



Draft Bi-Annual Delivery Program 2013-17 Progress Report

1 July 2016 to 31 December 2016



Contents





Introduction	3
Integrated Planning and Reporting.....	3
Leadership.....	4
People.....	9
Places.....	13
Environment	18
Economy	22
Section 2:.....	26
Operational Plan Progress - Summary	26
Operating Plan Progress - Exceptions	27



Introduction

This draft Bi-Annual Delivery Program Progress Report is for the period 1 July 2016 to 31 December 2016. The first section of this report presents Wingecarribee Shire Council's progress towards achieving the 31 objectives of the Delivery Program 2013-17.

At the end of December 2016, of the 31 objectives 29 were 'on-track', two were classified as 'needs attention', no objectives 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)

Section 2 of this report provides an exception report on Council's progress towards delivering its Operational Plan 2016-17. At the end of December 2016, 88.9% of annual deliverables were classified as 'on-track', 4.7% were classified as 'needs attention', 6.3% were 'on-hold' and no annual deliverables were considered 'critical'.

Integrated Planning and Reporting

Under Section 404(5) of the *Local Government Act 1993* and the NSW Integrated Planning and Reporting Framework Council is required 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 Delivery Program 2013-17 is supported by Council's annual **Operational Plan**. The Operational Plan outlines the projects and programs that Council undertakes during the financial year towards addressing the objectives of the Delivery Program. The diagram below provides an overview of Council's Integrated Planning and Reporting Framework.



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 2016 reporting period is outlined below.

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



Council engagement activities continued to build on relationships with key audiences and improve the consistency of communication with internal and external stakeholders.

A review of engagement activities undertaken during the 2012-2016 term of Council clearly indicates that community interest and participation has steadily grown. In summary:

- The first e-newsletter offering opportunities to be involved in Council decision-making was issued in January 2013 to 183 subscribers and by December 2016 subscription numbers had risen to 4332.
- There have been 52 online consultations hosted at www.yoursaywingecarribee.com.au between 2012 and 2016. This site had 341 registered members in September 2012, which has increased to more than 2,200 in 2016.

The major focus for this reporting period has been the provision of support and guidance for construction projects and the review of the Shire's Community Strategic Plan Wingecarribee 2031+.

Residents in Willow Vale, Braemar, Balaclava and Mittagong were advised of upcoming bridge works and invited to visit www.yoursaywingecarribee.com.au to follow work progress, subscribe to emailed notifications and learn more about these projects. Significant detours were required in both cases and bus timetables and routes had to be adjusted accordingly. Bus passes were organised for residents in close proximity to the Colo Street bridge as traffic, pedestrian and cyclist access was unable to be maintained.

Engagement work continued for the Station Street Upgrade with visiting property owners and business operators in Station Street to determine their access requirements. Information collected was shared with the design team.

A number of community engagement phases were planned for the review of Community Strategic Plan Wingecarribee 2031+ with telephone and online surveys conducted by an independent research company in October and November. Three staff workshops were held in December when recruitment

of community reference panel members also commenced. Further engagement will continue into 2017 when a series of workshops will be held to review and revise the Community Strategic Plan.

Other corporate projects involving community engagement during the period include:

- Exhibition of Robertson Village Overland Flow Study
- Gibbergunyah Creek Floodplain Risk Management Plan and Nattai River Floodplain Risk Management Plan
- Exhibition of Children's Services Philosophy, Policy and Procedures
- Illegal dumping survey
- ArtsInfo survey
- Bushfire preparedness survey
- Evaluation survey for Bush Fire Get Ready challenge
- Berrima Road Deviation design
- Colo Street Bridge reconstruction
- Willow Vale Bridge links construction
- Exeter Hall renovation
- Bowral Road Pathway
- Youth Strategy exhibition
- Burrawang street tree removal
- Glow Worm Glen walking track upgrade
- Bowral Lions Park upgrade
- Bundaroo Street trees and footpath
- Tree removal in Bowral Road, Mittagong
- Recruitment for Council advisory committees and working groups.

DP02 Ensure timely, accurate and open communications



Council continues to ensure timely, accurate and open communications are delivered to the community. News items continue to be proactively 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.

Media releases are posted online immediately following distribution on Council's dedicated Media Centre and requests from journalists are attended to as a priority.

A total of 92 media releases and two issues of Wingecarribee Today were distributed between 1 July and 31 December 2016 reporting period.

DP03 Undertake responsible financial management focussing on long term sustainability



The Annual Financial Statements and auditors reports for the period ending 30 June 2016 were presented to Council on 26 October 2016. Council's Auditor issued an independent auditor's report stating that Council's financial records and statements are fairly and appropriately presented. All other statutory financial reports have been completed and submitted within required time frames.

Council received formal notification in November 2016 from the Auditor General of its decision to bring Council's annual financial audit under the direct responsibility of the NSW Audit Office. The

change is a result of the broader Local Government Reform and aims to:

- Strengthen governance and financial oversight
- Provide greater consistency in financial reporting and audit process
- Improve financial management, fiscal responsibility and public accountability.

The Year End Budget Result as at 30 June 2016 was presented to the Finance Committee on the 19 October 2016. The year end result for the 2015/16 financial year was a surplus of \$852,589. The surplus was allocated to the Employee Leave Entitlements Reserve and the Capital Projects Reserve. The September 2016 Quarterly Budget Review was presented to the Finance Committee the on 16 November 2016. The projected budget result for the 2016/17 financial year remains a balanced budget.

In line with the Integrated Planning and Reporting requirements, Council has commenced its review of the 2017/18 Budget and Long Term Financial Plan. There will be a number of workshops held with Council before both of these documents are placed on public exhibition for comment in May 2017.

After establishing the Procurement Improvement Group in 2016, Council's revised Procurement Policy and updated Guidelines are currently in draft format. The Policy and Guidelines are aimed at strengthening probity and governance in relation to procurement activities, ensuring best value is achieved and providing ongoing support and guidance to Council Staff. The revised Policy will be presented to Council during the first half of 2017.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP025: Achieve an annual minimum operational saving target of \$234,000.

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



Council's governance frameworks continued to mature over the reporting period. Work on a new committee structure was completed with Council adopting the new committee governance framework in November 2016. The new structure includes:

- Council Committees – committees established under clause 260 of the Local Government (General) Regulation 2005 and are comprised of only councillors, and may have delegated authority to make decisions in relation to their stated objective(s) and role(s).
- Advisory Committees – committees which include representatives of the community, other stakeholders or agencies. These committees provide advice to council on a range of issues as specified in the committee's terms of reference.
- Community Reference Groups – groups established to support the functions of an advisory committee. These groups include council staff and community representatives. Generally, there are no councillor representatives.
- Sunset Working Groups – groups established for a limited term for a specific purpose or to provide input on a specific project. They include representatives of the community, other stakeholders or agencies. These committees provide advice to council on a range of issues as specified in the group's terms of reference.
- External Committees - committees established by an external body and requiring a council delegate.

Following the adoption of the committee structure, Council commenced an extensive campaign for nominations from the community for representation on advisory committees and reference groups on 28 November until 15 January 2017. Council adopted revised Terms of Reference for committees and elect community representatives at its meeting on 8 February 2017. Further details on Council's committee structure can be found at <http://www.wsc.nsw.gov.au/council-committees>

A successful councillor induction program was facilitated, while work on a new Internal Audit plan for the 2016-2020 progressed. The review of Council's Business Continuity Plan progressed, with training of key staff, drafting of the revised plan scheduled for March 2017.

DP05 Develop a strategic position to industry change

Council continues to actively participate in the NSW State Government's Local Government reform. Council has provided feedback on a number of reform discussion papers including the Joint Organisations, legislative amendments and policy reviews. The services review program of works will commence late 2016/17 year following recruitment of a suitably qualified project officer.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP039: Undertake a comprehensive service review program to ensure efficient and effective service delivery (FFTF).

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

Council has continued to implement Work Health Safety (WHS) Initiatives to ensure the safety of its workforce. This has included the development of several General Manager Practice Notes (internal policies) and associated procedures directly related to reducing workplace injuries. Focus areas during the reporting period have included:

- Hazardous chemicals
- Working in confined spaces
- Managing WHS risks
- Working at heights
- Safe systems of work.

During the reporting period Council staff also attended numerous training sessions to increase individual skills, knowledge and competence. This training will assist staff to manage workplace hazards and reduce the number of workplace incidents.

Staff training in core basic skill areas such as manual handling remains the focus in order to continue and consolidate downward trends in lost time injuries and associated workers compensation premium costs.

DP07 Information and communication technology that provides contemporary business solutions



Council has continued to assess the strategic direction of its Information and Communication Technology (ICT) business solutions. During the reporting period Council's corporate business systems have undergone an external review. The outcome of the review will enable Council to better focus its ICT resources to ensure business is conducted efficiently and effectively.

A number of ICT improvements have been implemented during the reporting period to ensure Council's operations continue to be reliable, accessible, secure and cost effective. Initiatives have included:

- Upgrade of power system at Council's disaster recovery centre
- A rewrite of the Development Application process to reduce manual processing and provide a more reliable process
- Scheduled replacement of ICT equipment.

Council continues to deliver a very high level of availability for the major business solutions. Against 22 key performance indicators with an agreed service level of 99.68%, Council achieved 99.88% during business hours for June to December 2016.

DP08 Undertake a program of continuous improvement to deliver public value



A review of Integrated Planning and Performance Framework is well under way with Council approving a multi-phased approach to the review of the Community Strategic Plan within the reporting period. Over the next six months Council will review and develop its key corporate documents which sets out the short, medium and long term plans for Council. This includes the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

Work of an organisational development strategy has progressed with a draft currently under consideration by the Executive.

As outlined in Table 2 the following Operational Plan 2016-17 activities related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP036: Develop and commence implementation of a revised corporate reporting and performance framework.




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 2016 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



Council has continued to undertake a significant body of work to gain a more strategic focus on key target areas within the community. Following an extensive consultation program and consideration of community feedback Council adopted its Youth Strategy and Action Plan in December 2016. The Youth Strategy focuses on the key areas of concern for the youth population with the aim to prioritise areas for action that will build a better community for and with young people living in the Southern Highlands.

Significant progress has been made for the development of the Disability Inclusion Action Plan which all Councils are required to complete by June 2017. A consultation plan has been finalised with consultations commencing in February 2017. This will include staff and community surveys as well as forums and workshops with community and other stakeholders.

Actions from the Positive Ageing Strategy, the Arts and Culture Strategic Plan and the Wingecarribee Aboriginal Cluster Group Action Plan are being implemented. Significant achievements include increasing number of groups attending the Aboriginal Cluster Group meetings and the commencement of a pilot project delivering fruit boxes to local families. Four local high school students have been accepted into the University of Sydney's Wingara Mura-Bunga Barrabuga summer program.

Council continues to provide financial support to community initiatives. Financial support was provided through the 2016-17 Community Assistance Scheme grants for five direct initiatives for older people to participate in community life. The Southern Highlands Arts Fund was launched in November 2016. The fund will have an initial focus on projects for young people and a number of public art initiatives were supported.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP062: Implement key initiatives from the Community Safety Plan in partnership with community stakeholders.

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



Council continues to deliver a broad suite of community services and facilities including children services, libraries and pools.

Children Services

Council's Family Day Care and Out Of School Care continues to be a valuable community service as it provides greater flexibility in operating hours than most commercial services. On the 27 July 2016 Council was notified it had received a rating of "Exceeding" the National Quality Standards. Of the seven National Standards we were found exceeding in 4 areas: Staffing Arrangements, Relationships with Children, Leadership and Service Management and Collaborative partnerships with Families and Community.

During the reporting period Council hosted a conference for the community, specifically targeting other educators in the industry and parents raising young children and adolescents. The training was presented by the well-known parenting and educational expert Maggie Dent, with approximately 400 people attending the three sessions.

Libraries

Council's library service continues to be a highly valued community service with borrowing and visitor numbers trending well. The libraries continue to run popular activities such as National Simultaneous Storytime, school holiday activities, Southern Highlands schools gifted children's classes, HSC Seminars, Coding Club, Paws 'n' Tales assisted reading classes and author readings.

During the reporting period Council received a donation from State Records of a local school's records 1872-1961 which include, School's Register of Admissions, Progress and Withdrawal , Visitors Book, Observation Book, Class Roll Books, Punishment Book. This is a valuable addition to the Local Studies Collection.

Swimming Pools

The 2016/17 Swimming Season commenced on Saturday 8 October 2016 with the opening of Bowral Swimming Centre. Bundanoon followed on Saturday 12 November 2016. Mittagong Swimming Centre will not be opening this pool season due to damage caused by the east coast low storm which occurred over the June 2016 long weekend.

A report went to Council on 14 December in regards to Mittagong Swimming Centre repair options. It was resolved that a detailed design was to be completed and presented to Council for their consideration.

The Moss Vale War Memorial Aquatic Centre had its 3rd Birthday party which was held on the 20 November with over 700 people attending. This was a successful community day and helped to enhance the growing reputation for being a community focussed entity.

During the reporting period the Aquatic Centre Health Club introduced new program opportunities for members and seniors in November. Grant funding from the Aquatic Recreation Institute was given to the Centre based on a submission for the need for senior programs in the local area. New programs/opportunities included; six week challenge, Aqua Zumba, staying Active and Stay on your Feet Program. Membership numbers in the Health Club are at the highest since the Centre opened.

As outlined in Table 2 the following Operational Plan 2016-17 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP096: Continue to develop and commence implementation of the Bowral Distributor Road project.
- OP086: Complete the construction of Welby Hockey Fields.
- OP170: Continue to develop and commence implementation of Moss Vale Sewerage Treatment Plant upgrades.
- OP171: Continue to develop and commence implementation of Bowral Sewerage Treatment Plant upgrades.

DP11 Foster, support and encourage arts and culture



Council hosted a number of exhibitions from local artists in the Foyer Gallery during this reporting period including NAIDOC, Southern Highlands Textile and Fibre Network, Virginia Boyle, Mirjana Psakis, Amnesty International, Anne O'Toole, Southern Highland Woodies Inc, Children's Week display, a taste of the Art Studio Trail, students from the Bowral District Arts Society workshops and International Day of People with Disability.

Work on a Regional Art Gallery is on hold and Council is awaiting a progress report from SHAPE (Southern Highlands Arts Precinct Enterprise). This will be followed up in February 2017 prior to the first meeting of the Arts and Culture Advisory Committee.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP079: Review Council's position on the establishment of a Regional Art Gallery Project based on results from research conducted by the Southern Highlands Arts Precinct Enterprise (SHAPE).

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



Key design and construction works completed during the reporting period include:

- Alexandra Square Park Reclamation, Mittagong including off leash area fencing and tree planting and irrigation design
- Lions Park, Bowral - design
- Children's Playground Renewals - Hoddle Street Park Burrawang – concept design
- Refurbishment of Works Depot Nursery and Irrigation System – design.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP080: Commence upgrade of Corbett Gardens consistent with the Corbett Gardens Master Plan.

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, launch of the Possum Cloak and Foyer Gallery Exhibition
- Southern Highlands Arts Festival (including the Art Studio Trail) all through the month of November. Thirty five studio opened for the Art Studio Trail this year
- Southern Highlands Arts Fund launch
- An additional youth forum for the Youth Strategy consultation.

Planning for the Seniors Festival 2017 and Youth Week 2017 commenced during the reporting period.

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

- PCYC Colour Run held at Iron Mines Oval Mittagong in December - 500 people of all ages attended
- Wingecarribee Community Services Forum Expo held at Bowral Memorial Hall in October 2016
- Disability Services Australia Ability Walk at Lake Alexandra in December in celebration of International Day of People with Disability.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP090: Contribute to the annual National Trust Heritage Festival to build awareness of Council's heritage activities.

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 2016 reporting period is outlined below.

DP14 Maintain rural landscape and separation distance between towns and villages

Council continues to progress the local planning strategy and is currently seeking endorsement from the NSW Department of Planning of the draft Strategy. Once endorsed the plan will provide a strategic planning framework for ensuring separation distances are maintained between towns and villages and provide direction on proposed future urban release precincts such as Chelsea Gardens Coomungie.

Council will introduce a new and revised development control plan in 2017 which will ensure that appropriate controls are in place to maintain and promote the shire's rural landscape and separation distances between distinct towns and villages.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP091: Finalise and implement Local Planning Strategy.

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

Council continues to work with the Department of Planning to finalise the inclusion of approximately 90 new heritage items in Council's Local Environment Plan. Council has a renewed commitment to promotion of local heritage in towns and villages and this commitment will be further strengthened following the appointment of a heritage officer and provision of resources in this area. The heritage grants program continues to strengthen local heritage throughout the shire and following the allocation of grants in 2016, the funding is translating to 'roots level' improved outcomes in heritage management and preservation of local items of heritage.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention and will not be delivered in this financial year:

- OP094: Prepare and implement a heritage assistance policy and education program.

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



Updating of the Shire wide road network traffic model is currently in progress. This also includes parking modelling that provide the ability to evaluate additional parking supply, demand and management changes within the Mittagong, Bowral, Moss Vale and Bundanoon town centres.

The model rebuild will also include a deficiency report which will identify road infrastructure capacity limitations at a strategic level and will allow Council to prioritise capacity improvements. The outputs from the model will also support future grant applications.

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



Council continues to consistently apply its statutory controls and also Development Control Plan guidelines to ensure that the local character of the area is preserved. The finalisation of the Local Planning Strategy and also Development Control Plan review will further aid appropriate development within the shire.

Council has been involved in a number of NSW Land and Environment court cases in 2016 at a cost of in excess of \$300,000 to ensure that local amenity is preserved and that appropriate development that suits the character and demographics of the shire is maintained.

DP18 Provide efficient and safe roads, shared, cycle and foot pathways and drainage networks



Design and Construction

Council has continued to deliver roads, bridges, traffic facilities, paths and stormwater drainage and bridge capital works projects and road safety programs during the reporting period. Construction projects completed during the reporting period were:

- Victoria Street, Mittagong - Pathway Renewal
- Waite Street, Moss Vale - Pathway Renewal
- Lackey Road, Moss Vale - Existing to Parkes Road Pathway Construction
- 82 Old South Road, Bowral - Drainage Renewal
- Old Hume Highway, Berrima - Reconstruction / Heavy Patch
- Elizabeth Street, Moss Vale - Reconstruction / Heavy Patch
- Tugalong Road, Canyonleigh - Gravel Re-sheeting
- Wombeyan Caves Road, Bullio - Gravel Re-sheeting
- Meryla Street, Robertson - Road Pavement Construction and Sealing
- Australia Avenue, New Berrima - Road Pavement Construction and Sealing
- Yarrowa Road, Moss Vale - Rehabilitation
- Drapers Road, Colo Vale - Road Widening Improvements (Blackspot)
- Range Road, Mittagong - Road Widening Improvements - (Blackspot)
- Ellsmore Road, Bundanoon - Ringwood Lane to Morgans Road Sealing
- Ellsmore Road, Exeter - Exeter Road to Middle Road Sealing
- Ferndale Road, Bundanoon - Southey St to End Road Construction and Sealing
- Willow Street, Willow Vale - Stormwater Basin Improvements

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- Belanglo Road - Construction of box culvert
 - 22 Merret Drive, Moss Vale - Stormwater Renewal
 - Wildes Meadow Road - Stormwater Pipe Replacement
 - Inverary Road, Canyonleigh, Paddys River - Causeway Repair
 - Elm Street, Colo Vale - 11 to 15 Kerb and Gutter Renewal
 - Argyle Street, Berrima , opposite Gaol -Kerb and Gutter Renewal
 - Alice Street, Mittagong - Edward Street to Albert Lane - Pavement Repair and Kerb and Gutter Renewal
 - Meryla Road, Manchester Square, Bundanoon Creek – Side track Bridge in preparation for bridge repair.

The following design projects were completed during the reporting period:

- Australia Avenue, New Berrima - Road Pavement Construction and Sealing
- Rush Lane, Braemar - drainage
- Meryla Street, Robertson - Road Pavement Construction and Sealing
- Drapers Road, Colo Vale - Road Widening Improvements (Blackspot)
- Yarrawa Road, Moss Vale - Rehabilitation
- Moresby Hill, East Kangaloon - Road Pavement Construction and Sealing

Road Maintenance

Council continues to deliver urban and rural road and drainage maintenance services across the Shire. Maintenance service includes planned and reactive maintenance with the latter generated by customer and emergency services requests as well as severe weather events.

Over the last six months the following achievements can be reported:

- Processed 1,009 customer requests for pothole, footpath, stormwater drainage, sign, street furniture, and various other road related maintenance
- 27.98km of road was re-sealed representing 3.5% of Councils sealed road network
- 6.6km of rural road was re-sheeted representing 1.9% of Councils unsealed road network
- 122km of unsealed roads were graded representing 64% of Councils unsealed road network

Following the declared natural disaster storm event (East Coast Low) on 4 and 5 June 2016, Council was granted over \$2.2million from the Federal Natural Disaster Assistance fund to repair 170 roads damaged by the storm and to inspect several bridges for damage. Work is progressing steadily using external contractors to satisfy the strict grant funding conditions. At the end of December 2016, 17 roads had been repaired i.e. Maloney's Road, Belmore Falls Road, Soapy Flats Road, Colo Lane, Meranie, Howards Lane, Spring Hill Road, Stonequarry Creek Road, Seabrook Road, Diamonds Fields Road, Kell's Creek Road, Bangadilly Road, Jamberoo Mountain Road, Pearsons Lane, Shierlaw Road, Scribbly Gum Road and Yola Road completed.

Road Safety

The following road safety initiatives were undertaken during the reporting period:

- Roads and Maritime Services (RMS) motorcycle hazard identification event with the 'Classic and Enthusiast Motorcycle Club' in Moss Vale on 10 October. Specifically targeted and

-
- documented high risk crash locations and hazards in Wingecarribee Shire
- Graduated Licencing Scheme (GLS) Learner Driver Workshop on 12 October, attended by 12 participants
 - 2016 'U Turn the Wheel' program. The event was attended by 170 Year 11 students from Chevalier College on 26 October
 - Child restraint checking day 12 November at Highlands Market Place. RMS authorised fitters from Highlands Pitlane correctly fitted and/or checked 36 child restraints
 - '65 Plus Pedestrian' information session for Bowral Hospital's 'Stepping On' program on 3 November, attended by 12 clients
 - RMS breathalyser trailer at Bong Bong Picnic Races Bowral on 18 November. In conjunction with RMS Road User Safety Manager conducted approximately 500 breath tests
 - 'Cycle for Active Transport Helmet Reward Campaign'. Residents rewarded for wearing their helmet and cycling for short trips to 17 specific locations across the Wingecarribee Shire
 - Free Cycle Workshops 24 November and 1 December presented by Rideability Cycle Education
 - Speedbusters variable speed display signs were operational at Erith Street Bundanoon, Emily Circuit Bowral and Lytton Road Moss Vale. Speed management program to improve driver behaviour and reduce speeding on local streets.

DP19 Ensure appropriate regulation and animal control throughout the Shire



Council continues to make solid progress in ensuring that environmental compliance is achieved through on site sewer management (OOSM) with the completion of approximately 160 OSSM inspections during the reporting period. Council continues to work with operators that have defective systems to ensure that catchment health and public safety is maintained.

A higher level of parking turnover in the CBD areas has continued this reporting period due to the success of Council's parking compliance program. The program has been expanded to school zones and also residential nature strip parking in high complaint areas.

The Scores on Doors Program continues to be well received from food operators and is promoting food safety awareness throughout the Shire.

Council has progressed through funding from the Office of Local Government the Mossy Moggies desexing and microchipping program targeted at socially disadvantaged groups. The program is aimed at ensuring a reduction in cat litters and feral cats entering Councils impound facilities and also raising community awareness about responsible pet ownership.

DP20 Provide and maintain community and council buildings



Council owns and maintains a large number of community and council buildings and it is important to confirm utilisation rates associated to these assets to ensure they are rationalised and effectively managed.

Utilisation rates associated to Councils buildings have been collected and will be used to assist in the rationalisation of underutilised buildings. Councillor briefing will be scheduled to discuss the results and agree on a rationalisation strategy.



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 2016 reporting period is outlined below.

DP21 Protect and enhance our natural environment



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*. 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
- Paddy's River Reserve
- Yerrinbool Oval and Waterhole.

Weed management control works also occurred on roadsides identified in Council's roadside priority model.

The grant funded follow up weed control work on Wingecarribee River is being delivered in the Burradoo section. A Green Army team is undertaking weed control and revegetation works in the stretch of Wingecarribee River between the Bong Bong bridge and Sullivan Road entry (Burradoo).

Revegetation works continue to be implemented on Council Bushcare site's which included the

planting of 3,903 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, where 3,000 plants were planted. Council supports 16 Bushcare and Landcare groups with 81 Bushcare sessions delivered over the reporting period. The total value of volunteer hours was 1530 hours, equating to \$53,550. One community workshop/field day was delivered to Bushcare and Landcare volunteers.

Riparian works along Mittagong Creek continued:

- Woody Weed Control: All woody weed between Old South Road and Bowral Street has been treated and removed.
- Weed Control Project - Bowral to Sheppard Street: Revegetation of treated area was completed with 500 plants provided and installed in this treated area. .
- Weed Control and Bed Stabilisation Project - Old South Road to Bowral Street: The next phase of this project saw 3,000 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 program monitors water quality to ensure it remains within acceptable levels. Macro-invertebrate sampling also completed.

As a part of the Land for Wildlife Program four new Land for Wildlife agreements have been registered. A total of 87 properties now participate in this program. Habitat for Wildlife project continues with over 156 registrations. Council hosted a Breakfast with the Birds workshop in October as part of National Bird Week.

The NSW Office of Environment and Heritage continued 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. Final draft of the new maps is expected in March 2017. The new vegetation maps and the results of the Southern Highlands Koala Conservation Project will feed into Green Web Strategy.

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's 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 completed. This includes:

- West Break Fire Trail (Mt Alexandra Reserve) GMA7 \$18,000.00
- Galah Circuit (Gibbergunyah Reserve) \$20,000.00
- Gang Gang Trail (Gibbergunyah Reserve) \$12,000.00.

Five hazard reduction burn units within Council Bushland reserves have been completed, including, Mount Gibraltar Reserve and Mount Alexandra Reserve. Council implemented a community engagement program entitled "Six Week Bush Fire Get Ready Challenge".

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP140: Implement the Biodiversity Conservation projects and programs from the Environment Levy, including the Levy's environmental weed program, revegetation program, Community nursery support etc.

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



Council's compliance programs in 2016 have focussed on community complaints associated with development and ensuring that illegal development is remedied through both the balancing of an educative approach and also punitive actions.

A focus on quarry audits has also ensured that the extractive industries throughout the Shire have been managed in a manner which promotes environmental standards and ensuring that compliance is achieved with conditions of development consent and natural resources are not threatened.

DP23 Promote and encourage waste minimisation and recycling



Council continues to review the recycling services offered at its Resource Recovery Centre and examine alternative solutions to recycling and removing tonnage from the inert stream.

Council has recently entered into an alternative arrangement for disposal of e-waste. Contractors were recently engaged to receive E-Waste which was previously provided as a cost neutral service to the Resource Recovery Centre. The new contract provides a positive revenue stream for this recycled material.

Other recent initiatives include reuse of soft and hard plastics and Council is investigating further options for recycling of building products such as treated timbers and gyprock which will see a further 15% reduction in material sent to landfill.

As outlined in Table 2 the following Operational Plan 2016-17 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP147: Develop an asset management strategy for the Resource Recovery Centre.
- OP145: Develop and Implement a Council Waste Strategy and Policy.

DP24 Reduce Council's environmental footprint



Council continues to monitor its energy consumption with the goal to minimise its environmental footprint and reduce its energy costs. In 2017 Council will install a 99 KW Solar System on the Moss Vale Aquatic Centre. This will be funded through Council's Revolving Energy Fund (REFund). This will bring the total of installed solar electricity systems to over 200KW 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, Breakfast with the Birds, Whose Living on my Land, Threatened Species Conference, and Council stalls at the Southern Highlands Home and Garden Show, Bong Bong Track Bike Ride, and Community Services Expo.

The Environment Levy continues to support community environmental actions via the Wingecarribee Community Assistance Scheme. 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 completed the State of the Environment Report for the period 2012-2016 which is published on Council's web site. A Greenhouse Gas Emissions Audit for the 2015/2016 period has been completed and is published on Council's web site.

Council delivered the Active Transport Cycling competition and Education Workshops to promote safe bicycle usage within the community. The program is due to be completed in January 2017.

DP25 Provide efficient and effective water and sewerage services to the community



Council continues to provide effective Water and Sewer systems to the community to meet both regulatory and compliance standards. Council regularly engages with both NSW Health and the EPA to ensure a clear communication path. Overall both short term and long term operational targets are being addressed however in some cases staff vacancies, training and development requirements is impacting capacity to meet these targets.

The following regulatory reporting requirements have been fulfilled during the reporting period:

Department of Primary Industries - Annual monitoring reporting
Environment Protection Authority - licence annual returns
Bureau of Meteorology - water statistics
Department of the Environment and Energy - National Pollutant Inventory

As outlined in Table 2 the following Operational Plan 2016-17 activities related to this Delivery Program objective require further attention to ensure delivery as planned for the financial year:

- OP167: Conduct the efficient planning and delivery of the water reticulation asset capital works program to minimise risk and maximise its service to key stakeholders and community.
- OP162: Continue to manage backflow protection program for council buildings as well as commercial, industrial and domestic buildings.
- OP160: Undertake sewer reticulation maintenance program.

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 2016 reporting period is outlined below.

DP26 Support local business and employment for economic growth



Council continues to provide support to enhance economic growth in the Shire. Support has been provided to:

- Moss Vale Chamber of Commerce.
- Southern Highlands Chamber of Commerce.
- Supporting Individual local businesses.
- External businesses considering moving to the region.
- Businesses developing via the Economic Development Framework.

Highlights include:

1. Members of the Business Sector are in the process establishing a Bowral-based business start-ups innovation hub in partnership with University of Wollongong.
2. 2017-2031 Economic Development strategy draft is underway.

DP27 Promote Moss Vale Enterprise Zone



Ongoing promotional activities have been conducted with existing property owners as well as potential developers in the Moss Vale Enterprise Zone. Work has been focused on attracting targeted businesses and industries that align with the strategies resulting from the Economic Framework Sector groups, to the Moss Vale Enterprise Zone. Several meetings with prospective tenants have taken place in recent months.

In addition, an internet-based marketing platform is being developed to help promote the Zone to prospective local, regional and international businesses. This platform is currently in final test stage. Meetings with current land owners are planned for the first half of 2017 to discuss their expectations.

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



The Southern Highlands region achieved record levels of visitation and visitor spend in the first six months of the 2016/17 financial year as highlighted in the Tourism Research Australia regional visitation reports as well as visitation tracking at the Southern Highlands Welcome Centre.

This has been achieved as a result of proactive and targeted marketing by Destination Southern Highlands (DSH) and its industry and media partners. The platform for successful promotion of the Southern Highlands as a tourism and event destination continues to be achieved through the leveraging of its websites www.southern-highlands.com.au & www.mysouthernhighlands.net.au along with social media sites including the use of Facebook, Instagram & YouTube.

Unique visits and page views to all the above marketing sites have increased over the reporting period in relation to the same period in 2015/16

The continuation of the unique weekly 'This Week in the Highlands' video clips by DSH and distributed by direct email and Facebook to promote 'What's On' in the region each week is both growing in views and share distribution amongst both local residents and interested visitors to the Highlands. The production and promotion of new 'Meet the Maker' videos which help tell the story of our region and our operators (characters) is proving to be a unique and valuable destination marketing asset for the Southern Highlands which is not replicated by other competing tourism regions.

The initiation of seasonal (Electronic Direct Mailers to DSH database of 15,000 clients) promoting events and experiences supported the promotion of our regions offerings during the 6 month reporting period.

The 2016 Southern Highlands Destination Planner and Map produced by DSH as the official guides for the region continue to be distributed to all NSW/ACT Visitor Information Centres (167 locations), Destination NSW & Tourism Australia Offices worldwide as well as being the main fulfilment piece used by DSH & the Welcome Centre for potential and arriving visitors. These publications were also used during the reporting period by industry operators and agencies in their trade and consumer promotions and events.

Press Releases are initiated and generated weekly by DSH staff to maximise the public relations value of the regions products, experiences and events. DSH also offers a service to members of distribution of their Press Releases to targeted media databases in hope of generating free publicity.

Media stories on the Southern Highlands during the reporting period have been numerous with examples such as Jetstar Inlight Magazine, Sydney Morning Herald, Sunday Telegraph producing printed features on the Southern Highlands and radio stations i.e. Sydney 2GB and television Stations running regional news (WIN TV) & travel programs (Sydney Weekender) featuring our region all adding to the continual promotion of the Southern Highlands tourism offerings.

Increased trade and media familiarisation visits to our region during the period through the support of Destination NSW and Tourism Australia has generated increased levels of consumer exposure of our region. Visiting domestic and international journalists were provided support by DSH staff via operator negotiations, itinerary planning and hosting. Similarly international trade groups from India, Malaysia, China and Korea were supported during this period.

The development assistance and introduction of new product and experiences into the marketing place during the reporting period has also assisted the promotion and storytelling opportunities of our region. Examples of new product include the Southern Highlands Food Clusters of Robertson and

Sutton Forest, Golf 'Stay & Play' midweek packages, A Grand Day Out Tours, the Old Bank Hotel, Highlands Farm, The Farm Club @ Werai to name a few. Further the development of new and/or reinvention of old events such as the Bowral Classic, Outdoor & Adventure Show, Bong Bong Picnic Races have introduced new and additional visitors to the region. This coupled with the increased success of record crowds for Tulip Time, the Wedding Fair, Highland Fling, Southern Highlands Food and Wine Festival and Brigadoon are all having a positive effect of growing the Southern Highlands as a major tourism destination.

At the conclusion of the 2016 year Destination Southern Highlands was recognised for its marketing and servicing innovation by being awarded the best NSW Visitor Information Centre for 2016 at the NSW Tourism Awards plus winning the Illawarra Business Awards for best Customer Service by a business or organisation in the Illawarra Region for 2016.

DP29 Continue operations of Southern Regional Livestock Exchange



Over the past 6 months there have been significant improvements to Information Technology at the Southern Regional Livestock Exchange (SRLX). A comprehensive maintenance program has been introduced with daily reports to record works completed.

Works have been completed to upgrade lighting to LED, to reduce electrical costs improve efficiency, upgraded pens and cattle crushes, updated weighbridge from analogue to digital. There has been a significant improvement in yard maintenance, and housekeeping of the facility has been significantly improved.

Future projects at the SRLX include introduction of a manure recycling system and upgrades to current wash bay to allow more trucks to wash with recycled water.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention and will not be delivered in this financial year:

- OP184: Develop and implement an Asset Management Plan for the Southern Regional Livestock Exchange.

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



As a result of the Memorandum of Understanding between Council and the University of Wollongong, the Economic Development Learning Sector Group is in the process of preparing a facilitated forum for the Aged Care industry and related sectors. It is slated to take place in early 2017. The key objective is to meet the demand for trained Aged Care personnel in the foreseeable future.

In conjunction with the Moss Vale Campus, Council is in the early stages of developing an integrated approach to learning and business mentoring that aligns with the community goals listed in the 2031 Community Strategic Plan. The strategy will be in sync with the Economic Development Framework. A key measure of success will be new/retrained local jobs.

DP31 Administer and manager Council owned land and operational property



Administration and management of Council owned land including operational property is on track.

Numerous reports have been to Council throughout this quarter on various property related matters to progress issues.

As outlined in Table 2 the following Operational Plan 2016-17 activity related to this Delivery Program objective requires further attention to ensure delivery as planned for the financial year:

- OP189: Manage the marketing and sale of Council properties identified by Council, as not required for community purposes and included in "Land Sales" to provide funding for capital cost of Moss Vale Pool.



Section 2: Operational Plan Progress - Summary

The following section provides an overview on Council's progress towards delivering its annual Operational Plan 2016-17. The Operational Plan contains 190 projects, programs and activities (annual deliverables) across the five key themes from Wingecarribee 2031+ Community Strategic Plan. Table 1, below outlines how Council is tracking at the end of the December 2016 reporting period (six month period) to achieve the annual deliverables for each theme.

Table 1, below outlines how Council is tracking in the December quarter to achieve the annual deliverables for each Theme.

Table 1: Progress of Operational Plan 2016/17 Programs, Projects, and Activities by W2031+ Theme and as a total at end December 2016.

Progress Status				
W2031+ Theme	On-hold	Critical	Needs Attention	On-Track
Leadership	3.3%	-	1.6%	95.1%
People	17.9%	-	2.6%	79.5%
Places	5.9%	-	-	94.1%
Environment	2.5%	-	12.5%	85.0%
Economy	-	-	12.5%	87.5%
Total for all annual deliverables	6.3%	-	4.7%	88.9%

Table 2: Operational Plan 2016/17 Progress Exception Report

Operational Plan Annual Deliverable	Status	Comment for Council
OP025 Achieve an annual minimum operational savings target of \$234,000	Needs Attention	To date no savings have been report. Senior Management will focus on harvesting operational savings in early 2017.
OP096 Continue to develop and commence implementation of the Bowral Distributor Road project.	Needs Attention	Project design is continuing. It is anticipated that revised concept plans will be submitted to Roads and Maritime Service in early 2017.
OP140 Implement the Biodiversity Conservation projects and programs from the Environment Levy, including the Levy's environmental weed program, revegetation program, Community nursery support	Needs Attention	Mount Gibraltar Biodiversity Plan: Council is currently awaiting commencement of the Community Land Plan of Management (a requirement under the NSW Local Government Act) to align the plans.
OP147 Develop an asset management strategy for the Resource Recovery Centre.	Needs Attention	Work on an Asset Management Plan for the Resource Recovery Centre is currently under way and will be further developed when the new Manager Business Services commences in March 2017.
OP167 Conduct the efficient planning and delivery of the water reticulation asset capital works program to minimise risk and maximise its service to key stakeholders and community.	Needs Attention	The capital delivery program continues to be a focus for Council. Contractors have been engaged to deliver projects.
OP162 Continue to manage backflow protection program for council buildings as well as commercial, industrial and domestic buildings.	Needs Attention	Backflow policy to be implemented in 2017. The management of Fees and charges for current businesses to be confirmed.
OP160 Undertake sewer reticulation maintenance program.	Needs Attention	Staff recruitment required in 2017 to maximise program delivery.

Operational Plan Annual Deliverable	Status	Comment for Council
OP184 Develop and implement an Asset Management Plan for the Southern Regional Livestock Exchange.	Needs Attention	Due to other competing demands, the development and implementation an Asset Management Plan for the Southern Regional Livestock Exchange is currently on hold.
OP189 Manage the marketing and sale of Council properties identified by Council, as not required for community purposes and included in "Land Sales" to provide funding for capital cost of Moss Vale Pool.	Needs Attention	Queen Street precinct Plan of Subdivision has been finalised and lodged with Office of Land and Property Information, for registration. Once the subdivision is registered, the contracted sales of 556 Argyle Street and 14 Queen Street can be finalised. Development Application has been lodged for subdivision of 10 Frankland Street Mittagong. Expressions of Interest - Round 2 - for the sale of this property will close on 31 January 2017. Development Application has been lodged for subdivision of Lot 126 Anembo Street Moss Vale.
OP062 Implement key initiatives from the Community Safety Plan in partnership with community stakeholders.	On Hold	The Community Safety Committee did not meet in November due to a limited agenda and it being in the period of transition to the Committee schedule of the new Council. The next meeting will be held in February 2017 where the focus will be on implementing the Community Safety Plan.
OP086 Complete the construction of Welby Hockey Fields.	On Hold	Hockey Association are pursuing alternative options for project funding. They will advise when they are ready for the project to recommence.
OP079 Review Council's position on the establishment of a Regional Art Gallery Project based on results from research conducted by the Southern Highlands Arts Precinct Enterprise (SHAPE).	On Hold	Council is awaiting a progress report from SHAPE (Southern Highlands Arts Precinct Enterprise). This will be followed up in February 2017 prior to the first meeting of the Arts and Culture Advisory Committee.
OP090 Contribute to the annual National Trust Heritage Festival to build awareness of Council's heritage activities.	On Hold	This work will resume when the Strategic Planner - Heritage position has been filled.

Operational Plan Annual Deliverable	Status	Comment for Council
OP091 Finalise and implement Local Planning Strategy.	On Hold	The Wingecarribee Local Planning Strategy 2015-2031 has been adopted by Council and is with the Department of Planning and Environment for endorsement. Despite assurances from the Department that this endorsement would be forthcoming by the end of November 2016, this has not occurred. Council continues to actively pursue this matter with the Department.
OP094 Prepare and implement a heritage assistance policy and education program.	On Hold	This work remains on hold subject to the filling of the Strategic Planner - Heritage position.
OP039 Undertake a comprehensive service review program to ensure efficient and effective service delivery (FFTF).	On Hold	Project is on-hold until recruitment of Project Officer. Recruitment will commence in early 2017.
OP036 Develop and commence implementation of a revised corporate reporting and performance framework.	On Hold	Work has not yet commenced on this project, due to resource limitations. It is anticipated that this will be a key focus of the third and fourth quarters of this financial year and will be influenced by the Integrated Planning and Reporting review.
OP145 Develop and Implement a Council Waste Strategy and Policy.	On Hold	A revised Waste Strategy is currently on hold pending further information regarding the State government's proposal to form Joint Organisation of Council's.
OP170 Continue to develop and commence implementation of Moss Vale Sewerage Treatment Plant upgrades.	On Hold	Project is on hold, awaiting the development of a broader Sewerage Treatment Plant strategy.
OP171 Continue to develop and commence implementation of Bowral Sewerage Treatment Plant upgrades.	On Hold	Project is on hold, awaiting the development of a broader Sewerage Treatment Plant strategy.
OP080 Commence upgrade of Corbett Gardens consistent with the Corbett Gardens Master Plan.	On Hold	Council is reconsidering its position on the future upgrading of Corbett Gardens in regard to the linkages between Corbett Gardens, Corbett Plaza and the Bowral CBD with an emphasis on "place making" to ensure we achieve a consistent identity for the centre of Bowral