



Image: *We Remember Them*, by Thomas Bucich.

Bi-Annual Delivery Program 2013-17 Progress Report

1 July 2015 to 31 December 2015



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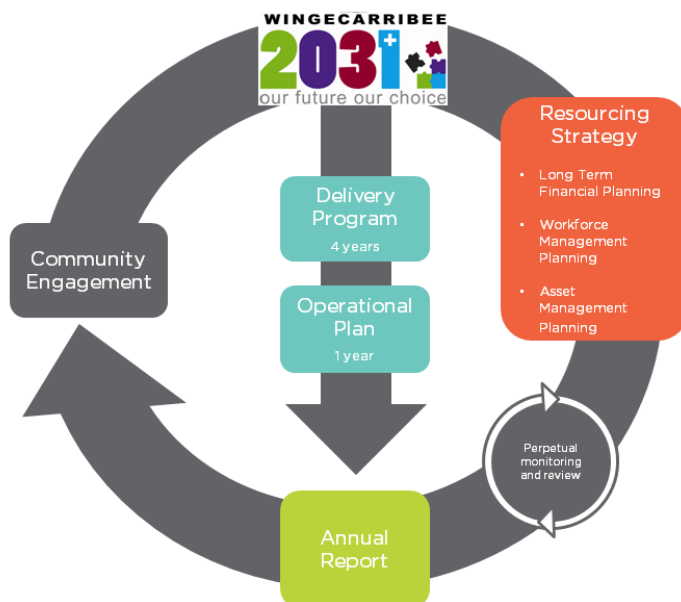
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Introduction

This Bi-Annual Delivery Program Progress Report is for the period 1 July 2015 to 31 December 2015. It reports Wingecarribee Shire Council's progress towards achieving the 31 objectives of the Delivery Program 2013-17.

Integrated Planning and Reporting





Section 404(5) of the *Local Government Act* and the NSW Integrated Planning and Reporting Framework requires Council to report on progress towards achieving its Delivery Program every six months. The **Delivery Program 2013-17** outlines the activities Council will undertake to achieve the objectives established in the Community Strategic Plan **Wingecarribee 2031+ (W2031+) our future, our choice** within the resources available under the Resourcing Strategy. The diagram below provides an overview of Council's Integrated Planning and Reporting Framework.



Delivery Program 2013-17 Progress Summary

The following section provides a six month progress update towards achieving the 31 objectives of the Delivery Program 2013-17 for the period 1 July to 31 December 2015.

At the end of the December 2015 reporting period, of the 31 objectives 29 were '*on-track*', 2 were classified as '*needs attention*', and none were considered '*on-hold*' or '*critical*'. Each objective has been assigned a traffic light to signify overall progress.

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

Leadership

Wingecarribee 2031+ outlines the following **Leadership** strategies

- 1.1 Our leadership is based on mutual trust to foster and embody values of respect, responsibility, integrity and ethical governance
- 1.2 Wingecarribee is visionary through creative thinking and practical planning
- 1.3 The Wingecarribee community has strong networks that supports collaboration, partnerships and empowerment
- 1.4 We act in an inclusive manner with open information, communication, views and participation
- 1.5 We all work together in a flexible and responsive way utilising community values to achieve our vision for Wingecarribee 2031+

The **Delivery Program 2013-17** includes 8 objectives to assist in the achievement of the **Leadership** strategies. The progress for these objectives for the July to December 2015 reporting period is outlined below.

DP01 Continue a focus on community engagement by ensuring participation in decision making



During the reporting period there has been a focus on ensuring the Council-endorsed Community Engagement Strategy and Policy are implemented throughout the organisation. Council continues to deliver key components of the Community Engagement strategy and policy including a presentation on Community Engagement for new staff and the provision of training on the *Your Say Wingecarribee* community engagement tool.

A range of corporate projects were supported during the reporting period, however the main focus was on the second stage of consultation regarding the *Investing in our Future - Special Rate Variation* project. This involved the distribution of 30,000 booklets to all households, non-resident ratepayers and display locations. Telephone, online and postal surveys were conducted regarding three funding options with a significant response recorded from the community. Information kiosks on the *Investing in our Future* project were held across the Shire over several weeks.

Council considered a report on community feedback about the Special Rate Variation project on 9 December 2015 and resolved to conduct a third stage of consultation. A Communication and Engagement Plan was prepared to identify the tools and techniques which would be used to ensure that the community was aware of the opportunity to comment on the publicly exhibited draft Long Term Financial Plan 2016-2026, draft Strategic Asset Management Plan 2016-2026 and draft Delivery Program 2013-17 (Revised December 2015). An online submission form and project updates were also posted alongside exhibited document files on the *Your Say Wingecarribee* site. The documents were on public exhibition for a period of 53 days from 11 December 2015 to 1 February 2016. The legislative requirement is for a 28 day exhibition period and this has been extended to account for the Christmas/New Year break.

Other corporate projects involving community engagement during the period include:

- Bong Bong Road improvements
- Ice Pigging in Exeter
- Willow Vale bridge
- Waite Street water services and road works
- Youth survey and forum

- Corbett Gardens Conservation Management Plan
- Waste Wise surveys about the Green Garden Bin and Community Recycling Centres
- Public exhibition of Draft Street Tree Master Plan, Bushfire Risk Management Plan, Community Safety Plan, Positive Ageing Strategy and Landscaping Plan for Moss Vale Cemetery.

DP02 Ensure timely, accurate and open communications



Council continues to work towards ensuring timely, accurate and open communications with the community. Positive news items continue to be pro-actively sought from throughout the organisation via a range of mediums. Newsworthy items are promptly issued via a range of communications channels including media releases, quarterly community publications of *Wingecarribee Today*, radio and television interviews, staff newsletters and via social media. All media releases are posted online within an hour of distribution on the dedicated Wingecarribee *Media Centre* and requests from journalists are attended to as a priority.

The number of media releases issued by Council is constantly benchmarked against Local Government Area peers in order to ensure efficiencies are met. As at 23 December 2015 - 176 releases had been issued during the calendar year, compared to the previous year's figures of 167. This represents an increase of 5 per cent on the previous year.

DP03 Undertake responsible financial management focussing on long term sustainability



Upon receiving confirmation from the Independent Pricing and Regulatory Tribunal (IPART) that Council met the benchmark criteria to be deemed fit for the future, Council commenced a broad community engagement program for its key improvement strategy, the proposed Special Rate Variation program *Investing in our Future*. This required Council to update its Long Term Financial Plan to include three proposed funding scenarios.

The Annual Financial Statements and auditors reports were presented to Council on 6 November 2015. Council's Auditor, Warton Thompson and Co issued an unqualified audit opinion (i.e. an independent auditors report stating that Council's financial records and statements are fairly and appropriately presented) on the Annual Financial Statements for the period ending 30 June 2015. All other statutory financial reports were completed and submitted within required time frames.

The results against budget for the 2014/15 financial year were presented to the Finance Committee on 21 October 2015. The year-end surplus reported to Council was \$1,027,946. The surplus was allocated to the Employee Leave Entitlements (ELE) Reserve and Capital Works Reserve. The September Review of the 2015/16 Budget was reported to the Finance Committee on 18 November 2015. The projected surplus for the 2015/16 financial year was a surplus of \$719,188. This surplus was allocated to a range of internal reserves and also provided additional funding for Sport and Recreation and Economic Development.

Work has commenced in reviewing Council's Procurement framework and a Procurement Improvement Group has been established to assist with the review. This group will be used as an advisory panel for the strategic review of Council's Procurement Policy, guidelines and procedures.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial

year:

- OP016 - Undertake a strategic review of all fees and charges to ensure the financial sustainability of Council's service provision (FFTF)

DP04 Our leadership is based on open, transparent and ethical governance



Council's commitment to open, transparent and ethical governance has been re-enforced by the review of a number of governance policies and procedures, implementation of Council's Internal Audit Program and improvements in the Risk Management Framework. A recent review of the Government Information (Public Access) program has resulted in an increase in the amount of Council documentation that can be made available pro-actively.

Following a review of Council's Complaint Handling Framework, administrative complaints are now more closely reviewed and reported to the Executive on a quarterly basis. Streamlining of Council's Business Paper and Committee processes has been achieved through the roll out of InfoCouncil (Councils electronic agenda preparation business software solution). All statutory reporting was completed within the prescribed time frames.

DP05 Develop a strategic position to industry change



Council continues to pro-actively navigate its way through the Local Government Reform process. The Independent Pricing and Regulatory Tribunal released its finding in October 2015 following its review of all Fit for the Future Improvement Proposals. This report recommended that Wingecarribee Shire Council is Fit for the Future based on its Improvement Proposal and could remain a standalone council. Following this, on 18 December 2015 the State Government announced proposed boundary changes for some NSW councils. This announcement confirmed that Wingecarribee Shire Council will remain a standalone council with no proposed boundary changes.

Council has commenced implementation of its Improvement Proposal, in particular, significant progress has been made with the following actions:

- Apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation for a period of four years
- Implement Work Health and Safety Initiatives to reduce workers compensation premiums to at or below industry average
- Review and confirm with the community the acceptable level of service for all assets
- Implement business improvement strategies as part of Council's Risk and Internal Audit Program
- Revise and enhance procurement practices to ensure best value is achieved.

Work has commenced on a Flexible Resourcing Strategy with the development of a continuous improvement strategy. This strategy outlines processes and procedures to be undertaken in a methodical way to identify system improvements. The methodology was utilised in the development of the Customer Service Review commissioned by the General Manager. A Draft Workforce Management Plan has been developed as part of the Integrated Planning and Reporting (IP&R) framework and has been submitted for Executive consideration. The Draft Plan details future workforce structure issues necessary to engage and retain efficient workforce practices into the future.

The NSW State Government released its Emerging Directions Discussion Paper on Joint Organisations in September 2015. The Paper outlined the key elements of the emerging Joint

Organisation model, this included: purpose, principles and functions, entity and powers, and governance and accountability. This is the first consultation paper for the Joint Organisation model and submissions were due on 16 October 2015. At its meeting on 14 October Council endorsed its submission to the discussion paper. Council is awaiting further information on Joint Organisations.

DP06 Develop and maintain an engaged and safe workforce to meet the objectives of Council



The safety program has gained significant momentum in the last period. Planning for the review of the safety system has progressed and the training and development program continues to be implemented. Further work is to be undertaken in the next reporting period on improving performance management practices.

Significant reductions in the incidence and duration of injuries at Wingecarribee Shire Council have been made during the reporting period; however statistics are still higher than the group average and overall Pool Insurers member councils. Consequently Council continues to put additional focus on safe work procedures. Worker's Compensation claims management practices are also under review.

A number of General Manager Practice Notes (administrative policies) have been completed and adopted aimed at overall management practices and procedures. Work still needs to be completed to reduce lost time incidents and associated costs to bench mark standards. Programs of education and training of all staff continue and are aligned to high incident areas.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP042: Maintain and improve performance management practices within the organisation, tailored to the business needs of the organisation

DP07 Information and communication technology that provides contemporary business solutions



Several significant technology upgrades occurred during the reporting period, including the replacement of the corporate telephone system. There is now a single system across Council's major sites - Civic Centre, Depots, the Welcome Centre and Libraries. This provides simpler management, internal calls at no cost between locations, and consistency for staff.

Several multi-function devices (copier/printer/scanner) have been replaced with newer models. There is now a standardised model across the major sites of Council which provides benefits of consistency and offers a significant cost reduction compared to the previous devices.

Geographical Information Systems (GIS) day, a worldwide event promoting the use of Geographical Information Systems and their value to society and communities occurred during the reporting period. GIS is a mapping system that allows a user to visualise, analyse, and interpret data to understand relationships, patterns, and trends. It is a highly valuable system used throughout Council especially in areas such as Water and Sewer and Assets. The day was celebrated at Wingecarribee Shire Council with a display in the Civic Centre foyer and an internal staff awareness session.



The Library continues to provide an excellent resource to the Wingecarribee Shire community. Book clubs, children's story-time, HSC "lockdown" group study sessions, a mobile lending service, as well as the increasing availability of e-resources (ebooks, emagazines, wifi and computer access) are just some of the services available to the community.

DP08 Undertake a program of continuous improvement to deliver public value



A methodical review of systems, functions and processes has commenced during the reporting period with the goal of continuous improvement and public value. Enhancements resulting from these reviews have been rolled out to a range of customer service and corporate information programs.

Council has commenced development of its 2016/17 Operational Plan and Budget; this involved holding a Strategic Planning Workshop with Councillors in early November 2015.

Following on from an 'Emergency Preparedness Audit' in February 2015, significant work has been completed in order to prepare Wingecarribee Shire for a range of potential natural disaster and emergencies. This information has been captured in a new Local Emergency Management Plan for the Shire which includes specific Consequence Management Guides for each identified potential hazard/emergency and how they should be managed. Additionally Emergency Evacuation Plans have been completed for a number of the Shire's outlying villages with others in progress and due for completion in early 2016.

An internal emergency preparedness health check will be rolled out across all critical areas of Council early in 2016 in order to identify areas where updated emergency plans are required.

Wingecarribee Shire Council was successful in petitioning for a disaster declaration for the Shire following a significant snow storm in July and a prolonged and damaging rain event in August that resulted in approximately \$1 million worth of damage to roads and drainage infrastructure.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP051: Develop an Organisational Development Strategy
- OP052: Undertake analysis of the requirements of Business Management Systems to determine its value for Council

People

Wingecarribee 2031+ outlines the following **People** strategies

- 2.1 Wingecarribee community has access to a variety of cultural, recreational and sporting opportunities
- 2.2 Wingecarribee people have a healthy lifestyle and inclusive community
- 2.3 Services and facilities are provided locally to meet the needs of our community
- 2.4 Wingecarribee fosters a diverse, creative and vibrant community

The **Delivery Program 2013-17** includes 5 objectives to assist in the achievement of the **People** strategies. The progress for these objectives for the July to December 2015 reporting period is outlined below.

DP09 Facilitate and enable community development, with particular focus on targeted community groups such as young people, seniors, aboriginal people and people with a disability



A significant body of work has been completed during the reporting period to gain a more strategic focus on key target areas within the community. A Positive Ageing Strategy and Wingecarribee Community Safety Plan were developed and adopted, significant preliminary work for a Youth Strategy undertaken and a number of key partnership initiatives delivered with the Aboriginal community.

Council has helped to support a number of community projects during the reporting period including the Highlands Child and Youth Interagency planning day, Disability Services Australia (DSA) Ability Walk, Small Schools Cultural Day and coordinating a monthly Aboriginal Cultural Stall at the Bowral Primary School Markets.

An awards ceremony was held during Local Government week for recipients of Council's Community Assistance Scheme and Council once again supported the Clubs Grants and Southern Phone Grants.



DP10 Provide and plan for community services and facilities to suit community needs, including family day care, libraries and pools.



A range of community services and facilities continue to be delivered in the spirit of service excellence. These include libraries, family day care and out of school care and pools.

Library Services:

Council's library service continues to be a much-valued community service with borrowing and visitor numbers trending well.

Table 1: Library Service Level Data

	July – December 2014	July – December 2015
Total Loans	134,460	128,001
Total Visits	90,443	87,493
Internet sessions	N/A	4,432
E-Resources	3648	4122
New members:	644	643

Family Day Care and Out of School Care:

A 12 month trial period of a Before School Care Program at Mittagong Public School was approved during the reporting period. If successful, this new service will add to the existing suite of care services offered by Council's Children's Services branch.

This reporting period also saw the 30th birthday of Family Day Care. Celebrations were held on 13 November 2015 to coincide with the End of Year Family Evening. Entertainment included a Magic Jester, an animal farmyard and disco. The evening was successful with 150 families and staff in attendance.

Pools:

Council's pools are a popular recreational outlet for resident and visitors alike.

During the reporting period the Moss Vale War Memorial Aquatic Centre has received 82,324 visits to the centre. This is an increase of 10,210 visits for the same period last year. There has also been a substantial increase in memberships resulting from outreach campaigns.

The Moss Vale War Memorial Aquatic Centre had its second birthday in November 2015 and celebrated the event with organised activities, a jumping castle, BBQ and giant inflatable pool toy.

November and December brought the local schools swimming season with a mix of both Department of Education and Training sessions combined with internal swimming programs for local Private Schools. This brought a large number of students and families to Council pool facilities including the Moss Vale War Memorial Aquatic Centre. One of the main focuses at the centre is growth of the Learn to Swim Program and positive feedback from schools during the period shows promise for future Learn to Swim Programs with schools.

The refurbishment of the Mittagong Pool is almost complete however problems with some of the existing infrastructure have resulted in unexpected delays in being able to open the Centre. Efforts are currently focused on rectifying the issue and it is anticipated that the Centre will open early in 2016.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP068 - Manage and complete the Mittagong Pool refurbishment
- OP073 - Continue to develop and commence implementation of the Bowral Distributor Road project
- OP074 - Complete the construction of Welby Hockey Fields

DP11 Foster, support and encourage arts and culture



Following the adoption of the Arts and Culture strategy a number of key programs and projects have been implemented. One of the highlights during the period was the successful Arts Trail, which saw record numbers of participants with 5218 studio visits made to 31 studios over two weekends.

Council also unveiled the Moss Vale War Memorial Aquatic Centre commemorative mural *We Remember Them* by artist Thomas Bucich on Remembrance Day 2015. This involved participation by members of the Moss Vale RSL Sub-Branch and performances from students of Moss Vale High School.

Eight very successful exhibitions have been displayed in the Foyer Gallery for this period, including:

- NAIDOC (National Aboriginal and Islander Day Observance Committee) Week
- St Paul's College (wearable recycled art)
- Anne Wilson (local artist)
- Southern Highlands Woodies Inc.
- Value your creative mind (Mental Health Month)
- Samples of the Art Studio Trail
- Geographic Information Systems (GIS Day)
- Special Rate Variation (SRV) Community Consultation Exhibition.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP076 - As a part of a staged program consult and plan for a Regional Art Gallery Project, subject to external funding

DP12 Provide and maintain parks, sports facilities and open spaces that meet the needs of our community



Council has delivered maintenance objectives for Council's Premier Parks, Sports Facilities, Playgrounds, Cemeteries, Pools, Open Spaces, Central Business Districts and Villages during the reporting period. Key works and projects undertaken during the reporting period include:

- The Wingecarribee Street Tree Master Plan has been placed on exhibition
- Loseby Park irrigation project completed
- Community Oval, Moss Vale drainage project completed

- Development of the Parks and Open Space Strategy
- Community consultation completed for Corbett Gardens Upgrade
- Actioning of over 2,214 customer requests
- An additional 2,300 trees added to the urban forest tree inventory
- Completed Tulip Time planting and removal of 110,000 bulbs and 16,000 annual plants
- Planted 8,700 annual plants to deliver the Summer Annual Display in the premier parks
- Provided ongoing maintenance of bushland reserves.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP084 - Undertake parks, reserves and sports fields construction and upgrade of capital projects

DP13 Continue to support and develop community events



Council delivered a range of important community events during the reporting period. The numerous events were tailored to meet the diverse needs of our community and support agreed community strategies. Some of these events include:

- NAIDOC (National Aboriginal and Islander Day Observance Committee) Week Events including Flag Raising ceremony, Foyer Gallery Exhibition and Family Fun Day
- Possum Cloak Workshop
- Southern Highlands Arts Festival (including the Art Studio Trail)
- Unveiling of Remembrance Day Public Art installation at the Moss Vale War Memorial Aquatic Centre
- International Day of People with a Disability (Information stall and Missed Business Booklet)
- Youth Forum (consultation for the Youth Strategy)
- Plugged at the Pool (live music at Bowral Pool).

Council has also worked with local agencies to support the delivery of the following community events:

- Drug (ICE) Forum (The Hume LAC and Bowral Police)
- Paint The Town REaD at Bundanoon (Highlands Child and Youth Interagency)
- Opening of the Southern Highlands Police Citizens Youth Club (PCYC)
- Wingecarribee Community Services Expo (Wingecarribee Community Services Forum)
- International Day of People With Disability (IDPWD) Ability Walk.



Places

Wingecarribee 2031+ outlines the following **Places** strategies

- 3.1 Wingecarribee is linked by an integrated and efficient transport network
- 3.2 Wingecarribee has maintained a distinct character of separate towns and villages
- 3.3 Urban design in Wingecarribee creates inspiring places where people want to be
- 3.4 Wingecarribee housing options are diverse
- 3.5 Wingecarribee is recognised as a place of significant heritage conservation

The **Delivery Program 2013-17** includes 7 objectives to assist in the achievement of the **Places** strategies. The progress for these objectives for the July to December 2015 reporting period is outlined below.

DP14 Maintain rural landscape and separation distance between towns and villages



At the Ordinary General Meeting on 12 April 2014, Council noted the proposed timeline for the preparation of the Wingecarribee Local Planning Strategy 2014/2031. Council also resolved that applicants of any future Planning Proposals lodged with Council between now and the finalisation of the draft planning strategy (which are not deemed urgent by Council staff) be notified of Council's position that such proposals be dealt with as part of the Local Planning Strategy.

The Local Planning Strategy was adopted for exhibition by Council June 2015 and placed on public exhibition 15 July – 30 September 2015. The exhibition period included a combination of advertisement of the document as well as information sessions where local community members could discuss the strategy with key staff. Submissions received during the exhibition period have been assessed and a report will be forwarded back to Council for final adoption in March 2016. This will signify the completion of the project.

The development and administration of a housing monitor has been suspended pending further advice being received from the New South Wales State Government on the development of the program.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP092 - Develop and administer a housing monitor

DP15 Retain, revitalise and strengthen special qualities of towns and villages



Council has undertaken a comprehensive review of local heritage significant buildings and approximately 90 new potential items of heritage have been identified. A report has been forwarded to Council for adoption in 2015 and those items have been forwarded to the New South Wales Department of Planning for a 'gateway review' Once a gateway approval has been issued, Council will proceed to publically advertise the proposed items for community comment.

Council has appointed a new Strategic Planner (Heritage) to assist with the implementation of the heritage assistance policy and education program for 2016. This is expected to be completed by the end of the 2015/16 financial year. The Heritage Grants scheme will again be offered this year in

accordance with the New South Wales Office of Heritage's guidelines.

DP16 Plan and prioritise appropriate transport, traffic management and car parking solutions for the Shire



All planning for current Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) has been completed and the final project is on schedule to be constructed in early 2016. The CPTIGS program is currently being reviewed by Transport for NSW and Council will be advised of new requirements in early 2016.

The Shire Wide road network modelling is undertaken using Council's Shire Wide TRACKS (Strategic Traffic) Model. This model has been used to identify trip distributions and car volumes for the Chelsea Gardens/Coomungie residential lot rezoning application.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP098 - Complete Moss Vale Traffic Strategy

DP17 Ensure appropriate development that suits the character and demographics of the Shire



Council has undertaken the assessment of 1302 development applications in the 2015 calendar year and the scale, complexity and litigious nature of those applications has been evident throughout the reporting period. Council continues to reduce development application determination times through building in house capacity and creating internal efficiencies through systems review and restructuring of staff resources. During the reporting period, Council has undertaken a comprehensive review of its standard conditions of development consent that apply to all development applications and also complying development applications as well as a legislative and usability review of all its 84 standard templates. The review outcomes will translate into greater expediency in consideration of applications for development, in a more consistent and streamlined approach to lodgement, assessment and determination.

A number of measures implemented during the reporting period including the introduction of a duty staff arrangement has paid dividends in terms of the quality of applications that are being submitted to Council for assessment. This has also aided in reduced assessment time frames.

A temporary moratorium has been placed on Planning Proposals by Council resolution in order to enable a greater strategic focus on the finalisation of the Local Planning Strategy (LPS) which will inform local land use planning for the next 15 years in the Wingecarribee Shire. Accordingly, only planning proposals which are considered to be of an urgent nature will be considered by Council while the LPS is being finalised.





Road Construction

A number of projects (including carry over projects) have been completed during the reporting period including significant works on Wombeyan Caves Road which had to be closed due to an extensive landslip after heavy rainfall in January 2015. Remediation works involved construction of a large rock retaining batter, installation of a new stormwater pipe culvert and construction of a 22 metre concrete stormwater causeway.

During the closure Council also took the opportunity to undertake additional works nearby including the installation of two new concrete stormwater culverts and repairs to a secondary retaining wall.

Other significant projects completed during the reporting period include:

- Berrima - Oxley Street Collapsed Culvert Replacement.
- Bowral - Emily Circuit Asphaltic Concrete Overlay
- Bowral - Price Street Stormwater Drainage Improvements;
- Bowral Street, North Glebe Street to Gordon Road Pathway Construction;
- Bowral Street, South Mona Street to Gordon Road Pathway Construction;
- Bundanoon - Gullies Road Stormwater Drainage Improvements;
- Burradoo - Phillip Street to Bong Bong Cycleway Gravel Pathway Construction
- Re-sheeting projects in: David Street, William Street and Railway Parade, Balmoral; Colo Street and Grevillea Place, Colo Vale and Westward Track, Penrose and Woodlands Road, in Welby.
- Welby - Woodlands Road Cutaway Creek Bridge Replacement
- Willow Vale - Willow Street Stormwater Infrastructure Improvements;

In addition to projects, Council conducts survey works for the delivery of the capital works program utilising Council staff and contracted resources. Works include survey for design, construction set out and as constructed checks.

Procurement

Council continues to monitor compliance with respect to the procurement of goods and services in accordance with Council's adopted procurement guidelines.

A Procurement Improvement Group was established and met during the reporting period with the first meeting focussing heavily on the centre-led procurement model which will be used to underpin Council's revised Purchasing and Procurement Policy (including Guidelines). A draft improvement program (including time-frames) has been prepared and circulated to the Improvement Group for comment.

Fleet

Work continues in delivering the annual plant replacement program and light fleet replacement program (in line with agreed turnover rates and approved budget allocations). Major purchases made during the reporting period include the replacement of two backhoes and an excavator for Council's operations group.

The implementation of Council's fleet management software is ongoing, with further improvements to take place during the 2015/16 financial year.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP102 - Undertake roads and drainage inventory and valuations
- OP105 - Develop roads and drainage asset policies, strategies, plans and council reports
- OP109 - Fully fund asset renewal program by 2021 (FFTF)
- OP124 - Undertake road ancillaries construction capital works program
- OP127 - Provide construction plans and supporting documentation in a timely manner for construction program

DP19 **Ensure appropriate regulation and animal control throughout the Shire**



Council continues to increase its compliance and educative campaigns to ensure appropriate regulation and animal control throughout the Shire. A review of Council's parking compliance statistics suggests that the program is providing solid results in terms of increasing parking turnover in the Bowral, Moss Vale and Mittagong Central Business Districts (CBDs) and associated precincts. The success of the program has not only seen an increase in parking turnover but an increase in patrols and a reduction in detected offences. A measured decline in offences has been apparent for the past three reporting periods and it is anticipated this trend will continue.

Council continues to undertake frequent patrols of illegal dumping hotspots within the Shire with a number of recent high profile prosecutions as a result of investigations and surveillance work. Council used funding from the *Waste Less Recycle More* initiative to employ a dedicated Illegal Dumping Officer on a temporary basis to identify hot spots and arrange appropriate disposal of the waste. Under the funding Council has also employed a full time permanent Development Compliance Officer who amongst other responsibilities, will assist in review of waste management plans submitted with development applications.

This reporting period saw Council introduce the *Scores on Doors* program which is an initiative of the NSW State Government to promote safe food handling and healthy premises. Council has been promoting the program and educating food operators of the benefits of displaying the scores on doors signs when operators have received an 'excellent' or 'good' star status. The benefit of the program is not only positive reinforcement for operators that display safe food handling practices, it also demonstrates to the community premises that have a commitment to food safety standards.

The progress of the on-site sewer management program has been steady with approximately 350 inspections being carried out on an annual basis. The inspection regime has demonstrated an average rate of 60% compliance with regard to those properties inspected. Council continues to work with those property owners with non-compliant or failing systems in order to achieve appropriate environmental and hygiene outcomes.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP133 - Deliver outdoor dining and use of Council land for commercial purposes program and policies



Council has continued to provide and maintain Council buildings including the Civic Centre, depots, libraries and community halls. A tender is currently under development for contract cleaning of Civic Centre which will improve financial efficiencies and ensure operations are conducted efficiently with improvements to overall cleanliness of facilities.

The Draft Capital/Renewal Program is complete and was reviewed by Council's Sports and Recreation Committee on 12 November 2015. The final draft Capital/Renewal Program will be subject to Council's budget considerations. Progress has also been made on preparing a Plan of Management for Corbett Gardens and a revised Plan of Management for Winifred West Park potentially incorporating space for the Southern Highlands Theatre Group and Highlands FM radio station. The draft Conservation Management Plan for Corbett Gardens has been completed and placed on Public Exhibition. Further consultation with NSW Trade and Investment Crown Lands will take place in early 2016.

Subsequent to the NSW Government's *Fit for the Future* program, a significant amount of Council resources has been dedicated to updating the asset inventory, condition assessments and valuations for Parks and Property. The *Fit for the Future* program has also resulted in the review of the Parks and Open Space Strategic Plan. A workshop for relevant stakeholders to discuss the issue was conducted on 4 November 2015.



Environment

Wingecarribee 2031+ outlines the following **Environment** strategies

- 4.1 Wingecarribee's distinct and diverse natural environment is protected and enhanced
- 4.2 Wingecarribee communities live sustainably by choice
- 4.3 Wingecarribee achieves continuous reduction in waste generation and disposal to landfill
- 4.4 Wingecarribee community has a carbon neutral economy

The **Delivery Program 2013-17** includes 5 objectives to assist in the achievement of the **Environment** strategies. The progress for these objectives for the July to December 2015 reporting period is outlined below.

DP21 Protect and enhance our natural environment



Over the last six months Council has undertaken a number of projects and programs aimed to protect and enhance the natural environment. **Environment Levy** funds have been used to fund a number of these including the **Protect and Grow program** which won a Highly Commended award with the Blue Star Sustainability Awards in the category of Habitat and Wildlife and Guardianship.

Environmental weed management on Council owned/managed land continues to be successfully implemented by contractors and Council's Bushcare Team (Environment Levy funded) in accordance with Council's Weed Management Units.

Environmental weed management works within several reserves are being implemented including but not limited to:

- Berrima Weir Reserve
- Goanna Falls
- Berrima Stonequarry Walk
- Mount Gibraltar Reserve
- Bundanoon - Glow Worm Glen
- Burrawang - George Street Wetland
- Hammock Hill
- Mansfield Reserve
- East Kangaloon Roadsides (RVIP Grant Project Maintenance)
- Hill Top - Boronia Park
- Mittagong - Iron Mines Creek
- Mount Alexandra Reserve
- Moss Vale Cosgrove Park; Whites Creek
- Wingecarribee River - Bong Bong Cycleway and Youth Landcare
- Paddys River Reserve
- Yerrinbool Oval and Waterhole.

Weed management control works also occurred on roadsides identified in Council's roadside priority model which won the Local Government NSW Excellence in Environment Awards in the category of Roadside Environmental Management.

Additional grant funding from South East Local Land Services and WaterNSW to the value of \$20,000 has been obtained for further weed control work on Mount Gibraltar and Mittagong Creek.

An additional \$30,000 grant from South East Local Land Services is also in negotiation for Wingecarribee River.

Revegetation works continue to be implemented on Council **Bushcare** site's which included the planting of 9,186 native plants sourced predominantly from Council's **Community Nursery**. Significant plantings occurred along the Mittagong Creek as part of the National Tree Day and Frensham planting program. Council supports 14 Bushcare and Landcare groups with 95 Bushcare sessions delivered over the reporting period. The total value of volunteer hours was 1,737 hours, equating to \$60,812. One community workshop/field day was delivered to Bushcare and Landcare volunteers.

Riparian Works along Mittagong Creek are also progressing well, this includes:

- **Woody Weed Control:** Location of all willow and woody weed to be removed along Mittagong Creek have been mapped. Treatment scheduled for Autumn 2016.
- **Weed Control Project - Bowral to Sheppard Street:** The next phase of this project saw the removal of biomass completed in October 2015. Third chemical treatment of environmental weed regrowth was completed in December 2015. Revegetation planned for 2016, through additional grant funding from South East Local Land Services.
- **Weed Control and Bed Stabilisation Project - Old South Road to Bowral Street:** The next phase of this project saw 6,000 plants planted with the assistance of Frensham students and volunteers on National Tree Day.

Council's **Water Watch Program** continues with 15 water samples taken along three urban waterways. This programs monitors water quality to ensure it remains within acceptable levels.

As a part of the **Land for Wildlife Program** eight new Land for Wildlife agreements have been registered and nine property assessments are under way. A total of 80 properties now participate in this program. **Habitat for Wildlife** project continues with over 118 registrations. A planting guide booklet has been published and distributed to participants. Council hosted a Breakfast with the Birds workshop in October as part of National Bird Week.

The NSW Office of Environment and Heritage commenced work on the new Native Vegetation Map for Council for the **Green Web Strategy and Vegetation Mapping Project**, which will improve the accuracy of endangered ecological community identification. A specialist Ecologist has been engaged to undertake a survey of Council roadsides to identify the locations of the threatened species *Eucalyptus macarthurii* and *Eucalyptus aggregata*. This data will be added to the Roadside Vegetation Management GIS model to improve the accuracy of recommended roadside weed management programs.

During this reporting period Council continued to work with the NSW Office of Environment and Heritage (OEH) on a **Koala Survey** across the Shire. The first stage of collaring and satellite tracking of koalas has commenced and 16 satellite collars are currently in operation.

Spatial environmental data validity and reliability continues to improve and new map data has been created for biodiversity offset sites, past levy project sites, and threatened species special core habitat. Environmental information for the public also continues to improve with reviews and updates of Council's environmental webpages and the circulation of electronic newsletters to a combined subscription base of 600 readers.

Council Bushfire Hazard Reduction program continues. All Council Asset Protection Zones have been audited and maintenance completed. Council fire trails have been audited and maintenance works underway.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP140 - Implement the River Health and Wetland projects and programs from the Environment Levy, including the delivery of Riparian Management Plan works on Mittagong Creek, Whites Creek and Wingecarribee River

DP22 **Ensure development doesn't threaten underpinning natural resources of the Shire**



Council recently renewed its commitment to development compliance within the Shire through the appointment of a dedicated Development Compliance Officer. Council has also commenced a development compliance portfolio in order to strengthen regulation of development and ensure that conditions of development consent are complied with. The development compliance portfolio will have a greater focus on ensuring negative environmental outcomes are prevented and tree preservation policy positions are upheld within the shire.

Development applications will continue to be assessed in accordance with the Local Environmental Plans and Development Control Plans to ensure that the natural resources within the Shire are appropriately protected.

DP23 **Promote and encourage waste minimisation and recycling**



The Resource Recovery Centre (RRC) is on target to once again surpass the State Government Waste Avoidance and Resource Recovery Strategy 2014 - 2021 target of 75% waste diverted from landfill. The operation is also surpassing budget targets and improving the productivity of the site.

The operation of the RRC meets all Environmental Protection Authority (EPA) waste licensing requirements, stringent regulations set in place to control the localised, cumulative and acute impacts of pollution in NSW. During the reporting period new EPA regulations have been introduced which have resulted in increased reporting standards. Monthly reporting of all waste products in and out of the RRC is now a requirement. In addition, there have been changes to the waste licence, placing annual limits on stockpiles and a new risk rating of EPA waste licences is now in place.

The closure plan of Welby landfill is finalised and waiting on EPA approval. Once approval is received, Council will commence implementation of the plan. Council's waste strategy and policies are still to be finalised and this will be the focus for the rest of the financial year.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP149 - Develop a strategy and implementation plan for Welby Tip rehabilitation and closure
- OP153 - Develop asset management strategy for Resource Recovery Centre
- OP155 - Finalise a Regional Waste Strategy and link it to Council's Waste Strategy



Council continues to monitor its energy consumption with the goal to minimise its environmental footprint and reduce its energy costs. The Civic Centre Lighting Upgrade project was undertaken December 2015 as part of the Council's "REFund and Renew Program", which was recently recognised as a finalist in the Blue Star Sustainability Awards in the category of Sustainable Systems. The lighting upgrade involved approximately 650 outdated and inefficient fluorescent lights being replaced with a lesser number of LED light fittings. The lights were installed according to a lighting design that ensured light levels are compliant with the applicable Australian Standards and initial monitoring of the energy shows there will be significant reductions in energy consumptions and bills as a result of this project. Costs savings from this project will feed into Council's Revolving Energy Fund (REFund) which is continuing to fund energy efficiency improvements across the organisation.

Another significant project completed during this period is the installation of a 25KW solar electricity system for the Resource Recovery Centre facility. This brings the total of installed solar electricity systems to over 100KW across Council facilities which all serve to minimise Council's environmental footprint and reduce its energy costs.

Council hosted a number of sustainability events throughout the reporting period including Wingecarribee Schools Environment Day in October attracting over 630 students, 50 teachers, and 70 activity holders. This program was recognised as a finalist in the Blue Star Sustainability Awards in the category of Going Green Education Award. Other events held during the period include: *Breakfast with the Birds*, *Whose Living on my Land* and *Feral Fighter* workshops as well as a Council stall at the Southern Highlands Home and Garden Show.

The Environment Levy continues to support community environmental actions via the Wingecarribee Community Assistance Scheme, with six community projects, totalling \$9,055 assisted this reporting period. The Environment Levy also sponsored the Southern Highlands Business Awards in the category of Environmental Sustainability in order to recognise the efforts of local business.



Council has continued to provide efficient and effective water and sewerage services to the community to meet necessary standard and population demands.

Operational programs are being regularly reviewed in order to ensure public health and regulatory requirements are being met. Through these reviews it has been identified that ongoing management for odour control within the sewer distribution system is required and this will be a focus for the remainder of 2015/16.

Operational maintenance programs are being managed efficiently and conducted as part of Council's ongoing commitment to ensuring it provides a safe, reliable and continuous water supply to the residents of the Shire. An effective Ice Pigging (underground water pipe cleaning) program was conducted in all residential streets in Colo Vale, Hill Top, New Berrima and Welby. Planning has commenced on the scheduled replacement of 2,500 of the Shire's oldest residential and industrial water meters.

There has been a concentrated effort this reporting period on improving services provided to the community. Part of this focus included the development of a new staff structure to ensure efficient



planned maintenance requirements are in place and achieved. Also in a bid to improve services, suggestions resulting from the Customer Service Review are being implemented to ensure consistent service to the community for all development and connection requirement enquiries.

Other programs such as the Capital works programs for both Water and Sewer systems and the Trade Waste program are underway and are being managed efficiently. New trade waste charges for non-rateable and multi-complex facilities have been introduced for 2016.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP164 - Undertake water treatment plant capital works program
- OP165 - Undertake water treatment plant operation and maintenance program to meet operational targets
- OP166 - Deliver new customer water connections within agreed timeframes and in accordance with service level agreements
- OP168 - Deliver new customer sewer connections within agreed timeframes and in accordance with service level agreements
- OP169 - Continue to manage backflow protection program for council buildings as well as commercial, industrial and domestic buildings
- OP170 - Undertake sewer reticulation capital works program
- OP171 - Undertake sewer reticulation maintenance program
- OP173 - Undertake sewer treatment plant operation and maintenance program
- OP176 - Review and update water and sewer asset policies, strategies, plans and council reports including Sewer Asset Management Plans and Integrated Water Cycle Management Plans

Economy

Wingecarribee 2031+ outlines the following **Economy** strategies

- 5.1 Wingecarribee is a centre for learning
- 5.2 The 'Southern Highlands' is a recognised tourist destination throughout Australia
- 5.3 Wingecarribee has agribusiness suited to our distinct climate and geography
- 5.4 Sustainable business and industry thrive in Wingecarribee
- 5.5 Wingecarribee's diverse economy drives a wide range of job and career opportunities

The **Delivery Program 2013-17** includes 6 objectives to assist in the achievement of the **Economy** strategies. The progress for these objectives for the July to December 2015 reporting period is outlined below.

DP26 Support local business and employment for economic growth



Council's inaugural Investment Summit was held 29 October 2015 as a follow on from the Economic Summit held in the previous reporting period. The Investment Summit provided an opportunity for investors to partner with Sector Groups and support specific projects across the Economic Sector areas: Water, Food, Shelter, Energy, Transport, Business, Learning and Art and Recreation. Selected projects will help develop and promote industry across the Shire and form the basis of a broader Economic Development Strategy.

The base designs for the Business Directory and Business Mentors has been completed and is anticipated to be implemented by 30 June 2016.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP179 - Review and implement the Economic Development Strategy and develop and implement an Action Plan to give effect to the Strategy

DP27 Promote Moss Vale Enterprise Zone



Ongoing promotional activities have been undertaken with existing owners as well as potential new owners and developers in the Moss Vale Enterprise Zone. Work is focused on attracting targeted businesses and industries that align with the strategies resulting from the Economic Framework Sector groups which would be most suitable for the Moss Vale Enterprise Zone. One initiative planned to encourage businesses to move to the Enterprise Zone is the provision of very high speed, (i.e. 10 – 100 times faster than National Broadband Network speed) multi-gigabyte internet access.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP181 - Promote Moss Vale Enterprise Zone via targeted promotions

DP28 Continue to promote the Southern Highlands as a recognised tourism destination



Destination Southern Highlands continues to work in an innovative way with local industry to market and position the Southern Highlands as the destination of choice in regional NSW for short stay visitors.

During the reporting period Destination Southern Highlands initiated one of the most successful destination appeal marketing campaigns in its history under the branding of *Fall in Love Again in the Southern Highlands*. The campaign was conducted June to August 2015 (which is traditionally the regions Shoulder Season) and encouraged people to tell their love story about the Southern Highlands. It involved a multi media advertising campaign including traditional media of print, radio and television as well as digital media advertising via Facebook and the internet, with over 101,000 views of the 30 second advertisement clip.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP187: Implement the Wingecarribee Shire Council Events Strategy, subject to funding

DP29 Continue operations of Southern Regional Livestock Exchange



The Southern Regional Livestock Exchange (SRLE) has continued to operate above budgeted levels due to a current favourable selling market; however improvements are being investigated and implemented in order to ensure continuous improvement in the daily operations of the site. The objective is to continue to raise the benchmark of the operation including improvements to throughput and overall professionalism, while managing risk and safety components. This will provide positive economic outcomes for Council and the community.

Council has reviewed the assets of the site and is in the final stages of seeking approval for a maintenance and capital program that will meet the needs of the Shire.

DP30 Review Council's role in the promotion of learning across all demographics



The underlying concepts driving this program are lifelong learning and a learning society which support the idea of ongoing, voluntary and self-motivated pursuit of knowledge. The focus for the reporting period has been the development and implementation of the Business Directory, Business Mentors, Digital Economy and maximising the potential of the Moss Vale Campus.

Last reporting period the need for an Innovation Centre / Learning Hub was identified by several Economic Sector Groups and that has been a focus point this reporting period. Ongoing discussions are being held with Moss Vale TAFE regarding potential sites and styles. Tertiary/adult learning will remain a priority for the coming reporting period.

Another initiative under consideration this reporting period involves the provision of short-term courses in order to re-train people/businesses who may become unemployed as a result of advances in technology in the future.



Administration and management of Council owned land and operational property has continued smoothly this reporting period. Council finalised and adopted the Leases and Licences of Council Property (Commercial) Policy. This policy will effectively clarify all current and future leasing arrangements within the Shire.

The implementation of a new software package has resulted in improvements to the administration and management of Council owned property as it provides up-to-date visibility of all Council's leased and licensed properties, showing current insurance and maintenance processes. This has replaced a manual system and improved efficiency and accuracy.

The sale of properties identified as surplus to Council requirements under the *Surplus Council Lands Rationalisation Policy* and not useful for community purposes has continued strongly this reporting period, with some recent positive results for Council.

Administrative support for the creation of easements, road closures and land acquisitions continues to be provided as required.

As outlined in Table 3 in Section 2 the following Operational Plan 2015-16 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP192: Provide administrative support for the creation and execution of leasing and licensing agreements for all council leased properties



Section 2: Operational Plan Progress - Summary

The following section provides an overview on Council's progress towards delivering its annual Operational Plan 2015-16. The Operational Plan contains 195 projects, programs and activities (annual deliverables) across the five key themes from Wingecarribee 2031+ Community Strategic Plan. Table 2, below outlines how Council is tracking at the end of the December 2015 reporting period (six month period) to achieve the annual deliverables for each theme.

Table 2: Progress of Operational Plan 2014-15 Programs, Projects, and Activities by W2031+ Theme and as a Total at end December 2015

Progress Status				
W2031+ Theme	On-hold	Critical	Needs Attention*	On-Track
Leadership	3.8%	-	3.8%	92.5%
People	7.9%	-	5.3%	86.8%
Places	6.5%	-	8.7%	84.8%
Environment	7.5%	-	25%	67.5%
Economy	16.7%	-	11.1%	72.2%
Total for all annual deliverables**	7.2%	-	10.3%	82.6%

*Operational Plan projects, programs or activities considered 'Needs Attention' will be completed during the 2015/16 financial year

**Total is for all annual deliverables across all five W2031+ themes

At the end of December 2015, 82.6% of Operational Plan projects, programs or activities were considered 'On-Track' (compared to 84.6% at the end of the June 2015 reporting period), 10.3% were considered 'Needs Attention' (compared to 9.0% at the end of the June 2015 reporting period) and 7.2% were 'On-Hold' (compared to 6.4% at the end of the June 2015 reporting period). There were no Operational Plan projects, programs or activities considered 'Critical' this reporting period (there were no programs or activities considered 'Critical' at the end of the June 2015 reporting period).

Table 3, below is an Operational Plan 2014-15 Progress Exception Report for annual deliverables at the end of the June 2015 which were reported to be “Critical”, “Needs Attention” or ‘On-Hold’.

Table 3: Operational Plan 2014-15 Progress Exception Report

Operational Project/Program/Activity	Status	Comment for Council
OP016 - Undertake a strategic review of all fees and charges to ensure the financial sustainability of Council's service provision (FFTF)	Needs Attention	A comprehensive review of Council's fees and charges was originally scheduled to be completed as part of the 2016/17 Operating Plan and Budget. However, given staff vacancies within the Finance group, it is recommended that this review be deferred until these vacancies have been filled. It is anticipated the vacant Management Accountant position will be re-advertised in January 2016.
OP042 - Maintain and improve performance management practices within the organisation, tailored to the business needs of the organisation	Needs Attention	A revised performance management system has been completed and is in the process of being implemented. Training of Management and supervisory staff in use of the revised system is to be conducted in the third quarter 2015/16.
OP068 - Manage and complete the Mittagong Pool refurbishment	Needs Attention	<p>The Mittagong pool refurbishment project is virtually complete however problems with some of the existing infrastructure have resulted in unexpected delays in being able to open the Centre.</p> <p>Additional works are being carried out in order to rectify the issue and it is anticipated that the Centre should open early in the 2016.</p>
OP073 - Continue to develop and commence implementation of the Bowral Distributor Road project	Needs Attention	<p>Negotiations with divisions of State railways are continuing regarding acquisition of land necessary for parking and landscaping aspects of the project.</p> <p>The project design tender has been prepared and will be advertised early in 2016.</p> <p>This project has been slow to commence however it is anticipated to accelerate once the design consultant is engaged and design work can commence.</p>
OP102 - Undertake roads and drainage inventory and valuations	Needs Attention	<p>Roads and Drainage asset inventories have been updated using Project Completion Forms provided by operations and development control however there have been issues in receiving documentation from relevant departments.</p> <p>Discussions are to be held as a reminder of protocol in this area to ensure timely submission of documentation.</p>
OP105 - Develop roads and drainage asset policies, strategies, plans and council reports	Needs Attention	<p>Little progress has been made on reviewing and updating of the existing stormwater drainage policy this reporting period however the review is now planned to be completed in February 2016. Key stakeholders will be engaged and workshops undertaken to ensure the policy and associated procedure meets the needs of Council.</p> <p>Stormwater policies have been obtained from other councils and state organisations and will be used to assist in the review of this policy.</p>

OP124 - Undertake road ancillaries construction capital works program	Needs Attention	Although several key projects and infrastructure improvements have been completed, the Balaclava Old Hume Highway/Railway Terrace/Crimea Street Intersection Approaches and Signal Improvements is still in progress. Completion is subject to rail bridge construction by external body before hand over to Council.
OP127 - Provide construction plans and supporting documentation in a timely manner for construction program	Needs Attention	The timeframes to deliver the 2015/16 construction program design and procurement are compressed. The strategy to address the situation is to engage external resources to cover lagging designs as soon as identified. The intention is to utilise Council staff to prepare designs for the 2016/17 program in the second half of 2015/16. The long term goal is to have designs to be completed eighteen months in advance of delivery. This will also provide an opportunity to better inform project costs in the following year's budget deliberations.
OP133 - Deliver outdoor dining and use of Council land for commercial purposes program and policies	Needs Attention	An audit of all shopping precincts was planned for December but has not been undertaken due to time constraints and therefore will be completed in January 2016. A number of reminder letters were sent out last month reminding customers of the need to renew approvals and the majority have responded with new applications however there are a number who have not responded and follow up will need to be undertaken with these businesses.
OP140 - Implement the River Health and Wetland projects and programs from the Environment Levy, including the delivery of Riparian Management Plan works on Mittagong Creek, Whites Creek and Wingecarribee River	Needs Attention	Riparian management works are currently on hold pending completion of various Flood Management Studies and Plans e.g. Nattai River, Gibbergunyah Creek.
OP164 - Undertake water treatment plant capital works program	Needs Attention	Council is still working towards delivery of this program as quotations received were higher than anticipated. This may now require several additional tenders to be let causing program delay.
OP165 - Undertake water treatment plant operation and maintenance program to meet operational targets	Needs Attention	Operations maintenance under way however trades maintenance needs attention. It is anticipated that necessary improvements, such as development of maintenance tasks and schedule will be implemented with new Coordinator positions to start in third quarter.
OP166 - Deliver new customer water connections within agreed timeframes and in accordance with service level agreements	Needs Attention	As a result of changes in the Customer Service area and high application demand delays in delivery of services has been experienced. The current process system will need to be reviewed and finalised in order to rectify delays.
OP168 - Deliver new customer sewer	Needs Attention	Similar to OP166, there have been slight delays for new connections being delivered as per customer request and

connections within agreed timeframes and in accordance with service level agreements		development applications The customer process is currently under review to ensure delivery is within agreed time frames and level of service agreement.
OP169 - Continue to manage backflow protection program for council buildings as well as commercial, industrial and domestic buildings	Needs Attention	The back flow policy needs reviewing ready for implementation in February or March 2016. Appropriate backflow prevention devices have been installed in most of the relevant properties owned by the parks and gardens, however there is need for the water section to assess its treatment infrastructure for the adequacy of installed backflow protection devices. The backflow prevention policy is anticipated to be reviewed and adopted for implementation by April 2016.
OP170 - Undertake sewer reticulation capital works program	Needs Attention	Some network assets have been replaced as per the Sydney Catchment Authority infiltration grant program however new sewer main and manhole contract for 2015/16 will be going to Council for approval in February or March 2016.
OP171 - Undertake sewer reticulation maintenance program	Needs Attention	The maintenance program is ongoing however an improved planned program for business efficiency is being developed for implementation following recent restructure in Water and Sewer. Completion of recruitment for the new structure and utilisation of dedicated crew to carry out planned maintenance works will result in better performance outcomes in the third quarter of 2015/16.
OP173 - Undertake sewer treatment plant operation and maintenance program	Needs Attention	The operation program is being carried out as planned and on track, however the maintenance program is to be reviewed and planned for delivery in conjunction with the maintenance coordinator upon commencement in February 2016.
OP176 - Review and update water and sewer asset policies, strategies, plans and council reports including Sewer Asset Management Plans and Integrated Water Cycle Management Plans	Needs Attention	Two policies are currently under review: the <i>Low Water Supply Pressure-Rebate</i> policy and the <i>Urban Filling Stations</i> policy. The final draft of the <i>Urban Filling Station</i> policy has been completed and workshops with key staff undertaken. This policy will be reported to Council in February 2016. Little progress has been made on the <i>Low Water Supply Pressure</i> policy during this quarter however it is planned that the review of this policy will be completed in February 2016.

OP192 - Provide administrative support for the creation and execution of leasing and licensing agreements for all council leased properties	Needs Attention	<p>Several license agreements have been executed this reporting period including the Police Citizens Youth Club NSW (PCYC), The Good Yarn Shop Incorporated, Winifred West Park - South West Sydney Local Health District (Early Childhood Rooms) and Country Women's Association of NSW (CWA Rooms)</p> <p>The tender for Management and Operation of the Mittagong Caravan Park will be advertised 7 December 2015 - 19 January 2016.</p> <p>Tech One Property Lease module has been purchased and implemented with training held for relevant staff. Data entry in respect of 74 current lease and licence agreements is under way to complete current records however additional staff time will need to be allocated to complete this task.</p>
OP051 - Develop an Organisational Development Strategy	On Hold	Development of strategy is on hold. A draft will be developed in the third quarter 2015/16.
OP052 - Undertake analysis of the requirements of Business Management Systems to determine its value for Council	On Hold	Principles of required system developed in draft for further review in the third quarter 2015/16.
OP074 - Complete the construction of Welby Hockey Fields	On Hold	<p>Southern Highlands Hockey Association are waiting on potential funding from the State Government, therefore the project is on hold.</p> <p>Council recently held a meeting with the Hon. Jai Rowell MP on site to discuss potential funding options.</p>
OP076 - As a part of a staged program consult and plan for a Regional Art Gallery Project, subject to external funding	On Hold	The Regional Art Gallery Project is on hold while the Southern Highlands Arts Precinct Enterprise (SHAPE) group investigates private funding options as per Council resolution.
OP084 - Undertake parks, reserves and sports fields construction and upgrade of capital projects	On Hold	<p>The open space capital program has been delayed due to the vacant Capital Project Officers position, however this position has been filled and is due to commence February 2016.</p> <p>The Community Oval Drainage project was completed in October 2015 and the Loseby Park Sport field irrigation project has commenced, scheduled for completion end of January 2016.</p>

OP092 - Develop and administer a housing monitor	On Hold	The Department postponed the proposed meeting at the end of 2015. Council has rescheduled this meeting and will progress further development of the Housing Monitor once Departmental input becomes available.
OP098 - Complete Moss Vale Traffic Strategy	On Hold	<p>The Moss Vale Traffic Strategy project was placed on hold due to the consideration of the Chelsea Gardens/Coomungie 1232 lot proposal. Council did not support the rezoning. In order to recommence the project, it is proposed to meet with senior staff and planners to re-scope the work and agree on future land uses that need to be included in the future Paramics model.</p> <p>It is recommended that parking surveys be updated as the existing data was collected in 2005. The impact of the Police Station re-development (in particular) should be assessed in detail.</p>
OP109 - Fully fund asset renewal program by 2021 (FFTF)	On Hold	Capital works programs to fund the replacement and renewal of Council assets have been developed as part of Council's Fit for the Future (FFTF) program; however the success of this objective is dependent on Council obtaining a Special Rate Variation in accordance with the proposal outlined in Council's FFTF submission to the State Government.
OP149 - Develop a strategy and implementation plan for Welby Tip rehabilitation and closure	On Hold	Council is awaiting a response from the Environment Protection Authority (EPA) regarding the closure plan. Council will prepare and implement the strategy once approval is received.
OP153 - Develop asset management strategy for Resource Recovery Centre	On Hold	This project is currently on hold due to finalising prior projects. This project will be revisited in January 2016.
OP155 - Finalise a Regional Waste Strategy and link it to Council's Waste Strategy	On Hold	Council is awaiting a meeting with adjoining councils to determine new regional group.
OP179 - Review and implement the Economic Development Strategy and develop and implement an Action Plan to give effect to the Strategy	On Hold	Initial outline completed as part of 2016-2017 budgeting preparation.
OP181 - Promote Moss Vale Enterprise Zone via targeted promotions	On Hold	Initial draft completed as part of 2016-2017 budgeting preparation.
OP187 - Implement the Wingecarribee Shire Council Events Strategy, subject to funding	On Hold	Draft Event Strategy/Event Support Program is complete however currently on hold. Scheduled to be readdressed in conjunction with 2016/2017 Budget submissions.