management Act, 2016 remains a priority, with Native Title assessments carried out as required.

The leasing and licensing of Council properties are managed in a timely manner, ensuring all legislative and reporting requirements are adhered to.

Coordinating and administering land dealings, including easements, subdivisions and consolidations is performed efficiently, providing timely reporting to Council.

Road closure applications are processed efficiently and reported in line with legislation.

Land acquisitions and disposals are managed on time, with a dedication to delivering reports as required. Statutory time frames for acquisition are strictly adhered to ensuring 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 Council in October for the sale of surplus operational lands. At that meeting Council resolved that no further action be taken into the Sale of Surplus Operational Land (MN 2023/525).  |
| 15.2 PA2    | Develop a Community Leasing Policy   |  | Community consultation with affected users is scheduled for early 2024 including a presentation outlining proposed changes. The draft Policy will then be reported to Council seeking resolution to place the Policy on public exhibition.   |
| 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 December Quarter included; Bowral Memorial Hall (Upstairs Space) and Sutton Forest Hall Fees and Charges, Proposed Road Closures, Sale of Surplus Operational Land, Southern Highlands Bridge Club Lease - Update, Rural Fire Service Facility - Identification of Land at Bullio, Sutton Forest Village Hall - Imaginarta Update, Licence to Discharge Water and Licence for Existing Infrastructure ARTC - Mittagong |
| 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 including Native Title assessment as required.   |
| 15.2 PA5    | Identify a suitable parcel of land for the Bullio RFS Facility   |  | Land identified and reported to Council in December 2023. Steps will now be taken to arrange required transfer of land, closure of road and boundary adjustment.   |



| Action Code | Priority Action  | Traffic Lights  | Comments  |
|-------------|--|---|---|
| 15.2<br>PA6 | Identify a suitable parcel of land for the Bullio RFS Water Storage Tank |  | Suitable land has been identified and reported to Council for resolution. Council officers are progressing transfer of land together with a boundary adjustment and road closure application. |








## Children Services

### Quarterly Highlights

The service provides affordable outside of school hours care to families and ensuring market demand is met by providing additional access options.

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. Our focus is on ensuring that the children in our care have access to diverse and stimulating activities that promote their development in a safe and nurturing environment.

| Action Code | Priority Action  | Traffic Lights  | Comments   |
|-------------|--|---|--|
| 15.3 PA1    | Implement the recommendations from the Children's Services Review  |    | Completed during the September Quarter.  |
| 15.3 PA2    | Complete assessment and rating for Department of Education   |    | Completed during the September Quarter.  |
| 15.3 PA3    | Coordinate Children's Week activities  |  | Children's day was held on the fourth Wednesday of October. A number of care-based activities were undertaken as part of the day by the team.  |
| 15.3 PA4    | Monitor and support the needs of local families in line with Early Childhood Education Departmental Guidelines |  | The Children Services team responds to the needs of local families with regards to before and after school care, as well as to provide vacation care. This service is not only valuable for the children in care, but also ensures parents can engage in the economy. Monitoring the demand for the services broadly, and the guidelines related to early childhood education specifically is an important part of that. |
| 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.   |

## Tourism and Events

### Quarterly Highlights





Wingecarribee Shire Council's commitment to supporting the visitor economy and events, remains a key focus.

During the quarter, the Tulip Time Festival was delivered attracting a record number of attendees. 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.

Planning is at an advanced stage to deliver another Australia Day in Berrima in collaboration with the community.

A number of village specific campaigns are under way building on the Winter's Wonderful tactical campaign. That campaign 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 a thriving 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                      |  | The new business model for the tourism function received Council support on 13 December 2023 by way of Resolution. Implementing the various actions planned and commencing.  |
| 15.4 PA2    | Investigate Website upgrade for <a href="https://visitsouthernhighlands.com.au">visitsouthernhighlands.com.au</a> |  | Wingecarribee Shire Council is in the process of finalising a new website provider and design. The Destination Southern Highlands website will make use of the efficiencies that the broader website already available within the organisation will bring. The requirements for the new website have been specified and the migration is planned for 2024. |
| 15.4 PA3    | Develop a new Tourism Brochure  |  | In the process of sourcing partners for a new brochure. Funding the brochure is under discussion.  |
| 15.4 PA4    | Deliver Australia Day, Tulip Time Festival and Arts Trail events and activities                                   |  | Australia Day 2024 is in the process of being planned. Tulip Time 2023 was a financial and visitor success. Arts Trail delivered.  |
| 15.4 PA5    | Develop the Event Support Fund to attract and retain regional events  |  | The 2023 Tulip Time event was a financial success thereby creating the ability to seed future events. Budgets for future events will be submitted withing the IP&R framework timings.  |


## Animal Shelter

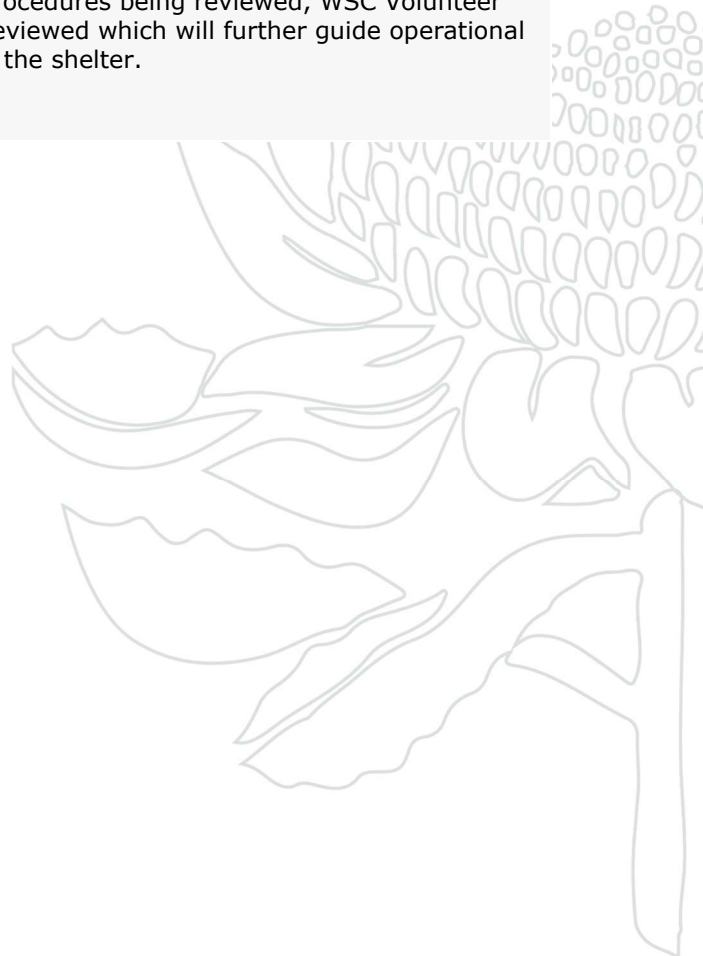
### Quarterly Highlights

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 focus. 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.

The service cannot be provided without the valuable assistance of the shelter volunteers. Volunteering creates opportunities to leverage the wide range of skills and interests of the community, 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                             |   | Works are ongoing for the construction works of the Animal Shelter and the State Emergency Services (SES) Buildings to meet the project completion date. |
| 15.5 PA2    | Create Standard Operating Procedures (SOP) to prepare for the operations of the new animal shelter |  | Operational procedures being reviewed, WSC Volunteer Policy being reviewed which will further guide operational procedures at the shelter.               |





## **Quarterly Progress Report | December 2023**

Version v6 20240215

### **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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