

AGENDA

Extraordinary Meeting of Council



We're With **YOU**

Wednesday 10 May, 2023

Council Chambers, Wingecarribee Shire Council Civic Centre

68 Elizabeth Street, Moss Vale at 3.30pm

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 10 MAY 2023**

1 OPENING OF THE MEETING	5
2 ACKNOWLEDGEMENT OF COUNTRY	5
4 APOLOGIES.....	5
5 DECLARATIONS OF INTEREST.....	5
6 GENERAL MANAGER.....	6
7 REPORTS.....	6
7.1 Draft Resourcing Strategy 2023-2033, Delivery Program 2023-25, Operational Plan 2023/24 And Budget For Public Exhibition	6
8 MEETING CLOSURE	16

Our Mission, Our Vision, Our Values

OUR MISSION

To create and nurture a vibrant and diverse community growing and working in harmony with our urban, agricultural and natural environments

OUR VISION

Leadership: *'An innovative and effective organisation with strong leadership'*

People: *'A vibrant and diverse community living harmoniously, supported by innovative services and effective communication with Council'*

Places: *'Places that are safe, maintained, accessible, sympathetic to the built and natural environment, that supports the needs of the community'*

Environment: *'A community that values and protects the natural environment enhancing its health and diversity'*

Economy: *'A strong local economy that encourages and provides employment, business opportunities and tourism'*

OUR VALUES

Integrity, trust and respect

Responsibility and accountability

Communication and teamwork

Service quality

Council Chambers

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Please ensure that all electronic devices including mobile phones are switched to silent.

The Council Chamber has 24 Hour Video Surveillance.

1 OPENING OF THE MEETING

The Administrator, Mr Viv May PSM will open the meeting.

2 ACKNOWLEDGEMENT OF COUNTRY

“Wingecarribee Shire Council acknowledges the Gundungurra and Tharawal people as the traditional custodians of this land we now call the Wingecarribee Shire. I pay my respect to Elders both past, present and emerging. I would also like to extend that respect to all Aboriginal and Torres Strait Islanders present here today.”

The Administrator is reminded of the obligations conferred on them at the time of their appointment.

The Administrator is to undertake the duties of the office of Administrator in the best interests of the people of the Wingecarribee Shire Council area and are to act faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act to the best of your ability and judgement.

The Administrator is committed to the declaration of conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting, in accordance with the Code of Conduct and Code of Meeting Practice.

4 APOLOGIES

Nil at time of print.

5 DECLARATIONS OF INTEREST

The provisions of Chapter 14 of the Local Government Act 1993 regulate the way in which nominated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public trust.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest and the reasons for declaring such interest must be disclosed as soon as practicable after the start of the meeting.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussions or voting on that matter and further require that the member vacate the Chamber.

Council’s Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

6 GENERAL MANAGER

7 REPORTS

7.1 Draft Resourcing Strategy 2023-2033, Delivery Program 2023-25, Operational Plan 2023/24 and Budget for Public Exhibition

Report Author: Coordinator Strategy & Business Improvement

Authoriser: Director Corporate Strategy and Resourcing

PURPOSE

This report presents the following draft Integrated Planning and Reporting documents to be endorsed for public exhibition for 28 days:

- Resourcing Strategy 2023 – 2033
- Delivery Program 2023-2025
- Operational Plan 2023/2024 including Budget, Revenue Policy and Fees and Charges.

OFFICER'S RECOMMENDATION

THAT:

- 1. Council endorse the draft Resourcing Strategy 2023 – 2033, draft Delivery Program 2023-2025, draft Operational Plan 2023/24, including Budget, Revenue Policy and Fees and Charges to be placed on public exhibition for 28 days from 12 May 2023 to 9 June 2023.**
- 2. Council note a further report will be presented at a Council meeting in June 2023 to consider submissions received during the public exhibition period and to adopt the Resourcing Strategy 2023 – 2033, Delivery Program 2023-2025, Operational Plan 2023/24, including Budget, Revenue Policy and Fees and Charges.**
- 3. Council endorse the Shire Priorities 2023 document.**

REPORT

BACKGROUND

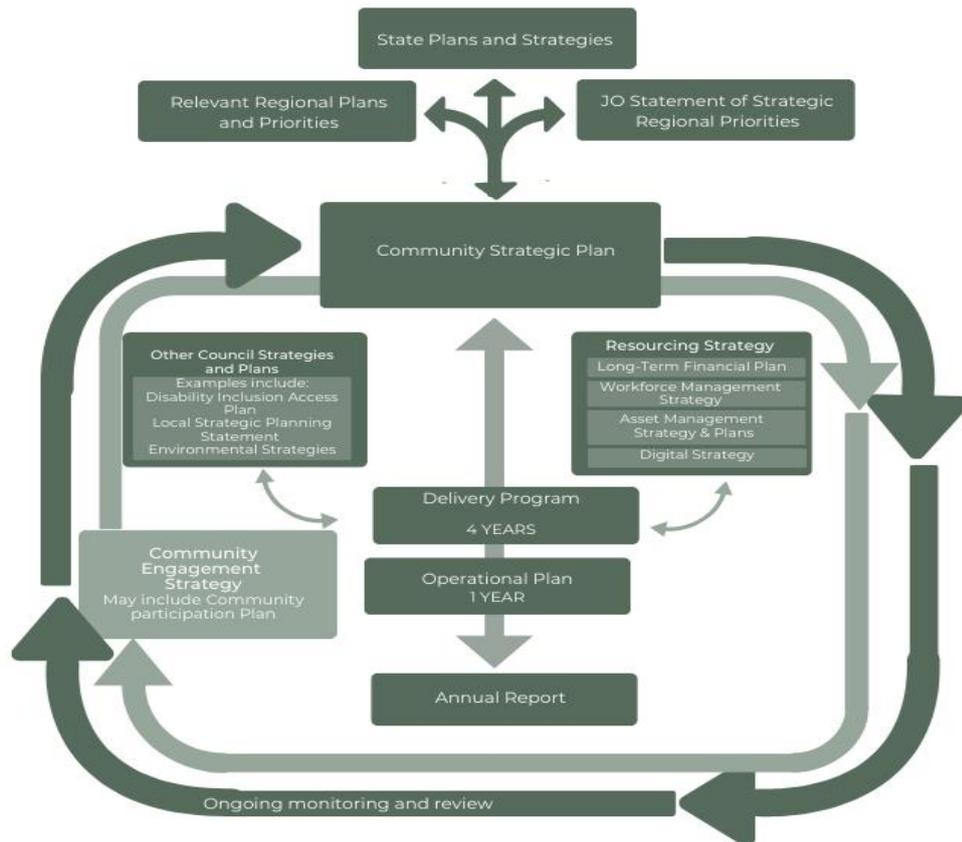
Under the *Local Government Act 1993* and in accordance with the Integrated Planning and Reporting (IP&R) framework, in the year following an ordinary election of councillors, all NSW councils are required to:

- Review its Community Strategic Plan by 30 June
- Review in detail its Resourcing Strategy including the Long Term Financial Plan, Strategic Asset Management Plan and Workforce Management Plan
- Develop a new four-year Delivery Program detailing the principal activities to be undertaken by the Council to achieve the Community Strategic Plan within the resources available under the Resourcing Strategy.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 10 MAY 2023**

Council is also required to annually review the Operational Plan, Annual Budget, Revenue Policy and Fees and Charges to meet its responsibilities under the *Local Government Act 1993 and Regulation*.

Figure 1, below, provides an overview of Council’s Integrated Planning and Reporting Framework.



As there was not a local government election in Wingecarribee Shire in 2021, Council’s key IP&R documents are now considered out of date. Therefore, a refresh of these document is required prior to the September 2024 NSW local government elections.

A review of Council’s Community Engagement Strategy and the Wingecarribee Shire Community Strategic Plan has been completed following community consultation and public exhibition process. Council adopted a refreshed Community Engagement Strategy at the Council 15 March 2023 Council meeting and endorsed the refreshed Wingecarribee Shire Community Strategic Plan 2041 (CSP) at the Extraordinary Council Meeting on 26 April 2023.

The review and refresh of Council’s remaining IP&R documents is the focus of this report.

REPORT

A review of Council's Resourcing Strategy and Delivery Program and development of the annual Operational Plan has now been completed.

Draft Resourcing Strategy 2023 – 2033

The CSP is a whole of community plan in which all levels of government, business and educational institutions play an important role in delivering on the community vision and aspirations for the Shire.

The purpose of the Resourcing Strategy is to articulate how Council intends to perform its functions, including implementing the strategies set out in the CSP. It focusses in detail on matters which are the responsibility of Council and articulates how resources will be allocated to deliver the objectives under its responsibility. The Resourcing Strategy includes:

- Long Term Financial Plan 2023-2033
- Asset Management Strategy 2023-33
- Digital Strategy 2023-2025
- Workforce Management Strategy 2023-25

A copy of the Resourcing Strategy is included in **Attachment 1** to this report.

Delivery Program 2023-25 and Operational Plan 2023/24

The draft Delivery Program 2023-25 and Operational Plan 2023/24 has been prepared in response to the CSP and in consideration of Council's Resourcing Strategy. The documents outline the services and projects Council will deliver to work towards achieving the goals of the CSP.

The structure of the Delivery Program has been reviewed and is presented in a new format. This is to provide greater transparency to the community and promote greater accountability across each service area. It is intended that this will assist the community in better understanding of the breadth of services provided by Council, the context each service operates within as well as the resource implications.

The Operational Plan format has also been revised to reflect the changes in the Delivery Program and outlines the priority actions and projects that are proposed to be delivered during the 2023/24 financial year. The Draft Delivery Program is included in **Attachment 2** to this report and the Draft Operational Plan is included in **Attachment 3**.

The draft 2023/24 Operational Plan and Budget will see Council continue to deliver a number of key services to the community and commence and deliver infrastructure projects. Key aspects of the Draft Operational Plan and Budget for 2023/24 include:

- Total operating expenditure budget is \$141 million that have been allocated to provide services to the community and maintaining vital infrastructure to ensure the public is provided with safe infrastructure.
- Service levels have been built on maintaining existing services levels.
- Year two of three for expanded pothole maintenance crews costing \$1.3m for the 2023/24 financial year.
- Services Reviews to be conducted for Domestic Waste and Water Services (including Sewerage).

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 10 MAY 2023**

Operating Budget Council Consolidated	Original Budget 2022/23 \$'000	Draft Budget 2023/24 \$'000
Operating Revenue		
Rates and Annual Charges	88,421	94,158
User Fees and Charges	23,352	24,039
Interest Income	1,142	4,886
Other Operating Revenue	2,389	2,729
Operating Grants and Contributions	9,420	9,433
Total Operating Revenue	124,724	135,245
Operating Expenditure		
Employee Costs	45,396	47,715
Borrowing Costs	616	433
Materials & Services	44,896	45,681
Depreciation & Amortisation	31,232	43,098
Other Expenses	4,119	3,642
Total Operating Expenditure	126,259	140,569
Operating Result – Surplus / (Deficit)	(1,535)	(5,324)
Capital Grants and Contributions	20,455	25,133
Operating Result after Capital Revenues – Surplus / (Deficit)	18,920	19,809
FTE	478.4	481.6

2023/24 Fees and Charges

Key aspects of the 2023/24 Fees and Charges include:

- Council has updated its 2023/24 Fees and Charges to align with accountabilities with the relevant Services as identified in the Operational Plan and Delivery Program in line with the organisational structure.
- In preparing the draft 2023/24 Fees and Charges, the fees and charges found in **Attachment 4** have generally been indexed by 7% (in line with Council's LTFP) which is aligned to the September 2022 All Sydney CPI Index. In reviewing the draft 2023/24 Fees and Charges
- 36 new fees are proposed to be introduced for the first time in the 2023/24 financial year and 43 existing fees have been discontinued to succinctly align fee structures to services provided.
- The indexation or the specific fee amount of the Category 9 Prescribed Fees are determined by either an Act or similar Regulation and the increase or the specific fee amount information was not available at the time of completing Council's draft 2023/24 Fee and Charges schedule. The Prescribed Fees listed in the draft 2023/24 Fees and Charges have been indexed by 7% (in line with Council's LTFP). When the relevant Authority publishes the

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 10 MAY 2023

increase or the specific fee amount, Council officers will make the necessary administrative changes to these fees and charges.

2023/24 Proposed Rates and Annual Charges

IPART, who determine each Council's rates increase, have provided Council with a 4.1% rate increase for the 2023/24 financial year. This is made up of an 3.7% general indexation and 0.4% population growth factor which provides for costs associated with population growth in rates in the Shire. This increase is to be contrast to inflation which is approximately 7%. The proposed 2023/24 Domestic Waste charge is 7% and Water and Sewer charges by 7% (subject to public exhibition and adoption by Council).

The Valuer General conducts land revaluations every three years for various purposes including the calculation of rates. Council has been provided with the updated land values that will be applied to the calculation of rates for the 2023/24 year. This is known as based date valuations at of 1 July 2022.

A summary of the changes in land values below:

Ordinary	Sub-category	Total Land Value			Average Land Value		
		2022/2023 (\$)	2023/2024 (\$)	% change	2022/2023 (\$)	2023/2024 (\$)	% change
Residential		10,610,207,520	18,505,278,484	74.41	479,970	837,116	74.41%
Residential	Renwick	\$256,702,000	406,876,000	58.50	398,606	631,795	58.50%
Business		\$858,949,781	1,265,091,580	47.28	613,536	903,637	47.28%
Farmland		\$2,038,484,000	3,883,279,500	90.50	1,642,614	3,129,154	90.50%
Mining		28,621,000	25,051,050	-12.47	5,724,200	5,010,210	-12.47%

The change in valuations does not translate to a proportionate change in Councils overall rate income. Council may only increase its rates within the rate pegging limit determined by IPART (4.1%).

Beside from the minimum rates which are adjusted by the rate peg, generally:

- Where a valuation for a property changes by the average increase in valuations for that category, the rates for that property will **increase** by the rate pegging limit;
- Where a valuation for a property changes by **more** than the average increase in valuations, then the rates for that property will **increase** by a proportion more than the rate pegging limit;
- Where a valuation for a property changes by **less** than the average increase in valuations, then the rates for that property will either stay at the **same** level as the current year, or even **decrease**.

The Valuation process is solely administered by the Valuer General and Council reflects the values provided by the Valuer General to calculate its rates and charges.

Capital Works Program

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 10 MAY 2023**

Council has a busy schedule of capital works proposed for the next two years. The following is a list of priority projects planned commence of be completed during the 2023/24 financial year.

Major Capital Projects	Design & Construction Period	Total Project Budget \$'000
Southern Highlands Regional Animal Shelter & SES	2023/24 – 2024/25	\$10,080
Casburn Park Upgrade	2023/24	\$2,480
David Wood Playspace Upgrade	2023/24 – 2024/25	\$1,420
Renewal of Hill Top Playspace	2023/24	\$200
Moss Vale Bypass	2023/24	\$3,420
Ferguson Crescent Bridge Renewal	2023/24 – 2024/25	\$2,850
New Footpath Construction Program	2023/24	\$500
Complete Old South Road Renewal	2022/23 – 2023/24	\$19,580
Renewal of Range Road	2022/23 – 2023/24	\$5,040
Retford Farm Basin	2021/22 – 2024/25	\$6,150
Bowral Sewage Treatment Plant Upgrade	2022/23 – 2026/27	\$57,450
Moss Vale Sewage Treatment Plant Upgrade	2023/24 – 2026/27	\$56,150
Mittagong Treatment Plant Upgrade	2023/24 – 2027/28	\$41,040
New Water Main - Treatment Plant to Hill Road Reservoir	2023/24 – 2026/27	\$20,140

A Road Network Condition Assessment is currently underway and the outcome will determine the individual projects, and their scopes, for the following programs in the 2023/24 year:

Major Capital Programs	Design & Construction Period	Total Program Budget \$'000
Resealing and Resheeting Program	2023/24	\$1,940
Gravel Resheeting Program	2023/24	\$780
Heavy Patching Program	2023/24	\$450

A financial summary of the 4 year program is listed below.

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	Total 4 Year Program \$'000
Plant & Equipment	3,516	5,044	5,360	4,035	3,500	17,939
Land	26	129	4,300	8,600	4,184	17,213
Buildings	5,706	7,893	7,226	785	2,144	18,048

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 10 MAY 2023**

Bridges	1,978	300	2,849	100	100	3,349
Footpaths	301	650	650	650	800	2,750
Roads	22,875	23,620	9,734	9,153	9,800	52,307
Stormwater Drainage	3,023	9,515	7,195	4,900	2,000	23,610
Other Infrastructure	632	1,084	2,181	231	231	3,727
Open Space/Recreational Assets	2,307	3,524	1,595	1,050	1,050	7,219
Sewerage Network	11,369	27,075	47,685	56,505	34,455	165,720
Water Supply Network	8,135	4,870	10,040	24,790	22,440	62,140
Other Assets	184	184	184	184	184	736
Total Capital Expenditure	60,052	83,888	98,999	110,983	80,888	374,758

In adopting the 2021/22 Operational Plan, Council resolved to include the Unfunded Infrastructure priorities list in future budgets. Council officers have updated the list to remove any projects that have been included in the 4 year capital works program and can be found at **Attachment 5**. As there has been no scrutiny on this list over the past twelve months, the validity or scope of these unfunded priorities cannot be confirmed as accurate with any assurances. The capital works programs will be continually reviewed during the 2023/24 financial year to ensure financial projections are aligned to project implementation. A detailed list of projected capital works can also be found as an appendix to the draft 2023/24 Operational Plan and Budget.

Shire Priorities 2023

Council has prepared a Shire Priorities 2023 document. The document reflects advocacy priorities for the Shire as well as key projects that require the support of the other two spheres of government support and funding.

To ensure that Council is well positioned to advocate for the Shire, an advocacy document has been prepared on key issues and projects and programs that align to the outcomes in the CSP. The document has been developed to articulate current priorities for the Shire. The following themes have been captured within the document:

- Resilience to Natural Disasters
- Transport and Road Infrastructure
- Environment and Resource Management
- Strategic Planning and Housing
- Healthy and Strong Communities
- Employment and Investment Opportunities

Within these themes, there are areas that Council is seeking State and Federal Government to deliver such as improved public transport, a fast rail service in the Shire and improved funding for Domestic Violence services.

In addition, within these themes there are projects nominated, based on strategies and alignment to the outcomes in the CSP, where Council is seeking funding to deliver. The projects are based on funding shortfalls where programs and projects are unfunded, partially funded or funded by loans. Some of the key projects that have been included are:

- Funding for the Moss Vale By-Pass
- Funding for the Berrima Road Deviation Project

- Additional funding the Sewer Treatment Plant upgrades, to supplement Council funding.
- Strategic Planning Reviews and Master Plans.
- Investment in passive and active recreation.
- Investment in the Southern Highlands Innovation Park (SHIP)

Further details can be found within the document that is included in **Attachment 6** to this report.

COMMUNICATION AND CONSULTATION

Community Engagement

Community engagement was undertaken for the review of Council's Community Engagement Strategy and CSP. The review process involved

- desk top research and analysis of relevant policies, plans and strategies developed since 2017 to identify gaps in the existing Plan, including both challenges and opportunities, which need to be addressed
- analysis of available 2021 Census data
- consultation with external stakeholders via a series of focus groups and surveys
- consultation with internal stakeholders via a strategic workshop.

This information along with the CSP has informed the development of the draft Delivery Program and Operational Plan.

It is proposed that the draft documents be placed on public exhibition for 28 days from 12 May to 9 June 2023.

A project page will be established on Council's Your Say Wingecarribee website (yoursaywingecarribee.com.au). Residents will have an opportunity to complete an online form on the Your Say Wingecarribee project page or to make a submission by way of email or letter.

Public notice of the exhibition period will be provided via the following means:

- Notification to all registered members of Your Say Wingecarribee
- Notification to community contacts including village associations and chambers
- Notification to Community Reference Panel members and 355 Committees
- eNewsletter distributed to registered subscribers
- Social media posts
- Media release

Four community drop-in sessions held across the Shire – Bundanoon, Robertson, Hilltop and Civic Centre Moss Vale.

Internal Communication and Consultation

Council's Executive and Management team contributed to the development of Draft Resourcing Strategy 2023 – 2033, Draft Delivery Program 2023 – 2025, Draft Operational Plan 2023/24.

External Communication and Consultation

Office of Local Government's Integrated Planning and Reporting Guidelines were consulted during the development of the Community Strategic Plan.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 10 MAY 2023

A Council briefing session was held as part of an Extraordinary Meeting of Council on 26 April 2023, at this meeting Council resolved into Committee of the Whole to allow managers to brief Council on the draft Delivery Program and Operational Plan. This session also provided an opportunity for members of the public to ask questions of staff in relation to these plans.

SUSTAINABILITY ASSESSMENT

Environment

There are no broader environment implications in relation to this report.

Social

There are no broader social implications in relation to this report.

Broader Economic Implications

There are no broader economic implications in relation to this report.

Culture

There are no cultural issues in relation to this report.

Governance

The Integrated Planning and Reporting Guidelines issued under section 406 of the Local Government Act 1993, require that all NSW councils have a,

- Resourcing Strategy that must include provisions for long-term financial planning, workforce management planning and asset management planning and that copy of the adopted components of the Resourcing Strategy on its website.
- Delivery Program detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy.
- Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by the council during that year to achieve the Delivery Program commitments.

It is also required that Long Term Financial Plan, Delivery Program and Operational Plan be publicly exhibited for at least 28 days and submissions received by the council in that period must be considered before the final adoption of the documents.

This report ensures that Council is complying with its requirements under the Integrated Planning and Reporting Framework.

COUNCIL BUDGET IMPLICATIONS

The 2023/24 Operational Plan and Budget has adequate funding sources to deliver the 2023/24 services and projects. A Service review will be conducted during the 2023/24 financial year to ensure that the Water and Sewer are financial sustainable in the long term.

RELATED COUNCIL POLICY

Community Engagement Policy

CONCLUSION

This report recommends to the public exhibition of the draft Resourcing Strategy 2023 – 2030, Delivery Program 2023-2025 and Operational Plan 2023/2024 including Budget, Revenue Policy and Fees and Charges for a period of 28 days.

ATTACHMENTS

Under Separate Cover

1. Attachment 1: Draft Resourcing Strategy 2023-2033 [**7.1.1** - 76 pages]
2. Attachment 2: Draft Delivery Program 2023-2025 [**7.1.2** - 97 pages]
3. Attachment 3: Draft Operational Plan and Budget 2023 -2033 [**7.1.3** - 133 pages]
4. Attachment 4: Draft Fees and Charges 2023-24 [**7.1.4** - 100 pages]
5. Attachment 5: Unfunded Capital Infrastructure Projects List 2023-24 [**7.1.5** - 10 pages]
6. Attachment 6: Shire Priorities 2023 [**7.1.6** - 54 pages]

8 MEETING CLOSURE