



Bi-Annual Delivery Program 2017-22

Progress Report

1 July 2021 to 31 December 2021

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Introduction

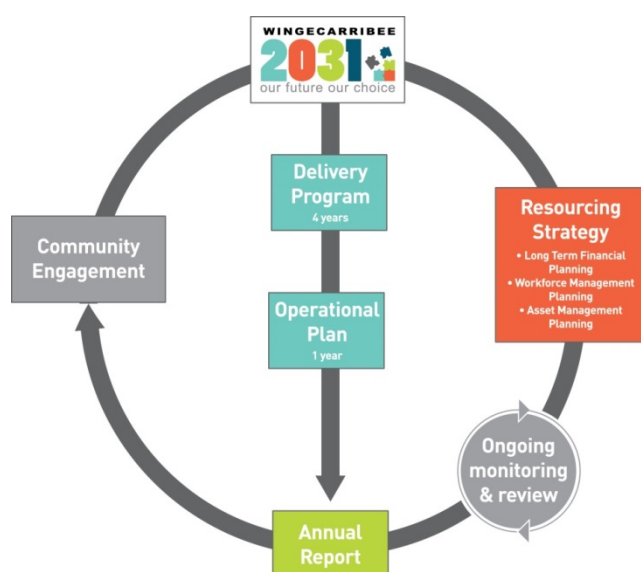
This Bi-Annual Delivery Program Progress Report is for the period 1 January 2020 to 30 June 2020. It reports Wingecarribee Shire Council's progress towards achieving the 100 objectives of the Delivery Program 2017-21.

This report shows that at the end of December 2021, 97 of the 100 objectives set out in the Delivery Program 2017-2022 were 'on-track'. Two objectives were classified as 'needs attention', one objective was classified as 'on hold' and no objectives were classified as 'critical' or 'delayed'. Each objective is assigned a coloured circle to signify overall progress, as per the below key:

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

Integrated Planning and Reporting

Under section 404(5) of the *Local Government Act 1993* and the NSW Integrated Planning and Reporting Framework, Council requires a report on progress towards achieving its Delivery Program every six months. The [Delivery Program 2017-22](#) outlines the activities Council will undertake to achieve the objectives established in the Community Strategic Plan within the resources available under the Resourcing Strategy. The diagram below provides an overview of Council's Integrated Planning and Reporting Framework.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
1.1.1 An enhanced culture of positive leadership, accountability and ethical governance that guides well informed decisions to advance agreed community priorities	DP001 Develop and implement an elected-member professional development program	On 1 September 2021, the Minister for Local Government, the Hon. Shelley Hancock announced a public inquiry into Wingecarribee Shire Council. As a result, the Wingecarribee Shire local government election scheduled to take place on 4 December was deferred until the Public Inquiry is completed. 
	DP002 Strengthen Council's Integrated Planning and Reporting and Governance Frameworks	<p>At its meeting held on 28 July, Council appointed four independent members to its new Audit, Risk and Improvement Committee (ARIC) for a three-year period from the 1 September 2021 to 31 August 2024. The ARIC provides independent advice and assurance to the General Manager and Council on the matters such as internal audit, external audit, risk management, control framework, strategic planning and service delivery. </p> <p>An induction for the new ARIC induction was held in November 2021 with the independent members and Council's Executive team. The induction provided the committee with an overview of Wingecarribee Shire Council's control and governance frameworks and an opportunity to discuss committee priorities. Committee meetings were held in October and December. Five meetings have been scheduled for 2022.</p> <p>Council's Annual Report was finalised during the reporting period, tabled at the Extraordinary Council meeting on 24 November 2021 and published on Council's website in accordance with statutory obligations.</p> <p>During the reporting period updates continue to be made to Council's Business Continuity Plan documents. The main focus of work continues to be updating COVID-19 requirements into Divisional Sub-plans. At the time of this report</p>

Divisional Sub-plan owners were updating their respective sections of these plans.

During the COVID-19 event Council's Crisis Management Team (CMT) has continued to meet regularly to discuss the impact of COVID-19 on critical business functions and develop strategies and actions to ensure the business of Council continues without significant interruption.





DP003 Improve community understanding and awareness of Council decisions

Since the suspension of Council, greater focus has been placed on ensuring openness and transparency to restore public confidence in Council. As a part of this process there has been an increase in information which previously had not been publicly available released on Council's website. There has also been an increased focus on timely communication through a variety of communications channels (i. e. e-newsletters) to ensure understanding and awareness of Council decisions.



Council Meetings continue to be webcast in accordance with Council's Code of Meeting Practice. Due to continued restrictions imposed as a result of the COVID-19 pandemic, meetings have been conducted both in-person and remotely when required via audio/visual link with appropriate arrangements made enabling members of the public to participate in relevant parts of the meeting such as the public forum.

As outlined in DP02 amendments to Council's Code of Meeting Practice were made to improve transparency and openness with respect to pre-meeting briefing sessions, workshops and other information sessions. This will ensure greater understanding and awareness of Council decisions.

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
	DP004 Develop and maintain an engaged and safe workforce	Significant work has commenced on staff engagement including direct consultations, regular meetings of the Consultative Committee and Director engagement programs. There is a need to focus effort on establishing and promoting a safe workplace culture and the WHS team has commenced a detailed strategy to progress this.	
	DP005 Manage Council's WHS risk management profile to ensure risks are mitigated	The Risk and WHS Team have reviewed Council's policies and established a program of management inspections. Work has progressed on a roadmap to develop a stronger safety culture across the organisation. Major organisational risks have been identified and case managed. The next step is a strategic risk project to determine risk appetite and mitigation strategies at the enterprise level.	
	DP006 Develop and maintain Council's Organisational Development programs	Council has worked proactively to build on existing programs with a focus on the current context. In addition to improving staff engagement and feedback, we have run health and wellbeing programs, improved return to work procedures and implemented additional workplace flexibility. A new Attraction and Retention Strategy has been adopted by Consultative Committee and commenced implementation. Council's recruitment package has been upgraded and work has commenced on reducing administrative burdens to enable staff to focus on core roles with the intention to further improve job satisfaction.	
1.1.2 Effective financial and asset management ensure Council's long term sustainability	DP007 Implement actions from Council's Fit for The Future Improvement Program	Council's Fit for the Future Improvement Plan included 15 key strategies to strengthen Council operations and improve efficiency. Six strategies have been completed and work continues on the other nine strategies.	

Community Strategic Plan Strategy

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DP008 Ensure Council's financial systems, procedures and practices are in line with industry best practice and compliant with applicable legislation

The 2020/21 Financial Statements and auditors' reports were presented to Council on 24 November 2021. Council's Auditor, the NSW Audit Office, issued an unmodified audit opinion on Council's accounts, stating that Council's financial records were fairly and appropriately presented. All other statutory financial reports were completed and submitted within required time frames.



The September Review of the 2021/22 Budget was presented to Council 24 November 2021. The result presented was a balanced budget.

Preparation of the 2022/23 Annual Budget and Long-Term Financial Plan has commenced and will be presented to Council in accordance with agreed timeframes and in line with legislative requirements.

DP009 Manage Council's Fleet to ensure that all plant and equipment is appropriately utilised, fit for purpose and cost effective

Council's Fleet team continues to complete maintenance schedules in line with manufacturer specifications, ensuring the safety and reliability of Council's plant and fleet.



Council's Plant Replacement Program is on track to be delivered within budget and agreed timeframes and in line with operational specifications.

DP010 Council's property activities and dealings are undertaken within the community's best interests and within legislative requirements

Council's property portfolio continues to be managed appropriately and in compliance with legislative requirements. The management of the property portfolio includes the timely reporting to Council on property matters for formal approval.



Council has considered a range of reports during the reporting period including:

1. Lease to Bundanoon Club.
2. Appointed as Reserve Trustee for Crown land at Welby.

3. Request to transfer 2 Funston Street Bowral.
4. Licence to Bundanoon Community Garden.
5. Licence for Balmoral Fire Station.
6. Acquisition of easement at Lackey Park.
7. Road Lease at part Wilson Street, Balaclava.
8. Closure of part Old Argyle Road Penrose.
9. Closure of part Congewoi Street Robertson.
10. Request from Tomra Collection Services.
11. Lease to Berrima Historic Society.
12. Licence to South Western Area Health.
13. Acquisition for easement at Ferndale Reserve at Bundanoon.
14. Classification of land at Old South Road, Bowral.
15. Transfer of Crown Road part Broughton Street, Moss Vale.
16. Road closure at Barrallier Road, Goodmans Ford.

DP011 Procurement activities are undertaken to achieve best value while underpinned by a robust ethical framework which enables local supplier participation

Council continues to manage its procurement activities to ensure compliance with the *Local Government Act 1993*, Regulations and Office of Local Government Tendering Guidelines. Tenders are reported to Council in a timely manner.

Some of the significant procurement activities commenced during the first half of 2021/22 include:

- Asphalt concrete works - Eridge Park Road, Burradoo
- Asphalt concrete works - Old Hume Highway, Berrima
- Bong Bong Common Masterplan design
- Moss Vale Animal Shelter and SES design
- Community and recreational facilities strategy
- Sewer main replacement - Darran Road, Moss Vale
- After hours contact centre



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<ul style="list-style-type: none"> - Water main renewal - Victoria Street, Bundanoon - Drainage construction - Dangar Street, Moss Vale - Asphalt concrete works - Mt Broughton, Wera
	DP012 Develop and implement enhanced asset management practices	<p>The continuous improvement of asset management practices was achieved through:</p> <ul style="list-style-type: none"> - Revision of 2022/23 Capital Program to account for impacts of 2021/22 revotes as well as realigning project budgets with forecast expenditure profiles - Executive endorsement of the Strategic Asset Management Working Group. First meeting is to be held in the third quarter of the financial year - Revision of condition determination methodology for road network inspections. <p>Aims for remainder of 2021/22</p> <ul style="list-style-type: none"> - Revision of Asset Management Policy and Strategic Asset Management Plan. - Revision of asset management approach for the local road network - Review of Pedestrian Access and Mobility Plans (PAMP) - Progression of Community & Recreation Facilities Strategy - Strengthened capital project scoping process
1.1.3 Effective and efficient Council service delivery is provided within a framework that puts the customer first	DP013 Develop and implement Business Transformation Program	<p>Council continues to work towards the implementation of its five (5) year ICT strategic plan, as a part of the digital transformation program. Council will be going to market in the coming six months for additional systems. These systems are being purchased to ensure customers and residents of Wingecarribee have an accountable and seamless transaction with Council.</p> <p>A record management system was launched to the organisation in March 2021. This system, in addition to staff education will ensure that Council is able to meet its obligations under the <i>NSW State Records Act 1998</i>.</p>



Staff are continuing to adjust to the system and the Council is now looking to scan all documents which will improve online access.

Council is preparing to rollout the Customer Request Management, which will be a staged roll out over the next 18 months. This system will ensure that all incoming requests coming into Council are captured and the community and customers of Council will be able to track the progress of their requests in real time through the Council's website.

Mobility will continue to be a large focus of Council's transformation journey to enable staff to have access to all Councils system's in real time from anywhere. This will ensure that work is being conducted effectively and that updates are available to Customers on their requests as they happen. In addition to this, it enables flexibility to staff and has resulted in Council being able to respond to COVID-19 with minimal impacts to the services offered to the Community

DP014 Enhance customer interaction with Council

With the continued use and support for Enterprise Content Management (ECM) system (digital document storage) and staff ECM training, Council is seeing growth in ECM usage and development including adding additional enhancements quick profiles and subject index all aimed at ensuring that data is stored securely and is accessible when needed. GIPAs have now also been moved from Customer Service to the Records team, further unifying the data storage all through the one department.

In the customer service area, we have implemented Electronic Cash Receipting, Online Payments via the website, Rates and Water payments online, and new touch screen kiosks.



DP015 Deliver an Information and Communication Technology service that meets Council's business delivery requirements

The new Council Website centralises all information and data for customers, including meeting agendas, meeting information, and all other services available at Council. This will work in conjunction with our in-progress Intranet portal to assist staff providing up to date and consistent information to residents and customers.

As part of the Digital Strategy, Council continues to continually upgrade and maintain the ICT services and infrastructure required to deliver Council's business.

Some of the gains already seen from this include the ability for the staff to work both in office and remotely while still maintaining similar levels of productivity.

Final stage of the Microwave network upgrade will be finalised over the next few weeks, increasing speed and bandwidth across remote sites up to 20x, allowing new applications, and more efficient delivery of current applications. New intranet currently in progress being developed in SharePoint, with aim of consolidating all information across the various departments into one central location. This should be ready by approximately March 2022.

Moving of network drives, P drive etc, into SharePoint and OneDrive further enhancing mobility and ability to access to stored information at any location transparently are scheduled to commence. They have been delayed due to COVID-19 and staff working from home late last year.

With the new Civic Centre, we are also in progress with Wifi upgrade across the building, allowing staff access to the network and data, anywhere from within the building, and then expanding that across the remote sites in the future.



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DP016 Deliver Corporate Systems that meet Council's business delivery requirements

The Customer Request Management System (CRM) project started mid last year. The Progress Mapping of the groups and configuration were completed in September.

This was originally meant to go live in December, due to COVID-19 and resourcing this has been delayed to March 2022.

Electronics Cash Receipting (ECR) went live towards the end of last year, allowing more efficient receipting and integration with the EFTPOS machines, removing manual transaction errors. This forms part of eServices which allow customers to pay and apply for Certificates online, which will be commencing soon in early 2022.

The TechOne Suite was also updated in November to the latest on premises version.

The Business Paper reporting software is being updated with migration to a new system scheduled to be live March 2022.

DP017 Ensure council services are delivered efficiently and effectively

Council's Service Delivery Review Program remained ongoing during the reporting period, enabling identification of service improvements.

A review of the Corporate Relations service, including Communications, was completed during the reporting period and reported to the 10 November 2021 council meeting. A series of tactical, strategic and transformational recommendations were provided, as well as some investment considerations. The findings, considerations and recommendations will be considered by the Executive team in development of the organisational roadmap and restructure.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>It was resolved at the 10 November 2021 Council meeting that all recommendations be implemented by end December 2022. One recommendation regarding crisis management has already been actioned.</p> <p>A Request for Quotation (RFQ) process was undertaken to seek expertise in public affairs and reputation management.</p> <p>Following the Children's Services review completed in November 2019, Council resolved to conduct a further review within three years (November 2022). During the reporting period an RFQ process was undertaken to engage a consultancy firm to facilitate the next review. The review will be undertaken in the next reporting period.</p>
	DP018 Identify opportunities for regional collaboration	<p>Council has actively participated in the Canberra Region Joint Organisation and in the development of a Blueprint for a Resilient South East NSW project and other regional collaborative approaches where appropriate.</p>
1.2.1 Open and effective communication methods and technology are utilised to share information about Council plans, intentions, actions and progress	DP019 Provide quality, timely and accessible information to the community	<p>Council continues to provide quality, timely and accessible information to the community. Positive news items are pro-actively sought from throughout the organisation and distributed via a range of mediums.</p> <p>These items are promptly issued via a range of channels including media releases, radio and television interviews, staff and electronic newsletters, Council's online digital Media Centre and via Council's social media platforms including Facebook and Twitter accounts.</p> <p>These sites are monitored by staff with feedback provided as soon as possible.</p> <p>During the reportable period 92 media releases were issued and 246 posts issued on Facebook with an average reach of 2,397. This led to 40,959 'link clicks' on Facebook and 863 shares which resulted in 392 new Facebook</p>



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>followers. A total of 8,462 followers were subsequently recorded as of 31 December 2021. For the same period 86 Tweets were issued resulting in 24 new Twitter followers.</p> <p>At the end of the six-month period 26 e-newsletters were issued (every Friday) to approximately 2,500 subscribers with an 'open rate' of 49.3%. These joined other regular electronic newsletters issued from various Council departments including the Community Engagement, Environment, Tourism and Arts and Culture teams.</p> <p>The variety of communications channels employed by Council and the number of messages issued in the reportable period demonstrate Council's commitment to community engagement and open and transparent communications.</p>
	<p>DP020 Implement an effective Community Engagement Framework</p>	<p>The Community Engagement Strategy has continued to guide consultation while complying with the fluctuating restrictions imposed by the COVID-19 pandemic.</p> <p>Engagement continues for key projects of particular interest to the community. This work has ranged from initial research via survey to capture the aspirations of our community, to forums, mapping and idea boards, and finishing with public exhibition processes.</p> <p>Face to face interaction has been conducted when possible in compliance with the government enforced COVID-19 restrictions but alternate electronic options have also been offered for people who are time-poor or do not feel comfortable in this environment or with increased health risks.</p>



The online consultation hub at www.yoursaywingecarribee.com.au continued to offer a COVID-safe method of capturing information via surveys and engaging the community in idea sharing and development of solutions. This has been particularly important for projects which require public participation including:

- Moss Vale Bypass
- Draft Penrose Village Park Plan
- Corporate Relations Survey
- Australia Day Survey
- Code of Meeting Practice
- Robertson Village Place Plan
- Mittagong's Cook Street and Moss Vale's Church Road Oval Playspaces
- Disability Inclusion Action Plan
- Fees and Charges Destination Southern Highlands
- Councillor and Staff interaction policy
- Media Policy
- Bowral Memorial Hall
- Planning proposal - public exhibitions
- Leases, licences and other property related matters

Flexibility in consultation has been required to work with changing requirements and an additional focus on promotion has ensured that engagement levels have not dropped during this reporting period.

DP021 Support Council committees and working groups

A review on Council's committee framework was commissioned in July 2021 and was undertaken by an independent expert. The outcomes of this review were reported to the Council meeting held on 8 December 2021.

The Review recommends that a new model of structured community



engagement led at the strategic level by five Community Reference Panels responsible for the oversight of Informing Strategies.

The five Community Reference Panels address the following areas of Council's operations:




- Environment
- Infrastructure
- Community
- Sport
- Economy




In addition, the new model will include seven Special Purpose Panels to provide advice and input on areas required by legislation or ongoing strategic direction and operational importance:

- Audit, Risk and Improvement Committee
- Local Traffic Committee
- Southern Regional Planning Panel
- Local Planning Panel
- Local Emergency Management Committee
- Wingecarribee Floodplain Risk Management Committee
- Wingecarribee Community Safety Committee

The Review also recommends Action and Working Groups as a part of the committee structure. The Action and Working Group will provide ongoing or time limited advice to Council in specialist areas.

The Review report has been placed on public exhibition and community feedback will be reported to Council in early 2022.

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
	DP022 Actively build capacity for community participation in leadership including mentoring and support	Information about business support services and initiatives is regularly communicated to the leadership teams of the three business Chambers and other peak business bodies to assist them in building capacity within their organisations for the benefit of the local economy.	
	DP023 Develop partnerships and networking with community, government and business	A new partnership has developed with Corporate2Community, a not for profit organisation which has been successful in sourcing funds in support of disaster relief and building resilience. As a result, Wingecarribee has been included in a regional Business Community Resilience Toolkit Program. This 12-month program is free for participants and provides opportunity for networking and collaboration at a local government area level.	
2.1.1 Increase the availability and affordability of locally provided health services	DP024 Advocate for improved health services in the Shire	<p>South West Sydney Primary Network provided funding for a non-clinical, community-based service to support mental health and community wellbeing for bushfire affected communities in our Shire. Council participated on the assessment panel with the successful tender going to Community Links Wellbeing. The Community Bushfire Project which commenced in December, will provide free community-based support, focusing on improving mental health, wellbeing, connectedness, and resilience, by connecting residents to information, local mental health and other practical supports to promote recovery.</p> <p>In response to local COVID-19 demands, specific vaccination clinics were organised for Aboriginal community members. Clinics were facilitated with NSW Health Department and held at the Aboriginal Community Cultural Centre in Mittagong. Clinics were fully subscribed each time which increased vaccination rates in our local indigenous community.</p>	

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
2.1.2 Work collaboratively to address social disadvantage	DP025 Partner with community based organisations in provision of services	Dhungung Food Share program is delivered in partnership with Council, Red Cross and OzHarvest with local support and donations provided by Highlands Community Centre, Aboriginal Affairs, Berrima District Credit Union and Le Bistro Gourmand. During this period there have been 64 Families registered for Dhungung Share reaching around 220 people. Over 600 boxes were distributed from mid-August to mid-December - which marked the commencement of lockdown. 
	DP026 Partner with State and community organisations to provide a broad range of health and wellness programs to target specific needs of the community	Mental Health Month was more important this year than most given the level of concern around the health and wellbeing of our community given prolonged periods of lockdown and social isolation. The program of events facilitated by Council was aimed to cater for different sectors of our community and involved working closely with other agencies to deliver the program. The month included opportunity for people to enter photographs onto our website on different themes, online workshops on Navigating the lockdown Blues, specific health and wellbeing workshops for creatives, Corbett Gardens Hearts in the Park and regular information to support community members. Updating COVID-19 information on the website as well as the location of testing clinics and vaccination clinics became a need for our community. Council worked with NSW Health to provide two vaccination clinics for the Aboriginal community that were well attended. 
2.1.3 Increase promotion of healthy lifestyle choices	DP027 Provide access to sport, recreation and leisure services	Open space parks, linear reserves and sport fields have been maintaining to meet operational service standards. The standards have not been achievable at time over the growing season due to high rainfall.  This reporting period the following works in the areas of sport, recreation and leisure have been commenced or completed:

- Tourist road tennis court completed December 2021.
- Loseby park Bowral sports field lighting renewal; Tender documents completed and to be tendered January 2022.
- Ritchie Park Moss Vale children's play space design; Project deferred.
- Waratah Park Hilltop - Children's play space design; quotation has been submitted, site meeting held, waiting on submissions.
- Penrose Oval Penrose- Children's play space design - Project deferred.
- Eridge Parl Burradoo - Net ball courts lighting upgrade; Tender documents completed and to be tendered January 2022.
- Bundanoon Oval synthetic cricket pitch replacement; Project completed waiting on surrounding grass renovations to settle before opening for use.
- Hill Top Boronia park cricket pitch synthetic cricket pitch replacement; Project completed waiting on surrounding grass renovations to settle before opening for use.
- Waratah Park Hilltop - Children's play space; quotation has been submitted, site meeting held, waiting on submissions.




The operation of Moss Vale War Memorial Aquatic Centre (MVWMAC) is managed by contractor Bluefit . This has been a challenging year, balancing community safety and COVID-19 restrictions. The facility continues to be a valuable asset for the community. Highlights for the period:

- MVWMAC was closed for 58 days due to the COVID pandemic public health orders having direct impact on attendance and revenue figures.
- Since reopening on 11 October 2021 health club memberships have remained consistent with pre-lockdown numbers with 801 members.
- Learn to Swim membership have increased to over 800 students, a record for the Centre with another 60 students on a waiting list for classes. Bluefit are registered for the Government funded toddlers swim program in 2022.

- Total Centre attendance for Q1 2021 - 32,514
- COVID subsidy payments have been made to Bluefit to bridge the financial gap of COVID-19 closure. This subsidy will be repaid to council as per 2020-21 subsidy arrangement.
- MVWMAC Health Club expansion grant has been application approved, DA awaiting clarification on hydrant system prior to being submitted.
- Maintenance and improvement works were carried out during the lockdown period including installation of disability hand rails, repair or roof insulation, installation of new lighting as part of sustainability improvements and rust proofing of beams and columns in pool hall.

The outdoor pool season opened October 2021 with the following operational milestones and highlights:

- Bowral and Bundanoon swimming pools opened on time to the public for the summer season.
- Bowral pool was painted during the off season and has drawn positive feedback from the community.
- Disability hoist was installed at Bowral pool to increase pool accessibility for people with reduced mobility. This has received positive community feedback.
- Both pools at Bundanoon have remained open despite ongoing issues with water balancing. Team Leaders have been incredibly diligent in training staff and monitoring chemical levels to ensure the pools remain open.
- Zero lost hours (pool closure) due to water issues/weather/incidents YTD.
- Bowral Pool Attendance YTD - 4630 (N.B. Bad weather has had an impact on attendance to both pools at the start of the season.)
- Bundanoon Pool Attendance YTD - 423
- Swim Club has recommenced at both Bowral and Bundanoon.
- Water Polo, School Carnivals and Squads all booked to recommence in 2022.

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
2.1.4 Enhance partnerships to maintain a safe community	DP028 Partner with Police, business and community representatives to implement the Community Safety Plan	Wingecarribee Community Safety Plan is due to be updated, a project plan for the review of the Plan will be developed in early fourth quarter of the financial year.	
	DP029 Partner with agencies to ensure emergency management processes and procedures are in place	As the Delta variant of the COVID-19 pandemic began rapidly infecting NSW during July 2021 the LEMC began planning for a COVID-19 Lock Down Exercise to test planning, readiness to respond and ensure all appropriate resources were available and in place. 'Wingecarribee Closed' Exercise was held 17 August 2021 online via TEAMS with the whole Committee participating and resulting in a coordinated development of the Wingecarribee Community Action Plan which included revised Business Continuity Plans for local Emergency Management Agencies to ensure sufficient resources for normal emergency response activities, assessment of potential testing and vaccination clinic drive through sites to address surge capacity and the acquisition of sufficient PPE for distribution to vulnerable people and groups in the community. Additionally, evacuation centre models of operation were revised to address the new COVID-19 reality and EOC activation planning reviewed to ensure a safe operating environment in the event of another natural disaster occurrence during the Pandemic. Weekly COVID LEMC meetings were then held to ensure all were kept up-to-date on pandemic spread and developments until early December when meetings finished for the year.	
	DP030 Implement public health and safety regulatory programs	55 primary food premises inspections were undertaken, which included 1x inspection of the premises with two or more food preparation areas. - The following ratings were assigned:	

5-star - 35 sites;
4-star - 10 sites; and
3-star - 4 sites.
- 3 premises scored below the minimal requirements for a 3-star rating.
- 3 of the inspected premises was of a type not covered by the 'Scores on Doors' program.
Note: The food premises inspection program has been affected by the COVID situation.

2.1.5 Plan and deliver appropriate and accessible local services for the community

DP031 Assess the changing profile of the Shire and prioritise services accordingly

Council has provided access to a more comprehensive suite of data information tools, developed and maintained by .id Profile. Additional data is now available through Economy .id, Forecast .id and Atlas .id. This suite of tools provides accurate, consistent and in-depth data allowing for more effective strategic decision making across Council and in the community. The .id data tools are now active on the Council website.







DP032 Provide children services to support family life

There has been a noticeable increase in families seeking child care in both our Out of School Hours Service and Family Day Care Service since the impacts of COVID-19 with many families working from home and large numbers of families relocating to the Southern Highlands.



Both the Out of School Hours Service and Family Service are operating at capacity and working to meet the needs of the growing community. Despite a number of strategies Family Day Care has not been able to attract Educators to the Service to meet the growing demand for child care. The Early Childhood sector is experiencing a national workforce crisis with the impact reflected in our own Services.

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
	DP033 Support agencies to implement community programs and initiatives	Report to Council 14 July 2021 approved the allocation of \$119,820 to 39 different community organisations. Allocated funding needs to be acquitted by the end of the financial year. COVID-19 restrictions prevented a formal presentation taking place during Local Government Week. All successful applicants were posted their Certificate of Entitlement. Council have provided letters of support to community-based organisations applying for funds particularly targeting the bushfire recovery area. This funding has yet to be announced.	
	DP034 Provide companion animal services	The design for the facility has been tendered with a report due to the January 2022 meeting.	
2.1.6 Provide a diversity of formal, informal and innovative hubs for learning and skill development for all stages of life	DP035 Support initiatives which enhance opportunities for learning and skill development	Council in collaboration with Kiama, Shellharbour and Wollongong City Councils facilitated training for our local creatives. 'Creative First Aid' was delivered online over two days during Mental Health Month. The training aimed to provide tools and strategies to people in the arts and creative industries to manage their mental health and explore creative ways to self-care. Council staff engage routinely with TAFE and University of Wollongong in facilitating the Careers Advisors group, promotion of courses and referral to initiatives that contribute to activation of the education precinct.	
	DP036 Provide a range of services and programs through Council Library service	Library services were heavily impacted by the COVID-19 lockdowns of last year and beginning of this year with reduced staff levels, and closures of some libraries. So key services and enhancements include, the all new Moss Vale library, with the latest and new digital technology, and modern environment.	

Fit out of new furniture, technology and designs.

In place of library closures, click and collect service was provided through the lockdown periods to enable customers and community to continue to borrow books and other materials.

Public print management, and Public PCs at Bowral and Moss Vale were also recently upgraded to newer modern PCs, allowing customers to book pcs, pay, and release print jobs all via the Public PCs.

New reservations procedures were also put in place, allowing customers more time and convenience to pick up their reservations at a time that suits them. During this period, library services also offered various programs and events for the community, some of these successful events included Halloween Credit in October, QUIZZ Trivia in November and the Summer Reading club which has been running for its 14th year. These activities promoted the library services while at the same time engaging the community in a fun yet educational manner providing value to the community.




2.2.1 Actively foster a spirit of participation and volunteering by addressing key barriers

DP037 Implement sector plans that address key barriers to participation in community life

Council is partnering with Touched by Olivia Foundation to pilot a project titled Community Circles. The six-month pilot will support older and isolated residents in the Shire to stay in their own homes and be supported by a network of friends, family and services. The program aims to reduce social isolation and ensure residents can express their needs and be supported in practical ways.

Planning for the Wingecarribee Youth Forum comprises a working group of 15 local service providers on board. Planned forum was cancelled due to COVID-19 restrictions.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
2.2.2 We welcome new people and ideas	DP038 Develop and implement initiatives that support new residents participating in community life	Council website promotes an accessible New Resident Kit with a range of valuable information especially designed for people moving to live in the area. Planning is underway for the 2022 Seniors Directory to be designed and published in time to be launched at the 2022 Seniors Festival.	
2.2.3 Encourage all members of the community, especially older residents, to share their knowledge and experience with younger members	DP039 Support intergenerational programs and projects	Council has been investigating ways to increase volunteer opportunities for young people in our community. Young people at the Youth Forum in 2019 that identified need for more volunteering opportunities. St Vincent de Paul volunteers are ageing which has led to them exploring opportunities to engage youth volunteers to assist in the charity shops. Council has had initial discussions with representatives from St Vincent de Paul to support strategic plans. COVID-19 restrictions have prevented opportunities for young people and older people to connect. Grandparents Day usually takes place during this period, however was not possible due to current health restrictions at that time.	
2.3.1 Provide and support a range of community events, festivals and celebrations	DP040 Support and coordinate a diverse range of community festivals and celebrations	<p>Delivery program of key community events was greatly impacted by COVID-19 pandemic. NAIDOC Week celebrations, usually held in July, were unable to go ahead during this period due to NSW Public Health orders in place. The 2021 NAIDOC week activities will be delivered as part of the 2022 NAIDOC week celebrations.</p> <p>ARTStrail 21 had a positive response from local studios and galleries to participate in the November arts trail. Unfortunately, the ARTStrail 21 had to be cancel due to concerns about the impact of COVID-19.</p> <p>Mental Health month took place during the month of October. The theme for Mental Health Month was Tune In. Council facilitated an online webinar titled</p>	

"Navigating the Lockdown Blues" with speakers from the Southern Highlands Suicide Prevention Program. The aim was to provide some practical strategies, support and information to people who may be struggling with the COVID-19 restrictions and ongoing lockdowns in place at the time.

Council provided opportunity for local residents to enter photos onto our website during Mental Health month harvesting positive messages. Hearts in the Park Suicide Awareness program held in Corbett Gardens 23 October, was a reduced event to meet COVID-19 restrictions in place at the time.

Council committed additional funds to celebrate Christmas across the Shire. Local villages were financially supported to plan community led festive activities and Council coordinated events around the lighting of the Christmas trees in Bowral, Moss Vale and Mittagong. Council worked with Southern Highlands Chamber of Commerce and Industry on the Festival of Lights across the Shire.

2.3.2 Acknowledge and respect our Aboriginal cultural heritage and people

DP041 Promote and deliver initiatives which enhance community understanding of Aboriginal cultural heritage




Dhungung (Food) Share program supports 64 families reaching 220 people. The program has had to pivot into a home delivery service provided weekly to avoid contact amongst community members. The program is well supported by key partners OzHarvest and Red Cross. In September GIVIT registered Dhungung Share on their platform allowing the donation of food vouchers to support the program.





Council worked closely with NSW Health to set up and promote pop up vaccination clinics at the Aboriginal Community Cultural Centre. Two clinics were held. The first clinic saw 54 people register.









Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>31 families were supported to put in for the Salvation Army Christmas Hampers. This was a drive through service rather than the large community lunch due to COVID-19 restrictions. Council staff contributed to the desserts for this event.</p>
<p>2.3.3 Support and promote the creative and cultural sector</p>	<p>DP042 Facilitate the promotion of community arts, emerging artists and cultural awareness and activities</p>	<p>ARTStrail 2021 had to be cancelled due to concerns related to COVID-19, despite this ARTSfile and Wingecarribee Shire Council launched the one-off Acquisitive Art prize. ARTStrail 2021 participants were invited to submit a piece of their work with public voting “People’s Choice Art Award” determining the winning piece which will become part of Council's permanent public art collection. Professional development program for artists were able to be offered online.</p> <p>Live and Local project has engaged a curator to assist with implementing a micros music festival next year. This is a comprehensive capacity building program which seeks to focus on young emerging performers, engage with local business and industry professionals and deliver professional development opportunities.</p> <p>Council has nominated significant heritage landmarks and cultural projects to the State-run Blue Plaque Project for consideration.</p> <p>Council has been working with Southern Highlands Creative Industries Cluster project to get a better understanding of the diversity of creative practice and quantify the size of the sector to the Southern Highlands economy. A survey has been developed to collect basic information from galleries, venues, organisations and individuals. The information will be collated next year and presented in a report.</p>



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
3.1.1 Provide an accessible, efficient and interconnected public transport system within and out of the Shire	DP043 Undertake advocacy activities to further the development of an integrated public transport network	<p>The development of a Wingecarribee Shire Integrated Transport Strategy has been identified as a critical requirement in ensuring the effective and sustainable management of the Shire's transport network, the Transport Strategy will integrate with the recently adopted Wingecarribee Local Housing Strategy and involve liaison with other transport authorities.</p> <p>Due to resourcing this project will commence in the 3rd quarter with the engagement of a suitably qualified and experienced consultant for the preparation of the Strategy.</p>	
	DP044 Provide infrastructure linkages between public transport hubs	<p>Through the 2021/22 Capital Program, Council is investing in the renewal and upgrade of the road & footpath network.</p> <p>Projects that are improving links between transport hubs:</p> <ul style="list-style-type: none"> - Penrose Road, Penrose footpath link - Wilson Drive, Balmoral footpath link - Station Street, Bowral pavement rehabilitation - Old South Road Renewal and Upgrade <p>The 2022/23 Capital Program is to be developed throughout Q2 & Q3 and will include consideration of additional transport links.</p>	
	DP045 Promote public transport options and linkages across the Shire	<p>Implementation of the outcomes from the Recreation Pathways Strategy has been deferred to 2022/23 due to scoping and resourcing complications. The project will now be delivered as a single rather than staged project in 2022/23.</p>	

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
3.1.2 Plan and deliver an interconnected and accessible network of cycleways and footpaths between towns and villages	DP046 Expand our network of footpaths and cycle ways to improve connectivity of the Shire	Council has Pedestrian Access & Mobility Plans (PAMP) prepared for all towns and villages in the Shire. These plans are over 10 years old and so a review and update of the documents is required. The engagement of a suitably qualified and experienced consultant in Q4 is forecast to commence this review.	
3.1.3 Investigate and implement opportunities to reduce travel time between the Shire and other population centres (e.g. Sydney, Canberra and Wollongong)	DP047 Partner with agencies to advocate for improved transport services	The Canberra Regional Working Group - Infrastructure Delivery did not meet in Q2, however Council will continue to attend and advocate for an Integrated Public Transport Network as opportunities present.	
3.2.1 Maintain inter-urban breaks (i.e. the green between) and rural landscape between towns	DP048 Provide a rigorous planning assessment framework which reflects State legislation and Council's adopted land use strategy to ensure appropriate development outcomes	The Local Environmental Plan and set of Development Control Plans are being reviewed. The planning framework as set by NSW state government including state planning policies is applied at local level. In regard to the recent review of planning services, a goal for 2022 is to provide more consistency in regard to planning advice and outcomes for applicants. System improvements are underway, however, will take more than 12 months due to the current attrition rate and resourcing in the planning and certification sections.	
3.2.2 Identify and protect the unique characteristics of towns and villages to retain a sense of place	DP049 Review and prepare planning strategies, policies and studies that retain the character of the Shire's towns and villages	<p>Council adopted the Wingecarribee Local Strategic Planning Statement (LSPS) in July 2021 which provides a high-level planning framework to retain the character of the Shire's towns and villages. The Strategy includes local precinct plans for the towns and villages and commits Council to developing a place-based planning system that retains and enhances the local character of our towns and villages.</p> <p>Council has commenced work on the Robertson Village Place Plan and will shortly commence work on the Bowral Town Centre Master Plan, and both projects will protect and enhance the character of the relevant places and ensure that growth is managed in a way that is keeping with the community's expectations.</p>	

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
3.2.3 Identify, protect and promote places of significant cultural heritage	DP050 Implement initiatives that promote and protect cultural heritage	<p>Council staff continue to implement initiatives that promote and protect cultural heritage.</p> <p>Councils website was recently updated to promote local heritage and provide information to the community, development industry and real estate agents on how to appropriately manage and protect heritage within the Shire.</p> <p>A draft Heritage Study that seeks to identify and protect new heritage items will be reported to the Local Planning Panel in early 2022 for public exhibition, and following the adoption of the Heritage Study, a Planning Proposal will be prepared to implement the outcomes of the adopted study. This will significantly improve the protection for significant sites, places and building within the Shire.</p>	
3.3.1 Work collaboratively to improve and revitalise town and village centres throughout the Shire	DP051 Implement a program of town and village centre improvements	<p>The Central Business District Teams have maintained service levels to town and village centres including street sweeping, empty public garbage bins, cleaning amenities, roadside garden maintenance, removal of dumped waste, pavement washing, repairs to street furniture, foot path repairs and graffiti removal.</p> <p>The Parks and Open Space landscape team has continued to repair pavement trip hazards across Moss Vale, Mittagong and Bowral CBD area. Notably completed significant trip hazards in Station Street, Bowral. Bin capacity has been increased in high visitation areas of Corbett Plaza, Bowral.</p>	
	DP052 Deliver the Urban Street Tree Implementation Plan	Council has completed 78 street tree plantings in line with the outcomes and objectives detailed in the Street Tree Implementation Plan and Street Tree Master Plan for the 2021/22 growing season.	

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
3.3.2 Create welcoming and accessible community facilities that support opportunities for people to meet and connect with one another	DP053 Provide and maintain high quality community facilities across the Shire	<p>Council is committed to the renewal and upgrade of community facilities of the Shire. This commitment is shown through the allocation of \$14M within the 21/22 Capital Program for Parks & Buildings related projects, highlights being:</p> <ul style="list-style-type: none"> - Moss Vale SES Building - Southern Highlands Animal Shelter Building - Bowral Memorial Hall Refurbishment - Mittagong Memorial Playhouse Refurbishment <p>Community facilities reopened on 15 October 2021 in line with NSW Public Health Orders for regular hires and the fully vaccinated only. And from 15 December 2021, in line with NSW Public Health Orders, Council further opened its Community facilities to those of both vaccinated and unvaccinated status.</p> 
	DP054 Undertake the redevelopment of Bowral Memorial Hall	<p>The Bowral Memorial Hall Refurbishment project is progressing well although has succumb to numerous issues relating to unknown adverse latent site conditions. Works relating to the remediation of hazardous materials has been completed and the project is now contending with significant structural deficiencies within the building. Engineering solutions are being applied although this has had significant impact on milestones and budget.</p> 
	DP055 Effectively plan for and deliver on the diverse needs of people with a disability	<p>Disability Inclusion Action Plan 2017 - 2021 review was extended to be completed by end of June 2022. The DIAP provides Council with a framework to create a more inclusive and accessible place to live. Its purpose is to ensure we are supporting people with disability and their carers to be involved fully in community life.</p> <p>Disability Inclusion Action Plan aims to reduce and remove barriers for people with disability and foster a more accessible and inclusive community.</p> 

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		Community Engagement strategy has commenced to gain input from a broad cross section of the community to develop the DIAP 2022 - 2026. The focus is on attitudes and behaviours, liveability and employment opportunities.
3.3.3 Provide a mixture of housing types that allow residents to meet their housing needs at different stages of their lives and support affordable living	DP056 Ensure planning controls allow for diversity of housing choice	<p>Council adopted the Wingecarribee Local Housing Strategy in July 2021 which provides a high-level planning framework for housing within the Wingecarribee Shire.</p> <p>The Strategy contains a specific planning priority, and a series of actions to increase densities, and the diversity of housing in appropriate locations throughout the Shire. Council staff have now commenced a review of all medium density development controls, to ensure that the planning framework supports and facilitates a greater mix of housing types throughout the Shire.</p>
3.4.1 Work in partnership to ensure a safe road network	<p>DP057 Partner with agencies to plan and deliver a program of road upgrades, renewals and maintenance</p> <p>DP058 Implement a long term solution for the use and disposal of roadside spoil</p>	<p>Council continues to work with Transport for NSW for the delivery of several road projects that are part funded by various funding programs, including:</p> <ul style="list-style-type: none"> - Old South Road Renewal & Upgrade - part funded by Fixing Local Roads Program & Safer Roads Program - Wombeyan Caves Road Renewal - funded by Bushfire Local Economic Recovery Fund (BLER) and Disaster Recovery Funding Agreement (DRFA) - Burrawang Creek Bridge Renewal - Fixing Country Bridges Program - Ritters Creek Bridge Renewal - Fixing Country Bridges Program - Diamond Fields Creek Bridge Renewal - Fixing Country Bridges Program - Merrigang Street Bridge Renewal - Fixing Country Bridges Program <p>Due to Water and Sewer proposed operational expansions, the Drapers Road site is no longer considered a viable site for the stock piling of excavated road</p>



material.

Berrima Rd Site: On 16 November 2018 Council was advised that aboriginal land claim 40953 over site was granted which means land is transferred to Illawarra Local Aboriginal Land Council (ILALC). Council now has a lease agreement with ILALC renewed yearly. The duration of this lease is not practical and therefore there is a need to explore the option of creating a reuse facility.

Council staff continually review the unsealed road network with a view to finding locations where cuttings can be overlaid with reuse material from road reconstruction works.

Council is currently consulting with the NSW Environment Protection Authority for further advice related to temporary stock pile exemptions for excavated road materials.

3.4.2 Manage and plan for future water, sewer and stormwater infrastructure needs

DP059 Review and implement Water Master Plan

As part of the 2021/22 Capital Program over \$30M is being invested in the water supply network. Through the development of the 2022/23 Capital Program, further projects will be implemented to support the delivery of the Integrated Water Cycle Management Strategy.



DP060 Review and implement Sewage Treatment Plant Upgrade Strategy

Bowral Sewage Treatment Plant (STP) Upgrade:
The detailed design documentation (and associated tender document package) is significantly completed. The project is on track to advertise the tender for the construction works contract in late January 2022, with the view to award the contract by mid-2022.



As resolved at the October Council meeting, the Review of Environmental Factors (REF) has been placed on public display (on Council's website); and an

informal information session/site tour held on 20/11/21 (supported by media releases and letters to neighbouring residents). Positive community feedback was received at the information session/site tour.

It is noted that Council representatives have liaised with EPA throughout the investigations and design phases of the project, providing requested information and meeting regularly. EPA is yet to provide a response/comments on the REF or provide their concurrence with the design (including suggested effluent discharge conditions). As reported to the October meeting of Council, obtaining concurrence from EPA (with no significant objection requiring design changes) may impact on the release of the tender documentation package.

Moss Vale STP Upgrade: There have been significant changes to the treatment processes being designed from what was proposed in the original concept - being a change from an intermittent to a continuous process. This is noting that the same consultant has been successful in being engaged for all three proposed STP Upgrade designs - via an open competitive procurement process for each STP.

The Moss Vale STP Upgrade design has progressed to approx. 50% complete, with a design review meeting/CHAIR workshop undertaken in December. This review (and concurrence to the site layout for the new works) allows the REF to be progressed (which will include 'odour impact assessment' modelling). Further discussions with EPA/WaterNSW/DPIE regarding the necessary approvals processes will follow.

Current expectation for the design completion and approval/concurrence from the regulators) is mid-2022. Once the design and REF have sufficiently progressed, a project update report will be presented to a meeting of Council

(expected to be early 2022).

Mittagong STP Upgrade: There have been significant changes to the treatment process being designed from what was proposed in the original concept. The change is from an intermittent treatment process to a continuous process - therefore providing consistency across all three STPs (with benefits of standardising equipment and operator familiarity).

The design has progressed to approx. 30% complete, with a HAZOP workshop undertaken in December. Current expectation for the design completion (and approval/concurrence from the regulators) is late 2022. Once the design (and draft REF) is sufficiently progressed, a project update report will be presented to a meeting of Council (expected to be mid-2022).

DP061 Improve stormwater management across the Shire



Council continues to invest in the stormwater management of the Shire through maintenance, capital and floodplain management efforts.




In 2021/22 \$4.8M will be invested in capital renewal and upgrade of the stormwater network, highlights being:

- Prince St Drainage Renewal & Upgrade
- Jasmine St Drainage Renewal & Upgrade
- Retford Park Basin (design phase)
- Spring St Drainage Renewal & Upgrade
- Station St Drainage Renewal & Upgrade

Review of the Wingecarribee River Flood Study (90% complete). The next phase will be reporting to Council for endorsement of public exhibition with the Study to be complete in 2022.



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	DP062 Undertake drinking water quality management	<p>Council has continued to work in line with its commitments under the adopted Drinking Water Management System (DWMS) and the Australian Drinking Water Guidelines (ADWG) in close consultation with NSW Health. An Internal review of the DWMS structure and action programs is currently underway to ensure long term business needs are met. The ongoing monitoring of systems and process controls for key critical control parameters (e.g. Turbidity, pH, fluoride and chlorine residuals) has continued in water supplies.</p> 
	DP063 Ensure the integrity of water and sewer infrastructure	<p>Council has continued to deliver operational planned and reactive maintenance and long-term capital programs of its water and sewer infrastructure. Electrical and mechanical asset planned and reactive maintenance continuing.</p> <p>Ongoing Backflow and trade waste management.</p> <p>Clear Scada program of upgrades at STP's and WTP's ongoing, approaching completion</p> <p>Both Wingecarribee and Bundanoon Water Treatment Plants has continued to be operated to a standard that exceeds the criteria defined in Council's Drinking Water Management System and the Australian Drinking Water Guidelines (ADWG)</p> <p>Raw water levels in the Wingecarribee Reservoir continue to be substantial and operating above 80 per cent and Bundanoon dam is currently at 100 per cent</p> <p>Algal detection levels within the raw water have triggered the commencement of Powder Activated Carbon (PAC) dosing at Wingecarribee WTP to ensure ADWG compliance</p> <p>Water and sewer critical main upgrade program ongoing Dam safety inspections at both Bundanoon and Medway dams ongoing weekly</p> 

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
	DP064 Ensure regulatory compliance of sewerage infrastructure	There have been no non-compliances during the period. All overflow and bypass have been reported to the EPA and WaterNSW with no further actions required. Berrima STP has breached the EPA licence on pH caused by excessive algal growth in the tertiary lagoon. This is a common issue with these types of plants during the summer. Council is working with the EPA and DPIE to find a suitable solution, and a capital project is under way.	
3.4.3 Improve access to communication services	DP065 Facilitate and advocate for enhanced access to telecommunication networks	Council staff are working closely on telecommunications opportunities for the region and have conferred with NBN regarding new initiatives. Council continues to monitor any further government announcements and initiatives which may have implications for the Shire.	
4.1.1 DP065 Facilitate and advocate for enhanced access to telecommunication networks	DP066 Manage public natural assets	<p>Actions in this Program are supported by the Environment Levy. Council implements an active Bushcare program across 59 reserves and management sites. This program focuses on bush regeneration and control of environmental weeds at Council managed sites. COVID-19 protocols were implemented for volunteers in Council's Community Bushcare and Rivercare Program during this period. The Community Nursery continues to operate with volunteer support, with 6,267 plants propagated in the reporting period.</p> <p>Threatened Species Recovery Projects. Council is working with the NSW Government on recovery projects for important Threatened Species in the Shire. These projects include:</p> <ul style="list-style-type: none"> · Southern Highlands Koala Conservation project · Southern Highlands Glossy Black Cockatoo Conservation "Glossies in the Mist" · Eucalyptus macarthurii · Persoonia glaucescens · Phyllota humifusa · Eucalyptus aquatica. 	

The award-winning Southern Highlands Koala Conservation Project (SHKCP) has entered an extended period of project delivery under the NSW Government Saving Our Species (SoS) Program. Council has completed the next deployment of “Koala Karaoke” audiomoth koala monitoring program Southern Highlands Glossy Black Cockatoo Project - A draft feed / habitat map has been created for the Shire and is being used in the recovery actions in the SoS project. This map identifies appropriate areas for Glossy black cockatoo plantings and is being used for the 21/22 financial year habitat planting program.

A planting guide for platypus habitat was developed as part of the Southern Highlands Platypus Conservation Project. This is being used in on ground works in Council’s Bushcare program.

Council implements integrated treatment of rabbits on Council land collaboratively with South East Local Land Services (SELLS) and adjoining private landholders. Preparation work has been completed an upcoming private / public land rabbit control project in collaboration with SELLS in 3 affected Reserves to the east of Bowral. Council continues to represent on the Southern Highlands /Taralga Wild Dog Working Group.

Council undertakes environmental assessments of the potential impact from Council works and identifies controls to minimise and mitigate environmental impacts. A scheduled review of Council's Part 5 Environmental Assessment Procedure has been completed to ensure currency.

Council continues to implement the flora and fauna bushfire recovery program. Bushfire affected reserves are being managed for weed infestations, monitoring has occurred monthly, for regeneration and weed incursions and contractor weed control works are implemented as required. Preparation works completed for the management of an invasive acacia issue occurring in

reserves to the north of the Shire. This work to be completed in the 3rd quarter.

The Private Land Conservation Bushfire Recovery website enables fire affected properties to sign up to free enhanced versions of Councils Land for Wildlife (LFW) and Habitat for Wildlife Programs.

DP067 Maintain and build high value environmental lands and corridors

Council's Private Land Biodiversity Conservation Strategic Plan continues to be implemented. Council encourages conservation on private land through a three-tiered program to support different types of landholders and conservation values. The three programs are open to the community are Land for Wildlife (for large landholders), Habitat and Wildlife (Smaller urban properties), and Private Conservation Agreements.



In the last reporting period 13 additional properties have joined the Land for Wildlife program and 4 properties joined the Habitat for Wildlife program. The total number of active Land for Wildlife properties comprises: 180 properties. Council works in a collaborative partnership with community groups, Government Agencies, and non-government organisations on the Wall to Wollondilly Project. The project focuses on a key corridor along the Wingecarribee River between its junction at the Wollondilly River and the wall at the Wingecarribee Reservoir. Current work being supported by Council, Local Land Services (LLS) and Greening Australia the removal of a significant "willow choke" which is blocking access on the Wingecarribee River downstream of the Burradoo Rail Bridge.

This removed will facilitate access to the waterway for volunteers to assist with ongoing willow control.

~~Properties affected by the 2019-20 Bushfires remain eligible in 2021 for~~

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Council's Private Land Conservation Bushfire Recovery program. This program enables fire affected properties to sign up to free enhanced versions of Councils Land for Wildlife and Habitat for Wildlife Programs.

A regular supply of Koala Feed Trees has been established and are available for purchase at Wariapendi Native Nursery, Colo Vale under an agreement with Council. All profit from the sale of these trees goes back to Koala carers. Over 1,000 Koala Trees have been provided free to properties registered with Council's Land for Wildlife Program.

Council received a Research Grant from the NSW Environmental Trust to deliver Rare Flora Species Surveys to monitor the impact of the 2019/2020 bushfires. To date, species reviews and surveys elements of the project have been completed.

An updated app has been created to support the collection of roadkill data as part of the Southern Highlands Roadkill Project. This is helping with data-based decision making. A Koala Zone for Tourist Road is being investigated. An initial report to Traffic Committee has been submitted. Additional material about a proposed Koala Zone is being prepared for the consideration and potential approval by the Committee.

Council has received a grant under the state's Building Local Economic Recovery (BLER) fund for the Indigenous Cultural Burning Project. Work on this project has commenced with detailed environmental assessments and archaeological studies undertaken for the areas of implementation. This project will continue until June 2023.

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
	<p>DP068 Ensure the impacts of development on biodiversity are assessed, monitored and mitigated</p>	<p>Council (environment team) undertakes assessments of the potential impact from Council works, utilising Council's adopted procedure and assessment tool for this function.</p> <p>These tools have been reviewed to reflect changes in legislation, feedback and relevant case studies. Controls to minimise and mitigate environmental impacts are identified through this process. In-house training has been delivered to key groups.</p> <p>Where s138 applications, applications to undertake work on or alongside public roads, are being assessed, (development engineers), a new procedure is being discussed to ensure that environmental outcomes are protected and a more conservative approach adopted with a more vigorous assessment of potential environmental impacts.</p> <p>Planning assessments for DA's have always included required environmental assessment under the <i>Environmental Planning and Assessment Act 1979</i> and reports are required under the legislation and external referrals undertaken as necessary. Ecologist advice to support the planning and certification teams to handle formal internal referrals is under review.</p>
<p>4.1.2 Work collaboratively to reduce pollution and its impact on our environment</p>	<p>DP069 Build community partnerships and education programs to reduce pollution</p>	<p>Council operates an investigation and enforcement program to respond to pollution and illegal dumping matters. An education program supports these functions and provide information and education for the community. Council continues to monitor building sites for waste, including waffle foam pods, which has been an environmental issue causing damage to waterways and the generation of complaints.</p>



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
	DP070 Reduce the impact from Council infrastructure and operations	<p>Targeted education campaign has been undertaken in development areas by Councils RID Officer and compliance office to speak with builders and explain the harm caused by such waste.</p> <p>Pollution complaints for landfill have reduced, although land based asbestos complaints have increased, mostly due to bushfires and the clearing of land exposing historical dumping.</p> <p>Council undertakes Environmental Assessments on Council activities and projects to assess and reduce the potential impact on the environment. Council utilises an adopted procedure and assessment tool for this function. Controls to minimise and mitigate environmental impacts are identified through this process. In-house training on this process is delivered to key groups.</p> <p>Council works within the framework of an adopted Roadside Management Plan to manage the potential impact from regular Council activities along road corridors.</p>
	DP071 Develop and implement policies that support health, environment and sustainability outcomes within Council and across the Shire	<p>Council maintains policies and strategies that deliver positive outcomes for health, sustainability and the environment and these are periodically reviewed for consistency with legislation and community needs and expectations. Environment and Climate Change Strategy is a key strategy that will provide a ten-year guide to deliver both environmental and climate change targets.</p> <p>This strategy is currently under development. During this period Council undertook the community consultation part of the process.</p> <p>The engagement was very successful with over 550 residents participating in online workshops, pop up stalls and surveys.</p>



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>The result of the consultation will feed directly into the next phase of the strategy development.</p> <p>Council's Greenhouse Gas Reduction Plan is currently under development. This will be a Net Zero carbon roadmap for Council's operations. It will propose targets, key actions and implementation dates. This is due to be completed by June 2022.</p>
4.1.3 Conserve the key natural resources of the Shire and minimise the impact from development	DP072 Implement planning controls that protect the Shire's natural resources	<p>Council staff continue to work together to ensure the planning framework provides adequate protection for local natural resources.</p> <p>The recently adopted Local Strategic Planning Statement provides an important strategic framework for land use management and the protection of natural resources throughout the Shire.</p>
	DP073 Advocate to State and Federal government to ensure planning controls, plans and proposals reflect community priorities	<p>Council staff continue to work closely with both State and Federal Government agencies to advocate on behalf of the Wingecarribee community and ensure that the community's priorities are expressed in relation to legislative changes and regional planning.</p> <p>Council staff are currently working with NSW Department of Planning, Industry and Environment to review the South East and Tablelands Regional Plan, to ensure that the community's values and expectations are reflected in the revised Regional Plan.</p>
4.1.4 Sustainably manage natural resources for broader community benefit	DP074 Develop partnerships with community and agencies to identify, update and maintain awareness of key natural resources	<p>Council publishes information via the website on important environmental and sustainability matters. These webpages are regularly reviewed with amendments made to ensure the currency and reliability of information.</p> <p>Council has developed Geographic Information Systems environmental <u>datasets for development assessment</u>, planning considerations and</p>



environmental assessments of Council projects. Key datasets include fire management units, weed management units, roadside management plan vegetation model, koala habitat and environmental assessment layers. Processes are in place to ensure the currency of this information.

Council is developing an online map product which can be used by the community (at a property level) to provide guidance in the selection of appropriate Koala feed trees and other native plants for restoring cleared areas of their property. This is based on the plant communities which are predicted to have been present prior to clearing. This tool will directly contribute to the reconstruction or improvement of koala habitat and biodiversity in the Shire. Wingecarribee Web is a free newsletter keeping residents up to date with local environmental and sustainability news, notices and events. Quarterly editions of the e-newsletter have been published during this period. All past editions are available online at Council's website.

4.2.1 Develop partnerships and implement programs and education that enable people to live sustainably

DP075 Implement community awareness programs that promote sustainable living

Council provides a variety of community awareness programs to reach both specific target audiences and wider cross sections of the community. Council is rolling a large portion of these activities into a program called Sustainable Us designed to increase engagement with the community. A series of themed campaigns and a calendar of regular events have been developed for the 2022 year. Implementation will commence in January.

Council delivers an environmental education program with local schools. Presentations during this quarter included presentations with Oxley College on the local water cycle and another at Hill Top Public School on localised effects of climate change and the opportunities to reduce our impacts. Planning work has been completed for Schools Environment Day program scheduled for delivery in 2022.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>Solar My School continues to be promoted to schools and the Sustainable Us framework will provide a platform to promote school opportunities.</p> <p>Southern Highlands Green Drinks has been relaunched to increase environmental networking in the Shire. The latest events featured local heroes undertaking fantastic sustainability work.</p>
	DP076 Develop partnerships and networks to leverage off existing programs	<p>Council are active participants in Sustainability Advantage, Sustainable Choice, Cities Power Partnership and have just joined the Smart Water program which will assist us in delivering standardised water efficiency promotion material to our community. Through these programs Council builds collaboration with other Councils which have been invaluable in Council's pursuit of asset energy efficiency, the work on adopting a power purchasing agreement, developing a fleet transition plan and funding opportunities.</p> <p>Council continues to run the Solar My Schools program locally. Council is using this recognised program to engage and work with schools across the Southern Highlands to improve uptake of solar PV systems on school buildings.</p>
4.2.2 Promote building practices and the types of developments that improve resource efficiency	DP077 Implement State Government regulations	As the Regulation is updated - procedures are updated. Ongoing changes as necessary. Most recent Portal update to switch on public lodgement of Building Information Certificates through the Portal as now required by the EPA Regulation.
	DP078 Advocate and educate for improved development outcomes	<p>The establishment of the Planning Delivery Unit at the NSW Department of Planning, Industry and Environment provides one opportunity for advocacy. Council staff continue to work closely with them to help us through this period of high demand and moderate its impacts upon planners, while ensuring</p>



outcomes are achieved. Planning website improvements also occurred over this period.

Council's planners have noted increased calls in relation to planning and processes. This presents some challenges, but also enhances opportunities with the community to improve planning outcomes.

4.2.3 Encourage residents and businesses to source and produce goods locally

DP079 Support the establishment and expansion of businesses that produce goods locally

Launched Creative Industries Cluster Survey designed to source information for a directory of local creatives.



4.3.1 Minimise waste through education, promotion of alternatives, and prosecution of illegal dumpers

DP080 Promote and encourage waste minimisation and recycling

As part of Plastic Free July workshops were transitioned to online activities due to COVID-19 restrictions. Four online workshops were run, focusing on plastic free living, including plastic free in the kitchen, bathroom, and celebrations. A four part video series for social media, e-newsletter and the website were created including, reducing plastic waste in the bathroom, reducing plastic in the kitchen, plastic free shopping and five plastic free items to never leave home without.



Additional videos were created to send to participants of the online workshops, as a way to make it more interactive and involving like the original in person workshops including how to videos on; homemade toothpaste, dish washing, tablets and bees wax wraps.

One online workshop was held as part of the Wingecarribee Shire Councils Lunch and Learn Series, focusing on zero waste.

Numerous workshops were run as part of National Recycling Week held 8 - 12 of November, however due to COVID-19 the classes were held on line.

The Workshops Included;
1 x recycling 101 workshop (for beginners) with 8 participants attending.
2 x advanced recycling workshops with 12 and 16 participants
1 x recycling food waste workshop with 17 participants





Due to COVID-19 all other workshops, tours and education programs have been placed on hold until restrictions ease. A Resource Recovery Centre tour video has been created due to the inability to run in person tours. This has been advertised on the website, through social media and the Council newsletter. A 360 degree tour video is also available on the website allowing an on- line walk through the site.

Regular Facebook and e - newsletter posts are made on a range of topics, including the upcoming bulky waste collections, additional recycling services over Christmas and ways to reduce waste over the Christmas period. New content added to website and pages regularly reviewed and updated.

To reduce problem recyclable waste and dangerous waste being sent to landfill, Council is developing a mobile Community Recycling Centre (CRC) which will complement the permanent CRC located at the Resource Recovery Centre (RRC) in Moss Vale. A mobile CRC will allow the collection of household problem waste items from a larger array of households within the Shire.).

The Mobile CRC is under construction with an estimated completion date around the end of January. Work is progressing on locations, educational materials and signage for the operation of the unit.

As part of the new Bulky Waste kerbside collection service the following strategy has been developed Educational video, policy and procedure, mail box

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
		drop flyer, flyer for rejected waste, website content, and regular posts on Facebook and the e - newsletter.	
	DP081 Implement strategies to reduce illegal dumping	<p>Council has engaged a suitably qualified contractor to fabricate a mobile community recycling centre for the collection of household problem waste in the outlying villages of the Shire. Collecting waste like water and oil-based paint, oils, batteries, gas bottles and smoke alarms. This should reduce illegal dumping in these areas.</p> <p>Plans for the bulky waste collection service are on track. Collections start in late January and continue through to mid-April. This should also result in a reduction in waste being illegally dumped.</p>	
4.3.2 Maximise the recovery of resources from the waste stream	DP082 Manage the Resource Recovery Centre in accordance with Environmental Protection Authority licence and ensure efficient and cost effective operations	Management of the Resource Recovery Centre continues in line with conditions set out in the License. COVID-19 is expected to have an impact on staffing levels. License conditions include carrying out the functions of the RRC in a competent manner, weighing and recording incoming and outgoing waste. The Business Continuity Plan has been updated with this in mind. The RRC will continue to meet all Licensing conditions.	
	DP083 Develop and implement a Council Waste Strategy and Policy	Council's Waste Strategy and Policy was developed in 2020 and reviewed and amended in line with the NSW Government Waste Strategy. This draft Strategy will be reviewed and progressed following Phase 2 of the restructure.	
4.4.1 Manage Council's resource consumption, with significant increases in efficiency and adoption of renewable energy	DP084 Implement strategies to improve energy management	<p>A Greenhouse Gas Reduction Plan is currently being developed for the organisation. Through Council's Sustainability Advantage membership, consultants have assisted in developing a draft emissions targets and a roadmap for WSC to achieve Net Zero greenhouse gas emissions.</p> <p>The roadmap will outline the energy management actions, and other organisational steps required to meet this target.</p>	

4.4.2 Build community capacity to reduce greenhouse gas emissions and respond to the impacts of climate change

DP085 Undertake initiatives that increase awareness and encourage water, energy and waste reduction

Despite this not being finalised, Council has continued to implement key energy management projects. This period has seen the completion of an LED lighting upgrade at the Moss Vale Aquatic Centre and the installation of 100Kw solar PV system on the Civic Centre, which were both funded by Council Revolving Energy Fund (ReFund). Installation of smart electricity meters across the majority of Council sites was the undertaken.

Council is continuing to explore the business case for installing batteries at various sites as well as replacing the gas hot water systems at Bowral and Moss Vale pools with heat pumps.

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The Sustainable Us education program has been developed for implementation

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update
		<p>throughout the 2022 calendar year. Resources and events have been developed in the lead up to commencement. will be rolled out throughout 2022. The focus of the program is to assist residents in reducing their resource use and as increasing resilience in resident's homes and gardens.</p> <p>Council has also commenced participation with the Smart Water which provides the community with customisable water efficiency education material. Council's website will have tools embedded and social media campaigns launched in 2022.</p>
4.4.3 Plan for predicted impacts of climate change	DP086 Implement strategies to address the impacts of climate change	<p>The Climate Change Adaptation Plan (CCAP) was adopted in 2019 which provides a plan of agreed actions across Council. Progress is being made on the CCAP actions including bushfire prone assets, biodiversity and climate change, embedding climate change adaptation in strategies including asset management and improvement plans (buildings), development of heatmaps, climate change actions in the Local Strategic Planning Statement, street tree species consideration, engineering standards review, water efficient irrigation specifications, flood studies, drought management plan review.</p> <p>Council's Environment and Climate Change Strategy is a key strategy that will provide a ten-year guide to deliver both environmental and climate change targets. This strategy is currently under development. Council's Greenhouse Gas Reduction Plan is also currently under development. This will be a Net Zero carbon roadmap for Council's operations. It will propose targets, key actions and implementation dates. This is due to be ready in the first half of the 2022.</p>
4.4.4 Monitor and report on community progress to achieving net zero emissions and identify key	DP087 Improve resource and energy efficiency at Council facilities and monitor carbon emission	<p>The annual reporting on Council's greenhouse gas emissions was completed during the first quarter of the financial year. Results for the 2020/2021 year <u>have been published on Council's webpage.</u></p>



steps to achieving a carbon neutral
Council

For the period 2020/2021, Council's greenhouse gas emissions total was 24,740 tCO₂-e (tonnes of carbon dioxide equivalent). Electricity, wastewater treatment and fuel were the highest sources of greenhouse gas emissions. Emissions attributable to providing water and sewer (electricity and fugitive emissions) account for 76 percent of the total emissions.

The increase in calculated emissions have been attributed to the higher than average rainfall (30% increase on the last 30-year average) which resulted in higher electricity use and subsequent greenhouse gas emissions from sewerage services. This is attributed mainly to pumps which have had to work significantly harder during multiple rainfall events. In addition, the high volumes through the sewer treatment plants have significantly increased the fugitive emissions based on the calculation method which works on a total volume through the plant.

Considering this, the total emissions may not reflect the overall trend and reductions being made in other areas. Council has been undertaking energy efficiency projects and switching to renewable energy since 2011. Emissions have been reducing since the 2015/16 base year, apart from the wastewater fugitive emissions (e.g. methane from the treatment of sewage).

A Greenhouse Gas Reduction Plan is currently being developed for the organisation. Despite this not being finalised, Council continues to implement key energy management projects. This period has seen the completion of an LED lighting upgrade at the Moss Vale Aquatic Centre and the installation of 100Kw solar PV system on the Civic Centre, which were both funded by Council Revolving Energy Fund (ReFund).

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DP088 Encourage carbon reduction across the Shire

Through Sustainability Advantage and the Climate Professional Officers Group of the LGNSW and State Governments DPIE Council remains ready to partner with relevant State Government initiatives. One such initiative is the transition to electric vehicles. Council has made initial applications to capitalise on funding initiatives from the State and is preparing for future funding rounds of these programs.



Council is currently scoping a streetlight LED replacement project with Endeavour Energy. 67% of the streetlights have already been upgraded to energy efficient LEDs and this project aims to convert the remaining fixtures.

Council is an active member of the Sustainable Advantage program and has earned a Bronze level award for the program.




Council has undertaken extensive research in the option to enter into a 100% Renewable Energy Power Purchase Agreement (PPA). Council has joined a bulk buy group, led by Procurement Australasia. This group has entered a tendering process aiming for 100% renewable electricity with 100% surrendering of LGCs to make a large part of Council's electricity use carbon neutral (large sites and street lighting). Small sites will be on a separate PPA through Local Government Procurement. This arrangement means that once our current electricity contracts expire in January 2023 100% of Council's greenhouse gas emissions from this electricity can be discounted.

5.1.1 Broaden and promote the range of business and industry sectors

DP089 Support regional activities and partnerships to broaden and promote the

Investment enquiries originate from a range of business and industry sources. Routinely, staff from multiple branches of Council collaborate in drawing on their professional expertise and resources to engage with and respond to enquiries, to realise successful outcomes.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
	range business and industry investment		
5.1.2 Increase local employment opportunities for people in all stages of life	DP090 Build on partnerships that increase and broaden local employment opportunities	Council has secured a commitment from the Local Jobs Program South Coast and Illawarra to facilitate a project for the Wingecarribee Shire, in partnership with Training Services NSW. The project focuses on the Hospitality and Community Services sectors and will run during 2022. It is designed to establish a coordinated approach to skills and jobs, a localised approach to solutions, and maximise outcomes for employees in those sectors.	
5.1.3 Ensure tourism balances the economic benefits with impact on environment and community	DP091 Ensure tourism development assessment is based on quadruple bottom line principles (i.e. considers environmental, economic, social and governance factors)	Five tourist development applications were received during this quarter and will be assessed against the quadruple bottom line principles as per s4.15 of the <i>Environmental Planning and Assessment Act 1979</i> .	
5.1.4 Provide diversity in tourist attractions and experiences	DP092 Promote the Southern Highlands as a world class tourist destination	<p>Southern Highlands Destination Strategic Plan 2020-2030 was developed to provide a roadmap for Council to move forward with strategic planning and actions for Tourism and Economic Development for the next 10 years, as the previous plan had expired.</p> <p>It is important to note that the Strategy is the first to combine both Tourism & Economic Development into one plan and identify increased opportunities across tourism, and attractions, agribusiness, equine, professional business services, Creative Industries, healthcare, advanced manufacturing and education. It identified new and emerging sectors and development assessment systems will need to adapt to recognise these changes, particularly in relation to attractions such as events.</p>	
Through these combined opportunities, improved planning for our region			

5.1.5 Promote Southern Highlands' unique brand identity

DP093 Develop and implement marketing and promotional activities to promote the Southern Highlands

needs to accommodate the creation of new jobs which will attract young families to the area and help to rebalance our demographics into the future.

TULIP TIME

The major marketing campaign was Tulip Time and its 60th anniversary. The planning of this event begins at the start of each year and sees 75,000 tulip bulbs and 35,000 annuals planted in Corbett Gardens. Collaboration with key stakeholders, being Lions Club Bowral, Bowral/Mittagong Rotary, the Southern Highlands Business Chamber, 2021 Charity Partner CAN Assist Southern Highlands, local primary schools and pre-schools continued until COVID-19 restrictions came into play.

Although, the COVID-19 restrictions prevented the event from being held in its usual way, i.e. open to and encouraging visitation from outside the Southern Highlands it was decided to promote the open garden to locals and to keep the brand top of mind, to have a virtual event for those who were not able to visit.




The virtual event was promoted via Social Media (organic) and advertising, along with electronic newsletters to our expansive consumer and Tulip Time subscriber databases.





SOUTHERN HIGHLANDS DIGITAL CAMPAIGN

Planning and development of a new Digital Campaign for the Southern Highlands began in December with The Life Style Edit (TLSE) agency and will be in market at the beginning of January 2022, running through until end April 2022.

The appointment of this agency was a collaboration between, WSC/DSH, Destination NSW, Destination Sydney Surrounds South and the Visitor Economy Group.



Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
5.2.1 Promote business and industry development opportunities suited to our distinct region	DP094 Explore options to progress Moss Vale Enterprise Zone	<p>Following the adoption of the Destination Strategy, Council has commenced work on Stage 1 of a Master Plan and Servicing Strategy project for the Southern Highlands Innovation Park. The Master Plan will provide clearer direction on the future of the SHIP and provide greater certainty to industry in the provision of infrastructure and services. Consultation on Stage 1 of the SHIP Master Plan process will be undertaken in early 2022.</p> <p>A draft of Stage 1 of a Master Plan and Servicing Strategy for the Southern Highlands Innovation Park (SHIP) is nearing completion. Consultation will be undertaken in early 2022.</p>	
5.2.2 Encourage and showcase leading edge clean industries	DP095 Support the establishment and expansion of clean industries	Progress is being made on a Masterplan for the Southern Highlands Innovation Park (SHIP) which has a focus on attracting clean, green industries. Engagement continues with a lead industry in their proposal for electric vehicle manufacturing with complementary clean industry practice.	
5.3.1 Develop and implement initiatives which allow rural industries to innovate, adapt and prosper	DP096 Manage the operation of the Southern Region Livestock Exchange	<p>During a difficult period of changing COVID-19 restrictions, the weekly livestock sales continued through to the Christmas break. Weekly COVID-19 restriction updates were provided to the selling agents so they could inform their customers and staff. Radio media was also used to spread these messages locally.</p> <p>Although the volumes of livestock being sold have dropped because farmers continue to re-stock following the drought of 2018-2020, dollars per kilo for livestock remain high due to increased demand and reduced supply. Revenue as a result remains down on budget estimates as a result.</p> <p>Grant funded capital works improvements continue.</p>	

Community Strategic Plan Strategy	Delivery Program Actions	Six Month Progress Update	
5.3.2 Manage development to ensure it does not impact on viable primary production and food security	DP097 Ensure development does not impact on viable primary production and food security	<p>All Planning Proposals submitted to Council for consideration are assessed against strategic criteria which include the need to protect the agricultural value of rural land as required under relevant State Environmental Planning Policies and Ministerial Directions.</p> <p>Agricultural productivity was a key consideration in identifying new living areas through Council's Local Housing Strategy, to ensure that new development does not impact on primary production and food security.</p>	
5.4.1 Implement programs that support and strengthen business development	DP098 Facilitate programs and networks that support and strengthen business development	<p>The various communication channels of Council and Destination Southern Highlands facilitates information dissemination regarding bushfire and COVID-19 support and funding opportunities. Business support was provided for Wander the Wingecarribee, Pie Time, and the application to NSW Top Tourism Town which Berrima won in this category. Grant Guru has been reviewed and recommended for Council's use as a new product to more effectively access and manage grant applications.</p> <p>Following adoption of the Southern Highlands Destination Strategy 2020-2030 in November 2020, projects are being aligned with each of the eight Major Industries, five Key Catalytic Projects and Priority Activities defined under the four pillars of People Place Prosperity and Partnership.</p>	
5.4.2 Promote mentoring and development opportunities to build a connected business community	DP099 Support initiatives that provide opportunities for business mentoring and connection	Council officers communicate regularly with the Shire's three local business Chambers and participate in networking with Six Degrees of Separation, Business Women's Network and Highlands Connect as possible during COVID-19.	
<u>5.4.3 Develop partnerships within and outside of the Shire to strengthen economic initiatives</u>	DP100 Support regional economic development initiatives	Engagement in regional collaboration ensures that Wingecarribee is top of mind when government and other agencies are developing programs and <u>projects for our region. During the reporting period there has been routine</u>	

engagement with Regional NSW South East, Regional Development Australia Southern Inland, Canberra Region Joint Organisation, Destination Sydney Surrounds South, AusIndustry, Austrade, Business Australia, Business Illawarra, Southern Region Business Enterprise Centre, Training Services NSW and other regional agencies.

Under the terms of a Memorandum of Understanding with the ServiceNSW Council Relationship Manager and Business Concierge, critical and timely information is made available on COVID-19 conditions and business support for communicating to community and business.

Council facilitates a monthly engagement session with representatives from three tiers of government working in the broader region. There has also been active participation in the NSW government Planning Reforms process which will have significant outcomes for regional economic development.

Notably, Council has participated in reviews of the Canberra Region Economic Development Strategy, the Southern East and Tablelands Regional Plan, Employment Zones; and the Moss Vale Movement and Place workshops.