

Extraordinary Meeting of Council - 1 May 2024 Attachments

7.1 DRAFT 2024/25 OPERATIONAL PLAN, BUDGET AND 2024-2034

RESOURCING STRATEGY FOR PUBLIC EXHIBITION.....2

7.1.2 Draft 2024/25 Operational Plan And Budget For Public Exhibition.....2



2024/25

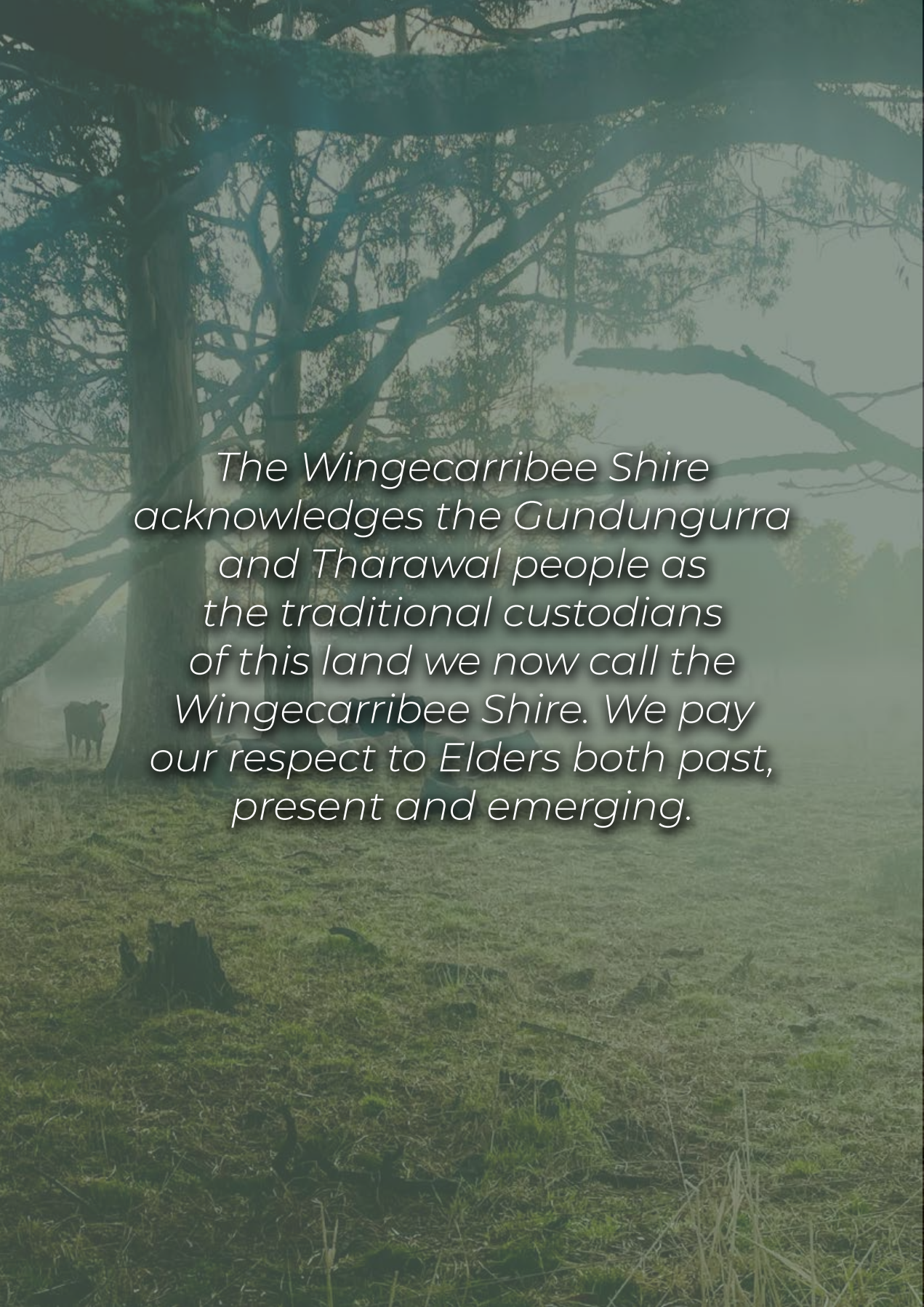
Operational Plan & Budget

DRAFT For Exhibition



Wingecarribee
SHIRE COUNCIL

We're with you.



*The Wingecarribee Shire
acknowledges the Gundungurra
and Tharawal people as
the traditional custodians
of this land we now call the
Wingecarribee Shire. We pay
our respect to Elders both past,
present and emerging.*



Our Community's Vision

Wingecarribee 2041

We are...

*... a healthy, respectful, productive community,
learning and living in harmony, proud of our
heritage and nurturing our environment.*

Our Organisation's Vision

*We strive to make a positive impact
in our community!*



ADMINISTRATOR'S WELCOME

I am pleased to present Wingecarribee Shire Council's Operational Plan and Budget for 2024/25.

The 2024/25 financial year is a significant one for the Wingecarribee community. It marks the year in which a new Council will be elected after more than three and a half years of Administration.

It is particularly important therefore that this Operational Plan and Budget provides the incoming Council with a robust plan that is not only financially sound, but truly reflective of community aspirations.

In early 2025 the new Council will commence work on the Delivery Program 2025-2029 which will set out priorities and commitments for the four years ahead. This is an opportunity for the elected members to build on the good work achieved to date and set their own agenda for the future.

In the meantime, my role as Administrator is to work with the General Manager to ensure that this year's Operational Plan and Budget is meeting the immediate needs of the community while keeping an eye on the future. This includes overseeing the update of our Long Term Financial Plan which is designed to ensure decisions impacting Council's finances are supporting the longer term sustainability of the organisation.

With this in mind, our Long Term Financial Plan will be updated and re-exhibited this year, alongside the Operational Plan and Budget, to ensure the community has full visibility of Council's financial position, longer term financial goals and strategies to achieve them.

In keeping with improved financial transparency, this year's Operational Plan includes budgets for each Principal Activity along with additional information about service levels. This level of detail is new and provides the community with a clearer view of how much each service costs and to what extent, and how, a service is delivered.

In the absence of an elected governing body, I have been working closely with the community and Council staff to ensure that plans, including the Operational Plan, are reflective of community sentiment and concern. To achieve this, I have spent many hours working with and listening to the community.

In 2022 Council carried out a Community Research Survey to identify the community's top priorities. The survey will be repeated again in 2024 to provide the incoming Council with an evidence base for decision making. In the meantime, this Operational Plan and Budget 2024/25 has been based on the most recent, available results which indicate the following as requiring ongoing attention:

- Delivering better services to the community through a best value framework;
- Continuously improving development assessment services;
- Investing in local roads and footpaths to improve mobility throughout the Shire;
- Attracting and retaining a skilled and capable workforce;

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024



- Maintaining financial sustainability despite cost shifting and the rising costs of service delivery;
- Keeping the community informed and better engaging people on the issues that matter to them.

The Operational Plan builds on previous commitments with a focus on improving service delivery at the local level. To achieve this, we need to better understand the true cost of services and the benefits to the community. In late 2023 I commissioned the development of a framework for delivering better services and undertaking service reviews. A priority for 2024/25 will be implementing the framework and progressing a prioritised program of service reviews.

Council will continue to invest in key infrastructure, including roads, footpaths, parks and playgrounds and work with local communities to support their unique needs. In 2024/25 Council will be developing place profiles for communities including Berrima, Robertson, Penrose and Colo Vale along with place plans for Bundanoon, Mittagong and Moss Vale. Work will also commence on the implementation of the Bowral town centre master plan.

In the spirit of transparency, an End of Term Administrator's Report will be prepared for the community and incoming Council. It will take an objective view of what has been achieved, the Council's financial position and potential next

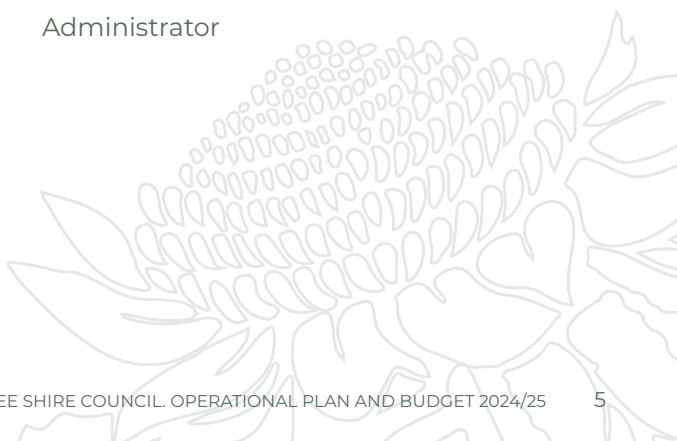
steps. I look forward to sharing this with you in due course.

In meantime I present this Operational Plan and Budget for 2024/25 which outlines the services, projects and activities to be delivered over the next 12 months along with a detailed budget.

I would like to take this opportunity to thank the community of Wingecarribee, including the Council staff for their ongoing support, collaboration and feedback during my tenure. I also wish the incoming Council every success as it works to achieve the best possible outcomes for the community it will be elected to serve.

Viv May PSM

Administrator





MESSAGE FROM THE GENERAL MANAGER

Welcome to a new chapter for Wingecarribee Shire Council!

The Operational Plan and Budget 2024/25 outlines the projects, programs and activities that we plan to undertake during the 2024/25 financial year. It also details the cost of delivering these activities and how we will monitor and measure performance.

Shaping the Future, Together

- **Community at the Core:** The coming year marks a crucial collaborative effort. We'll be reviewing the Community Strategic Plan (CSP) alongside residents and neighbouring councils. This comprehensive review will involve your valuable input and explore opportunities for regional collaboration. While Council undertook a "refresh" of the CSP back in 2023, this next review will involve broader community engagement on local priorities and will consider ways in which we might work more collaboratively with other local governments in the region.
- **Building a Stronger Foundation:** The 2024/25 financial year signifies the final stage of Horizon 1: Back to Basics, in our organisational Road Map. In 2024/25 we will continue to Refocus on the future; Rebuild our reputation and Revitalise our workplace. This past year focused on establishing a solid base for

efficient service delivery. Moving forward, we'll concentrate on enhancing internal systems, staff development, and strengthening accountability for an exceptional customer service experience.

- **Our operations** continue to be powered by 100% renewable energy and this is contributing to a halving of our greenhouse gas emissions since the baseline year of 2015/16. Plans are being developed for solar PV installation on our sewerage treatment plants across the coming years, adding to the installations we currently have across 14 other facilities.

Investing in our Shire

We are dedicating over \$104 million to deliver and improve local infrastructure. This includes revamping roads, footpaths, and enhancing the charm of our towns and villages. Key capital projects scheduled for 2024/25 include:

- Completion of the Animal Shelter Facility;
- Upgrades to sewage treatment plants at Moss Vale and Bowral;
- Drainage improvements in Burradoo;
- Renewal of Ferguson Crescent Bridge;
- Construction of Yerrinbool public toilets.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024



A New Era Begins

On September 14, 2024, the community will elect a new Council following over 3 years of Administration. As an organisation, we look forward to welcoming our new Mayor and Councillors and working collaboratively to define and set in motion the priority objectives and projects that will guide their term in office from 2024 to 2028.

The journey ahead is promising. We look forward to collaborating with the community and our newly elected representatives as we embark on this exciting new chapter for Wingecarribee Shire.

Lisa Miscamble
General Manager

A Word of Gratitude

A heartfelt thank you to all of our community members who actively participated over the past year. Your contributions significantly shaped this Operational Plan and Budget, ensuring our actions align with your needs.

Stay Informed, Stay Involved

- **Track Our Progress:**
Visit our website for regular updates and quarterly reports showcasing our performance against the Delivery Program 2023-2025 and this Operational Plan;
- **Interactive Project Map:**
Explore an interactive map on our website, providing a visual snapshot of ongoing projects across the Shire.

 www.wsc.nsw.gov.au

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ABOUT THE OPERATIONAL PLAN & BUDGET

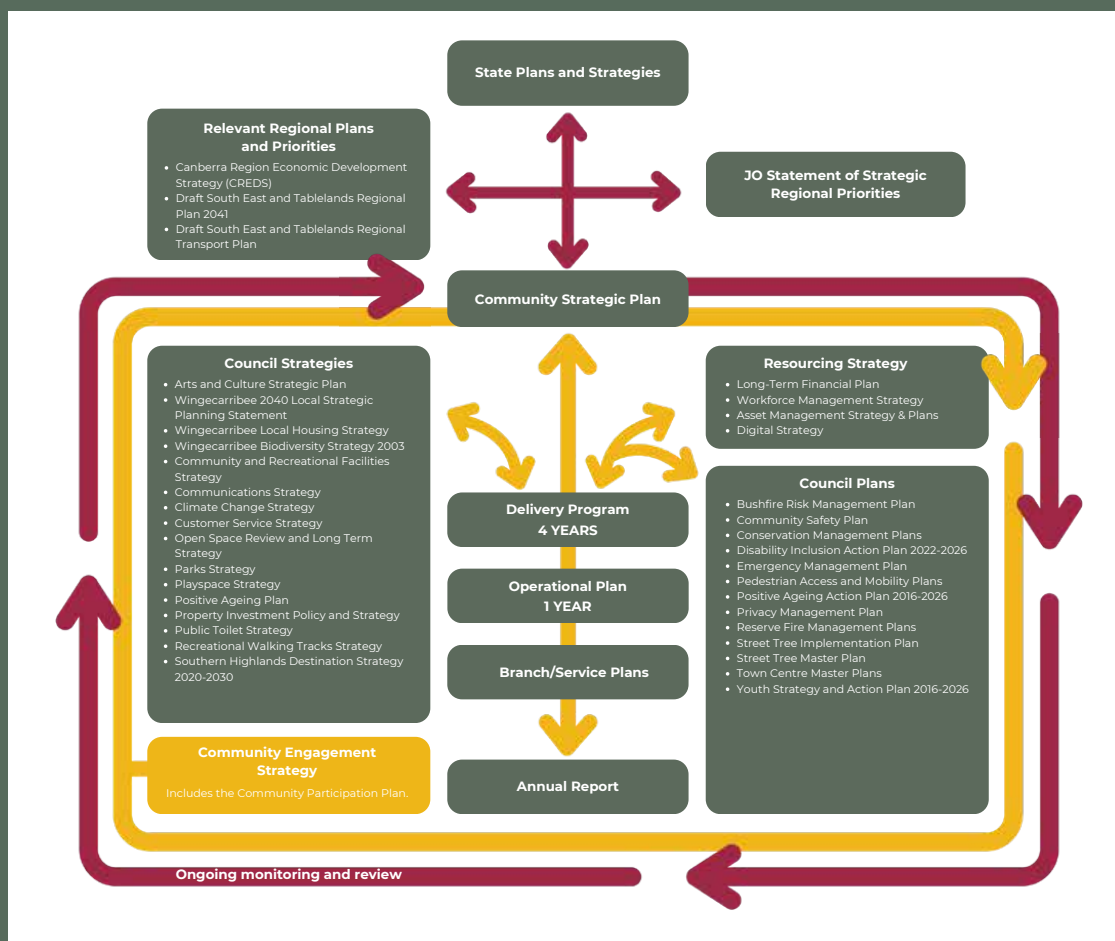
Wingecarribee Shire Council's Operational Plan and Budget 2024/25 outlines the services, priority actions and projects to be delivered in the financial year and how, and to what level, these activities will be resourced.

It is a companion document to our Delivery Program 2023-2025 which sets out the principal activities and core business to be delivered by Council between now and the end of June 2025.

Working together, these plans help us to progress the vision and goals in our Community Strategic Plan: Wingecarribee 2041.

All councils in NSW are required to have an Operational Plan which addresses community priorities, supports the commitments in the Delivery Program and ensures the Council remains financially sustainable, responsible and accountable.

The Operational Plan is a key component of the Integrated Planning and Reporting Framework which applies to all councils in NSW.



ACHIEVING OUR COMMUNITY'S VISION

Wingecarribee 2041: Our Vision.

In 2041 we will be...

*a healthy, respectful and productive community,
learning and living in harmony, proud of our heritage
and nurturing our environment.*

Our Community Strategic Plan *Wingecarribee 2041* is a long-term plan that identifies where the Wingecarribee community wants to be in the future and how we aim to get there.

It is the highest-level Plan developed by the Council on behalf of the community.

It addresses the following questions:

- Where are we now as a Shire?
- Where do we want to be?
- How will we get there?
- How will we know when we have arrived?

In answering these questions, the Plan identifies a vision for the future, long term goals, strategies to achieve those goals, and key performance indicators that help to determine how we are progressing and what might need to change.

Wingecarribee 2041 is divided into five themes, each of which has its own vision statement that explains what we aspire to and where we want to be in the future. The themes are:



This Operational Plan and Budget details the activities we will undertake in 2024/25 to achieve the goals under each theme. In some cases, services and activities will be contributing to multiple outcomes across the quadruple bottom line (social, economic, environmental and civic leadership outcomes) and therefore will support more than one theme.

RESOURCING THE COMMUNITY'S VISION

This Operational Plan and Budget is informed by our Resourcing Strategy, a medium to long term plan which considers the financial commitment, technology and people required to deliver services to the community and achieve our strategic objectives.

The following is a snapshot of the goals of the Resourcing Strategy.

Long-term Financial Plan (LTFP)

- Ensure the long-term financial sustainability of the Council;
- Provide the community with visibility of Council's approach to financial management;
- Guide responsible financial decision-making;
- Support the delivery of affordable and acceptable services across the community;
- Support business transformation;
- Minimise our financial risk.

Asset Management Strategy (AMS)

- Improve the sustainability of the assets under Council's control;
- Deliver levels of service to the community that are affordable and acceptable;
- Ensure our assets are reliable, safe and fit for purpose;
- Continuously improve how we manage our risk;
- Allocate appropriate resources to asset management;
- Support staff to undertake responsible asset management;
- Achieve best practice asset management.

Digital Strategy (DS)

- Increase productivity;
- Improve customer satisfaction;
- Increase efficiency;
- Improve data quality;
- Reduce costs;
- Increase employee engagement;
- Protect the organisation from cyber threats.

Workforce Management Strategy (WMS)

- Develop leaders that are innovative, accountable and empowered;
- Enable a workplace culture that develops talent and supports a healthy, diverse and inclusive working environment;
- Embed a culture of continuous improvement and innovation;
- Attract, recruit and retain a resilient, adaptable and high performing workforce.

Several actions in this document directly support the Resourcing Strategy. These are identified throughout the document using the abbreviations above

The Resourcing Strategy can be found on the Council's website:

 www.wsc.nsw.gov.au

DEVELOPING THE OPERATIONAL PLAN & BUDGET

In developing the annual Operational Plan and Budget we consider key factors including:

- Priority actions in adopted strategies and plans;
- Current or emerging issues that may be impacting, or have the potential to impact, the community, economy, environment or the Council;
- Existing and desired levels of service;
- Available resources;
- Risks attached to undertaking an activity, or not undertaking an activity, in any given year;
- Outcomes of service reviews;
- Results of community engagement, including our Community Satisfaction Survey.

Engaging the Community

The Operational Plan and Budget (the Plan) is adopted following a period of public exhibition. It is during this period that members of the community can make formal submissions and suggest changes to the Plan.

In finalising the Plan, the Council must consider the submissions received during the exhibition period. In considering these submissions the Council may make changes to the exhibited draft. Any significant changes will be disclosed to the community in the report to Council recommending the adoption of the Plan.

Council undertakes the Community Satisfaction Survey every two years to help identify where improvements can be made and what's working well. Our most recent survey was completed in 2022 and will be repeated in 2024.

The results of the survey are taken into consideration when prioritising activities and budget allocation.

Participants are reflective of the broader community profile (i.e., as based on 2021 Census data) and must be over the age of 18, and not working for, or having an immediate family member working for, Wingecarribee Shire Council.

The most recent survey results (2022) identified the following as high priorities for the community:

- Condition of local roads;
- Availability of car parking in the towns and village centres;
- Provision of adequate drainage;
- Provision and quality of footpaths;
- Opportunities to participate in Council decision making;
- Council provision of information to residents;
- Managing and developing growth;
- Development and building regulations and processes.

STRATEGIES AND PLANS INFORMING THE OPERATIONAL PLAN

Council has multiple strategies and plans that guide the work that we do. Strategies tend to have long term horizons while plans are used to operationalise strategy and have short and medium term horizons.

The 2024/25 financial year is a significant planning year during which Council is required under local government legislation to review and update the Community Strategic Plan (CSP): Wingecarribee 2041 and Community Engagement Strategy.

Both were refreshed in 2023 to ensure they remained reflective of current, new and emerging issues and community priorities.

The next iteration of the CSP will include both local and regional priorities and will be developed in collaboration with the Canberra Region Joint Organisation (CRJO). This new approach is aimed at strengthening our capacity to advocate for better planning, infrastructure and investment across the Region as well as for our Shire.

The Community Strategic Plan must be endorsed by the incoming Council by June 2025. The Community Engagement Strategy must be adopted by December 2024.

The following are examples of other key strategies and plans guiding our work in 2024/25.

Local Strategic Planning Statement

Our Local Strategic Planning Statement (LSPS) sets out a 20-year land use vision, balancing the need for housing and economic activities with protecting and enhancing local character, heritage, public places and spaces. It links state and local strategic plans with our planning controls to help guide development. Importantly it also includes measures to protect and enhance the natural environment.

The LSPS will continue to play a leading role in 2024/25 given the important part it plays in ensuring the Shire is well-planned and that development is in line with not only our standards and regulations but our vision for a “healthy, respectful and productive community, learning and living in harmony, proud of our heritage and nurturing our environment.”

Community and Recreational Facilities Strategy

Community and recreational facilities provide a vital service to the community and support a broad range of social, wellbeing, learning and cultural activities. These facilities help inform a sense of place, build more resilient communities and give identity to neighbourhoods, districts and the Wingecarribee Shire in its entirety.

The purpose of this strategy is to:

- Assess the supply and demand of Council owned community and recreational facilities in the Local Government Area (LGA) against the needs of the current and future community;
- Inform a revised developer contributions plan which will provide a basis to fund future community and recreational facilities;
- Guide decision making for the delivery of a sustainable and equitable network of facilities across the LGA;
- Guide the design and delivery of social infrastructure across the LGA;
- Provide Council with a framework for the development, management and funding of community and recreational facilities over the next 20 years.

The strategy will help to address issues raised in our Local Housing Strategy such as the need to ensure that people living in the Shire have access to key local services, including recreation and cultural facilities. It will also help to inform future Developer Contributions Plans.

The CRFS was adopted at Ordinary Council Meeting 18 October 2023.

Disability Inclusion Action Plan

At the time of developing the Operational Plan, community consultation was underway on a draft Bowral Town Centre Master Plan.

The aim of the Master Plan is to provide a clear vision and strategic direction that can accommodate and guide the growth of the town centre in a way that respects and supports the existing character.

The Master Plan has been prepared utilising a place-based approach and takes into consideration circulation and access aspects including movement, traffic and parking in the town centre, in addition to heritage, culture, character, landscaping, services and amenities.

Environment and Climate Change Strategy

Council recently developed an Environment and Climate Change Strategy which builds on the work of the Climate Change Adaptation Plan.

Comprehensive community engagement was undertaken to ensure this important strategy is informed by and aligns with the lived experiences and aspirations of the local community.

Feedback shows that the community is deeply concerned with climate change, and the current state of the environment, as well as future population growth and related impacts on the environment.

The strategy focuses on the priorities of addressing climate change and reducing our carbon emissions; protecting the natural environment with a focus on our biodiversity, helping the community to live more sustainably and ensuring that planning for growth and economic development is also sustainable.

Youth Action Plan

Council maintains strong support for young people and has a long history of supporting the development and running of youth programs and activities. It actively supports multiple service providers in the community as well as consistently advocating and lobbying for increased opportunities for young people. The Youth Action Plan includes a five year action plan that is not just to ensure that Council maintains this support but that it encourages and promotes new ways of improving services and opportunities for young people.

Key focus areas include:

- Assisting Council and community partners in responding to the needs, expectations and aspirations of local young people;
- Encouraging service providers to work together to provide the most effective outcomes for young people and tackle key issues such as such access to housing;
- Improving the community's understanding of concerns faced by local young people.

The Youth Action Plan is being reviewed in 2024/25.

Bowral Town Centre Master Plan

At the time of developing the Operational Plan, community consultation was underway on a draft Bowral Town Centre Master Plan.

The aim of the Master Plan is to provide a clear vision and strategic direction that can accommodate and guide the growth of the town centre in a way that respects and supports the existing character.

The Master Plan has been prepared utilising a place-based approach and takes into consideration circulation and access aspects including movement, traffic and parking in the town centre, in addition to heritage, culture, character, landscaping, services and amenities.

A full list of Council's strategies and plans can be found on our website:

 www.wsc.nsw.gov.au.

CHALLENGES AND OPPORTUNITIES

Challenges	Opportunities
Managing population growth and externally set growth targets	Welcoming a newly elected Council
Improving community satisfaction with Council services	Rebuilding, refocusing and reinvigorating the organisation
Communicating and sharing information with the community	Strategic location between Sydney, Canberra and Port Kembla and proximity to the Western Sydney aerotropolis
Planning for affordable and diverse housing	A highly engaged and proactive community
Supporting young people to live, work and play in the Shire	Improving approaches to community engagement
Supporting older people to navigate and access the services they need	Our growing creative community and industries
Ensuring the Financial sustainability of the Council and addressing the impact of cost shifting by other spheres of government	Developing Council staff and providing more places for cadets and apprentices
Ageing and weather affected infrastructure	Implementing key strategies and plans and better aligning strategic outcomes
Increasing frequency and severity of weather events and impacts of climate change	Incorporating the use of more sustainable materials in the design and delivery of infrastructure
Providing families with access to the services and community facilities they need	Promoting the Shire to a young demographic
Supporting socially isolated and disadvantaged people to achieve wellbeing and fully participate in community life	Improving our transport network
Competing for appropriately skilled and experienced staff	Unlocking the potential of agricultural and recreational tourism
Providing affordable and acceptable services across a large geographic area	Delivering the Southern Highlands Innovation Park
Continuing impact of the increases in the cost of living	Capitalising and enhancing our unique natural environment and biodiversity
Ensuring local services are providing best value to the community	Working with stakeholders to improve access to tertiary education

ABOUT WINGECARRIBEE SHIRE

First Nations Peoples

Council acknowledges the Gundungurra and Tharawal (or Dharawal) people as the traditional custodians of this place we now call the Wingecarribee Shire. The Wingecarribee, Wollondilly and Nattai Rivers which run through the Shire are closely connected to the culture, dreaming and songs of the traditional custodians.

A Dreamtime creation story, Gurangatch and Mirragan, describes an almighty struggle between two ancestral creator spirits, one a giant eel-like creature, Gurangatch, and the other, a large native cat, Mirragan. The scuffle resulted in the gouging out of the land to form the river systems of the Wingecarribee and Wollondilly regions.

Despite the impact of European settlement in Australia, the Gundungurra and Dharawal Aboriginal heritage has not been extinguished. The remains of prehistoric and historic Aboriginal occupation exist throughout the Southern Highlands. State Government records indicate over 400 significant Aboriginal sites within the Shire, including 86 sites or objects that exist in the vicinity of Council-managed land or roadside reserves. The Shire includes one sacred Aboriginal Place called Nungunungulla (Jubilee Rocks), which in 2015 was declared by the State Government as the 100th Aboriginal Place in New South Wales.

Location and Geography

The Wingecarribee Shire local government area (LGA) is located 75 kilometres from the southwestern fringe of Sydney and 110 kilometres from Sydney's central business district with much of the Shire located at or above 640 metres above sea level.

The Shire has a total area of approximately 2,700 square kilometres, 56% of which is north of the Wingecarribee River. It is comparable in size to that of urban Sydney, averaging 55 kilometres from east to west and 45 kilometres from north to south, with its geographic centre north-west of Berrima and its demographic centre to the southeast of Bowral.





Our communities

Our population is forecast to grow to 65,659 by 2041.

We have an economically diverse community, with 2.6% of public or social housing through to extremely wealthy high net individuals. In 2021, the largest age group in Wingecarribee Shire was 70 to 74 year olds.

The rapid growth of south-west Sydney and the Western Sydney Aerotropolis present both challenges and opportunities to protect the green in between however to also harness the economic benefits for the Shire given the proximity to the Aerotropolis.

We have a healthy and diverse economy, driven by the health, tourism, education, manufacturing, agriculture, construction and professional industry sectors. However, our ageing work force and population presents unique challenges to our economy.

To our east, the large-scale urban release areas across the Greater Wollongong, Illawarra Shoalhaven region will potentially alleviate development pressure in our Shire and will contribute to the workforce needed to service our key industries of health care, tourism, education, agribusiness, freight and logistics and advanced manufacturing.

The Shire is predominantly rural in character with agricultural land separating our towns and villages characterised by unique landscape and aesthetic appeal.

Our three main towns of Bowral, Mittagong and Moss Vale, located in the centre of the Shire, each have a unique function and character, however, collectively act as the economic, cultural and social heart of the Shire. The remainder of our towns and villages are separated by a semi-rural landscape and rich natural environments.



Environment

The Wingecarribee Shire has outstanding biodiversity values primarily due to a diverse geology, large rainfall gradient east to west and the altitude changes that occur resulting in many different habitat types. Habitats include sandstone forests, tall forests, rainforests, grassy woodlands, Permian slopes, riverine habitats, and upland swamps.

There is great diversity of native flora, with over 2,150 species. There are over 370 vertebrate fauna species, approximately 50 threatened plant species, over 56 threatened animal species and one endangered animal population in the Shire. There are also 15 Threatened Ecological Communities, and over 69 different plant community types.

The Southern Highlands is home to the largest koala population in southern NSW, with more than 3,000 koalas estimated to reside in the Shire, which represents approximately 10% of the total number of koalas left in the State's wild.

The Wingecarribee Shire has large areas of high conservation value including part of the World Heritage Greater Blue Mountains area, and two declared wilderness areas.

OUR COMMUNITY

POPULATION

2024 Population forecast = 50,130



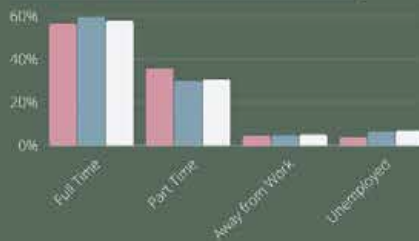
population increased by 4,825 people (10.1%) from 2016 to 2021. An average of 1.94% per year over the period.

Our projected population in 2041 is 65,275

AGE STRUCTURE



EMPLOYMENT



HOUSING



90.7%

Shire's residents live in standalone dwellings



9%

medium-density housing



23,618

total dwellings



26%

single person households



32%

two person households



43%

Own our home



81%

Work and Live in the Shire



23%

participate in volunteering activities higher than NSW figure of 18.1%



Land area 2,689 square km

*Source: <https://forecast.id.com.au/wingecarribee> prepared by ID (Informed decisions), October 2021 and ABS Statistics



48% of the population are males *2024



52% of the population are females *2024



In 2021, 2,940 people (or 5.6% of the population) reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2016.



77%

of us were born in Australia



6.6%

of residents identify as First Nations and Torres Strait Islander Peoples.



7%

of us speak a language other than English

In 2021 the median age was 47 years compared to a State average of 39 years

The largest changes in the age structure between 2016 and 2021

- Seniors (70 to 84) (+2,036 people)
- Young workforce (25 to 34) (+775 people)
- Older workers and pre-retirees (50 to 59) (+454 people)
- Parents and homebuilders (35 to 49) (+345 people)



12.8%

of the population earned an income of \$2,000+ per week.



36.3%

of us have a long-term health condition



Over 370 native mammal, reptile and bird species

1558 native plant species
50 threatened or endangered native plant species

53 threatened or endangered native animal species

ABOUT THE COUNCIL

Wingecarribee Shire Council is a local government organisation governed by the requirements of the Local Government Act (1993) and Regulations and other relevant legislative provisions.

On Thursday 14 July 2022 the then Minister for Local Government The Hon Wendy Tuckerman dismissed the Wingecarribee Shire councillors following a public inquiry. Mr Viv May PSM, was appointed as the Administrator until a new Council is elected.

In the absence of the elected body, the Administrator determines Council policy, strategic direction and major corporate decisions in discussion with key stakeholders.

The Administrator:

- Provides stewardship to the Shire and organisation in the absence of the elected Council
- Works with the General Manager to set strategy and policy that will guide the organisation between now and the next local government election
- Acts as the key decision-maker on civic issues in the absence of an elected Mayor
- Provides opportunities for the community members to participate in matters that impact them

The next local government elections will be held on 14 September 2024.

An End of Term Report detailing the period of Administration and next steps will be provided to the community and incoming councillors.



ABOUT THE ORGANISATION

Day to day operations are delegated to the General Manager, as provided for in Council resolutions and delegations, and in accordance with relevant legislation.

The General Manager is responsible for leading the organisation, including its operations and provides strategy and policy advice.

Corporate performance is monitored through quarterly financial reports, minimum six-monthly reports against the Delivery Program and Operational Plan and an annual report.

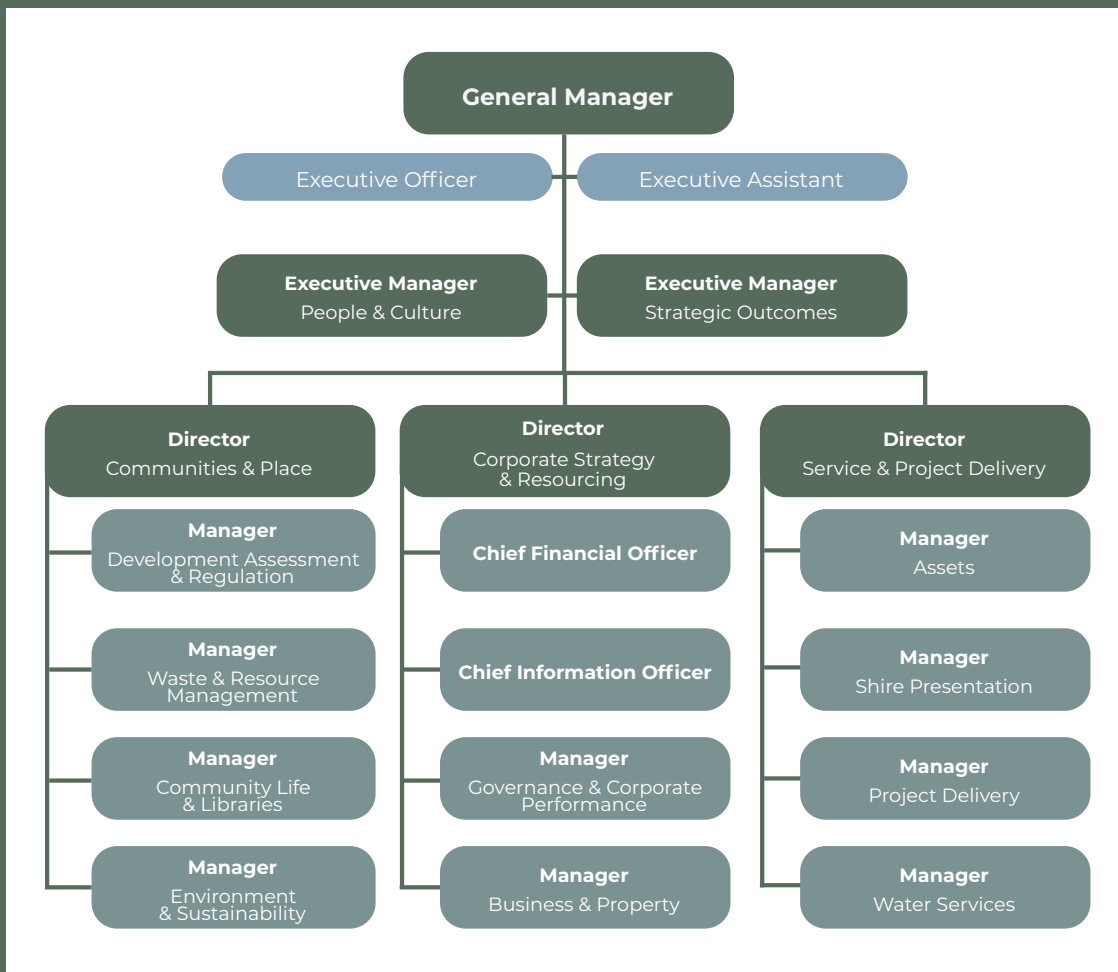
Our Organisation's Vision

We strive to make a positive impact in our community!

Organisational Structure

Council's organisational structure has been developed to enable an adaptive and resilient organisation that promotes high performance, and excellence in service delivery and customer experience.

Changes to the organisational structure shown below are currently being considered and therefore some reporting lines may change post adoption of the Operational Plan.



MEET THE EXECUTIVE TEAM

The Executive Team provides strategic direction to the organisation and ensures the effective and efficient delivery of services across the Shire. The team is led by the General Manager.

GENERAL MANAGER'S OFFICE

General Manager – Lisa Miscamble

The General Manager's Office leads the strategic and operational direction of the organisation, working closely with the elected Council and other key stakeholders including regional councils, and the State and Federal governments to achieve positive and sustainable outcomes for the Shire.



COMMUNITIES AND PLACE DIRECTORATE

Director – Adan Davis

This Directorate supports community and environmental vitality, resilience and wellbeing.

It covers a portfolio including development assessment and regulation, community development, place management, libraries, communications and environmental sustainability and bushcare.



CORPORATE STRATEGY AND RESOURCING DIRECTORATE

Acting Director – Pav Kuzmanovski

This Directorate is responsible for business and property services, finance, governance, risk, business improvement, corporate performance, customer experience and information services. The Directorate partners with internal and external stakeholders to deliver valued services to the organisation and the community and to ensure strong financial management, good governance and accountability.



SERVICE AND PROJECT DELIVERY DIRECTORATE

Director - Karin Targa

This Directorate is responsible for the delivery and maintenance of key community amenities and infrastructure including community buildings, roads, playgrounds and sports fields. The Directorate includes water services, project delivery, asset management and shire presentation. A focus for the team is to deliver and maintain liveable and welcoming communities that are supported by safe and accessible infrastructure.



OUR ROAD MAP: MOVING FORWARD TO RESET OUR ORGANISATION

A Road Map has been developed to help guide the organisation through a period of transition and to develop it as a leader in local government.

The Road Map supports a phased approach to making improvements across the organisation. Horizon 1 focuses on making improvements to areas including governance and leadership, communication and how the organisation engages and works with the community.

This Operational Plan and Budget supports achievement of Horizon 1: enabling the organisation to refocus, reinvigorate and rebuild (2022-2025). The next phases of work will involve creating a more agile and innovative organisation and Council.



SERVICE REVIEWS

A Service Review is the process of considering the costs, quality and efficiency of a Council service and assessing the appropriateness of how the service is currently being delivered.

The process also helps us to identify if the service is socially and environmentally responsible. It is a process of data collection that enables Council to make better informed decisions about the services it delivers.

There are many benefits to conducting Service Reviews. These include:

Achieving higher quality service standards

Aligning services to community needs

Identifying partnership opportunities with other service providers

Increasing the capacity of staff to respond to customer needs

Achieving costs savings and income generation

Making better use of resources

Improved internal collaboration and cooperation

In December 2023 the Council adopted "Delivering Better Services: a framework for providing best value services to the community." The framework is designed to provide the Council with a consistent approach to undertaking both service reviews and service planning.

The incoming Council (September 2024) will be engaged on a program of service reviews currently in development. Details will be published in 2024.

REPORTING ON PROGRESS

There are three levels of performance that we consider when assessing the range of services that we provide.

1. How much we did?
2. How well we did it?
3. Is anyone, or anything better off as a result of our actions? (Results Based Accountability) TM

When monitoring the Operational Plan and Budget, we tend to focus on answering the first two questions.

Every four years we prepare a State of our Shire Report which is largely concerned with outcomes; in other words, what has changed as a result of our combined efforts. The report considers key performance indicators across the quadruple bottom line: presenting the current 'state' of our community, economy, environment and civic leadership.

Our Quarterly Budget Review Statements consider the financial position of the Council. These reports indicate where adjustments might need to be made to our budget allocation. They also help us to better manage risks.

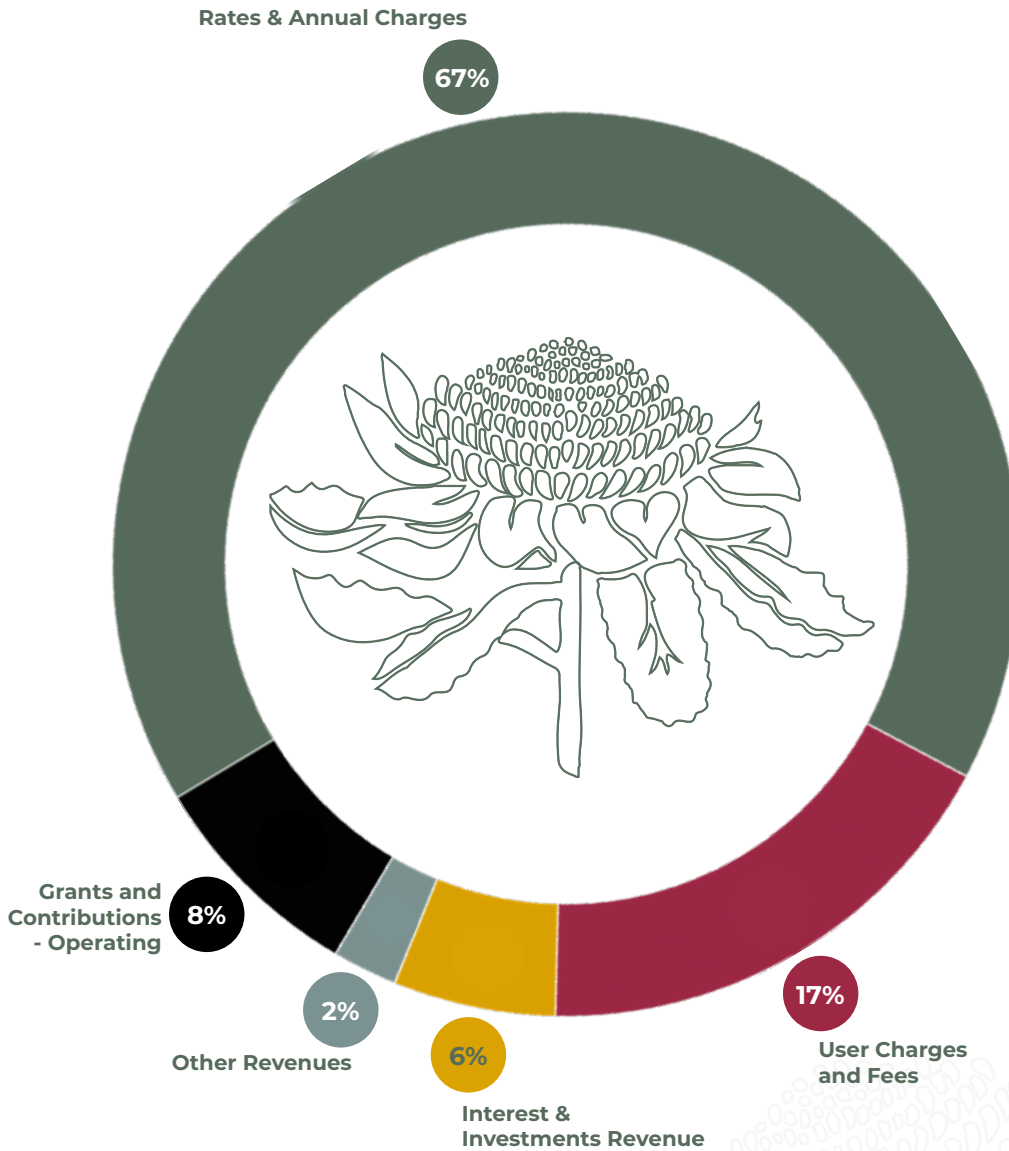
We also provide:

- Quarterly reports on progress made towards achieving the Council's Delivery Program and Operational Plan;
- An Annual Report detailing implementation of both the Delivery Program and Operational Plan, audited financial statements and information as required by Section 196A of the Local Government (General) Regulation 2021.

To view Council's progress reports please follow the link or visit www.wsc.nsw.gov.au.

Council is currently reviewing how it measures performance. The measures included in our planning documents, including this Operational Plan, are indicative only, unless required under legislation, and may change. We are continuing to establish accurate baselines and test the quality of key measures.

2024/25 BUDGET OVERVIEW



For further information and detailed descriptions of Council's revenue sources, please refer to the **Statement of Revenue Policy** on page 184.

THE OPERATIONAL BUDGET

In 2024/25, the Council has an Operational Budget of \$161m supporting the delivery of a wide variety of services. In the pages that follow, budgets are provided for each service area so that the community can see how much each service costs. FTE shows the number of full time equivalent (staff) delivering these services.

The table below shows the different revenue streams and expenditure types of Council and the amounts budgeted under each in accordance with Accounting Standards.

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Rates & Annual Charges	94,292	94,192	99,465	5,173	5.49%
User Charges & Fees	24,039	23,949	26,086	2,047	8.51%
Interest & Investments Revenue	4,752	8,862	8,400	3,648	76.76%
Other Revenues	2,729	3,837	3,454	724	26.53%
Grants & Contributions - Operating	9,693	3,795	11,718	2,025	20.89%
Grants & Contributions - Capital	24,873	33,750	41,141	16,268	65.41%
Total Income from Continuing Operations	160,379	168,385	190,264	29,886	18.63%
Expenses from Continuing Operations					
Employee Costs	47,715	46,304	50,146	2,430	5.09%
Borrowing Costs	433	470	730	297	68.56%
Materials & Services	45,730	55,733	56,427	10,697	23.39%
Depreciation Amortisation Impairment	43,098	43,098	50,720	7,622	17.69%
Other Expenses	3,642	3,491	3,579	-63	-1.72%
Loss / (Gain) on Disposal of Assets	0	0	0	0	0.00%
Total Expenses from Continuing Operations	140,617	149,095	161,602	20,984	14.92%
Operating Result from Continuing Operations	19,761	19,289	28,663	8,901	45.04%
Net Operating Result from Continuing Operations excluding Grants & Contributions used for Capital Purposes	-5,112	-14,460	-12,479	-7,367	144.12%
FTE (Full Time Equivalent Employees)	481.6	481.6	491.25	9.65	2.00%

Council's Net Operating Result excluding Capital Revenue continues to diminish as the increase cost of maintaining infrastructure and growth in depreciation (17.79%) is greater than the IPART determined rate peg of 4.6%. Council will continue to advocate to IPART and the NSW State Government to reform the rate pegging system in NSW whilst trying to establish efficiencies in bridging the gap between rate peg and inflationary pressures placed on Council.



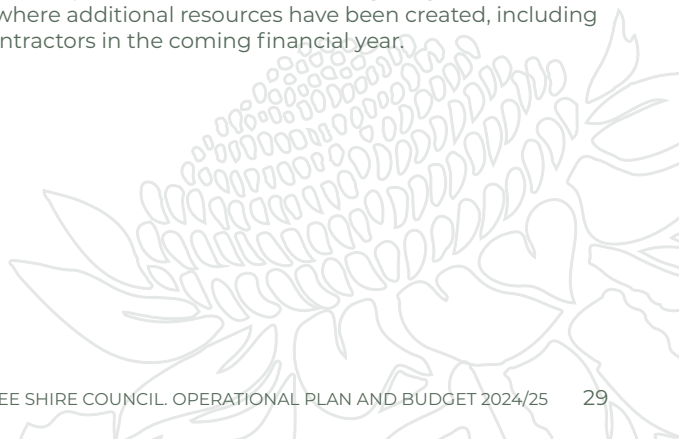
BUDGET SUMMARY BY SERVICE AREAS

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Civic Leadership	13	13	2	-11	-83.89%
People and Culture	26	26	36	10	38.46%
Strategic Outcomes	6448	8300	8245	1797	27.87%
Community Life and Libraries	257	454	325	68	26.45%
Development and Regularatory Services	4569	4773	4867	299	6.54%
Environment and Sustainability	454	597	233	-221	-48.69%
Waste and Resource Management	15778	15182	17237	1459	9.24%
Business and Property Services	3939	3821	4060	121	3.06%
Financial Services	66743	61822	70917	4173	6.25%
Governance & Corporate Performance	102	649	86	-16	-15.69%
Information and Customer Services	61	61	16	-45	-73.19%
Assets	796	1401	13054	12259	1540.83%
Project Delivery	18129	23943	0	-18129	-100.00%
Shire Presentation	5784	8093	5111	-672	-11.62%
Water Services	37279	39248	66075	28796	77.24%
Total Income from Continuing Operations	160,379	168,385	190,264	29,886	18.63%
Expenses from Continuing Operations					
Civic Leadership	2572	2523	3209	637	24.77%
People and Culture	2432	1786	1670	-761	-31.31%
Strategic Outcomes	1239	2193	1478	239	19.33%
Community Life and Libraries	3943	4304	4461	518	13.14%
Development and Regularatory Services	5497	8673	6480	983	17.88%
Environment and Sustainability	2961	3480	2851	-110	-3.72%
Waste and Resource Management	13562	13207	16655	3093	22.81%
Business and Property Services	3878	3261	3907	29	0.76%
Financial Services	2770	4597	3042	273	9.84%
Governance & Corporate Performance	4000	3461	3909	-91	-2.28%
Information and Customer Services	6392	6566	7352	960	15.02%
Assets	36059	37091	44126	8067	22.37%
Project Delivery	847	1103	3422	2575	303.95%
Shire Presentation	24232	25387	26157	1924	7.94%
Water Services	30234	31463	32883	2649	8.76%
Total Expenses from Continuing Operations	140,617	149,096	161,602	20,984	14.92%

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	2024/25 FTE Movement	2024/25 % Movement
Full Time Equivalents					
Civic Leadership	10.00	10.00	10.00	0.00	0.00%
People and Culture	9.00	9.00	9.00	0.00	0.00%
Strategic Outcomes	8.40	8.40	8.40	0.00	0.00%
Community Life and Libraries	21.60	21.60	23.00	1.40	6.48%
Development and Regularatory Services	39.60	39.60	45.60	6.00	15.15%
Environment and Sustainability	18.00	18.00	18.00	0.00	0.00%
Waste and Resource Management	22.00	22.00	23.05	1.05	4.77%
Business and Property Services	21.10	21.10	21.30	0.20	0.95%
Financial Services	24.50	24.50	24.50	0.00	0.00%
Governance & Corporate Performance	15.00	15.00	15.00	0.00	0.00%
Information and Customer Services	36.40	36.40	33.90	-2.50	-6.87%
Assets	25.20	25.20	25.60	0.40	1.59%
Project Delivery	26.00	26.00	26.00	0.00	0.00%
Shire Presentation	136.90	136.90	137.90	1.00	0.73%
Water Services	67.90	67.90	70.00	2.10	3.09%
Full Time Equivalents	481.60	481.60	491.25	9.65	2.00%

Council's full time equivalents has increased by almost 10 FTE as it looks to address the risk of an aging workforce by introducing a number of trainee positions. The approach in addressing this risk has been to convert vacant officer level roles with two trainees, resulting in an increasing in headcount in some areas, whilst limiting the impact on Council's financial position. Council is also mitigating risks in the Development and Regulatory Services branch, where additional resources have been created, including additional trainees, to reduce the reliance on contractors in the coming financial year.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

CAPITAL WORKS PROGRAM

Council is also investing approximately \$109 million this year in its infrastructure. Over the next four years we plan to invest more than \$403 million in our critical assets including roads, footpaths and water and sewage assets.

The table below shows the capital works program by asset category and how much has been allocated between now and 2027/28.

DRAFT

Summary by Asset Class	CURRENT Original Budget 2023/24	CURRENT Quarter 3 2023/24	4 YEAR CAPITAL PROGRAM SUMMARY BY ASSET CLASS				4 Year Budget Total
			Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	
Plant & Equipment	2,029,576	2,079,572	4,622,000	3,231,850	3,144,231	4,038,854	15,036,935
Office Equipment e.g. stationery and supplies, minor office equipment and ICT accessories.	2,025,000	2,588,524	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Land Improvements depreciable/Open Space/ Recreational	129,000	1,807,809	5,699,000	9,170,000	7,205,630	1,350,000	23,424,630
Buildings	8,163,225	9,358,470	11,207,558	5,150,558	2,225,000	2,300,000	20,883,116
Other Structures	4,607,838	8,938,122	27,500	-	-	-	27,500
Roads, Bridges & Footpaths	24,570,395	28,245,709	14,278,486	11,950,000	13,100,000	13,475,000	52,803,486
Stormwater Drainage	9,515,000	10,021,741	7,655,000	6,800,000	600,000	600,000	15,655,000
Water Supply Network	4,870,000	5,822,412	8,695,000	26,992,393	27,048,093	24,385,905	87,121,391
Plant & Equipment Water	400,000	400,000	645,000	312,950	580,049	359,936	1,897,935
Sewerage Network	27,075,000	27,331,620	53,228,329	68,170,546	37,425,000	16,775,000	175,598,875
Plant & Equipment Sewer	600,000	600,000	350,000	335,250	572,741	412,109	1,670,100
Swimming Pools*	-	226,116	177,000	230,000	240,000	250,000	897,000
Library Books	184,000	173,995	184,000	184,000	184,000	184,000	736,000
Other	-	270,137	343,751	343,751	343,751	343,751	1,375,004
Total	84,169,034	97,864,227	109,447,624	134,156,298	93,610,495	65,876,955	403,091,372

CAPITAL WORKS HIGHLIGHTS 2024/25

For more information or to see our interactive projects map, please follow the link or go to our website

 www.wsc.nsw.gov.au.

Project Name	2024/25 Budget
Moss Vale STP Upgrade	\$27,450,000
Bowral STP Upgrade	\$21,153,329
Southern Highlands Regional Animal Shelter & SES	\$4,282,000
Welby Landfill Remediation	\$3,889,000
Ferguson Crescent Bridge Renewal	\$2,649,000
Sunninghill Ave Burradoo Drainage	\$1,400,000
David Wood Playspace	\$1,285,000
Pavement Rehabilitation Bowral Street, Bowral	\$1,150,000
Retford Farm Detention Basin	\$845,000
Road Asphalting Elizabeth Street, Moss Vale	\$660,000
Priestly St Culvert Renewal	\$585,000
Robinson Street Culvert Renewal	\$475,000
Road Asphalting Lackey Rd, Moss Vale	\$380,000
Yerrinbool Public Toilets (construction)	\$300,000
Pavement Rehabilitation: Banksia Street and Orchid Street, Colo Vale	\$300,000
New Shared Path: Crimea Street, Willow Vale	\$250,000
Playspace Renewal - Centennial Park, Bowral	\$200,000
Welby Mountain Bike Trail Refurbishment	\$50,000

OPERATIONAL PLAN AND BUDGET 2024/25

Our Operational Plan and Budget is structured by Service Area and the Principal Activities supporting each Service. There are 15 Service Areas and approximately 50 Principal Activities featured within this program. Combined, these reflect the full range of activities and functions of the Council.

Civic Leadership

General Manager's Office

General Manager's Office and Executive Leadership (Directors and Executive Assistants)

Civic Functions and Councillor Support

People and Culture

Human Resources

Policy, Strategy and Organisational Development

Strategic Outcomes

Economic Development

Strategic Policy

Strategy and Place

Communities and Place

Community Life and Libraries

Communications and Engagement

Community Development (includes Place Management)

Library Services

Development Assessment and Regulation

Compliance and Regulation

Development Engineering Services

Development Assessment (includes Fast Track and Portal Support)

Environment and Sustainability

Bushlands and Biosecurity

Natural Resources Projects

Sustainability Services

Waste and Resource Management

Resource Recovery

Waste Services

Corporate Strategy and Resourcing

Business and Property

Animal Shelter
Outside School Hours Care Service
Property Services
Southern Regional Livestock Exchange
Tourism and Events

Financial Services

Financial Services
Procurement and Contracts
Revenue

Governance and Corporate Performance

Governance
Integrated Risk Management
Strategy and Business Improvement

Information and Customer Service

Facilities and Bookings
Corporate Information
Customer Experience
Information and Communication
Technology – Operations
Information and Communication
Technology – Corporate Systems

Service and Project Delivery

Assets

Parks and Buildings
Roads and Drainage
Water Assets

Project Delivery

Project Management
Roads and Drainage Projects

Shire Presentation

Civil Construction
Customer Service and Business
Support
Fleet
Open Spaces and Buildings (includes
Aquatics and Tree Management)
Parks and Open Spaces
Infrastructure Maintenance
Specialist Engineering

Water Services

Depot and Maintenance Operations
Treatment
Wastewater Network Operations
Water Network Operations



GENERAL MANAGER'S OFFICE - DIRECTORS AND EXECUTIVE ASSISTANTS

Responsible Officer: General Manager

Supporting Wingecarribee 2041

The Executive Leadership team at Council supports the elected representatives (Councillors) as they work to achieve effective and sustainable local government and service delivery across the Shire.

The Executive works to effectively guide the strategy and operations of the organisation in an open, effective and responsible way. This includes determining the program of works and activities to be delivered and ensuring we have the necessary funding, people, assets and technological systems in place to deliver on our commitments.

In addition to the General Manager's Office, there are three Directorates:

- Communities and Place;
- Corporate Strategy and Resourcing;
- Service and Project Delivery.

Their role is to continue to listen to the community and work together with other spheres of government to achieve the vision for the Wingecarribee Shire and deliver reliable, value for money services.

Civic Leadership consists of two Principal Activity Areas.

1. The General Manager's Office and Executive Team.
2. Civic Functions and Councillor Support.

The service is a key contributor to the Community Strategic Plan 'Leadership' theme and supports the following Goals from Wingecarribee 2041.

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

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community

Civic Leadership



GENERAL MANAGER'S OFFICE

1. General Manager's Office and Executive Leadership

Delivery Program Activities 2023-2025

1. Provide effective strategic direction and planning for the Council and the Shire.
2. Deliver efficient, effective and best value services to the community .
3. Ensure quality governance, ethical conduct and financial sustainability.
4. Promote strong relationships within the sector.
5. Deliver a safe work environment.
6. Advocate on behalf of the community.
7. Attract investment, events and services to the Shire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Compliance with legislation and regulations	100%	Quarterly	Various	Manager Governance & Corporate Performance
Financial performance	Maintain in line with industry benchmarks	Quarterly	Finance 1, Quarterly Budget Reviews	Chief Financial Officer
Outcomes of advocacy initiatives	Not applicable (various)	Annual	Various	General Manager

Strategic plans informing our work.

- Community Strategic Plan;
- Resourcing Strategy;
- Community Engagement Strategy;
- Communications Strategy;
- Local Strategic Planning Statement;
- State and Regional strategies and plans (multiple);
- Other adopted strategies and plans of the Council (multiple).

Guiding legislation

- Local Government Act 1993.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Develop a 12-month program for the onboarding and professional development of Councillors	Program in place	September 2024	General Manager
Continue to implement the Horizon 1 actions within the Organisational Road Map	Number of actions completed	June 2025	General Manager
Continue to advocate the priorities outlined in 'Shire Priorities 2023'	Advocacy outcomes	June 2025	General Manager
Work collaboratively with the Canberra Region Joint Organisation to achieve mutually beneficial outcomes	Number of joint initiatives successfully achieved	June 2025	General Manager

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Civic Leadership

1 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Office of General Manager		Original	Q3 2023	Draft
General Manager		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		1,303,913	1,303,913	1,429,673
Total Income		1,303,913	1,303,913	1,429,673
Expenses				
Employee Costs		804,859	755,749	732,092
Borrowing Costs		-	-	-
Materials & Services		21,624	21,624	32,600
Depreciation		-	-	-
Other Expenses		5,202	5,202	5,000
Internal Expenses		32,227	32,227	35,491
Total Expenses		863,912	814,803	805,183
Net Operating Result		440,001	489,111	624,490
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		4.0		4.0



2 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
General Manager		2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
	Buildings	2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
Grand Total		2,000,000	2,088,395	2,000,000	-	-	-	2,000,000

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

GENERAL MANAGER'S OFFICE

3 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Communities and Place		Original	Q2 2023	Draft
Director, Communities & Place		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		701,500	701,500	715,362
Total Income		701,500	701,500	715,362
Expenses				
Employee Costs		409,602	409,602	422,475
Borrowing Costs		-	-	-
Materials & Services		2,000	2,000	3,447
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		289,898	289,898	289,441
Total Expenses		701,500	701,500	715,362
Net Operating Result		-	-	-
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.0		2.0

4 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Corporate Strategy and Resourcing		Original	Q3 2023	Draft
Director, Corporate Strategy & Resourcing		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		686,963	686,963	711,609
Total Income		686,963	686,963	711,609
Expenses				
Employee Costs		397,386	397,386	405,697
Borrowing Costs		-	-	-
Materials & Services		-	-	2,000
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		289,577	289,577	303,912
Total Expenses		686,963	686,963	711,609
Net Operating Result		-	-	-
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.0		2.0

5 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Service and Project Delivery	Original	Q3 2023	Draft
 Director, Service and Project Delivery	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	707,462	707,462	725,133
Total Income	707,462	707,462	725,133
Expenses			
Employee Costs	417,346	417,346	424,069
Borrowing Costs	-	-	-
Materials & Services	-	-	-
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	290,116	290,116	301,064
Total Expenses	707,462	707,462	725,133
Net Operating Result	-	-	-
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	2.0		2.0

GENERAL MANAGER'S OFFICE

2. Civic Function and Councillor Support

Delivery Program Activities 2023-2025

1. Provide high-level administrative support.
2. Coordinate civic functions.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Compliance with legislation and regulations	100%	Quarterly	Various	Manager Governance & Corporate Performance
Customer service response times	Improving	Annual	Customer Experience	Chief Information Officer


Strategic plans informing our work.

- Customer Service Charter.

Guiding legislation

- Local Government Act 1993.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare a program of Civic events in consultation with the Mayor and Councillors	Program developed and implementation commenced	March 2025	General Manager

6 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT	
 Income & Expenses - Councillors & Elections	Original	Q3 2023	Draft
	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	13,400	13,400	2,159
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	13,400	13,400	2,159
Expenses			
Employee Costs	-	-	-
Borrowing Costs	-	-	-
Materials & Services	408,400	408,400	1,031,963
Depreciation	-	-	-
Other Expenses	5,000	5,000	5,000
Internal Expenses	-	-	14,915
Total Expenses	413,400	413,400	1,051,878
Net Operating Result	(400,000)	(400,000)	(1,049,718)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	-		-



Civic Leadership

PEOPLE AND CULTURE

Responsible Officer: Manager People and Culture

Supporting Wingecarribee 2041

People and Culture recognises that our people are our greatest asset.

Having the right people, in the right jobs, at the right time, helps us to provide better services to the community.

The service works to enable a productive, happy and safe organisation, with an appropriately skilled and experienced workforce.

The team manages the day-to-day human resources activities of the Council while also developing strategies and plans to achieve a sustainable and productive workforce into the future.

This includes developing strategies that enable us to compete for skilled workers and position the organisation as an employer of choice.



People and Culture consists of two Principal Activity Areas.

1. Human Resources.
2. Policy, Strategy and Organisational Development.

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

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

Goal 1.3 A leading community

7 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - People and Culture	Original	Q3 2023	Draft
 Manager, People and Culture	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	367,238	367,238	385,534
Total Income	367,238	367,238	385,534
Expenses			
Employee Costs	898,665	308,665	322,935
Borrowing Costs	-	-	-
Materials & Services	81,700	109,200	76,140
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	267,248	267,248	343,971
Total Expenses	1,247,613	685,113	743,046
Net Operating Result	(880,375)	(317,875)	(357,512)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	2.0		2.0

PEOPLE AND CULTURE

1. Human Resources

Delivery Program Activities 2023-2025

1. Manage recruitment and selection activities.
2. Provide industrial support advice and advocacy.
3. Provide expert advice on workforce planning and employee relations consistent with the Award, legislation and local standards.
4. Manage employee conditions of employment.
5. Manage and support employee performance.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of days between requisition being created and offer letter issued (recruitment process)	10 weeks	Quarterly	Pulse eRecruitment	Recruitment Officer
Applicant feedback and experience	Reduction in the number of complaints received	Quarterly	CRM	Recruitment Officer
Excess annual leave balances	5% reduction in the current excess balances	Monthly	Human Resources Information System	Coordinator Human Resources
% of workforce in cadet, apprentice or trainee roles	5%	Quarterly	Human Resources Information System	Coordinator Human Resources

Strategic plans informing our work.

- Wingecarribee Shire Council Resourcing Strategy (Workforce Strategy);
- Disability Inclusion Action Plan;
- Our Road Map: Moving Forward to Reset the Organisation.

Guiding legislation

- Local Government Act 1993;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Work Health and Safety Act 2011.

Service Levels



Human Resources provides support to all employees of the Council and operates five days a week. The primary customer are the employees of Council however the service also supports potential employees through regular and ongoing recruitment processes and information sessions.

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Civic Leadership

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Review and update Human Resources policies and procedures	Policies and procedures reviewed in line with our internal program	June 2025	Coordinator Human Resources
Implement the Workforce Strategy with a focus on attracting and retaining skilled staff	Strategy implemented (ongoing). Maintaining or improving Workforce statistics	June 2025	Coordinator Human Resources
Roll out training and education to support staff in the implementation of both current and new policies and procedures (WMS)	Number of training activities and attendance levels. 80% of target audience reached	June 2025	Coordinator Human Resources
Continue to provide apprenticeship, trainee and cadet roles to encourage youth employment and broader workforce participation. (WMS)	5% of positions are apprentice, trainee or cadet roles	June 2025	Coordinator Human Resources

WMS – Workforce Management Strategy *

8 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - HR Business Partnering and Recruitment	Original	Q3 2023	Draft
 Coordinator, Human Resources	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	514,424	504,424	543,798
Borrowing Costs	-	-	-
Materials & Services	260,000	260,000	220,000
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	215,437	215,437	10,490
Total Expenses	989,861	979,861	774,288
Net Operating Result	(989,861)	(979,861)	(774,288)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	4.0		4.0

PEOPLE AND CULTURE

2. Policy, Strategy and Organisational Development

Delivery Program Activities 2023-2025

1. Develop, implement contemporary human resource practices and organisational development to attract and retain a skilled workforce.
2. Develop, implement and manage the Employee Value Proposition (employee benefits).
3. Develop and implement Employee Health and Wellbeing strategies and activities.
4. Identify and deliver Learning and Development opportunities to develop employee capability.
5. Develop programs and training opportunities to achieve and maintain compliance.
6. Develop, implement and review human resource policy and procedures.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage of staff participating in health and wellbeing initiatives	10% increase	Annual	Approved events and programs for Council employees	Learning & Development Officer
Increase in positive engagement in the workplace	50%	Annual	Engagement survey	Learning & Development Officer
Average number of training hours per employee	20 hours per year	Annual	Training and Development applications	Learning & Development Officer
Percentage of students participating in work experience programs at Council	5% increase	Annual	Work experience applications	Learning & Development Officer

Strategic plans informing our work.

- Wingecarribee Shire Council Resourcing Strategy (Workforce Strategy);
- Disability Inclusion Action Plan;
- Our Road Map: Moving Forward to Reset the Organisation.

Guiding legislation

- Local Government Act 1993;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Work Health and Safety Act 2011.

Service Levels



The Policy, Strategy and Organisational Development team provides Council employees with learning and professional development opportunities to assist individuals in their roles whilst also improving overall workforce capability. The team also supports the staff with health and wellbeing through a range of activities and support services.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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Civic Leadership

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Partner with TAFE to pilot innovative programs for cadets, apprentices, trainees and people transitioning to retirement. (WMS)*	5% of roles are cadets, apprentices or trainees	June 2025	Coordinator Policy, Strategy & Organisational Development
Develop and implement a Health and Wellbeing Plan (4 year Plan) (WMS)	Plan developed	June 2025	Coordinator Policy, Strategy & Organisational Development
Develop and implement, the Employee Reward and Recognition Program (WMS)	Program developed. Improved engagement and retention of employees	June 2025	Coordinator Policy, Strategy & Organisational Development
Identify Learning and Development Opportunities that support the ongoing implementation of our Workforce Strategy (WMS)	Number of training hours per person	Increasing	Coordinator Policy, Strategy & Organisational Development
Develop a Diversity Workforce Management Plan (WMS)	Plan developed	June 2025	Coordinator Policy, Strategy & Organisational Development

WMS – Workforce Management Strategy*

9 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Policy, Strategy and Organisational Development	Original	Q3 2023	Draft
 Coordinator. Policy, Strategy & OD	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	26,000	26,000	26,000
Grants & Contribution - Operating	-	-	10,000
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	26,000	26,000	36,000
Expenses			
Employee Costs	348,193	274,835	374,782
Borrowing Costs	-	-	-
Materials & Services	456,000	456,000	478,000
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	8,560	8,560	7,268
Total Expenses	812,753	739,395	860,050
Net Operating Result	(786,753)	(713,395)	(824,050)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	3.0		3.0



STRATEGIC OUTCOMES

Responsible Officer: Executive Manager Strategic Outcomes

Supporting Wingecarribee 2041

The Strategic Outcomes team supports the community, environment, and local economy through the development of key policies and plans that consider the needs of the Shire now and into the future.

The team is responsible for some of the leading strategic documents prepared by the Council including the Local Strategic Planning Statement, Local Housing Strategy and the Local Environmental Plan.

It is a key driver of place-based planning, working to transition the Shire to a planning approach which is focused on addressing the needs of individual areas and communities.

The team is also responsible for Economic Development activities including attracting investment into the Shire and supporting local business and industry.

Strategic Outcomes consists of three Principal Activity areas

1. Economic Development.
2. Strategic Policy.
3. Strategy and Place.

The service area is a key contributor to the themes of 'Places' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041

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

Goal 2.1 A happy, healthy, active and resilient community

Goal 2.3 A creative, diverse and vibrant community

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 3.4 Housing that meets the needs of current and future generations

Goal 4.4 A resilient Shire that takes action on climate change

Goal 5.1 People want to visit, work and invest in the Shire

Goal 5.2 Sustainable business and industry work in harmony with local community and environment

Goal 5.3 A thriving and diverse agricultural industry

Goal 5.4 A supported and connected local business community

10 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Executive Manager, Strategic Outcomes		Original	Q3 2023	Draft
Executive Manager, Strategic Outcomes		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		45,900	255,900	275,000
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		45,900	255,900	275,000
Expenses				
Employee Costs		265,695	245,695	279,704
Borrowing Costs		-	-	-
Materials & Services		114,250	93,150	97,000
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		266,279	266,279	327,840
Total Expenses		646,224	605,124	704,544
Net Operating Result		(600,324)	(349,224)	(429,544)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		1.6		1.6

STRATEGIC OUTCOMES

1. Economic Development

Delivery Program Activities 2023-2025

1. Prepare and implement a Master Plan and Servicing Strategy framework for the Southern Highlands Innovation Park.
2. Continue to support industry and business through implementation of local and regional business and economic development strategies.
3. Continue to collaborate with industry as well as secondary and tertiary education providers to support workforce development and employment opportunities within the Shire.
4. Respond to business and investment enquiries and support appropriate business opportunities within the Shire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Status of key plans and strategies	Resourced & progressing on track	Yearly	Internal audit	Economic Development Specialist
Access to local jobs	Improving	Every 4 years	Census	Economic Development Specialist
Access to education, training and development	Improving	Every 4 years	Census	Economic Development Specialist
Levels of investment	Improving	Every 4 years	Census	Economic Development Specialist
Gross domestic product	Improving	Every 4 years	Census	Economic Development Specialist

Strategic plans informing our work.

- South East and Tablelands Regional Plan;
- South East and Tablelands Regional Transport Strategy;
- Wingecarribee Local Strategic Planning Statement;
- Wingecarribee Local Housing Strategy;
- Wingecarribee Rural Tourism Strategy;
- State Environmental Planning Policies;
- Wingecarribee Local Environmental Plan 2010.

Guiding legislation

- Environmental Planning & Assessment Act 1979;
- Environmental Planning & Assessment Regulation 2021.

Service Levels

The Economic Development Specialist works with a range of community and business/industry groups and is based at Council's Civic Centre. They proactively engages stakeholders on plans and activities that promote and support economic development.

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Civic Leadership

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare the Economic Development Strategy Integrated Action Plan	Action Plan prepared and endorsed by Council	June 2025	Coordinator Economic Development
Prepare the Southern Highlands Innovation Park Servicing Delivery Strategy	Delivery Strategy prepared and endorsed by Council	June 2025	Coordinator Economic Development
Implement the Southern Highlands Innovation Park Master Plan and Governance Strategy	Secure funding for the top five enabling projects from State, Federal governments and private sector partners	June 2025	Coordinator Economic Development

11 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Economic Development		Original	Q3 2023	Draft
Economic Development Specialist		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		124,317	24,318	127,384
Borrowing Costs		-	-	-
Materials & Services		28,600	27,600	28,500
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		3,260	3,260	2,700
Total Expenses		156,177	55,178	158,584
Net Operating Result		(156,177)	(55,178)	(158,584)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalentents (excluding Casuals)		1.0		1.0

STRATEGIC OUTCOMES

2. Strategic Policy

Delivery Program Activities 2023-2025

1. Implement and monitor the Wingecarribee Local Strategic Planning Statement to ensure it reflects and responds to the community's vision for the environmental, agricultural, economic, housing, infrastructure and character qualities of the Shire.
2. Implement and monitor the Wingecarribee Local Housing Strategy to provide housing supply and diversity that is supported by essential infrastructure.
3. Consider and action Planning Proposals in accordance with the adopted strategies of Council and relevant statutory frameworks.
4. Undertake and implement a Heritage Study to review the list of current and potential heritage items.
5. Respond to relevant State and Federal Government policies, strategies and plans to ensure that local priorities with regard to residential development, economic growth, environmental protection and infrastructure provision are considered and reflected in these documents.
6. Advocate for improved infrastructure across the Shire to enhance business and industry opportunities and support future development in accordance with adopted strategies and the community's vision and priorities.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage of the priority Local Strategic Planning Statement (LSPS) actions completed	25%	Biennial	LSPS Review	Coordinator Strategic Policy
Percentage of the priority Local Housing Strategy (LHS) actions completed	25%	Biennial	LHS Review	Coordinator Strategic Policy
Percentage of Planning Proposals finalised within the State LEP Guidelines for basic, standard and complex proposals	75%	Biennial	NSW Department of Planning, Housing & Infrastructure	Coordinator Strategic Policy

Strategic plans informing our work.

- South East & Tablelands Regional Plan;
- South East & Tablelands Regional Transport Strategy;
- Wingecarribee Local Strategic Planning Statement;
- Wingecarribee Local Housing Strategy;
- Wingecarribee Rural Tourism Strategy.

Guiding legislation

- Environmental Planning & Assessment Act 1979;
- Environmental Planning & Assessment Regulation 2021;
- Biodiversity Conservation Act 2016;
- Heritage Act 1977;
- State Environmental Planning Policies;
- Wingecarribee Local Environmental Plan 2010.



Service Levels

Strategic Policy works on a variety of projects and activities including the issuing of s10.7 planning certificates within agreed timeframes. The team actively engages the community on issues pertaining to strategy and land-use planning including development proposals and supports the community and key stakeholders to engage with the Council throughout the assessment process. Strategic Policy works with stakeholders to achieve positive outcomes across the community, environment and economy.

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Civic Leadership

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Undertake a Planning Proposal to include Heritage Items and Conservation Areas from the adopted Community Heritage Study into Schedule 5 of WLEP 2010 with associated mapping updates	WLEP 2010 Schedule 5 amendment notified, and mapping updated accordingly	June 2025	Coordinator Strategic Policy
Prepare a comprehensive Development Control Plan to guide development across the Shire	Adoption of a standard template for the review of DCP provisions within towns and villages and for rural and employment zoned lands.	June 2025	Coordinator Strategic Policy

12 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Strategic Policy	Original	Q3 2023	Draft
 Coordinator, Strategic Policy	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	228,078	256,878	256,968
Borrowing Costs	-	-	-
Materials & Services	-	329,600	-
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	6,015	6,015	5,469
Total Expenses	234,093	592,493	262,437
Net Operating Result	(234,093)	(592,493)	(262,437)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	1.8		1.8

STRATEGIC OUTCOMES

3. Strategy and Place

Delivery Program 2023-2025

1. Develop and implement place-based master plans for the three main town centres of Bowral, Mittagong and Moss Vale to guide future development and support the ongoing revitalisation of the centres.
2. Develop and implement community-led place plans for Robertson and Bundanoon to proactively address the community's housing, economic, social and cultural needs.
3. Develop Master Plans and Servicing Strategies for New Living Areas, to guide future development and ensure that growing communities are supported by essential infrastructure.
4. Develop a Master Plan and Servicing Strategy for the Southern Highlands Innovation Precinct to guide future development and unlock the potential of this regionally significant employment precinct.
5. Develop and implement an Integrated Transport Strategy for the Shire.
6. Undertake a comprehensive review of Council's Development Control Plans to give effect to the Local Strategic Planning Statement and Local Housing Strategy.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage increase in housing diversity	30%	Every four years	Census & Development Audit	Coordinator Strategy & Place
Average of all new dwellings to be medium density of small lot housing delivered over a 4 year period	20%	Every four years	Census & Development Audit	Coordinator Strategy & Place
Average split between in fill and greenfield housing delivered over a 4 year period	50%	Every four years	Census & Development Audit	Coordinator Strategy & Place

Strategic plans informing our work.

- South East and Tablelands Regional Plan;
- South East and Tablelands Regional Transport Strategy;
- Wingecarribee Local Strategic Planning Statement;
- Wingecarribee Local Housing Strategy;
- Robertson Village Place Plan;
- Bowral Town Centre Master Plan;
- State Environmental Planning Policies;
- Wingecarribee Local Environmental Plan 2010.

Guiding legislation

- Environmental Planning & Assessment Act 1979 ;
- Biodiversity Conservation Act 2016;
- Wingecarribee Local Environmental Plan 2010.

Service Levels

Strategy and Place offers face to face meetings at Council's Civic Centre as well as online meetings between 8:30am -4:30pm. Due to the nature of the work, the team is often attending or facilitating community forums and events, engaging the community and other key stakeholders on a variety of place based plans and projects. Many of these occur outside of regular business hours.

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Civic Leadership

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare the Bundanoon Place Plan	Bundanoon Place Plan adopted by Council	June 2025	Coordinator Strategy & Place
Prepare the Mittagong Town Centre Master Plan	Mittagong Town Centre Master Plan adopted by Council	June 2025	Coordinator Strategy & Place
Prepare the Moss Vale Town Centre Master Plan	Moss Vale Town Centre Master Plan adopted by Council	June 2025	Coordinator Strategy & Place
Commence a Planning Proposal for the Bowral South New Living Area and implement its Master Plan	Submit the Planning Proposal to DPE for a Gateway	June 2025	Coordinator Strategy & Place
Implement the Bowral Town Centre Masterplan	Implement top five priority projects from the adopted Master Plan	June 2025	Coordinator Strategy & Place

13 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Strategy and Place		Original	Q3 2023	Draft
Coordinator, Strategy & Place		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		1,132,200	2,762,000	2,700,000
Other Revenues		-	-	-
Grants & Contribution - Operating		-	12,500	-
Grants & Contribution - Capital		5,270,000	5,270,000	5,270,000
Internal Income		-	-	-
Total Income		6,402,200	8,044,500	7,970,000
Expenses				
Employee Costs		416,754	416,755	478,380
Borrowing Costs		-	-	-
Materials & Services		-	738,223	145,000
Depreciation		-	-	-
Other Expenses		25,588	25,588	26,500
Internal Expenses		10,971	10,971	10,181
Total Expenses		453,313	1,191,536	660,061
Net Operating Result		5,948,887	6,852,964	7,309,939
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		4.0		4.0



Communities and Place

COMMUNITY LIFE AND LIBRARIES

Responsible Officer: Manager Community Life and Libraries

Supporting Wingecarribee 2041

The Community Life and Libraries team works with people of all ages, places, circumstances and backgrounds to help them fully participate in community life.

They do this through holistic strategy, planning and program and project delivery across a range of sectors – from arts and cultural activities to events and programs that support older people, people with disabilities and young people.

The team is also responsible for guiding community engagement and providing timely communications to the community.

They deliver and assists others in organising local community events and festivals that bring people together and administer Council's Community Assistance Grants.

The team works collaboratively with service providers, and community advocates to ensure community resilience and wellbeing. This includes working closely with First Nations peoples and organisations.

A place based approach ensures that village and town based organisations can easily access the help they need to achieve great outcomes for local communities.

The team supports a more informed and educated community through the delivery of Library Services, which also provide safe and welcoming community hubs. Library Services contribute to the overall vitality of the Shire through the delivery of a wide variety of community activities and events.

Community Life and Libraries consists of four Principal Activity Areas.

1. Communications and Engagement.
2. Community Development.
3. Place Management.
4. Library Services.

The service area is a key contributor to the theme of "People" in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community



Goal 2.1 A happy, healthy, active and resilient community

Goal 2.2 An inclusive community where everyone can participate in community life

Goal 2.3 A creative, diverse and vibrant community

Goal 3.1 A physically and digitally connected Shire

Communities & Place

14 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Community Life & Libraries	Original	Q3 2023	Draft
 Manager, Community Life & Libraries	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	221,420	221,420	236,008
Borrowing Costs	-	-	-
Materials & Contracts	-	-	-
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	175,508	175,508	193,380
Total Expenses	396,928	396,928	429,388
Net Operating Result	(396,928)	(396,928)	(429,388)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	1.0		1.0

COMMUNITY LIFE AND LIBRARIES

1. Communications and Engagement

Delivery Program Activities 2023-2025

1. Provide open, transparent and timely information to the community on council services, projects and initiatives through a range of communication channels.
2. Partner with media outlets and community stakeholders to develop and regularly promote communications involving Council projects, milestones and initiatives.
3. Support the organisation in producing communication material that is plain English and accessible to all of the community.
4. Plan and deliver community engagement activities, ensuring the community and key stakeholders are informed and participate Council's decision-making.
5. Report the outcomes of community engagement activities and provide feedback on how stakeholder participation has impact on Council decisions.
6. Support the implementation of the Community Engagement Strategy and the development of targeted engagement plans.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Subscribers to weekly e-News and click rates	Increase	Quarterly	Mailchimp	Coordinator Communication & Engagement
Engagement participation levels and feedback	Improving	On a project basis	Participate Wingecarribee Website	Coordinator Communication & Engagement
Followers, reach and engagement across Council's social media channels	Increasing	Quarterly	Meta Business Suite	Coordinator Communication & Engagement
Community satisfaction (e.g., with communications and opportunities to participate)	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Community Engagement Policy;
- Media Policy;
- Social Media Policy;
- Communications Strategy;
- Community Engagement Strategy.

Guiding legislation

- NSW Local Government Act 1993.

Service Levels

The Communications and Engagement team works all year round to ensure timely and effective communications. The Council's website, a key source of information, is accessible 24/7 (staffed 8.30am-4.30pm). The Community Engagement Platform, "Participate Wingecarribee" is also accessible 24/7 (staffed 8.30am-4.30pm). Our community E-newsletter (Your Shire) is distributed every Friday while the "Participate Wingecarribee" E-newsletter is distributed regularly.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Communities & Place

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Review the Council's Community Engagement Strategy	Strategy reviewed	December 2024	Coordinator Communications & Engagement
Undertake an evaluation of Council's Communication Strategy and develop a new framework to guide communications and engagement	Strategy adopted by Council	December 2024	Coordinator Communications & Engagement
Implement the Communications Strategy with a focus on using clear and accessible language across all Council communication channels	Percentage of strategy implemented	June 2025	Coordinator Communications & Engagement
Implement community engagement training for staff to develop in-house skills and improve engagement and communications outcomes	IAP2 training implemented	December 2024	Coordinator Communications & Engagement

15 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Communications and Engagement		Original	Q3 2023	Draft
Coordinator, Communications and Engagement		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating				
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		372,474	298,474	466,957
Borrowing Costs		-	-	-
Materials & Services		92,159	219,159	246,655
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		17,812	17,812	9,938
Total Expenses		482,445	535,445	723,550
Net Operating Result		(482,445)	(535,445)	(723,550)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		3.0		4.0

COMMUNITY LIFE AND LIBRARIES

2. Community Development

Delivery Program Activities 2023-2025

1. Partner with community organisations to provide support for the following target groups:
 - a. First Nations peoples;
 - b. aged;
 - c. disability;
 - d. youth;
 - e. children and young people.
2. Support arts and cultural development through capacity building and the implementation of community driven, inclusive and participatory arts and cultural programs, projects and initiatives.
3. Collaborate with local agencies to deliver projects that help create stronger and more resilient communities.
4. Facilitate funding programs to support local not-for-profit organisations and community groups to build capacity, encourage participation and support initiatives that promote partnerships and working together to maintain our community and its assets.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of people attending programs and activations	Increase	Quarterly	Number of bookings	Coordinator Community Development
Percentage of program participants who report an increase in social connection and social cohesion	60%	Quarterly	Survey evaluation	Coordinator Community Development
Satisfaction rating with programs and activations	60%	Quarterly	Survey evaluation	Coordinator Community Development
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Arts and Culture Strategic Plan;
- Community Safety Plan;
- Disability Inclusion Action Plan;
- Positive Ageing Strategy;
- Youth Strategy and Action Plan.

Guiding legislation

- Work Health and Safety Act 2011;
- Disability Inclusion Act 2014.

Service Levels

The Community Development team is based at Council's Civic Centre. The team works closely with the community, across a range of target groups, which requires frequent off-site work attending community events and supporting local services and projects. This occasionally involves out of hours work. This flexibility allows the team to remain responsive to community needs and be actively participating in local activities.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Communities & Place

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Develop the Community Safety Plan to identify and address key areas of community concern	Plan Adopted	June 2025	Coordinator Community Development
Investigate opportunities to welcome new residents and promote inclusivity in partnership with the Mittagong Welcome Centre	Number of connection opportunities Creation of New Resident Kit	December 2024	Community Development Officer
Implement the Reconciliation Action Plan (RAP)	50% of actions implemented or underway	June 2025	Aboriginal Community Development Officer
Review and draft a new Arts and Culture Strategy	Draft strategy developed following review and community consultation	June 2025	Arts & Culture Officer
Deliver activities that support and promote diversity of inclusion in sport and recreation	Number of opportunities for Youth / Seniors Level of engagement with NSW Office of Support	June 2025	Community Development Officer
Support implementation of priority activities from the South Western Sydney Primary Health Network "Deep Dive Report" to improve outcomes for Seniors	Number of initiatives delivered	June 2025	Community Development Officer
Commence investigation and planning for an emergency services hub in the Wingecarribee Shire	Investigation completed	June 2025	Community Development Officer
Complete the update of the Youth Strategy and Action Plan to improve outcomes in key areas including access to housing and wellbeing	Review completed	June 2025	Coordinator Community Development
Deliver an event with the local Nepalese community that supports and celebrates social cohesion	Event delivered	March 2025	Coordinator Community Development
Support Southern Highlands Jazz to provide a jazz event in the villages of Yerrinbool, Canyonleigh, Balmoral Village, Penrose and Burrawang	Event delivered	December 2024	Coordinator Community Development
Investigate programs that support communities in the new living areas, including Ashbourne Estate	Programs identified and delivered	June 2025	Coordinator Community Development

COMMUNITY LIFE AND LIBRARIES

3. Place Management

Delivery Program Activities 2023-2025

1. Engage the community on place-based issues and keep them informed of Council matters that may impact them .
2. Advocate for the needs of local communities.
3. Work with local community groups and representatives in the delivery of local events, projects and other activities.
4. Act as a conduit into Council for Villages.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Community Strategic Plan;
- Community Engagement Strategy;
- Arts and Culture Strategic Plan;
- Community Safety Plan;
- Local Place Strategies and Masterplans;
- Place Plans, e.g. Robertson Place Plan.

Guiding legislation

- Work Health and Safety Act 2011;
- Disability Inclusion Act 2014.

Service Levels

The Place Liaison Officer works across the many towns and villages within the Shire. It plays a critical role in ensuring local communities have a voice by acting as a key contact for local community groups including village and town associations wishing to raise local issues or work in partnership with the Council to deliver community projects.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare Place Profiles for Berrima, Penrose and Colo Vale	Profiles completed and on Councils website	June 2025	Place Liaison Officer
Engage with Villages to identify potential collaborative, community-based projects and resourcing opportunities	Number of local projects identified and progressed Number of Grants applied for and obtained	June 2025	Place Liaison Officer
Collaborate with Strategic Outcomes and the community to develop a program of place based activities	Program developed and resourced Number of activities completed	June 2025	Place Liaison Officer

16 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Community Development		Original	Q3 2023	Draft
Coordinator, Community Development		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		98,564	101,933	98,564
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		98,564	101,933	98,564
Expenses				
Employee Costs		553,436	553,436	600,707
Borrowing Costs		-	-	-
Materials & Services		188,950	484,363	201,492
Depreciation		-	-	-
Other Expenses		777,270	777,270	793,100
Internal Expenses		83,049	83,049	96,828
Total Expenses		1,602,705	1,898,118	1,692,127
Net Operating Result		(1,504,141)	(1,796,185)	(1,593,563)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		5.0		5.4

COMMUNITY LIFE AND LIBRARIES

4. Library Services

Delivery Program Activities 2023-2025

1. Provide a comprehensive lending service that includes both traditional library branches and mobile library services to ensure patrons have access to a diverse range of materials, such as books, DVDs, and audiobooks.
2. Offer a convenient Home Library Service for homebound patrons who are unable to visit the library in person, delivering books, magazines, and other materials to their doorstep.
3. Provide a diverse range of educational services and activities for children and youth, including story time, Higher School Certificate lectures, and Baby Rhyme Time.
4. Offer a variety of study and research facilities that support patrons in their academic pursuits and personal growth.
5. Provide comprehensive historical services that include preserving and maintaining Local History, Local Studies, and Council archive services and collections to share our community's history.
6. Deliver a Local Archive Repository for NSW State Archives to provide access to essential historical records and documents for research and educational purposes.
7. Develop and maintain mutually beneficial relationships and agreements, such as with the Friends of Wingecarribee Library (FOWL) and promote community engagement.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of visits to libraries	Increase	Quarterly	People counter	Coordinator Library Services
Number of active library members	Increase	Annually	Library Management System	Coordinator Library Services
Number of library loans	Increase	Annually	Library Management System	Coordinator Library Services
Number of library programs delivered	As per annual program	Quarterly	Library Programs	Coordinator Library Services
Percentage library program participants experience positive outcomes	60%	Annually	Program evaluation	Coordinator Library Services
Number of library website visits	Increase	Annually	Website analytics	Coordinator Library Services
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Arts and Culture Strategic Plan;
- Digital Strategy;
- Disability Inclusion Action Plan;
- Positive Ageing Strategy;
- Youth Strategy and Action Plan.

Guiding legislation

- Library Act 1939;
- Library Regulation 2018;
- Disability Discrimination Act 1992;
- Electronic Transaction Act 2000;
- Copyright Act 1968 (Commonwealth);
- Spam Act 2003;
- State Records Act 1998;
- Child Protection (Working With Children) Act 2012.

Service Levels

Library Services provides a comprehensive lending, research and learning service through both traditional library branches and the mobile library service. The Bowral Library is open six days per week, the Moss Vale and Mittagong branches are open five days, and the Mobile Library and Local Studies Collections are available twice a week. The team also offers a Home Library Service every two weeks for housebound patrons who are unable to visit the library in person. The Library is also a Local Archive Repository for NSW State Archives allowing people to access historical records.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Investigate, review, develop and customise the functions and features of the new Integrated Library Management System (ILMS)	New ILMS features and functions available for use by community	June 2025	Coordinator Library Services
Prepare a Public Library Infrastructure Grant 2024-2025 application to digitise the Local Studies Collections	Application for Infrastructure Grant submitted 2024/25	December 2024	Coordinator Library Services
Develop options on suitable locations for the Wingecarribee Public Libraries Local Studies collections	Recommendations report completed	March 2025	Coordinator Library Services
Develop and deliver outreach activities to encourage broader participation in Library programs	Participant Numbers	June 2025	Coordinator Library Services
Upgrade and promote the new Mobile Library to encourage broad community participation	New Mobile Library refitted and operational	March 2025	Coordinator Library Services
Develop and deliver a program of Community Development activities to be run through the Mobile Library	One program delivered quarterly	Quarterly	Mobile Library Officer & Coordinator Community Development
Upgrade and promote the Library website to increase community participation and improve accessibility	New website available to the community	December 2024	Coordinator Library Services



**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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17 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Library Services		Original	Q3 2023	Draft
Coordinator, Library Services		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		4,500	4,500	11,300
Interest & Investments Revenue		-	-	-
Other Revenues		5,000	5,000	5,300
Grants & Contribution - Operating		149,081	168,958	170,000
Grants & Contribution - Capital		-	10,000	40,000
Internal Income		-	-	-
Total Income		158,581	188,458	226,600
Expenses				
Employee Costs		1,167,800	1,167,800	1,281,198
Borrowing Costs		-	-	-
Materials & Services		214,600	227,600	251,900
Depreciation		150,000	150,000	150,000
Other Expenses		-	-	-
Internal Expenses		97,932	97,932	111,638
Total Expenses		1,630,332	1,643,332	1,794,736
Net Operating Result		(1,471,751)	(1,454,874)	(1,568,136)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		12.6		12.6

18 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Library Services		184,000	358,000	184,000	184,000	184,000	184,000	736,000
	Library Books	184,000	358,000	184,000	184,000	184,000	184,000	736,000
	Office Equipment	75,000	105,000	-	-	-	-	-
Grand Total		221,500	410,500	184,000	184,000	184,000	184,000	736,000

Communities & Place





Communities and Place

DEVELOPMENT ASSESSMENT AND REGULATORY SERVICES

Responsible Officer: Manager Development Assessment and Regulation

Supporting Wingecarribee 2041

The Development Assessment and Regulatory team provides a range of services to the community to assist people seeking to build on or develop land. This includes providing specialist planning and engineering advice and managing and determining development applications.

It applies NSW, regional and local planning policies to achieve sustainable development across the Shire.

The staff also supports the safety, amenity and liveability of the Shire through ranger and compliance services.

Planning Development and Regulatory Services consists of three Principal Activity Areas.

1. Compliance and Regulation.
2. Development Engineering Services.
3. Development Assessment, which includes Fast Track Services and Portal Support.

It is a key contributor to the themes of 'People' and 'Places' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 3.4 Housing that meets the needs of current and future generations

Goal 4.1 A protected, healthy and diverse natural environment

Communities & Place

19 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Development Assessment and Regulation		Original	Q3 2023	Draft
Manager, Development Assessment and Regulation		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income				
Total Income		-	-	-
Expenses				
Employee Costs		508,847	508,847	723,648
Borrowing Costs		-	-	-
Materials & Services		-	-	-
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		199,076	199,076	207,138
Total Expenses		707,924	707,923	930,786
Net Operating Result		(707,924)	(707,923)	(930,786)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		4.6		5.6

DEVELOPMENT AND REGULATORY SERVICES

1. Compliance and Regulation

Delivery Program Activities 2023-2025

1. Investigate and respond to complaints from the public in a timely manner to ensure our places and amenity are safe and well maintained.
2. Carry out proactive patrols with a focus on parking turn over .
3. Provide after-hours response and call outs to customer complaints.
4. Establish, implement and monitor Council's proactive compliance audit program.
5. Undertake necessary enforcement actions including the establishment of evidence and attendance at Court.
6. Undertake proactive investigation of identified alleged breaches of relevant statutory provisions relating to illegal structures and land uses.
7. Investigate and undertake corrective actions associated with unapproved connections to Council's reticulated water and sewer infrastructure and unapproved special crossings connecting to Council's road network.
8. Undertake education and awareness campaigns.
9. Provide expert advice on Local Government Legislation to both internal and external stakeholders.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Timeframes for commencing investigations	5 working days	Monthly	Internal systems	Manager Development Assessment & Regulation
Customer Service response times	As per the Service Standard	Monthly	Internal systems	Manager Development Assessment & Regulation

Strategic plans informing our work.

- Customer Service Charter;
- Community Engagement Strategy;
- Development Control Plans;
- Local Strategic Planning Statement;
- Local Environmental Plan (LEP).

Guiding legislation

- Environmental Planning and Assessment Act 1979;
- Local Government Act 1993;
- Protection of the Environment Operations Act 1997;
- Companion Animal Act 1998;
- Fines Act 1998;
- Public Spaces (Unattended Property Act) 2021;
- Rural Fires Act 1997;
- Protection of the Environment Operations Act (POEO) 1997;
- Protection of the Environment Operations Act (POEO) Clean Air 2010;
- Roads Act 1993;
- Road Rules Act 2014.



Service Levels

Compliance matters are serviced 24 hours a day, 7 days a week.. The team responds to matters outside of business hours using an on-call roster and is guided by a risk matrix which helps to prioritise matters of urgency or high importance.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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Communities & Place

Priority Actions 2024/25	Measure	Annual Target	Responsible Officer
Implement an inspection regime to ensure satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health	% of planned on-site sewage management systems inspections completed % of failed on-site sewage management systems where by regulatory action has commenced	June 2025	Coordinator Compliance & Regulation
Implement a program of food inspections	% of food businesses achieving good, very good and excellent food star rating	June 2025	Coordinator Compliance & Regulation
Implement a swimming pool inspection program	% of planned swimming pool inspections undertaken	June 2025	Coordinator Compliance & Regulation
Undertake proactive ranger patrols in order to meet the needs of the community and council	No. of proactive ranger patrols	June 2025	Coordinator Compliance & Regulation

20 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Compliance and Regulation	Original	Q3 2023	Draft
 Coordinator, Compliance and Regulation	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	101,600	56,600	66,224
Interest & Investments Revenue	-	-	-
Other Revenues	367,630	197,630	398,100
Grants & Contribution - Operating	47,698	52,218	32,000
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	516,928	306,448	496,324
Expenses			
Employee Costs	1,533,484	1,433,482	2,036,833
Borrowing Costs	-	-	-
Materials & Services	68,800	330,012	66,724
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	243,012	243,012	211,138
Total Expenses	1,845,296	2,006,506	2,314,695
Net Operating Result	(1,328,368)	(1,700,059)	(1,818,371)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	16.0		18.0

DEVELOPMENT AND REGULATORY SERVICES

2. Development Engineering Services

Delivery Program Activities 2023-2025

1. Provide reliable technical advice in relation to stormwater, water and sewer infrastructure associated with development applications to ensure impacts on the community and places are appropriately managed.
2. Assess and determine applications for works within the road for safe, functional and attractive places.
3. Assess and determine applications for stormwater, water and sewer works to ensure impacts on the community and places are appropriately managed and mitigated.
4. Undertake timely and professional civil certification inspections relating to developments including roads, pavements, stormwater drainage, flood management, traffic management and on-site detention infrastructure.
5. Provide advice and assistance to landowners, customers and the community on technical engineering matters, including expert advice to compliance and enforcement activities where required.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Determination time for processing s.138 Roads Act applications	21 days	Bi-annually	P&R	Coordinator Development Engineering
Determination time for processing s.68 Local Government Act applications	21 days	Bi-annually	P&R	Coordinator Development Engineering
Determination time for processing Subdivision Work Certificate applications	20 days	Bi-annually	P&R	Coordinator Development Engineering
Determination time for processing Subdivision Certificate applications	80 days	Bi-annually	P&R	Coordinator Development Engineering
Review and response time for Development Application Engineering referrals	21 days	Bi-annually	P&R	Coordinator Development Engineering

Strategic plans informing our work.

- Local Environmental Plan;
- Development Control Plans.

Guiding legislation



- Environmental Planning and Assessment Act 1979;
- Local Government Act 1993;
- Roads Act 1993.

Service Levels

Services are provided all year round, Monday to Friday within business hours. Services can be booked online, over the phone or in person. Fee payments can be made over the phone or in person only.

- Site Inspections – Monday to Friday 8:30-4:30PM
- Payment of fee quotes – Monday to Friday 8:30-4:00PM
- Customer enquires – Monday to Friday 8:30-4:30PM
- Duty Engineer appointments – Bookings via website

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Provide efficient, timely assessments of applications	80% of applications determined within endorsed service levels	June 2025	Coordinator Development Engineering

21	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
	Income & Expenses - Development Engineering	Original	Q3 2023	Draft
	Coordinator, Development Engineering	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
	Rates & Annual Charges	-	-	-
	User Charges & Fees	-	-	-
	Interest & Investments Revenue	-	-	-
	Other Revenues	-	-	-
	Grants & Contribution - Operating	-	-	-
	Grants & Contribution - Capital	-	-	-
	Internal Income	-	-	149,520
	Total Income	-	-	149,520
Expenses				
	Employee Costs	681,605	531,606	706,976
	Borrowing Costs	-	-	-
	Materials & Services	-	720,000	-
	Depreciation	-	-	-
	Other Expenses	-	-	-
	Internal Expenses	25,944	25,944	113,744
	Total Expenses	707,549	1,277,550	820,720
	Net Operating Result	(707,549)	(1,277,550)	(671,200)
	Staff Establishment	FY2023/24		FY2024/25
	Budgeted Full Time Equivalents (excluding Casuals)	6.0		6.0



DEVELOPMENT AND REGULATORY SERVICES

3. Development Assessment, which includes Fast Track Services and Portal Support

Delivery Program Activities 2023-2025

1. Provide planning and design advice and guidance to landowners, customers and the community on appropriate use of land, character and form of buildings and planning approval pathways.
2. Assess and determine applications for housing, business, industrial, agricultural and tourist development to ensure proposals meet the local planning objectives and are appropriately located and designed.
3. Assess dwelling entitlement applications to confirm undersized rural lots able to accommodate a dwelling.
4. Provide expert advice, negotiate and defend legal appeals on development decisions to achieve optimal outcomes for the community and satisfy local planning objectives.
5. Continuously review processes and policies to ensure that the team is delivering quality service, robust assessment and positive development outcomes that meet the needs and aspirations of the community.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Fee quoting of applicants accepted for lodgement	14 days	Monthly	NSW Planning Portal	Manager Development Assessment & Regulation
Pre-lodgement meeting date	Within 21 days of submitting request	Bi-annually	P&R	Manager Development Assessment & Regulation
Provision of pre-lodgement meeting advice	Within 7 days of meeting	Bi-annually	P&R	Manager Planning Assessment & Regulation
Determination times for processing development applications	Fast Track Development Type - 50 days General Development Type - 80 days Major Development Type - 150 days	Monthly	NSW Planning Portal	Manager Development Assessment & Regulation
Compliance with legislation	100%	Annual	Internal Audit	Manager Development Assessment & Regulation

Strategic plans informing our work.

- Local Environmental Plan;
- Local Strategic Planning Statement;
- Development Control Plan (DCP).

Guiding legislation

- Environmental Planning and Assessment Act 1979, and Environmental Planning Instruments made under this act, including State Environmental Planning Policies, Local Environmental Plan;
- Environmental Planning and Assessment Regulations 2021;
- Rural Fires Act 1997;
- Water Management Act 2000;
- Heritage Act 1977;
- Protection of Environment Operations Act 1997;
- Biodiversity Conservation Act 2016.

Service Levels

Services are provided all year round, Monday to Friday within business hours. Services can be booked online, over the phone or in person. Fee payments can be made over the phone or in person only.

- Payment of fee quotes – Monday to Friday 8:30-4:00PM
- Customer enquires – Monday to Friday 8:30-4:30PM
- Pre-lodgement meetings – Bookings via website
- Duty Planner appointments – Bookings via website



Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Review and streamline development application conditions of consent	Review completed	December 2024	Coordinator Fast Track
Provide efficient, timely development assessment services, including pre-DA support	Assessment times in line with endorsed service levels	June 2025	Manager Development Assessment & Regulation
Undertake a heritage assessment of all development applications relating to heritage items or conservation	100% of eligible applications are referred to Heritage Advisor Referral response <20 days	June 2025	Coordinator Development Assessment
Conduct two community information forums per annum	Two forums held. One for owner builders and one for industry	June 2025	Coordinator Fast Track

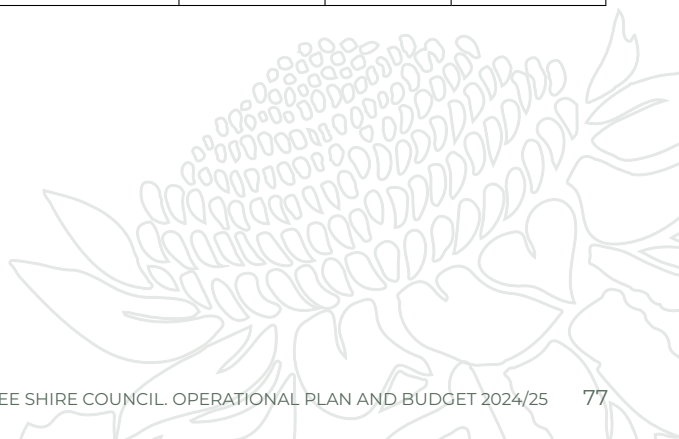
**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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DEVELOPMENT AND REGULATORY SERVICES

22 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
Income & Expenses - Development Assessment		Original	Q3 2023
Coordinator, Development Assessment		Budget 2023/24	Budget 2023/24
		Draft	Budget 2024/25
Income			
Rates & Annual Charges		-	-
User Charges & Fees	3,942,693	4,207,693	4,243,850
Interest & Investments Revenue	-	-	-
Other Revenues	9,000	159,000	27,100
Grants & Contribution - Operating	100,067	100,067	100,000
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	4,051,760	4,466,760	4,370,950
Expenses			
Employee Costs	693,548	543,548	908,701
Borrowing Costs	-	-	-
Materials & Services	911,450	3,251,450	979,700
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	52,190	52,190	64,718
Total Expenses	1,657,188	3,847,188	1,953,119
Net Operating Result	2,394,573	619,572	2,417,831
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	5.0		6.0

23 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
Income & Expenses - Fast Track Assessment		Original	Q3 2023
Coordinator, Fast Track Team		Budget 2023/24	Budget 2023/24
		Draft	Budget 2024/25
Income			
Rates & Annual Charges		-	-
User Charges & Fees		-	-
Interest & Investments Revenue		-	-
Other Revenues		-	-
Grants & Contribution - Operating		-	-
Grants & Contribution - Capital		-	-
Internal Income			
Total Income	-		-
Expenses			
Employee Costs	364,649	299,649	378,996
Borrowing Costs	-	-	-
Materials & Services	-	370,000	-
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	9,600	9,600	53,573
Total Expenses	374,249	679,249	432,569
Net Operating Result	(374,249)	(679,249)	(432,569)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	4.0		6.0

24	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
 Income & Expenses - Portal Management		Original	Q3 2023	Draft
 Coordinator, Portal Management		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		364,996	314,996	347,346
Borrowing Costs		-	-	-
Materials & Services		-	-	-
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		9,609	9,609	9,302
Total Expenses		374,605	324,605	356,649
Net Operating Result		(374,605)	(324,605)	(356,649)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		4.0		3.0





ENVIRONMENT AND SUSTAINABILITY

Responsible Officer: Manager Environment and Sustainability

Supporting Wingecarribee 2041

Environment and Sustainability works to support our unique natural environment helping to ensure it is not only valued but protected, enhanced and resilient.

The service area supports the Council and community to adopt renewable energies and reduce our environmental footprint. This is achieved through coordinated strategy, planning, education and delivery of key environmental programs and projects that work to preserve our environment.

In partnership with the community and our many volunteers, it actively manage the Shire's natural assets, including bushland, and encourage sustainable living; leading the Council's response on climate change and bushfire hazards.

Environment and Sustainability consists of three Principal Activity Areas.

1. Bushland and Biosecurity.
2. Natural Resources Management.
3. Sustainability Services.

It is a key contributor to the themes of 'Environment' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 4.1 A protected, healthy and diverse natural environment

Goal 4.2 A community that lives sustainably for the betterment of the planet

Goal 4.3 A low-waste community

Goal 4.4 A resilient Shire that takes action on climate change

Goal 5.2 Sustainable business and industry work in harmony with local community and environment

Goal 5.3 A thriving and diverse agricultural industry

Communities & Place

25 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Environment and Sustainability		Original	Q3 2023	Draft
Manager, Environment & Sustainability		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		175,508	175,508	189,727
Borrowing Costs		-	-	-
Materials & Services		23,274	23,274	27,570
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		206,308	206,308	194,567
Total Expenses		405,090	405,090	411,865
Net Operating Result		(405,090)	(405,090)	(411,865)
Net Operating Result before Capital Income		(405,090)	(405,090)	(411,865)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		1.0		1.0

ENVIRONMENT AND SUSTAINABILITY

1. Bushland and Biosecurity

Delivery Program Activities 2023-2025

1. Provide bush regeneration and environmental management services for Council's bushland reserves .
2. Provide a Bushcare volunteer program to engage the community and assist bush regeneration works on Council reserves.
3. Monitor and regulate biosecurity (weed) threats within Wingecarribee Shire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Bushcare volunteer hours	Increasing	Quarterly	Quarterly performance report	Team leader Bushland and Biosecurity
Number of bushcare workshops held annually	80	Quarterly	Quarterly performance report	Team leader Bushland & Biosecurity
Hectares of biosecurity weeds controlled annually	Weed management across 80% of bushland reserves	Quarterly	Quarterly performance report	Team leader Bushland & Biosecurity
Number of biosecurity inspections on private land completed annually	800 inspections	Quarterly	Quarterly performance report	Team leader Bushland & Biosecurity
Number of high biosecurity risk pathways and sites inspected annually	Inspection of 100 high risk sites and 80% of all high risk pathways	Quarterly	Quarterly performance report	Team leader Bushland & Biosecurity

Strategic plans informing our work

- Environment and Climate Change Strategy
- South East Regional Strategic Weed Management Plan;
- Local Strategic Weed Management Plan (in draft);
- Bushland Reserves Annual Work Plans;
- Pesticide Notification Plan;
- Wollondilly / Wingecarribee Bushfire Risk Management Plan (Rural Fire Service);
- Plans of Management for Natural Areas (Community and Crown Land);
- Mt Gibraltar Heritage Reserve Plan of Management (in draft);
- Roadside Management Plan.

Guiding legislation

- Biodiversity Conservation Act 2016;
- Biosecurity Act 2015;
- Environmental Planning and Assessment Act 1979;
- Environment Protection and Biodiversity Conservation Act 1999;
- Fisheries Management Act 1994;
- Local Government Act 1993;
- Protection of the Environment Operations Act 1997;
- Rural Fires Act 1997.



Service Levels

Bushland management services are delivered in accordance with Plans of Management for Council reserves. The team supports community participation in its Bushcare volunteer program and delivers regular educational activities and community plantings. At the time of preparing this Plan, Council was supporting 12 bushcare groups at seven locations. The Biosecurity weeds program includes inspection of community land, private land, commercial premises and retail outlets to prevent the spread of biosecurity weeds and minimise the impact on the local environment, agriculture and economy.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Communities & Place

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Supply local plants for use in Council reserve revegetation works and community projects	Number of plants dispatched Supply of plants for five reserve regeneration projects and three community projects	June 2025	Team Leader Bushland & Biosecurity
Investigate a model for expanding the bushcare program and increase the number of volunteers	Model developed	June 2025	Team Leader Bushland & Biosecurity
Increase the capacity and skills of volunteers assisting the Bushcare Program	Number of Bushcare volunteers and volunteer hours increasing on previous year's results	June 2025	Team Leader Bushland & Biosecurity
Undertake biosecurity weed inspections along high risk pathways and sites	100 high risk sites and 80% of high risk pathways inspected	June 2025	Team Leader Bushland & Biosecurity
Complete weed control in high environmental value bushland reserves	80% of bushland reserves managed	June 2025	Team Leader Bushland & Biosecurity

26 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Bush Care	Original	Q3 2023	Draft
 Team Leader, Bush Care	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	5,362	5,362	3,646
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	90,000	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	5,362	95,362	3,646
Expenses			
Employee Costs	618,563	618,563	658,152
Borrowing Costs	-	-	-
Materials & Services	233,203	218,129	120,917
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	16,284	16,284	89,550
Total Expenses	868,050	852,976	868,618
Net Operating Result	(862,688)	(757,614)	(864,972)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	7.0		7.0

ENVIRONMENT AND SUSTAINABILITY

2. Natural Resources Management

Delivery Program Activities 2023-2025

1. Prepare strategies, plans and procedures that support environmental management and conservation activities across the Shire.
2. Undertake key species protection projects.
3. Manage bushfire risk and hazards on land under Council care and control in partnership with NSW Rural Fire Service.
4. Build community capacity for biodiversity and natural area monitoring and management through citizen science and education activities.
5. Implement private land conservation strategies.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of natural resource projects completed or progressed in accordance with annual targets	10	Quarterly	Quarterly performance report	Coordinator Natural Resource Projects
Number of rabbit control actions delivered	Four control actions	Quarterly	Quarterly performance report	Coordinator Natural Resource Projects
Number of environmental newsletters issued	Four	Annual	Quarterly performance report	Coordinator Natural Resource Projects
Number of Land for Wildlife properties registered	20	Quarterly	Quarterly performance report	Coordinator Natural Resource Projects
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Environment and Climate Change Strategy;
- NSW Koala Strategy;
- South East Regional Strategic Weed Management Plan;
- South East Vertebrate Pest Management Plan;
- Local Strategic Weed Management Plan (in draft);
- Plans of Management for Natural Areas (Community and Crown Land);
- Mt Gibraltar Heritage Reserve Plan of Management (in draft);
- Roadside Management Plan;
- Wollondilly / Wingecarribee Bushfire Risk Management Plan (Rural Fire Service).

Guiding legislation

- Environmental Planning and Assessment Act 1979;
- Environment Protection and Biodiversity Conservation Act 1999;
- Fisheries Management Act 1994;
- Local Government Act 1993;
- Protection of the Environment Operations Act 1997;
- Rural Fires Act 1997.

Service Levels



The Natural Resources team delivers a wide variety of advisory and information services to the community and is available Monday to Friday for general enquiries. Information covers topics such as swooping birds and advice on living with or near wildlife; rabbit infestations, monitoring and control methods; backyard burning; bushfire hazards and preparedness; native fauna and flora; natural area restoration; plan of management implementation and upcoming events and workshops. Landholders receive support and advice on how to live in a rural setting as well as information on natural resource management and biodiversity conservation programs.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Communities & Place

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Plan and implement conservation actions for the Southern Highlands Shale Woodland (SHSW) including rehabilitation and new plantings	Number of community engagement activities Area of SHSW restored Road length (km) treated for priority weeds	June 2025	Coordinator Natural Resources
Support existing Land for Wildlife members and encourage new registrations by holding field days and promotion of community events	Number of new LFW registrations Number of e-newsletters Number of community events/ workshops	June 2025	Coordinator Natural Resources
Support existing Habitat for Wildlife members and encourage new registrations by holding field days and promotion of community events	Number of new HFW registrations Number of e-newsletters Number of community events/ workshops	June 2025	Coordinator Natural Resources
Implement key actions from the NSW Koala Strategy Regional Partnership including: <ul style="list-style-type: none"> Maintain the Roadkill Mitigation Program Implement the Koala Habitat restoration projects on private land. 	Number of Koala events Numbers of Roadkill	June 2025	Coordinator Natural Resources
Implement habitat restoration along Mittagong Creek in Bowral to protect biodiversity	Number of trees planted Number of community tree planting days held Number of surveys of aquatic wildlife School children engaged	June 2025	Coordinator Natural Resources
Deliver education and training to Bushcare volunteers such as: plant ID Workshops, Apps training and Bushcare techniques	Number of participants.	June 2025	Coordinator Natural Resources
Deliver biodiversity education and support to the community including: <ul style="list-style-type: none"> Schools Environment Day Turtle and Frog Tours at Lake Alexandra Bird Count Pollinator week Bioblitzes 	Number of participants	June 2025	Coordinator Natural Resources
Implement biodiversity actions from Plans of Management to protect natural habitats	Number of actions completed	June 2025	Coordinator Natural Resources
Implement priority actions from the Bush Fire Risk Management Plan to keep the Shire safe	Number of actions completed	June 2025	Coordinator Natural Resources
Implement cultural burns in Council bushland reserves to minimise bushfire risk	Two cultural burns undertaken	June 2025	Coordinator Natural Resources

ENVIRONMENT AND SUSTAINABILITY

27 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Natural Resources Projects	Original	Q3 2023	Draft
 Coordinator, Natural Resources Projects	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	448,333	344,400	229,149
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	448,333	344,400	229,149
Expenses			
Employee Costs	506,096	506,095	566,987
Borrowing Costs	-	-	-
Materials & Services	702,550	1,248,765	453,714
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	40,039	40,039	60,352
Total Expenses	1,248,685	1,794,899	1,081,054
Net Operating Result	(800,352)	(1,450,499)	(851,905)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	5.0		5.0



ENVIRONMENT AND SUSTAINABILITY

3. Sustainability Services

Delivery Program Activities 2023-2025

1. Promote, develop and implement sustainability and energy management projects across Council assets and community infrastructure.
2. Monitor and report on Council's energy consumption and greenhouse gas emissions.
3. Promote environmentally sustainable practices within Council and the community.
4. Develop and maintain strategic documents guiding Council's resource efficiency, environmental impact and climate change responses.
5. Undertake environmental monitoring and reporting (including flora, fauna and waterways)
6. Collaborate with key community and government agencies in the field of environment, water and health.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Quality of drinking water (meeting standards)	400 samples undertaken	Quarterly	NSW Health Database	Coordinator Sustainability Services
Number of Sustainability Us events held.	12	Quarterly	Quarterly performance report	Coordinator Sustainability Services
Development and implementation of the Community Emissions Action Plan	Implementation commenced. Budgeted items commenced	Quarterly	Quarterly performance report	Coordinator Sustainability Services
Community solar installation uptake	5% increase in solar uptake from 2023/2024	Quarterly	Australian Photo Voltaic Institute data	Coordinator Sustainability Services
Progress made towards the Project Green Program	Schools Environment Day completed. Four newsletters produced.	Quarterly	Quarterly performance report	Coordinator Sustainability Services
Number of community education campaigns	Six campaigns	Quarterly	Quarterly performance report	Coordinator Sustainability Services
Effectiveness of community sustainability resources	Feedback from community campaigns collected and analysed	Biannual	Quarterly performance report	Coordinator Sustainability Services
Council greenhouse gas emissions	Annual greenhouse gas emissions calculated and published	Annually	Quarterly performance report	Coordinator Sustainability Services

Strategic plans informing our work.

- Environment and Climate Change Strategy;
- Council Emissions Reduction Plan (in draft);
- Climate Change Adaptation Plan;
- Community Engagement Strategy;
- Bicycle Strategy for Mittagong, Bowral & Moss Vale;
- Bowral Parking, Traffic and Transport Strategy;
- Southern Highlands Destination Strategy 2020 - 2030.

Guiding legislation



- Environmental Planning and Assessment Act 1979;
- Environment Protection and Biodiversity Conservation Act 1999;
- Fisheries Management Act 1994;
- Local Government Act 1993;
- Protection of the Environment Operations Act 1997;
- Climate Change (Emissions Targets) Bill 2021;
- Biosecurity Act 2015;
- Environmental Planning and Assessment Act 1979.

Service levels

The service is available five days a week, Monday to Friday with occasional out of hours work, and offers a wide variety of advisory and information services. The team is responsible for managing key environmental events including Schools Environment Day and Greener Footprint Fair. It also promotes community sustainability actions through the provision of small grants delivered through the annual Community Assistance Scheme.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Deliver the Sustainable Us community education campaign to increase knowledge about sustainable living in the face of climate change	Number of events delivered Community participation	June 2025	Coordinator Sustainability
Conduct drinking water sampling to ensure quality compliance with NSW Health guidelines	Number of samples submitted to NSW Health	June 2025	Coordinator Sustainability
Provide solar and battery promotion programs to improve uptake in the Shire	Amount of solar installations across the Shire (5% increase on 2023/24)	June 2025	Coordinator Sustainability
Support the increase in electric vehicle charging facilities across the Shire through grant applications and community support	Amount of electric vehicle charging facilities in the Shire increasing on 2023/24	June 2025	Coordinator Sustainability
Deliver the Project Green schools sustainability education program including the delivery of Schools Environment Day	Four annual newsletters distributed. Schools Environment Day delivered Schools engagement tracker updated	June 2025	Coordinator Sustainability
Monitor and report on Council's greenhouse gas emissions	Annual greenhouse gas emissions completed, and data reported to the community.	June 2025	Coordinator Sustainability
Scope and deliver energy efficiency and solar improvements to Council infrastructure	Number and scale of projects. Reporting on Revolving Energy Fund (REFund) projects	June 2025	Coordinator Sustainability
Support community sustainability activities with grants delivered through the Community Assistance Scheme	Number of activities supported	June 2025	Coordinator Sustainability

ENVIRONMENT AND SUSTAINABILITY

28 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Sustainability Services	Original	Q3 2023	Draft
 Coordinator, Sustainability Services	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	150,000	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	150,000	-
Expenses			
Employee Costs	492,912	311,987	533,637
Borrowing Costs	-	-	-
Materials & Services	91,265	259,666	107,517
Depreciation	-	-	-
Other Expenses	12,000	12,000	16,000
Internal Expenses	12,979	12,979	11,357
Total Expenses	609,156	596,632	668,511
Net Operating Result	(609,156)	(446,632)	(668,511)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	5.0		5.0

Communities & Place





Communities and Place



WASTE AND RESOURCE MANAGEMENT

Responsible Officer: Manager Waste and Resource Management

Supporting Wingecarribee 2041

Each year, thousands of tonnes of waste is accumulated within the Shire.

The Resource Management and Waste service area focuses on minimising this waste, increasing recycling and treatment of waste and diverting waste from landfill.

These services are critical to ensuring not only a more sustainable Shire, but a cleaner, healthier and safer environment.

It also works with stakeholders to educate the community about the impacts of waste and how waste can be avoided or reduced.

Waste and Resource Management consists of two Principal Activity areas:

1. Resource Recovery.
2. Waste Services.

It is a key contributor to the Community Strategic Plan theme of 'Environment' and support the following goals from Wingecarribee 2041.

Goal 3.3 Liveable and sustainable communities



Goal 4.1 A protected, healthy and diverse natural environment.

Goal 4.2 A community that lives sustainably for the betterment of the planet.

Goal 4.3 A low-waste community

Goal 4.4 A resilient Shire that takes action on climate change.

Communities & Place

29 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Waste & Resource Recovery	Original	Q3 2023	Draft
 Manager, Waste & Resource Recovery	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	728,477	728,477	415,687
Total Income	728,477	728,477	415,687
Expenses			
Employee Costs	174,140	87,140	210,815
Borrowing Costs	-	-	-
Materials & Services	-	-	-
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	554,337	554,337	204,871
Total Expenses	728,477	641,477	415,687
Net Operating Result	-	87,000	-
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	1.0		1.0

WASTE AND RESOURCE MANAGEMENT

1. Resource Recovery

Delivery Program Activities 2023-2025

1. Provide timely, high quality and affordable waste services to the community through provision of a waste and recycling centre and kerbside collection service.
2. Provide public place bins and litter collection services across the Shire.
3. Deliver Council waste and recycling projects.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Kerbside waste diversion rates	Increase to 59%	Annual	Waste management system	Manager Waste & Resource Recovery
Waste (total) diversion rate	Increase to 56%	Annual	Waste management system	Manager Waste & Resource Recovery
Average kilograms of waste per resident	Reduce 5% to 32.5kg	Annual	Contract performance report	Manager Waste & Resource Recovery
Average kilograms of recycling per resident	Increase 10% to 19kg	Annual	Contract performance report	Manager Waste & Resource Recovery
Missed kerbside collection services	Improving	Annual	Contract performance report	Coordinator Waste Services

Strategic plans informing our work.

- Environment and Climate Change Strategy;
- Resource and Waste Management Strategy.

Guiding legislation

- Local Government Act 1993 ;
- Protection of the Environment Operation Act 1997 ;
- Waste Avoidance and Resource Recovery Act 2001;
- Work Health and Safety Act 2011.

Service Levels

Resource Recovery services are provided seven days a week through the Resource Recovery Centre and the Community Recycling Centre, 7am-4pm Monday to Saturday and 7am-1pm on Sundays. Council also offers a Mobile Community Recycling Centre on a rotational roster visiting one community location every Wednesday. Community Recycling Hubs are available throughout the community based upon normal business hours and kerbside collections are bookable most days and are not impacted by Public Holidays.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Deliver Resource Recovery Centre (RRC) Masterplan projects including: <ul style="list-style-type: none"> • Wayfinding • Centre design and Development Application • Waste / litter reduction infrastructure • Site security- CCTV 	Projects planned and delivered to targets	June 2025	Coordinator Resource Recovery Centre
Investigate equipment to improve material recovery and efficiency.	Investigation completed and recommendations report prepared.	June 2025	Coordinator Resource Recovery Centre
Implement operational changes to support the new disposal/ processing contract to ensure no adverse impacts to service levels	Implementation of delivery models. Resource changes planned and implemented. Service levels maintained.	June 2025	Coordinator Resource Recovery Centre
Identify opportunities to increase the % of waste diverted from landfill	5% improvement diversion from landfill (non-kerbside waste)	June 2025	Coordinator Resource Recovery Centre
Identify resale opportunities and processing partners for recovered material to increase profitability	Investigation completed and recommendations report prepared.	June 2025	Coordinator Resource Recovery Centre

30 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Resource Recovery Centre Operations		Original	Q3 2023	Draft
Coordinator, Resource Recovery Centre Operations		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		3,644,500	3,142,000	3,968,560
Interest & Investments Revenue		-	-	-
Other Revenues		447,300	437,300	464,775
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		5,182,168	5,182,168	6,856,680
Total Income		9,273,968	8,761,468	11,290,015
Expenses				
Employee Costs		1,150,831	1,006,831	1,155,925
Borrowing Costs		-	-	-
Materials & Services		5,531,534	5,085,928	7,420,658
Depreciation		-	-	-
Other Expenses		1,094,978	1,201,978	1,105,000
Internal Expenses		544,911	544,911	743,547
Total Expenses		8,322,254	7,839,647	10,425,130
Net Operating Result		951,715	921,821	864,885
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		13.0		12.0

31 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
RRC Operations		200,000	200,000	200,000	200,000	200,000	200,000	800,000
	Other	200,000	200,000	200,000	200,000	200,000	200,000	800,000
Grand Total		200,000	200,000	200,000	200,000	200,000	200,000	800,000

WASTE AND RESOURCE MANAGEMENT

2. Waste Services

Delivery Program Activities 2023-2025

1. Manage domestic waste, recycling and organics collection contracts.
2. Provide high impact waste minimisation and recycling education programs.
3. Facilitate the reduction of the volume of waste going to landfill.
4. Plan for future waste management needs of a growing Shire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Kerbside waste diversion rates	Increase to 59%	Annual	Waste management System	Manager Waste & Resource Recovery
Waste (total) diversion rate	Increase to 56%	Annual	Waste management System	Manager Waste & Resource Recovery
Average kilograms of waste per resident	Reduce 5% to 32.5kg	Annual	Contract performance Report	Manager Waste & Resource Recovery
Average kilograms of recycling per resident	Increase 10% to 19kg	Annual	Contract performance Report	Manager Waste & Resource Recovery
Missed kerbside collection services	Improving	Annual	Contract performance Report	Coordinator Waste Services

Strategic plans informing our work.

- Environment and Climate Change Strategy (in draft);
- Resource and Waste Management Strategy.

Guiding legislation

- Local Government Act 1993;
- Protection of the Environment Operation Act 1997;
- Waste Avoidance and Resource Recovery Act 2001;
- Work Health and Safety Act 2011.



Service Levels

Residents are generally provided with waste services from Monday to Friday between the hours of 6:00am and 4:00pm. Council's Reuse Facility operates seven days a week, 9:00am-3:00pm Monday to Saturday and 9:00am-12:00pm on Sundays. (Closed on public holidays).

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Communities & Place

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Deliver the Waste Educational Plan including at key community events	1,000 participants/ community engagements	June 2025	Coordinator Waste Services
Transition the Waste disposal/ processing services to new provider	Contract managed to contract management plan and transition plan	June 2025	Coordinator Waste Services
Develop a contract transition plan for the new kerbside collection contract to ensure services are not adversely impacted	Investigation completed and report prepared	June 2025	Coordinator Waste Services
Investigate and develop a plan for procurement of waste collection/ disposal services for beyond 2029	Investigation completed and report prepared	June 2025	Coordinator Waste Services
Operate the community's reuse and upcycling centre; diverting waste from landfill and providing resalable items to the community	No. of Customers increase by 5% Volume of waste recovered increased by 5% Profitability maintained in line with budget	June 2025	Coordinator Waste Services
Upgrade the reuse and upcycling centre to improve the customer experience and create a community space	Design and layout approved. Project completed to budget	March 2025	Coordinator Waste Services
Identify and review potential additional waste facility locations within the Shire for both collections and community drop offs	Investigation completed and report prepared	June 2025	Coordinator Waste Services

32 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Waste Services	Original	Q3 2023	Draft
 Coordinator, Waste Services	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	11,186,000	11,186,000	11,973,000
User Charges & Fees	427,105	456,097	386,000
Interest & Investments Revenue	-	-	-
Other Revenues	73,313	79,009	444,500
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	69,500	69,500	87,700
Total Income	11,755,918	11,790,605	12,891,200
Expenses			
Employee Costs	758,277	964,277	1,016,065
Borrowing Costs	-	-	-
Materials & Services	4,121,227	4,128,945	5,333,351
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	5,804,787	5,804,787	7,004,103
Total Expenses	10,684,291	10,898,009	13,353,518
Net Operating Result	1,071,627	892,596	(462,318)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	8.0		10.1



BUSINESS AND PROPERTY SERVICES

Responsible Officer: Manager Business and Property Services

Supporting Wingecarribee 2041

The purpose of the Business and Property service is to provide high level advice to the business and tourism sectors and manage a range of commercial businesses and property projects. The service is tasked with identifying alternative revenue streams to reduce reliance on rate revenue.

The property portfolio covers assets including community and operational land and the management of commercial and community leases as well as all property statutory matters.

The Tourism and Events team is responsible for attracting large scale events to the area, managing the Bowral Memorial Hall and delivering Council's signature events such as Australia Day and Tulip Time.

Business and Property consists of five Principal Activity areas:

1. Animal Shelter.
2. Out of School Hours Service.
3. Property Services.
4. Southern Region Livestock Exchange.
5. Tourism and Events.

The service area is a key contributor to the themes of 'People' and 'Economy' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

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

Goal 2.1 A happy, healthy, active and resilient community.

Goal 2.2 An inclusive community where everyone can participate in community life.

Goal 2.3 A creative, diverse and vibrant community.



Goal 4.2 A community that lives sustainably for the betterment of the planet.

Goal 5.1 People want to visit, work and invest in the Shire.

Goal 5.2 Sustainable business and industry work in harmony with local community and environment.

Goal 5.3 A thriving and diverse agricultural industry.

Corporate Strategy & Resourcing

33 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Business and Property Services	Original	Q3 2023	Draft
 Manager, Business and Property Services	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	203,203	203,203	213,113
Borrowing Costs	-	-	-
Materials & Services	-	-	2,000
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	177,090	177,090	189,187
Total Expenses	380,293	380,292	404,300
Net Operating Result	(380,293)	(380,292)	(404,300)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	1.0		1.0

BUSINESS AND PROPERTY SERVICES

1. Animal Shelter

Delivery Program Activities 2023-2025

1. Conduct activities required under the Companion Animals Act.
2. Return companion animals to their rightful owners and ensure all details including registration are up to date.
3. Rehome as many companion animals as possible.
4. Provide volunteering opportunities.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage of animals rehomed	Animals with no behavioural issues to be rehomed	Half yearly	ECM	Animal Shelter Team Leader
Number of animals microchipped	5% increase on previous year	Half yearly	ECM	Animal Shelter Team Leader
Compliance with regulations and reporting requirements	100%	Quarterly	ECM	Animal Shelter Team Leader
Customer satisfaction	Improving by 5% year on year	Biennial	Community Survey	Manager Business & Property

Strategic plans informing our work.

- Asset Management Policy and Strategy;
- Community Engagement Strategy;
- Customer Service Charter.

Guiding legislation



- Companion Animals Act 1998;
- Impounding Act NSW 1993.

Service Levels

The Wingecarribee Animal Shelter is located in Moss Vale and operates seven days a week: 10:00am to 4:00pm Monday to Friday and until noon on Saturdays and Sundays. Appointments are required for enquiries about adopting cats or dogs as well as animal surrenders. Volunteers support the facility seven days a week (dog walkers) and provide valuable assistance to animals in care.

Priority Action 2024/25	Measure	Timeframe	Responsible Officer
Establish operations at the new Animal Shelter in Moss Vale as part of the multi-million dollar SES facility	Operationalise new shelter	January 2025	Manager Business & Property
Deliver community education programs on responsible pet ownership including desexing, microchipping and registration	Reduced intake of unidentified cats and kittens by 20% reduction	June 2025	Animal Shelter Team Leader

Corporate Strategy & Resourcing

34	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
	Income & Expenses - Animal Shelter	Original	Q3 2023	Draft
	Coordinator, Animal Shelter	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
	Rates & Annual Charges	-	-	-
	User Charges & Fees	49,270	94,270	109,400
	Interest & Investments Revenue	-	-	-
	Other Revenues	-	-	-
	Grants & Contribution - Operating	-	-	-
	Grants & Contribution - Capital	-	-	-
	Internal Income			
	Total Income	49,270	94,270	109,400
Expenses				
	Employee Costs	351,233	326,233	445,459
	Borrowing Costs	-	-	-
	Materials & Services	155,200	155,200	168,996
	Depreciation	-	-	-
	Other Expenses	-	-	-
	Internal Expenses	9,247	9,247	24,926
	Total Expenses	515,680	490,680	639,381
	Net Operating Result	(466,410)	(396,410)	(529,981)
	Staff Establishment	FY2023/24		FY2024/25
	Budgeted Full Time Equivalents (excluding Casuals)	5.2		5.3

BUSINESS AND PROPERTY SERVICES

2. Outside School Hours Care Service

Delivery Program Activities 2023-2025

1. Provide affordable outside school hours care services that meet market demand and support families.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage of utilisation against licenced numbers	10% increase year on year	Annual at end of school year	Attendance records from the service	Manager Business and Property
Compliance with legislation and regulations	100%	Quarterly	Departmental compliance notices issued	Manager Business and Property

Strategic plans informing our work.

- Customer Service Charter.

Guiding legislation



- National Quality Standards.

Service Levels

Wingecarribee's Oosh Service operates out of Mittagong Public School, five days a week, offering both before and after school care during the school term, and all day during the school holidays. Before school care (BSC) runs between 6:30am and 8:30am; After School Care (ASC) runs between 2:30pm and 6:00pm; Vacation Care Service operates from 8:00am to 6:00pm weekdays.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Investigate options to increase the number of Out of School Hours care services	Increased licenced capacity	December 2025	Manager Business and Property
Deliver activities for Out of School Hours Educators Day	Participant feedback	July 2024	Out of School Hours Supervisor

Corporate Strategy & Resourcing

35	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
	Income & Expenses - Out of School Hours Care	Original	Q3 2023	Draft
	Supervisor, Out of School Hours Care	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
	Rates & Annual Charges	-	-	-
	User Charges & Fees	463,129	182,796	205,969
	Interest & Investments Revenue	-	-	-
	Other Revenues	-	-	-
	Grants & Contribution - Operating	639,105	264,792	306,763
	Grants & Contribution - Capital	-	-	-
	Internal Income	-	-	-
	Total Income	1,102,234	447,588	512,732
Expenses				
	Employee Costs	392,973	262,821	408,119
	Borrowing Costs	-	-	-
	Materials & Services	373,035	41,510	47,300
	Depreciation	-	-	-
	Other Expenses	190,000	-	-
	Internal Expenses	11,989	11,989	7,737
	Total Expenses	967,996	316,320	463,156
	Net Operating Result	134,238	131,267	49,577
	Staff Establishment	FY2023/24		FY2024/25
	Budgeted Full Time Equivalents (excluding Casuals)	3.3		3.3

BUSINESS AND PROPERTY SERVICES

3. Property Services

Delivery Program Activities 2023-2025

1. Manage Council's property portfolio.
2. Ensure effective management of Crown Land in accordance with the Crown Lands Management Act 2016.
3. Manage all aspects of leasing and licensing of Council properties.
4. Coordination and administration of land dealings including easements, subdivisions and consolidations.
5. Manage road applications and road closure requests.
6. Manage land acquisition and disposal.
7. Develop Council's property strategies and policies.
8. Oversee maintenance of Council's public land register.
9. Ensure land acquisitions and disposal transactions are undertaken within set timeframes.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Yield on the Property Portfolio	4%-6%	Annual	Property Database	Coordinator Property Services
Customer response times	10 working days	Monthly	CRM	Coordinator Property Services
Compliance with legislative requirements	100%	Quarterly	ECM	Coordinator Property Services

Strategic plans informing our work.

- Property Investment Strategy;
- Strategic Asset Management Plans;
- Wingecarribee Shire Council's Resourcing Strategy.

Guiding legislation

- Local Government Act 1993;
- Roads Act 1993;
- Land Acquisition (Just Terms Compensation) Act 1991;
- Crown Land Management Act 2016;
- Real Property Act 1900;
- Native Title Act 1993.

Service Levels

The Property team provides a range of services five days a week. This includes providing communications with tenants/lessees of Council facilities for renewals of leases and licences; assisting residents affected by acquisitions; assisting residents with road lease and road closure applications; assisting Council officers with general Council property enquiries; assisting residents with general Council property enquiries; and providing Native title advice for projects planned on Crown land.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Complete a review and analysis of the Mount Gibraltar telecommunications tower to improve operations and community outcomes	Investigation completed and recommendations presented to Executive	June 2025	Coordinator Property Services
Complete a review of surplus roads to reduce the need to maintain unformed roads and generate additional income.(LTFP, AMS)*	Investigation completed and increased income generated from road closures	June 2025	Coordinator Property Services
Create a Property Investment Portfolio to support Council's financial and asset management goals (LTFP, AMS)	Portfolio developed	June 2025	Coordinator Property Services
Develop a Property Strategy to ensure assets are being appropriately managed for the long-term benefit of the community (LTFP,AMS)	Strategy adopted by Council	June 2025	Coordinator Property Services

LTFP – Long Term Financial Plan AMS – Asset Management Strategy*

Corporate Strategy & Resourcing

36 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Property Services		Original	Q3 2023	Draft
Coordinator, Property Services		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		53,855	53,855	92,835
Interest & Investments Revenue		-	-	-
Other Revenues		877,499	877,499	1,176,852
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		931,354	931,354	1,269,687
Expenses				
Employee Costs		254,340	254,340	299,305
Borrowing Costs		-	-	-
Materials & Services		125,720	125,720	112,843
Depreciation		-	-	-
Other Expenses		6,346	6,346	7,700
Internal Expenses		62,602	62,602	65,109
Total Expenses		449,009	449,008	484,957
Net Operating Result		482,345	482,346	784,730
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.3		2.4

37 4 YEAR CAPITAL PROGRAM SUMMARY		COORDINATOR LEVEL						DRAFT
Coordinator	Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26**	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Property Service		-	720,000	-	-	-	-	-
	Buildings	-	720,000	-	-	-	-	-
Grand Total		-	720,000	-	-	-	-	-

BUSINESS AND PROPERTY SERVICES

4. Southern Regional Livestock Exchange

Delivery Program Activities 2023-2025

1. Facilitate weekly livestock sales in accordance with required legislation.
2. Provide facilities for the management of livestock from across the shire including those surrendered or affected by an occurrence of nature (fire, flood or biosecurity incident).

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Compliance with legislative and licensing requirements	100%	Quarterly	ECM	Manager Business & Property
Earnings before interest depreciation and amortization (EBIDA)	5% Improvement year on year	Annual	Council Audited Financial Statements	Manager Business & Property

Strategic plans informing our work.

- Environment and Climate Change Strategy.

Guiding legislation

- Local Government Act 1993;
- Biosecurity Act 2015;
- Protection of the Environment Operations Act 1997 (NSW).

Service Levels

The Southern Regional Livestock Exchange (SRLX) is located in Moss Vale and is one of the top 10 cattle saleyards in New South Wales. Opening hours are Monday to Friday 7am to 4pm, with a weekly cattle sale every Wednesday commencing at 8am. In addition to weekly sales, the Exchange also facilitates Private Sales and offers after hours amenities.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Upgrade Saleyard Software Systems and IT infrastructure to improve and streamline processes	Investigate, recommend, and implement Software Systems and Hardware	February 2025	Manager Business & Property
Refurbish the Berrima Road exit gate to improve safety and accessibility	Contractor engaged and project costed	February 2025	Manager Business & Property
Undertake works at the sale yard including: Complete the canteen refurbishment to enable lease of the commercial area Replace half gates in the selling pen area to improve the safety of animals and workers Complete internal painting of walls and floors in the Saleyard auditorium	Complete refurbishment Lease	August 2024 February 2025	Manager Business & Property
Progress recommendations from the agribusiness report to increase usage and leverage off tourism opportunities	Number of recommendations actioned	February 2025	Manager Business and Property

Corporate Strategy & Resourcing

38 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - SRLX		Original	Q3 2023	Draft
Manager, Business & Property		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		1,018,950	1,018,950	1,086,065
Interest & Investments Revenue		-	-	-
Other Revenues		7,500	7,500	8,000
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		1,026,450	1,026,450	1,094,065
Expenses				
Employee Costs		248,199	185,200	280,227
Borrowing Costs		-	-	-
Materials & Services		184,901	204,901	187,485
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		16,739	16,739	70,749
Total Expenses		449,839	406,839	538,460
Net Operating Result		576,611	619,611	555,604
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		3.0		3.0

39 4 YEAR CAPITAL PROGRAM SUMMARY		COORDINATOR LEVEL		DRAFT				
Coordinator	Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26**	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Southern Regional Livestock Exchange		-	303,000	-	-	-	-	-
	Buildings	-	303,000	-	-	-	-	-
Grand Total		-	303,000	-	-	-	-	-

BUSINESS AND PROPERTY SERVICES

5. Tourism and Events

Delivery Program Activities 2023-2025

1. Provide visitor information services at the Visitor Information Centre.
2. Deliver Council's annual flagship event, Tulip Time and Australia Day.
3. Assist events both external to Council and major community events within Council.
4. Source funding for tourism projects, both Government funding and other sponsorship.
5. Deliver successful marketing campaigns to promote the region.
6. Provide incentives and work with stakeholders to attract events to the region.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Numbers and percentage increase of visitors to the Visitor Information Centre	Increasing by 5% annually	Annual	Visitor Centre entrance counter	Coordinator Tourism & Events
Number of visits to the Website and followers on social media	Increasing by 5% annually	Annual	Destination Southern Highlands web page and social media analytics	Coordinator Tourism & Events
Attendee participation in WSC (through Destination Southern Highlands) events	Increasing by 5% annually	Annual	Tulip Time tickets sold, stall and participation numbers (Australia Day)	Coordinator Tourism & Events
Yield from Welcome Centre merchandising operations	Increasing by 5% annually	Annual	Annual Audited Financial Statements	Coordinator Tourism & Events
Industry feedback via annual survey	Participation increase by 5%	Annual	Annual survey	Coordinator Tourism & Events
Attraction of new events to the region	One new regional event per year	Annual	Internal tracking of events in the region	Coordinator Tourism & Events

Strategic plans informing our work.

- Southern Highlands Destination Strategy 2020-2030;
- Canberra Region Economic Development Strategy.

Guiding legislation

- Work Health and Safety Act 2011.



Service Levels

The Tourism and Events team works across a multitude of localities, venues and times to support and promote local and regional tourism activities that activate community spaces, attract investment, and boost the local economy. The Southern Highlands Welcome Centre, an accredited Visitor Information Centre with Destination NSW, is open seven days a week, 362 days of the year. The Destination Southern Highlands website offers information all year round to visitors as well as the local community.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Corporate Strategy & Resourcing

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Establish a Visitor Economy Advisory Panel (VEAP) to provide expert advice on tourism and events	VEAP established, meetings commenced	June 2024	Coordinator Tourism & Events
Review signature events for the Southern Highlands in consultation with the Visitor Economy Advisory Panel (VEAP)	Review completed	June 2025	Coordinator Tourism & Events
Undertake upgrades to the Visitor Information Centre to improve the customer experience and sense of place	Minor building works completed	June 2025	Coordinator Tourism & Events
Investigate development of a local produce brand to promote Southern highlands producers	VEAP consulted and proposals put forward	June 2025	Coordinator Tourism & Events
Introduce volunteering opportunities at the Visitor Information Centre	Number of opportunities and take- up by volunteers	June 2025	Coordinator Tourism & Events
Prepare a program for Bowral Memorial Hall that promotes community, commercial and cultural events and maximises utilisation	Increasing utilisation	June 2025	Coordinator Tourism & Events
Continue implementation of findings from the Destination Southern Highlands Servicing Review	Progress towards implementation	June 2025	Coordinator Tourism & Events

40 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Tourism and Events	Original	Q3 2023	Draft
 Coordinator, Tourism & Events	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	749,428	982,593	1,019,600
Interest & Investments Revenue	-	-	-
Other Revenues	51,000	51,000	54,200
Grants & Contribution - Operating	29,250	27,500	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	829,678	1,061,093	1,073,800
Expenses			
Employee Costs	652,665	652,664	764,847
Borrowing Costs	-	-	-
Materials & Services	600,555	703,055	697,433
Depreciation	-	-	-
Other Expenses	1,500	1,500	1,040
Internal Expenses	32,116	32,116	91,131
Total Expenses	1,286,836	1,389,335	1,554,452
Net Operating Result	(457,158)	(328,242)	(480,652)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	6.2		6.2

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FINANCIAL SERVICES

Responsible Officer: Chief Financial Officer

Supporting Wingecarribee 2041

The Financial Services team works to ensure that the Council is financially sustainable in the short, medium and long term.

It achieves this through sound and responsible financial management practices and strategy.

Importantly, the team works across the organisation to provide best value services whilst providing value for money to the community in a transparent manner .

It is also responsible for managing Councils revenue streams including the issuing and collection of rates from the community. These funds are re-invested into the community to ensure Council is delivering services to the community.

Financial Services consists of three Principal Activity Areas.

1. Financial Services.
2. Procurement and Contracts.
3. Revenue.

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

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



Goal 1.2 A well-informed, engaged community

Corporate Strategy & Resourcing

41 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Chief Financial Officer		Original	Q3 2023	Draft
Chief Financial Officer		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees	40,800	-	-	-
Interest & Investments Revenue	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contribution - Operating	-	-	-	-
Grants & Contribution - Capital	-	-	-	-
Internal Income	1,324,345	1,324,345		1,298,626
Total Income	1,365,145	1,324,345		1,298,626
Expenses				
Employee Costs	297,752	297,751		318,910
Borrowing Costs	-	-		-
Materials & Services	148,000	188,000		167,000
Depreciation	-	-		-
Other Expenses	-	-		-
Internal Expenses	189,590	189,590		202,321
Total Expenses	635,341	675,341		688,231
Net Operating Result	729,804	649,004		610,395
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.0		2.0

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

FINANCIAL SERVICES

42 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Rural Fire and Emergency Services	Original	Q3 2023	Draft
 Chief Financial Officer	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Grants & Contribution - Operating	305,628	305,628	317,853
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	305,628	305,628	317,853
Expenses			
Employee Costs	21,961	21,961	20,000
Borrowing Costs	-	-	-
Materials & Services	285,136	285,136	325,315
Depreciation	500,000	500,000	500,000
Other Expenses	1,250,000	1,250,000	1,395,000
Internal Expenses	16,748	16,748	18,462
Total Expenses	2,073,845	2,073,845	2,258,777
Net Operating Result	(1,768,217)	(1,768,217)	(1,940,924)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	-		-

Corporate Strategy & Resourcing

43 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Corporate Finance		Original	Q3 2023	Draft
Chief Financial Officer		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		1,500,000	2,100,000	2,000,000
Grants & Contribution - Operating		5,726,752	295,491	6,700,752
Grants & Contribution - Capital		-	-	-
Internal Income		2,000,000	2,000,000	2,219,000
Total Income		9,226,752	4,395,491	10,919,752
Expenses				
Employee Costs		(76,000)	1,400,000	(630,000)
Borrowing Costs		369,555	406,748	720,205
Materials & Services		(176,808)	10,980	100,000
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		-	-	-
Total Expenses		116,747	1,817,728	190,205
Net Operating Result				
		9,110,004	2,577,763	10,729,547
Staff Establishment				
		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		-		-

FINANCIAL SERVICES

1. Financial Services

Delivery Program Activities 2023-2025

1. Undertake Financial Accounting - preparing Council's statutory annual financial statements, maintaining Council's taxation obligations, and investing Council's funds in a responsible manner. (LTFFP).
2. Undertake Management Accounting - ensuring Council's financial statutory obligations are met by preparing and reviewing the annual budget (including Fees and Charges) and maintaining Council's Long-Term Financial Plan. (LTFFP).
3. Manage Payroll Services - ensuring that Council's staff are paid in accordance with industrial timeframes.
4. Manage Accounts Payable - ensuring the accurate and timely payment of suppliers.
5. Undertake grants management – includes reporting against the success of grant applications.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Financial performance ratios as prescribed by the Office of Local Government	Maintain	Quarterly	Annual Financial Statement	Chief Financial Officer
Compliance with statutory planning and reporting requirements including: <ul style="list-style-type: none"> • Completion of annual financial statements • Annual budget adopted by Council. • Quarterly Budget Review adopted by Council. • Preparation of Council's monthly Investment report to Council 	100%	Quarterly	Various	Deputy Chief Financial Officer

Strategic plans informing our work.

- Wingecarribee Shire's Resourcing Strategy (Long Term Financial Plan);
- Investment Strategy.

Guiding legislation

- Local Government Act 1993;
- Local Government (General) Regulations 2020;
- A New Tax System (Goods and Services Tax) Act 1999;
- Fringe Benefits Tax Assessment Act 1986;
- Income Tax Act 1986;
- Local Government and Other Authorities (Superannuation) Act 1927;
- Long Service Leave Act 1955;
- Payroll Tax Act 2007;
- NSW Local Government Code of Accounting Practice and Financial Reporting;
- NSW Local Government (State) Award.



Service Levels

The Financial Services team is Council's internal provider of financial management services and is centralised in its nature. The team is available Monday to Friday to assist the staff on all matters relating to financial management including the use of financial systems; assisting and supporting managers to meet their financial management responsibilities and providing timely, accurate, relevant, and complete financial information to councillors, the staff and the community.

Corporate Strategy & Resourcing

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Review Council's Long-term Financial Plan (LTFP) to ensure Council's ongoing financial sustainability	LTFP reviewed	June 2025	Deputy Chief Financial Officer
Complete the Annual Financial Statements ready for audit within 8 weeks after year end	Statutory timeframes (31 August)	August 2024	Deputy Chief Financial Officer
Implement Technology One, Ci Anywhere financial module as outlined in the ICT Digital Roadmap (DS)*	Implemented	March 2025	Chief Financial Officer
Proactively seek grant funding opportunities that align to Council's Operational Plan or unfunded initiatives (LTFP)	Grant applications reported to Council quarterly	June 2025	Deputy Chief Financial Officer
Deliver the outcomes of the Finance Service Review conducted in the 2023/24 financial year	Number of actions completed to timeframes and reported to the Audit, Risk and Improvement Committee. Closure of all 24/25 Service Review targets	June 2025	Deputy Chief Financial Officer

LTFP – Long Term Financial Plan DS – Digital Strategy*

44 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Financial Services Operations	Original	Q3 2023	Draft
 Deputy Chief Financial Officer	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	1,402,585	1,452,584	1,499,325
Borrowing Costs	-	-	-
Materials & Services	7,000	212,622	65,467
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	44,931	44,931	57,004
Total Expenses	1,454,516	1,710,137	1,621,795
Net Operating Result	(1,454,516)	(1,710,137)	(1,621,795)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	12.5		12.5

FINANCIAL SERVICES

2. Procurement and Contracts

Delivery Program Activities 2023-2025

1. Support the Council's procurement activities to ensure that they are in line with adopted Procurement Policy and associated legislation.
2. Ensure statutory documentation and registers comply with legislative requirements.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Maintenance of Government Information Public Access (GIPA) contract register	100% of contracts updated to register within 30 days of contract awarded	Quarterly	Procurement System	Coordinator Procurement & Contracts
Compliance with the Local Government Act and Regulations relating to Procurement Activities	100%	Quarterly	Contracts Register	Coordinator Procurement & Contracts
Compliance with statutory reporting of contracts awarded as part of the Quarterly Budget Review Statement	Register published in the Quarterly Budget Review Statement	Quarterly	Contracts Register	Coordinator Procurement & Contracts

Strategic plans informing our work.

- Wingecarribee Shire's Resourcing Strategy (Long Term Financial Plan);
- Procurement Policy.

Guiding legislation

- Local Government Act 1993;
- Local Government (General) Regulations 2020;
- Government Information (Public Access) Act 2009
- Work Health and Safety Act 2011
- Modern Slavery Act 2018;
- A New Tax System (Goods and Services Tax) Act 1999.

Service Levels

The Procurement and Contracts team works to support the organisation on all matters relating to procurement. This involves providing advice, education and training on procurement, contract and relevant legislative matters including contractual obligations. The team supports the Council to achieve value for money and best-practice services for the community.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Continue to explore options to better engage with local business	Number of information sessions held with local business (increase year on year) Increase in number of local vendors participating	June 2025	Coordinator Procurement & Contracts
Deliver the outcomes of the Finance Service Review conducted in the 2023/24 Financial year	Number of actions completed to timeframes and reported to the Audit, Risk and Improvement Committee. Closure of all 24/25 Service Review targets	June 2025	Coordinator Procurement & Contracts

Corporate Strategy & Resourcing

45	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT
Income & Expenses - Procurement and Contracts	Original	Q3 2023	Draft
Coordinator Procurement & Contracts	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	335,607	335,608	379,162
Borrowing Costs	-	-	-
Materials & Services	19,000	19,000	21,000
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	8,835	8,835	18,330
Total Expenses	363,442	363,443	418,493
Net Operating Result	(363,442)	(363,443)	(418,493)
Net Operating Result before Capital Income	(363,442)	(363,443)	(418,493)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	3.0		3.0

FINANCIAL SERVICES

3. Revenue

Delivery Program Activities 2023-2025

1. Issue rates, water and sewer accounts.
2. Issue invoices for non-rates revenue.
3. Maintain Council's property and rating data base.
4. Manage debtor accounts and providing debt recovery services.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Rates and charges are calculated and raised in accordance with the legislated rate peg and Operational Plan	Sign off by the Audit Office	Annual	Auditors Report	Coordinator Revenue
Rates and instalment notices issued within statutory timeframes	Rates notices issued by: 31 July 2024 31 October 2024 31 January 2025 30 April 2025	Quarterly	Property and Rating	Coordinator Revenue
Water notices issued within prescribed timeframes	Rates notices issued by: 30 August 2024 31 January 2025 30 April 2025	Quarterly	Property and Rating	Coordinator Revenue
Overdue debt ratio exceed the Office of Local Government Performance Indicator	< 10% outstanding rates and charges at the end of the financial year	Annual	Rates System	Coordinator Revenue

Strategic plans informing our work.

- Wingecarribee Shire's Resourcing Strategy (Long Term Financial Plan);
- Procurement Policy.

Guiding legislation



- Local Government Act 1993;
- Local Government (General) Regulations 2020;
- Goods and Services Tax 1999;
- Debt Management And Hardship Guidelines – Nov 2018.

Service Levels

The Revenue team issues rate notices in accordance with legislation. Annual notices are issued by 31 July; instalment notices are issued by 31 October, 31 January and 30 April. Water and sewerage notices are issued three times a year usually in August, January, and April.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Develop a program to systematically review all property categorised for rating purposes as Farmland	Program developed with a view of having at least 25% of Farmland properties reviewed	June 2025	Coordinator Revenue
Develop a program to systematically review all property categorised for rating purposes as Non-rateable	Program developed with a view of having at least 25% of Farmland properties reviewed	June 2025	Coordinator Revenue

Corporate Strategy & Resourcing

46 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Rates and Revenue	Original	Q3 2023	Draft
 Coordinator Revenue	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	58,688,590	58,508,590	61,315,600
User Charges & Fees	181,500	232,300	222,300
Interest & Investments Revenue	90,000	170,000	150,000
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	59,170,090	59,120,890	61,897,900
Expenses			
Employee Costs	673,337	573,336	722,960
Borrowing Costs	-	-	-
Materials & Services	774,500	705,500	741,000
Depreciation	-	-	-
Other Expenses	148,650	80,650	60,000
Internal Expenses	25,464	93,464	37,846
Total Expenses	1,621,951	1,452,950	1,561,807
Net Operating Result	57,548,139	57,667,940	60,336,093
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	7.0		7.0



GOVERNANCE AND CORPORATE PERFORMANCE

Responsible Officer: Manager Governance and Corporate Performance

Supporting Wingecarribee 2041

The service works to ensure that the Council is well-governed and operating in an ethical, open and responsible way.

The team works across the organisation to set corporate strategy and planning that helps us achieve our organisational goals and the aspirations of our Community Strategic Plan. We do this through the implementation of an Integrated Planning and Reporting Framework which allows us to plan more sustainably for the future.

The service also manages risk, working with our Audit Risk and Improvement Committee to ensure a robust approach to strategic and operational risk management.

The team is responsible for the organisation's business improvement program, which aims to make services more effective, efficient and achieving better outcomes for customers and staff.

Governance and Corporate Performance consists of three Principal Activity areas.

1. Governance.
2. Integrated Risk Management.
3. Strategy and Business Improvement.



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

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

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community

Corporate Strategy & Resourcing

47	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
	Income & Expenses - Governance and Corporate Performance	Original	Q3 2023	Draft
	Manager, Governance and Corporate Performance	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
	Rates & Annual Charges	-	-	-
	User Charges & Fees	2,000	2,000	2,000
	Interest & Investments Revenue	-	-	-
	Other Revenues	-	-	-
	Grants & Contribution - Operating	-	-	-
	Grants & Contribution - Capital	-	-	-
	Internal Income	513,864	513,864	574,789
	Total Income	515,864	515,864	576,789
Expenses				
	Employee Costs	300,111	300,111	322,759
	Borrowing Costs	-	-	-
	Materials & Services	28,040	27,601	27,500
	Depreciation	-	-	-
	Other Expenses	-	-	-
	Internal Expenses	188,152	188,152	191,093
	Total Expenses	516,303	515,864	541,352
	Net Operating Result	(439)	0	35,437
Staff Establishment				
	Budgeted Full Time Equivalents (excluding Casuals)	FY2023/24 2.0		FY2024/25 2.0

GOVERNANCE AND CORPORATE PERFORMANCE

1. Governance

Delivery Program Activities 2023-2025

1. Coordinate Council meetings including the preparation and distribution of agendas and minutes.
2. Facilitate access to information held by Council.
3. Coordinate Internal Audit program and the Audit Risk and Improvement Committee.
4. Maintain registers on delegations, policies and disclosures of interest.
5. Facilitate the management of Council's legal panel.
6. Manage complaints, probity and investigations.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Formal access to information determined within statutory timeframes	100%	Annual	GIPA Reporting Tool	Coordinator Governance
Number of internal audits completed annually	Four	Quarterly	KPMG	Coordinator Governance
Compliance with legislation	100%	Annual	Various	Coordinator Governance

Strategic plans informing our work.

- Privacy Management Plan.

Guiding legislation



- Civil Liability Act 2002;
- Copyright Act 1968;
- Government Information (Public Access) Act 2009;
- Local Government Act 1993;
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994.

Service Levels

Governance services and support are available to staff, Councillors and external stakeholders on a full-time basis. Preparation of Council business papers generally occurs once a month with all Council meeting agendas and minutes posted to the Council website. The team is available Monday to Friday to assist the community seeking to obtain access to information held by Council.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare for and facilitate the September 2024 local government elections	Elections held	November 2024	Coordinator Governance
Develop and deliver the Councillor induction program	Induction program delivered	March 2025	Coordinator Governance
Develop and deliver a professional development program for Councillors	Participation by 100% of Councillors. Essential training delivered within six months of the election.	June 2025	Coordinator Governance
Undertake reviews of the relevant statutory policies including - <ul style="list-style-type: none"> • Councillor and Staff Interaction Policy • Code of Meeting Practice • Code of Conduct • Media Policy • Expenses and Facilities for the Mayor & Councillors Policy 	All reviews of statutory policies completed and adopted by Council	September 2024	Coordinator Governance
Review delegations to ensure accountability and responsibility across the organisation	Review of delegations complete	September 2024	Coordinator Governance

Corporate Strategy & Resourcing

48	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
 Income & Expenses - Governance		Original	Q3 2023	Draft
 Coordinator, Governance		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income				
Total Income		-	-	-
Expenses				
Employee Costs		523,138	523,138	582,802
Borrowing Costs		-	-	-
Materials & Services		345,616	301,956	360,580
Depreciation		-	-	-
Other Expenses		-	-	300
Internal Expenses		13,772	13,772	12,403
Total Expenses		882,526	838,866	956,085
Net Operating Result		(882,526)	(838,866)	(956,085)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		5.0		5.0

GOVERNANCE AND CORPORATE PERFORMANCE

2. Integrated Risk Management

Delivery Program Activities 2023-2025

1. Manage enterprise risks.
2. Deliver long term and sustainable safety improvements in the workplace.
3. Monitor and review our Integrated Risk Management Framework.
4. Protect Council assets and reduce risk impact against unexpected events and incidents.
5. Manage our Return-to-Work program.
6. Contribute to the Audit Risk and Improvement Committee (ARIC).
7. Facilitate the Health & Safety Committee (HSC).

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of reported work-related injuries or illness	Decreasing	Every 2 Months	WHS System	Coordinator Integrated Risk Management
Number of lost time injuries	Decreasing	Every 2 Months	WHS System	Coordinator Integrated Risk Management

Strategic plans informing our work.

- Workforce Strategy.

Guiding legislation

- WHS Act 2011 & WHS Regulation 2017;
- Civil Liability Act 2002;
- Local Government Act 1993;
- Local Government Regulation (General) 2021;
- Environment Planning and Assessment Act 1979 and Regulation 2021;
- Environment Protection and Biodiversity Conservation Act 1999.

Service Levels

Risk services are available to the organisation on a full time basis. The Audit Risk and Improvement Committee meets once a quarter, and the Health and Safety Committee meets every two months.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking	Strategies delivered within agreed timeframes	June 2025	Coordinator Integrated Risk Management
Deliver projects identified in the StateCover Action Plan 2023	Projects delivered within agreed timeframes Incentive payment received	June 2025	Coordinator Integrated Risk Management
Participate in the StateWide Mutual Continuous Improvement Program	Self-assessment complete and actions implemented	June 2025	Coordinator Integrated Risk Management
Continue to implement the Integrated Risk Roadmap and Action Plan	Number of actions implemented	June 2025	Coordinator Integrated Risk Management

Corporate Strategy & Resourcing

49 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Integrated Risk		Original	Q3 2023	Draft
Coordinator, Integrated Risk		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		100,000	646,996	84,000
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		2,200,000	2,200,000	2,199,999
Total Income		2,300,000	2,846,996	2,283,999
Expenses				
Employee Costs		3,217,650	2,627,849	2,869,503
Borrowing Costs		-	-	-
Materials & Services		1,802,587	2,485,412	1,943,440
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		23,871	(563,891)	13,919
Total Expenses		5,044,108	4,549,370	4,826,862
Net Operating Result		(2,744,108)	(1,702,374)	(2,542,863)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		6.0		6.0

GOVERNANCE AND CORPORATE PERFORMANCE

3. Strategy and Business Improvement

Delivery Program Activities 2023-2025

1. Coordinate and prepare Council's Integrated Planning and Reporting documents including the Community Strategic Plan, Delivery Program, Operational Plan, Resourcing Strategy, business plans and reports.
2. Facilitate and support timely, accurate and accountable strategic and corporate reporting.
3. Identify and assist services to implement business improvement initiatives.
4. Develop and coordinate the service review program.
5. Coordinate corporate projects.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Compliance with Integrated Planning and Reporting legislation	100%	Annual	Various	Coordinator Strategy & Business Improvement
Reporting completed to corporate timelines	100%	Quarterly	Pulse reporting system	Coordinator Strategy & Business Improvement

Strategic plans informing our work.

- Community Engagement Strategy;
- Local Strategic Planning Statement;
- Disability Inclusion Action Plan.

Guiding legislation

- NSW Local Government Act 1993;
- NSW Local Government Regulations 2021;
- Integrated Planning & Reporting (IP&R) guidelines.

Service Levels

Strategy and Business Improvement works to quarterly, annual and four yearly planning and reporting cycles as prescribed under Integrated Planning and Reporting legislation. This includes the preparation of key strategic documents and engaging the community to ensure that strategies and plans are reflective of community aspirations and needs. Service reviews are carried out annually with the number and scope of reviews reconfirmed by the Council on an annual basis.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prepare the State of Our Shire report as part of the review of the Community Strategic Plan	Report presented to Council	November 2024	Coordinator Corporate Strategy & Business Improvement
Develop Council's Resourcing Strategy, Delivery Program 2025-2029 and Operational Plan and Budget 2025/26	Documents developed in line with legislation and adopted by Council.	June 2025	Coordinator Corporate Strategy & Business Improvement
Work with the Canberra Region Joint Organisation to develop the Regional Community Strategic Plan	Community Strategic Plan endorsed by Council.	June 2025	Coordinator Corporate Strategy & Business Improvement
Facilitate a program of Service Reviews to achieve best value services for the community	Reviews completed in line with the agreed program	June 2025	Coordinator Corporate Strategy & Business Improvement

Corporate Strategy & Resourcing

50 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Strategy and Business Improvement		Original	Q3 2023	Draft
Coordinator, Strategy and Business Improvement		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income				
Total Income		-	-	-
Expenses				
Employee Costs		257,394	257,393	271,408
Borrowing Costs		-	-	-
Materials & Services		179,000	179,000	260,000
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		6,164	6,164	5,258
Total Expenses		442,558	442,557	536,667
Net Operating Result		(442,558)	(442,557)	(536,667)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.0		2.0



INFORMATION AND CUSTOMER SERVICE

Responsible Officer: Chief Information Officer

Supporting Wingecarribee 2041

Information and Customer Services is broad reaching and includes the provision of day-to-day customer services as well as the management and bookings of community facilities such as local halls and sports grounds.

The team provides the organisation with the essential technological systems and infrastructure to support ongoing service delivery to the community.

Providing timely, accurate and relevant information, along with improving the customer experience, are key focus areas for the service over the next two years.

Another priority will be the implementation of the Digital Strategy, aimed at improving and streamlining processes and protecting private information from cyber-security threats.

Information and Customer Services consists of five Principal Activity Areas. They are:

1. Facilities and Bookings.
2. Corporate Information.
3. Customer Experience.
4. Information and Communication Technology – Infrastructure.
5. Information and Communication Technology – Systems.



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

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

Goal 1.2 A well-informed, engaged community

Goal 1.3 A leading community

Corporate Strategy & Resourcing

51 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Chief Information Officer	Original	Q3 2023	Draft
 Chief Information Officer	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	1,192,614	1,192,614	1,415,315
Total Income	1,192,614	1,192,614	1,415,315
Expenses			
Employee Costs	456,599	456,599	477,808
Borrowing Costs	-	-	-
Materials & Services	27,305	27,305	5,700
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	199,762	199,762	221,529
Total Expenses	683,665	683,665	705,037
Net Operating Result	508,948	508,948	710,278
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	3.0		3.0

INFORMATION AND CUSTOMER SERVICE

1. Facilities and Bookings

Delivery Program Activities 2023-2025

1. Co-ordinate the 355 Management Committees.
2. Support the 355 Management Committees through:
 - a. Provision of orientation and training;
 - b. Attendance at meetings;
 - c. Ensuring compliance with governance and reporting requirements;
 - d. Provision of guidance and advice on making improvements to facilities.
3. Maintain and review Council's Volunteer Manual.
4. Co-ordinate bookings of Halls and Community Centres, Sports Grounds and Recreational Reserves.
5. Enact Council's Terms and Conditions of Hire.
6. Maintain Council's on-line booking system.
7. Maintain and review Council's Terms and Conditions of Hire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
% of occupancy for all Halls	50 %	Biannual	Bookable Solution	Coordinator Bookings & Facilities
All 355 Committee AGM's conducted by December of each year	100% compliance	Annual	Submission of AGM minutes	Coordinator Bookings & Facilities
All 355 Committees consulted on Annual Fees and Charges and Budgets	Consultation in accordance with budget timeframes	Annual	Submission of fees and charges and budget bids	Coordinator Bookings & Facilities

Strategic plans informing our work.

- Parks Strategy 2016;
- Asset Management Strategy.

Guiding legislation

- Local Government Act;
- Local Government (General) Regulations.

Service Levels

The Management Committees (355) and facility hirers are supported in person, on the phone and via email with a view to respond to initial enquiries within 24 hours though times may vary depending on the nature of the enquiry. Hirers can access the Council's online booking system 24 hours, 7 days a week. Team members are available to conduct out of hours orientation of facilities upon request.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Continue implementation of an online booking system (Bookable) to support hirers of community facilities (DS)	Customer feedback	June 2025	Coordinator Facilities & Bookings

DS - Digital Strategy *

Corporate Strategy & Resourcing

52 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Facilities and Bookings		Original	Q3 2023	Draft
Coordinator, Facilities & Bookings		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		239,249	239,249	121,928
Borrowing Costs		-	-	-
Materials & Services		700	62,560	-
Depreciation		-	-	-
Other Expenses		63,000	63,000	65,500
Internal Expenses		6,304	6,304	3,670
Total Expenses		309,253	371,113	191,099
Net Operating Result		(309,253)	(371,113)	(191,099)
Net Operating Result before Capital Income		(309,253)	(371,113)	(191,099)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		2.6		1.0

INFORMATION AND CUSTOMER SERVICE

2. Corporate Information

Delivery Program Activities 2023-2025

1. Maintain and keep full and accurate records.
2. Train staff on the use and need to make and keep records within the document management system.
3. Digitise records and retain as required.
4. Sentence/Categorise and protect Council records.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Registration of emails and hardcopy correspondence into our document management system	Within 24 hours	Quarterly	Document Register	Coordinator Corporate Information
Number or percentage of records digitised	500 boxes per annum	Quarterly	Records Digitisation Register	Coordinator Corporate Information
Number or percentage of sentenced records destroyed	4500 records per annum	Annual	Document Register	Coordinator Corporate Information

Strategic plans informing our work. Guiding legislation



- Digital Strategy.
- Electronic Transaction Act 2000;
- Copyright Act 1968 (Commonwealth);
- Government Information (Public Access) Act 2009;
- Independent Commissioner Against Corruption Act 1988
- Ombudsman Act 1974;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Spam Act 2003;
- State Records Act 1998;
- Workplace Surveillance Act 2005;
- Surveillance Devices Act 2007;
- The Health Records and Information Privacy Act 2002 (HRIP Act).

Service Levels

Corporate Information operates Monday to Friday, 8.30am - 4.30pm providing largely internal services aimed at ensuring we are meeting our requirements under the various legislation and regulations that relate to records management within a NSW local government context.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Continue sentencing and digitisation of hardcopy files to improve access to data and record keeping	Reduction of physical files creating digital access	June 2025	Coordinator Corporate Information
Cleanse migrated DataWorks documents in ECM	Accessibility and sentencing	June 2024	Coordinator Corporate Information

Corporate Strategy & Resourcing

53	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
	Income & Expenses - Corporate Information	Original	Q3 2023	Draft
	Coordinator, Corporate Information	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
	Rates & Annual Charges	-	-	-
	User Charges & Fees	-	-	-
	Interest & Investments Revenue	-	-	-
	Other Revenues	-	-	-
	Grants & Contribution - Operating	-	-	-
	Grants & Contribution - Capital	-	-	-
	Internal Income	-	-	-
	Total Income	-	-	-
Expenses				
	Employee Costs	624,034	474,034	647,913
	Borrowing Costs	-	-	-
	Materials & Services	257,926	402,326	232,350
	Depreciation	-	-	-
	Other Expenses	-	-	-
	Internal Expenses	21,406	21,406	20,244
	Total Expenses	903,366	897,766	900,507
	Net Operating Result	(903,366)	(897,766)	(900,507)
	Staff Establishment	FY2023/24		FY2024/25
	Budgeted Full Time Equivalents (excluding Casuals)	7.0		7.0

INFORMATION AND CUSTOMER SERVICE

3. Customer Experience

Delivery Program Activities 2023-2025

1. Resolve customer enquiries in line with service standards.
2. Provide accessible and easy to understand information through multiple mediums.
3. Maintain Councils Website with up-to-date information.
4. Deliver accessible and convenient online services including online payments.
5. Continually review our service delivery and implement service improvement projects that enhance the customer experience.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Customer Satisfaction	Improving	Biennial	Community Surveys	Manager Governance and Corporate Performance
Customer service response times and standards including:	80% of calls withing 180 seconds	Quarterly	Call software solution	Coordinator Customer Experience
<ul style="list-style-type: none"> • Answering telephone calls to the Customer Experience Centre • Percentage of calls and enquiries resolved on first contact 	85%	Quarterly	Call Centre Solution	Coordinator Customer Experience
Call Abandonment rate	Less than 5%	Quarterly	Call Centre Solution	Coordinator Customer Experience

Strategic plans informing our work.

- Customer Service Charter;
- Customer Service Strategy.

Guiding legislation

- Electronic Transaction Act 2000;
- Copyright Act 1968 (Commonwealth);
- Government Information (Public Access) Act 2009;
- Independent Commissioner Against Corruption Act 1988;
- Ombudsman Act 1974;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Health Act 2010;
- Spam Act 2003;
- State Records Act 1998;
- Workplace Surveillance Act 2005;
- Surveillance Devices Act 2007;
- The Health Records and Information Privacy Act 2002 (HRIP Act).

Service Levels

Council's Front Counter and Contact Centre is operated by Council staff Monday to Friday, 8:30am-4:30pm. An outsourced after-hours phone service is also available. The Council website is available 24 hours, 7 days a week to provide timely information and easy access to online services such as venue bookings and secure payments.

Corporate Strategy & Resourcing

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Review, implement and monitor the Customer Experience Charter	Customer Experience Charter adopted and service level agreements in place	June 2025	Coordinator Customer Experience
Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding	Establishment of Visitor Management System and staffed concierge desk within the Civic Centre.	December 2024	Coordinator Customer Experience
Deliver accessible and convenient services including online payments	Establishment of e-services complete	June 2025	Coordinator Customer Experience
Enhance the efficiency and effectiveness of resolving customer issues during initial interaction with the Customer Experience team	Percentage of customer issues resolved during the first interaction to be tracked. Aim to increase this percentage each quarter.	June 2025	Coordinator Customer Experience

54 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Customer Experience		Original	Q3 2023	Draft
Coordinator, Customer Experience		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		700	700	650
Interest & Investments Revenue		-	-	-
Other Revenues		10,780	10,780	15,835
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		11,480	11,480	16,485
Expenses				
Employee Costs		945,896	945,896	1,005,054
Borrowing Costs		-	-	-
Materials & Services		96,349	64,349	85,780
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		31,546	31,546	20,718
Total Expenses		1,073,790	1,041,790	1,111,552
Net Operating Result		(1,062,310)	(1,030,310)	(1,095,067)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		11.9		10.9

INFORMATION AND CUSTOMER SERVICE

4. Information and Communication Technology - Operations

Delivery Program Activities 2023-2025

1. Provide a safe and secure IT environment.
2. Provide Technical expertise and support to the internal and external stakeholders.
3. Maintain and provide reliable and resilient infrastructure which provide 99% uptime of services.
4. Ensure councils systems are patched and updated and free from cyber threat.
5. Ensure all of council sites are connected and staff can provide the support which is required by them.
6. Provide technical support to the staff to provide services to our external customers.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Response times for P1 Incidents (a disruption that impacts a large number of staff and customers)	Within 24 hours a solution or resolution in place	Quarterly	ICT systems	Coordinator Information and Communication Technology Operations
Server infrastructure uptime	99.9%	Quarterly	ICT Systems	Coordinator Information and Communication Technology Operations
Response and resolutions times for service desk tickets	Within five days	Quarterly	ICT Systems	Coordinator Information and Communication Technology Operations
Response times to phone calls	Within five minutes	Quarterly	Call Centre Solution	Coordinator Information and Communication Technology Operations
Essential 8 cyber threats successfully managed	Remediation within 48 hours (Depending on systems and criticality)	Biannual	ICT Systems	Coordinator Information and Communication Technology Operations

Strategic plans informing our work.

- Digital Strategy.

Guiding legislation

- Local Government Act ;
- Local Government (General) Regulations;
- Electronic Transaction Act 2000;
- Copyright Act 1968 (Commonwealth);
- Government Information (Public Access) Act 2009;
- Independent Commissioner Against Corruption Act 1988;
- Ombudsman Act 1974;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Health Act 2010;
- Spam Act 2003;
- State Records Act 1998;
- Workplace Surveillance Act 2005;
- Surveillance Devices Act 2007 ;
- The Health Records and Information Privacy Act 2002 (HRIP Act).

Corporate Strategy & Resourcing

Service Levels

The ICT Infrastructure team works during normal business hours as well as after hours to provide consistent and ongoing support to all Council run services. This helps to ensure smooth, uninterrupted service delivery to the community. Examples of services regularly supported out of hours include Libraries, community facilities and the Resource Recovery Centre.

Priority Action 2024/25	Measure	Timeframe	Responsible Officer
Commence implementation of the Enterprise Resource Planning Solution according to the Information Communication Technology (ICT) Roadmap (DS)	Implementation commenced and progress reported quarterly	June 2025 (Project due for completion in 2026)	Business Solutions Implementation Manager
Investigate integrated mapping resources to enhance how the community receives information.(DS)	Business Case completed	June 2025	Coordinator Corporate Systems
Review current setup of Technology One modules for efficiencies through automation (DS)	Business Case developed and approved	May 2025	Coordinator Corporate Systems

DS – Digital Strategy*

55 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Information & Communication Technology Operations		Original	Q3 2023	Draft
Coordinator, Information & Communication Technology Operations		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		50,000	50,000	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		50,000	50,000	-
Expenses				
Employee Costs		670,750	611,479	781,655
Borrowing Costs		-	-	-
Materials & Services		1,701,430	1,851,430	1,248,360
Depreciation		300,000	300,000	300,000
Other Expenses		-	-	-
Internal Expenses		33,007	33,007	49,405
Total Expenses		2,705,187	2,795,916	2,379,419
Net Operating Result		(2,655,187)	(2,745,916)	(2,379,419)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		6.0		6.0

INFORMATION AND CUSTOMER SERVICE

5. Information and Communication Technology - Corporate Systems

Delivery Program Activities 2023-2025

1. Provide digital solutions for our internal and external customers.
2. Provide technical guidance on solutions to ensure they align with Council's strategic direction.
3. Maintain and support interactive mapping of the Local Government Area.
4. Ensure Council's corporate applications are current and maintained to be cyber compliant.
5. Ensure the capture of reliable data to provide accurate information to stakeholders and help inform decision making.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Service desk response times	Respond within five days	Quarterly	ICT Systems	Coordinator Information & Communication Technology Operations
Change Requests closure times	Within five days	Biannual	ICT Systems	Coordinator Information & Communication Technology Operations
Resolution of critical requests	Resolution within 24 hours	Quarterly	ICT Systems	Coordinator Information & Communication Technology Operations
Number of training sessions on Corporate Systems	Four per month	Quarterly	ICT Systems	Coordinator Information & Communication Technology Operations
Number of cyber threats successfully managed	Remediation within 48 hours (Depending on systems and criticality)	Biannual	ICT Systems	Coordinator Information & Communication Technology Operations

Strategic plans informing our work.

- Digital Strategy.

Guiding legislation

- Local Government Act;
- Local Government (General) Regulations;
- Electronic Transaction Act 2000;
- Copyright Act 1968 (Commonwealth);
- Government Information (Public Access) Act 2009;
- Independent Commissioner Against Corruption Act 1988;
- Ombudsman Act 1974;
- Privacy Act 1988 (Commonwealth);
- Privacy and Personal Information Protection Act 1998;
- Public Interest Disclosures Act 1994;
- Public Health Act 2010;
- Spam Act 2003;
- State Records Act 1998;
- Workplace Surveillance Act 2005;
- Surveillance Devices Act 2007 ;
- The Health Records and Information Privacy Act 2002 (HRIP Act).

Corporate Strategy & Resourcing



Service Levels

The ICT team works to ensure systems and processes are supporting easy and seamless access to Council's website. Systems are constantly updated by Council staff to provide the community with the latest information. In accordance with Council's Digital Strategy the community can engage with these systems 24 hours, 7 days a week by making applications online through eServices and accessing the NSW Government Planning Portal and other online forms. Further information is provided spatially, through interactive mapping.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Implement, manage and test Councils Backup and Disaster Recovery (DR) Solution in line with business continuity requirements	Implementation complete.	December 2024	Coordinator Information & Communication Technology Operations
Design, implement and maintain reliable and resilient network infrastructure	Council sites and staff reliably connected to key IT systems. Centralised management and backups performed for all network equipment	February 2025	Coordinator Information & Communication Technology Operations
Centralise Councils CCTV environment to support community safety and security	Implement a centralised Video Management Solution. Reliable CCTV operations and coverage. Secure and auditable CCTV solution.	December 2024	Coordinator Information & Communication Technology Operations
Implement efficiencies and automated solutions to streamline processes and improve upon internal services (DS)*	Synchronise IT system data with a single source of truth (HR system).	June 2025	Coordinator Information & Communication Technology Operations

DS – Digital Strategy *

INFORMATION AND CUSTOMER SERVICE

56		OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
	Income & Expenses - Corporate Systems	Original	Q3 2023	Draft	
	Coordinator, Corporate Systems	Budget 2023/24	Budget 2023/24	Budget 2024/25	
Income					
	Rates & Annual Charges	-	-	-	
	User Charges & Fees	-	-	-	
	Interest & Investments Revenue	-	-	-	
	Other Revenues	-	-	-	
	Grants & Contribution - Operating	-	-	-	
	Grants & Contribution - Capital	-	-	-	
	Internal Income	-	-	-	
	Total Income	-	-	-	
Expenses					
	Employee Costs	638,416	638,416	739,181	
	Borrowing Costs	-	-	-	
	Materials & Services	1,425,817	1,425,817	2,902,000	
	Depreciation	-	-	-	
	Other Expenses	-	-	-	
	Internal Expenses	16,734	16,734	15,665	
	Total Expenses	2,080,967	2,080,967	3,656,846	
	Net Operating Result	(2,080,967)	(2,080,967)	(3,656,846)	
	Staff Establishment	FY2023/24		FY2024/25	
	Budgeted Full Time Equivalents (excluding Casuals)	6.0		6.0	

57		4 YEAR CAPITAL PROGRAM SUMMARY				LEVEL 4	DRAFT	
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Corporate Systems		1,950,000	2,029,875	2,335,000	1,285,000	942,000	1,402,400	5,964,400
	Office Equipment	1,950,000	2,029,875	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Grand Total		1,950,000	2,029,875	2,335,000	1,285,000	942,000	1,402,400	5,964,400

Corporate Strategy & Resourcing





Service & Project Delivery

ASSETS

Responsible Officer: Manager Assets

Supporting Wingecarribee 2041

The Assets team works to ensure that the Shire's critical infrastructure including parks, buildings, roads, drainage, water and wastewater is sustainable, effective and supporting the community.

Their work enables recreation, through the provision of parks and play grounds, as well as mobility and leisure activities across the Shire.

The service area delivers the statutory floodplain, recreation planning and traffic management functions of Council as well as informs and develops strategies and plans that support the needs of a changing population.

To enable good decision making and deliver better services, the staff are always seeking to increase the quality and accuracy of the inventory, condition and performance data of infrastructure networks.

The Assets Service consists of three Principal Activity Areas

1. Parks and Buildings Asset Management.
2. Roads and Drainage Asset Management.
3. Water and Wastewater Asset Management.

It is a key contributor to the themes of 'Places' and 'Environment' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

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

Goal 2.1 A happy, healthy, active and resilient community



Goal 3.1 A physically and digitally connected Shire.

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities.

Goal 4.1 A protected, healthy and diverse natural environment.

Service & Project Delivery

58 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - ASSETS	Original	Q3 2023	Draft
 Manager: Assets	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	518,293	518,293	605,771
Total Income	518,293	518,293	605,771
Expenses			
Employee Costs	313,183	313,183	400,021
Borrowing Costs	-	-	-
Materials & Services	50,000	106,700	70,000
Depreciation	22,869,445	22,869,445	29,120,500
Other Expenses	-	-	-
Internal Expenses	205,110	205,110	205,751
Total Expenses	23,437,739	23,494,439	29,796,534
Net Operating Result	(22,919,445)	(22,976,146)	(29,190,583)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	2.6		3.0

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

ASSETS

1. Parks and Building Asset Management

Delivery Program Activities 2023-2025

1. Identify, scope and fulfil the role of client throughout delivery of the parks and buildings Capital Works Program.
2. Manage Asset Management Maturity including:
 - a. Inventory, condition & performance data;
 - b. Levels of service;
 - c. Masterplans;
 - d. Plans of Management.
3. Seek and apply for grant funding.
4. Manage Customer Requests relating to parks and buildings.
5. Manage our local cemeteries.
6. Develop and provide input towards strategies and plans.
7. Manage the Application to Carry Out Works on Council owned property process (ATCOWS)

Service Performance Measures

Measure	Target	Reporting Frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Cemetery Operating Licence acquired in accordance with regulations	100%	Annual	Annual	Coordinator Parks & Buildings Assets
Determination of ATCOWS within 25 working days	90%	Annual	Annual	Coordinator Parks & Buildings Assets

Strategic plans informing our work.

- Asset Management Policy and Strategy;
- Strategic Asset Management Plans;
- Community and Recreational Facilities Strategy;
- Plans of Management;
- Play Space Strategy.

Guiding legislation

- Local Government Act 1993;
- Crown Land Managers Act 2016;
- Cemeteries and Crematoria Regulation 2022.

Service Levels

The Parks and Buildings Assets team operates from the Civic Centre and is available for customer enquiries, with a scheduled appointment from 8.30 am to 4:30 pm, Monday to Friday. The team conducts site meetings and inspections to address urgent issues or to attend to customer requests. Inspections cover all parks, buildings, playgrounds and works on Council property.

Applications to carry out work on a Council property are assessed and determined within six weeks. Cemeteries applications are generally processed within two days.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Update of Lackey Park Masterplan	Masterplan revised	June 2025	Coordinator Parks & Buildings Assets
Prepare business cases for a Regional Aquatics Centre and Multipurpose Indoor Sports Centre	Business Plans endorsed by Council	March 2025	Coordinator Parks & Buildings Assets
Deliver new playspaces at Centennial Park and Colo Vale Railway Park	Projects completed	June 2025	Coordinator Parks & Buildings Assets
Update the accuracy and accessibility of Council's building asbestos register	Register updated	February 2025	Coordinator Parks & Buildings Assets
Complete Masterplans for three cemeteries	Percentage of Masterplans completed	June 2025	Coordinator Parks & Buildings Assets
Review and update the Public Toilet Strategy to ensure levels of service are appropriate to the needs of the community	Percentage of strategy completed	February 2025	Coordinator Parks & Buildings Assets

Service & Project Delivery

59 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Park and Building Assets		Original	Q3 2023	Draft
Coordinator: Park and Building Assets		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		271,160	322,042	310,000
Interest & Investments Revenue		-	-	-
Other Revenues		-	66,697	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		271,160	388,739	310,000
Expenses				
Employee Costs		984,236	962,236	984,206
Borrowing Costs		-	-	-
Materials & Services		170,126	326,667	227,099
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		204,066	204,066	261,601
Total Expenses		1,358,429	1,492,970	1,472,907
Net Operating Result		(1,087,269)	(1,104,231)	(1,162,907)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		8.0		8.0

60 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Park and Building Assets				27,500	-	-	-	27,500
	Other Structures	577,000	938,966	27,500	-	-	-	27,500
Grand Total				27,500	-	-	-	27,500

ASSETS

2. Roads and Drainage Asset Management

Delivery Program Activities 2023-2025

1. Identify, scope and deliver fulfil the role of client throughout delivery of the roads and drainage Capital Works Program.
2. Manage Asset Management Maturity including:
 - a. Inventory, condition and performance data;
 - b. Levels of service;
 - c. Masterplans & Strategies.
3. Seek and apply for grant funding.
4. Manage Customer Requests relating to roads and drainage.
5. Undertake Floodplain Risk Management across the Shire.
6. Identification, review and approval of traffic management matters across the Shire.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Quarterly status of floodplain Risk Management Plan recommendations	Updates provided	Quarterly	Various	Coordinator Roads & Drainage Asset Management
Preparation of Flood Certificates within 10 days	90%	Annual	Annual	Coordinator Roads & Drainage Asset Management
Determination of Road Naming applications within 12 weeks	90%	Annual	Annual	Coordinator Roads & Drainage Asset Management

Strategic plans informing our work.

- Asset Management Policy and Strategy;
- Strategic Asset Management Plans;
- Floodplain Management Program (which includes Flood Studies and Floodplain Risk Management Strategies and Plans);
- Pedestrian Access and Mobility Plans (PAMP);
- Draft South East and Tablelands Regional; Transport Strategy.

Guiding legislation

- Roads Act 1993;
- Roads Regulation 2018;
- Local Government Act 1993.

Service Levels

The Roads and Drainage Assets team operates from the Civic Centre and is available for customer enquiries, with a scheduled appointment from 8.30 am to 4:30 pm, Monday to Friday. The team carries out on-site inspections of roads, footpaths, and resident-reported issues with traffic signs and road markings.



Flood certificate applications are addressed within five working days. Street numbering applications are addressed within three weeks. Road Naming applications are addressed within 12 weeks.

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

Service & Project Delivery

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Develop a framework for consistent assessment of road categorisation and hierarchy, which will determine the subsequent service standard (AMS)*	Project completed	June 2025	Coordinator Assets Roads & Drainage
Implement the 2024/25 Road Safety program including the child restraint program, seniors safer driving sessions, and U-Turn the Wheel school events	Program implemented	June 2025	Coordinator Assets Roads & Drainage
Undertake inventory data collection of drainage assets in Yerrinbool, Colo Vale and Hill Top	Percentage of streets assessed.	June 2025	Coordinator Assets Roads & Drainage
Formalise New Berrima, Bundanoon and Hill Top Drainage Masterplans to inform future development and grant funding opportunities	Masterplan completed and reported to Council	June 2025	Coordinator Assets Roads & Drainage
Seek and apply for 2024/25 grant funding for the following: <ul style="list-style-type: none"> Get NSW Active Program Floodplain Management Program 	Grant applications submitted	June 2025	Coordinator Assets Roads & Drainage

AMS – Asset Management Strategy*

61 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Roads and Drainage	Original	Q3 2023	Draft
 Coordinator, Roads & Drainage	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	22,000	22,000	31,632
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	159,920	296,015	155,137
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	181,920	318,015	186,769
Expenses			
Employee Costs	1,119,247	1,119,247	1,247,672
Borrowing Costs	-	-	-
Materials & Services	882,321	1,349,420	898,600
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	274,253	274,253	328,868
Total Expenses	2,275,822	2,742,921	2,475,140
Net Operating Result	(2,093,902)	(2,424,906)	(2,288,370)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	9.6		9.6

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ASSETS

3. Water Asset Management

Delivery Program Activities 2023-2025

1. Identify, scope, deliver and fulfil the role of client throughout delivery of the water and wastewater Capital Works Program.
2. Manage Asset Management Maturity including:
 - a. Inventory, condition & performance data;
 - b. Levels of Service;
 - c. Updating and maintaining water and wastewater mapping layers;
 - d. Hydraulic modelling;
 - e. Network strategies and masterplans.
3. Seek and apply for grant funding.
4. Manage Customer Requests relating to water and wastewater.
5. Development referrals.
6. Complete statutory reporting.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Requests for Information assessed within 10 days	90%	Annual	Annual	Coordinator Water Assets
Water Pressure determinations (modelling) requests completed within 20 days	90%	Annual	Annual	Coordinator Water Assets

Strategic plans informing our work.

- Asset Management Policy and Strategy;
- Strategic Asset Management Plan;
- Integrated Water Cycle Management Plan;
- Wingecarribee Water Master Plan;
- NSW Water Strategy;
- Greater Sydney Water Strategy.

Guiding legislation

- Local Government Act 1993;
- NSW Water Management Act 2000.

Service Levels

The Water and Wastewater assets team works to Council standard operating hours with out of hours work also undertaken as required. The team provides regular advice and communications especially when dealing with large or complex developments and projects.

- Development referrals – standard response time of five -10 working days for responses to development enquiries;
- Water and Sewer Modelling applications – 2 week maximum turnaround time for pressure determinations ;
- Applicant response and preparation of quotations for modelling applications within 1-2 weeks ;
- Review and approval of draft development assessment modelling reports within 1-2 weeks.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Undertake sewer flow and rainfall gauging for Mittagong Sewerage catchment	Contractor engaged and work completed	April 2025	Coordinator Assets Water & Wastewater
Commence 2051 Master Planning for Mittagong sewerage catchment to inform future development and cater for population growth	Commencement of sewer model update and calibration using gauge data.	June 2025 (Due for completion in 2025/26)	Coordinator Assets Water & Wastewater
Review and update the the Water Supply Resilience Plan	Update completed	June 2025	Coordinator Assets Water & Wastewater
Implement Strategic Assets module in TechOne for water and wastewater assets to enable analysis, scenario building and modelling. (AMS)*	Implementation completed and informing financial modelling	June 2025	Coordinator Assets Water & Wastewater
Undertake network inspections in areas where high levels of stormwater (inflow) and groundwater (infiltration) are entering the wastewater system	Contractor engaged and inspections completed	June 2025	Coordinator Assets Water & Wastewater

AMS – Asset Management Strategy*

Service & Project Delivery

62 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Water Assets		Original	Q3 2023	Draft
Coordinator, Water Assets		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		(157,500)	(157,500)	(165,463)
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		(157,500)	(157,500)	(165,463)
Expenses				
Employee Costs		779,670	779,666	865,549
Borrowing Costs		-	-	-
Materials & Contracts		624,572	998,341	990,203
Depreciation		7,266,984	7,266,984	8,205,976
Other Expenses		-	-	-
Internal Expenses		1,010,896	1,010,896	1,106,708
Total Expenses		9,682,122	10,055,888	11,168,436
Net Operating Result		(9,839,622)	(10,213,388)	(11,333,899)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		5.0		5.0

63 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 Quarter 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Water Assets		500,000	200,000	350,000	-	-	-	350,000
	Sewerage Network	500,000	200,000	350,000	-	-	-	350,000
Grand Total		500,000	200,000	350,000	-	-	-	350,000



Service & Project Delivery



PROJECT DELIVERY

Responsible Officer: Manager Project Delivery

Supporting Wingecarribee 2041

Project Delivery supports the whole of the Shire to be liveable, sustainable and welcoming. Their work contributes to better outcomes for the community, the villages and towns we live in, and the local economy.

The team achieves this by improving the public domain through infrastructure projects like roads, footpaths, drainage, community buildings, parks, carparks, playgrounds and other community assets.

It investigates, designs, costs and undertakes environmental assessments for projects at the preconstruction stage. It provides project management activities at the construction stage of Local Government projects.

This is to ensure the effective design and delivery of infrastructure projects and the achievement of project milestones.

Project Delivery consists of two Principal Activity Areas.

1. Project Management.
2. Project Delivery – Roads and Drainage.

It is a key contributor to the theme of 'Places' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

Goal 3.1 A physically and digitally connected Shire

Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 4.2 A community that lives sustainably for the betterment of the planet.

Service & Project Delivery

64 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Project Delivery		Original	Q3 2023	Draft
Manager, Project Delivery		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		846,949	846,949	539,970
Total Income		846,949	846,949	539,970
Expenses				
Employee Costs		470,003	470,003	985,856
Borrowing Costs		-	-	-
Materials & Services		49,966	69,966	52,217
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised Costs		-	-	(869,224)
Internal Expenses		1,221,896	1,221,896	452,484
Total Expenses		1,741,865	1,761,865	621,333
Net Operating Result		(894,916)	(914,916)	(81,363)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		6.0		6.0

65 4 YEAR CAPITAL PROGRAM SUMMARY		COORDINATOR LEVEL			DRAFT			
Coordinator	Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26**	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Project Delivery		4,305,000	-	49,403,329	67,450,000	37,250,000	10,000,000	164,103,329
	Sewerage Network	4,305,000		49,003,329	58,450,000	30,550,000	10,000,000	148,003,329
	Water Supply Network			400,000	9,000,000	6,700,000		16,100,000
Grand Total		4,305,000	-	49,403,329	67,450,000	37,250,000	10,000,000	164,103,329

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

PROJECT DELIVERY

1. Project Management

Delivery Program Activities 2023-2025

1. Deliver community and infrastructure projects including Roads and Drainage, Bridges, Water and Wastewater, Buildings, Playgrounds and Open Spaces.
2. Engage with the community to successfully deliver quality outcomes; on time and on budget.
3. Undertake priority projects such as the Bowral Sewer Treatment Plant Upgrade, Old South Road upgrade, Southern Highlands Regional Animal Shelter and Moss Vale Branch of SES facility construction and Welby Landfill remediation.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Percentage of projects delivered in accordance with key milestones	85%	Monthly	Pulse reporting system	Manager Assets
Percentage of projects delivered to budget	85%	Monthly	Finance 1	Chief Financial Officer/ Manager Assets

Strategic plans informing our work.

- Community Engagement Strategy;
- Disability Inclusion Action Plan 2022 -2026;
- Bowral Parking, Traffic and Transport Strategy;
- Bicycle Strategy for Mittagong, Bowral and Moss Vale;
- Local Strategic Planning Statement;
- Pedestrian Access and Mobility Plans
- Play Space Strategy;
- Wingecarribee Shire Council Resourcing Strategy.

Guiding legislation

- Environmental Planning and Assessment Act 1979;
- Roads Act 1993.

Service Levels

The Project Management team operates all year round working closely with other members of the Council staff as well as the community to deliver local infrastructure that is relevant to community needs and fit for purpose. Examples include parks, playgrounds, roads, bridges community buildings, water and wastewater assets and community facilities. The team works to various agreed project plans and delivery programs with identified timeframes and budgets.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Commence Welby Landfill remediation inclusive of enabling works for future mountain biking provisions	Construction of the capping commenced	June 2025	Coordinator Project Management
Complete construction of the Animal Shelter and State Emergency Services Building (SES)	Construction completed	November 2024	Coordinator Project Management
Complete the design for Bowral to Moss Vale 710mm duplication water main - Stage 1	Detailed design completed	June 2025	Coordinator Project Management
Deliver the Bowral Sewage Treatment Plant Upgrade	Stage 1 Construction commissioned	November 2024	Manager Project Delivery
Commence construction of the Moss Vale Sewage Treatment Plant	Construction commenced	August 2024	Manager Project Delivery
Complete the design of the Mittagong Sewer Treatment Plant	Design complete	December 2024	Manager Project Delivery
Update the Project Management Framework to provide a consistent, and well governed approach to Council run projects	Draft completed	June 2025	Coordinator Project Management

Service & Project Delivery

66 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Project Management		Original	Q3 2023	Draft
Coordinator, Project Management		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	371,189
Total Income		-	-	371,189
Expenses				
Employee Costs		-	-	1,372,485
Borrowing Costs		-	-	-
Materials & Services		-	-	-
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised Costs		-	-	(1,508,647)
Internal Expenses		129,000	365,000	640,005
Total Expenses		129,000	365,000	503,843
Net Operating Result		(129,000)	(365,000)	(132,654)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		8.0		8.0

67 4 YEAR CAPITAL PROGRAM SUMMARY		COORDINATOR LEVEL		DRAFT				
Coordinator	Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26**	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Project Management		49,154,456	62,402,637	24,325,558	37,233,497	29,873,723	27,803,405	119,236,183
	Buildings	5,763,226	6,792,620	9,207,558	5,150,558	2,225,000	2,150,000	18,733,116
	Open Space/ Recreational Assets	3,469,000	8,568,466	5,374,000	9,170,000	7,105,630	1,200,000	22,849,630
	Roads, Bridges & Footpaths	15,802,230	16,918,979	2,849,000	450,000	370,000	242,500	3,911,500
	Sewerage Network	23,270,000	23,720,000	800,000	6,395,546	3,350,000	3,350,000	13,895,546
	Stormwater Drainage	-	5,304,999	1,245,000	1,600,000	-	-	2,845,000
	Water Supply Network	850,000	1,097,573	4,850,000	14,467,393	16,823,093	20,860,905	57,001,391
Grand Total		49,154,456	62,402,637	24,325,558	37,233,497	29,873,723	27,803,405	119,236,183

PROJECT DELIVERY

2. Project Delivery - Roads and Drainage

Delivery Program Activities 2023-2025

1. Prepare detailed designs of projects to current engineering standards and best practices.
2. Complete construction of projects for the Roads & Drainage Branch to current engineering standards and best practices.
3. Engage with the community to successfully deliver quality outcomes; on time and within budget.
4. Undertake environmental review (REF) for all projects to ensure compliance with environmental protection legislation.
5. Prepare cost estimates for all projects to ensure set budgets are adequate before construction commences.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Percentage of projects delivered in accordance with key milestones	>80%	Quarterly	Internal reporting system	Coordinator Project Management
Percentage of projects delivered to budget	>80%	Quarterly	Internal reporting system	Coordinator Project Management
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Performance
Work health and safety	100%	Annual	Internal incident reporting	Manager Governance & Performance

Strategic plans informing our work.

- Integrated Transport Strategy (draft);
- Community Engagement Strategy;
- Disability Inclusion Action Plan 2022 -2026;
- Bowral Parking, Traffic and Transport Strategy;
- Bicycle Strategy for Mittagong, Bowral and Moss Vale;
- Local Strategic Planning Statement;
- Parks Strategy;
- Pedestrian Access and Mobility Plans;
- Play Space Strategy.

Guiding legislation

- Environmental Planning and Assessment Act 1979;
- Roads Act 1993;
- Local Government Act 1993.

Service Levels

The Roads and Drainage team works to improve road, drainage, pedestrian and traffic facilities through designing and constructing to current engineering standards and best practices. The team works all year round to provide safer and improved road networks through improved road pavements, increased drainage infrastructure and traffic calming devices. It works to minimise flooding and stormwater damage and encourages active transport, through provision of dedicated and shared paths and footpaths. They also work closely with Shire Presentation to enhance the visual presentation and functionality of town centres.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Design and construct the Capital Works Program for roads and drainage	Design and/or construction complete	July 2024	Coordinator Roads and Drainage
Construct Sunninghill Avenue, Burradoo drainage	Construction complete	December 2024	Coordinator Roads and Drainage
Deliver Priestley Street, Mittagong creek crossing	Construction complete	November 2024	Coordinator Roads and Drainage
Deliver Robinson Street, Mittagong creek crossing	Construction complete	November 2024	Coordinator Roads and Drainage
Complete Penrose bus shelter and footpath	Construction complete	June 2025	Coordinator Roads and Drainage

Service & Project Delivery

68 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Roads & Drainage Projects		Original	Q3 2023	Draft
Coordinator, Roads & Drainage Projects		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	359,147
Total Income		-	-	359,147
Expenses				
Employee Costs		1,134,640	-	1,497,028
Borrowing Costs		-	-	-
Materials & Services		-	-	-
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised Costs		(1,134,640)	-	(1,673,247)
Internal Expenses		-	-	658,876
Total Expenses		-	-	482,657
Net Operating Result		-	-	(123,510)
Net Operating Result before Capital Income		-	-	(123,510)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		12.0		12.0

69 4 YEAR CAPITAL PROGRAM SUMMARY		COORDINATOR LEVEL		DRAFT				
Coordinator	Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26**	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Roads & Drainage Project Delivery		10,275,000	8,968,440	8,519,486	6,605,000	2,005,000	1,937,500	19,066,986
	Roads, Bridges & Footpaths	5,065,000	4,741,645	2,109,486	1,405,000	1,405,000	1,337,500	6,256,986
	Stormwater Drainage	5,210,000	4,226,795	6,410,000	5,200,000	600,000	600,000	12,810,000
Grand Total		10,275,000	8,968,440	8,519,486	6,605,000	2,005,000	1,937,500	19,066,986



Service & Project Delivery



SHIRE PRESENTATION

Responsible Officer: Manager Shire Presentation

Supporting Wingecarribee 2041

Shire Presentation works across our many towns and villages to support more liveable, active and vibrant communities.

The team provides a range of public amenities with a focus on making spaces and facilities accessible, safe and welcoming environments for everyone.

It does this by delivering aquatic services across the Shire; managing the ongoing maintenance of parks and open spaces; ensuring our local assets including buildings, roads and stormwater infrastructure are sustainable and fit for purpose.

It plays a key role in supporting the community in the face of bushfires and other emergencies. We also manage the Council's fleet, enabling a modern and reliable fleet that supports a more sustainable environment.

Shire Presentation consists of seven Principal Activity areas.

1. Civil Construction.
2. Customer Service and Business Support.
3. Fleet Services.
4. Open Space and Buildings, including Aquatic and Tree Management.
5. Parks and Open Space.
6. Infrastructure Maintenance.
7. Specialist Engineering Services.

It is a key contributor to the Community Strategic Plan themes of 'People', 'Places' and 'Environment', supporting the following Goals from Wingecarribee 2041

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

Goal 2.1 A happy, healthy, active and resilient community

Goal 3.1 A physically and digitally connected Shire



Goal 3.2 Unique towns, villages and rural landscapes

Goal 3.3 Liveable and sustainable communities

Goal 4.1 A protected, healthy and diverse natural environment

Goal 4.4 A resilient Shire that takes action on climate change

Service & Project Delivery

70	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
 Income & Expenses - Shire Presentation		Original	Q3 2023	Draft
 Manager, Shire Presentation		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		-	-	-
Expenses				
Employee Costs		256,692	256,693	269,354
Borrowing Costs		-	-	-
Materials & Services		88,478	78,478	71,483
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised costs		-	-	-
Internal Expenses		190,638	190,638	211,560
Total Expenses		535,809	525,810	552,396
Net Operating Result		(535,809)	(525,810)	(552,396)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		1.0		1.0

SHIRE PRESENTATION

1. Civil Construction

Delivery Program Activities 2023-2025

1. Deliver the Road Reconstructions and rehabilitation program.
2. Deliver the Drainage Construction and renewal program.
3. Deliver the funded Road Safety Improvements program.
4. Coordinate and deliver the Gravel Resheeting program.
5. Coordinate and deliver the Footpath Renewals program.
6. Coordinate and deliver the Cycleway Renewals program.
7. Coordinate and deliver the Kerb and Gutter Renewal program.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance
Delivery of minor capital works projects	95 – 100% by end Financial Year	Annual	Internal audit of program delivery	Coordinator Construction
Delivery of Renewal programs	95 -100% by end Financial Year	Annual	Internal audit of program delivery	Coordinator Construction
Delivery of Gravel Resheeting programs	95 -100% by end Financial Year	Annual	Internal audit of program delivery	Coordinator Construction
Delivery of heavy patching/road reconstruction program	95 -100% by end Financial Year	Annual	Internal audit of program delivery	Coordinator Construction

Strategic plans informing our work.

- Floodplain Management Plan;
- Wingecarribee Shire Council's Resourcing Strategy (Asset Management Strategy and Plans);
- Floodplain Management Program (includes Flood Studies and Floodplain Risk Management Strategies and Plans);
- Pedestrian Access and Mobility Plans (PAMP);
- South East and Tablelands Regional Transport Strategy.

Guiding legislation

- Local Government Act 1993;
- Roads Act 1993;
- Civil Liability Act 2002;
- Environmental Planning and Assessment Act 1979;
- Protection of the Environment Operations Act 1997;
- Environment Protection and Biodiversity Conservation Act 1999;
- Water Management Act 2000;
- Fisheries Management Act 1994;
- State Environmental Planning Policies;
- Work Health and Safety Act 2011.

Service Levels

The Civil Construction team works on projects that enhance the road and drainage network, prioritising community safety and the overall quality and aesthetic of the network. Road and drainage capital works are usually completed between 6:00am and 3:00pm, Monday to Friday, but may also occur outside these hours e.g. due to environmental restrictions.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Continue to deliver the roads capital works program to improve mobility across the Shire, including but not limited to: <ul style="list-style-type: none"> • Elizabeth Street, Moss Vale • Railway Parade, Mittagong • Orchid Street Colo Vale 	Completed to time and budget	30 June 2025	Coordinator Construction
Implement two significant drainage projects within Willow Vale as part of the Capital Works Program	Completed to time and budget	30 June 2025	Coordinator Construction

Service & Project Delivery

71 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Construction		Original	Q3 2023	Draft
Coordinator, Construction		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		846,000	846,000	1,425,000
Grants & Contribution - Capital		307,000	307,000	318,667
Internal Income		603,402	603,402	948,348
Total Income		1,756,402	1,756,402	2,692,015
Expenses				
Employee Costs		2,079,824	93,980	2,455,122
Borrowing Costs		-	-	-
Materials & Services		21,106	371,106	20,000
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised costs		(1,985,844)	-	(2,581,700)
Internal Expenses		728,063	728,063	1,105,980
Total Expenses		843,149	1,193,149	999,402
Net Operating Result		913,253	563,253	1,692,613
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		26.0		26.0

72 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Civil Construction		1,230,001	2,251,010	4,130,000	4,465,000	6,275,000	6,525,000	21,395,000
	Roads, Bridges & Footpaths	1,230,001	2,251,010	4,130,000	4,465,000	6,275,000	6,525,000	21,395,000
Grand Total		1,230,001	2,251,010	4,130,000	4,465,000	6,275,000	6,525,000	21,395,000

SHIRE PRESENTATION

2. Customer Service and Business Support

Delivery Program Activities 2023-2025

1. Install QR (Quick Response) code surveys in open space parks and facilities.
2. Interpret and transfer QR code survey data into works programs.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Completion rates of customer requests for Parks and Open Spaces	>70%	Quarterly	CRM	Coordinator Customer Service & Business Support
Process efficiencies monitored through CRM processes and response times	Improve on last financial year	Quarterly	Meeting targets through CRM	Coordinator Customer Service & Business Support
Customer satisfaction	Improve on last financial year	Quarterly	QR Code Customer Survey	Coordinator Customer Service & Business Support

Strategic plans informing our work.

- Customer Service Charter;
- Asset Management Plans.

Guiding legislation



- Local Government Act 1993;
- Local Government (General) Regulations 2005;
- Work Health and Safety Act 2011.

Service Levels

The Customer Service and Business Support team works Monday to Friday supporting the Shire Presentation team to meet its service delivery objectives. This involves working with the team to improve customer service processes and response times by continuously monitoring customer feedback obtained through surveys.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Complete analysis of QR code data for Parks and Open Spaces to identify key areas of community concern	Number of activities scheduled into works program	June 25	Coordinator Customer Service & Business Support
Coordinate development of key performance indicators to link team and individual progress against key strategic priorities	Development of performance indicators	June 2025	Coordinator Customer Service & Business Support
Undertake customer surveys to understand and improve the level of customer satisfaction with our services.	Community satisfaction – improving trends	June 2025	Coordinator Customer Service & Business Support
Continue to refine and improve internal processes to improve the customer experience	Community satisfaction – improving trends	June 2025	Coordinator Customer Service & Business Support

Service & Project Delivery

73	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT
 Income & Expenses - Customer Service and Business Support	Original	Q3 2023	Draft
 Coordinator, Customer Service and Business Support	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	721,139	671,139	771,496
Borrowing Costs	-	-	-
Materials & Services	242,476	232,476	262,618
Depreciation	-	-	-
Other Expenses	-	-	-
Less Capitalised costs	-	-	-
Internal Expenses	70,482	70,482	92,651
Total Expenses	1,034,097	974,097	1,126,764
Net Operating Result	(1,034,097)	(974,097)	(1,126,764)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	8.0		8.0

SHIRE PRESENTATION

3. Fleet

Delivery Program Activities 2023-2025

1. Deliver scheduled fleet servicing and registration inspections programs.
2. Manage Council's Fleet to ensure that all plant and equipment is appropriately utilised, fit for purpose and cost effective.
3. Deliver after-hours un-scheduled breakdown service for fleet vehicles.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Deliver Heavy Plant Replacement Program	As per adopted program	Annual	Ausfleet	Coordinator Fleet
Deliver Light Fleet Replacement Program	As per adopted program	Annual	Ausfleet	Coordinator Fleet
Introduction of new Technology (e.g. battery and hybrid)	Currently under review	Annual	To be advised	Coordinator Fleet

Strategic plans informing our work.

- Environment and Climate Change Strategy;
- Wingecarribee Shire Council Resourcing Strategy.

Guiding legislation



- Local Government Act 1993;
- Local Government (General) Regulations 2020;
- Work Health and Safety Act 2011;
- A New Tax System (Goods and Services Tax) Act 1999.

Service Levels

Council's workshop services on average 18 items of plant or fleet each week. It replaces between 20-30 light fleet items and approximately 20 heavy plant items annually. Improved service levels by Council's workshop means less downtime for plant reducing costs and improving utilisation. The workshop aims to support apprentices with a long term target of supporting at least four apprentices at any time.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Deliver Council's Plant replacement program to ensure operational departments are able to meet service level agreements	Plant replacement program delivered in line with Operational Plan	June 2025	Coordinator Fleet
Undertake apprentice recruitment to support local employment and a succession plan for Council's workshop	Recruitment of first year apprentice	February 2025	Manager Shire Presentation
Develop workshop service level agreements to meet industry benchmarks and improve financial viability	Service level agreements developed	June 2025	Coordinator Fleet
Improve Plant utilisation by reviewing and rationalising plant allocation and costing across all operational areas	Plant rationalisation and reduced operational budget impact	June 2025	Coordinator Fleet

Service & Project Delivery

74 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
 Income & Expenses - Fleet		Original	Q3 2023	Draft
 Coordinator, Fleet		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		-	-	-
Interest & Investments Revenue		-	-	-
Other Revenues		508,884	516,080	515,394
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		5,005,792	5,005,792	5,838,590
Total Income		5,514,676	5,521,872	6,353,984
Expenses				
Employee Costs		694,905	694,904	743,209
Borrowing Costs		-	-	-
Materials & Services		2,754,483	3,074,483	2,879,663
Depreciation		1,930,000	1,930,000	1,930,000
Other Expenses		-	-	-
Less Capitalised costs		-	-	-
Internal Expenses		442,301	442,301	374,155
Total Expenses		5,821,689	6,141,688	5,927,027
Net Operating Result		(307,013)	(619,817)	426,958
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		6.9		6.9

75 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Fleet		3,019,076	3,069,076	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970
	Plant & Equipment	3,019,076	3,069,076	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970
Grand Total		3,019,076	3,069,076	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970

SHIRE PRESENTATION

4. Open Space and Buildings (includes Aquatic and Tree Management Services)

Delivery Program Activities 2023-2025

1. Deliver the operation and maintenance of public swimming pools located at Bowral, Moss Vale and Bundanoon.
2. Provide tree management services associated with public and private trees.
3. Develop urban tree strategy and policy that protect and enhance the urban tree canopy.
4. Deliver planned and reactive building maintenance programs.
5. Collect building and maintenance data to inform decision-making.
6. Ensure our buildings achieve regulatory and legislative compliance.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biannual	Community Survey and Qualtrics Data ongoing QR code responses	Coordinator Customer Service & Business Support
Number of patrons (Council Aquatic Facilities)	Increase on membership and centre annual visits FY 2022/2023	Quarterly	Council Attendance Data Reports	Coordinator Open Spaces & Buildings
Asset Maintenance Customer Response Timeframes	Maintain Customer Service KPI expectations	Quarterly	Council CRM data and close out timeframes over the period noted	Coordinator Open Spaces & Buildings
Buildings compliant with electrical and fire regulatory and legislative requirements	100%	Annual	Certification Received within FY 2023/24 for Nominated Priority Buildings	Coordinator Open Spaces & Buildings
Number of trees inspected and logged	5,000 per annum	Annual	Treeplotter Software System updated values	Coordinator Open Spaces & Buildings
Enrolments in Learn to Swim	Increase on membership and centre annual visits FY 2022/2023	Quarterly	Blue Fit Monthly Centre Operational Reports	Coordinator Open Spaces & Buildings
Moss vale Aquatics Centre annual visits and membership	Increase on membership and centre annual visits FY 2022/2023	Monthly	Blue Fit Monthly Centre Operational Reports	Coordinator Open Spaces & Buildings

Service & Project Delivery

Strategic plans informing our work.

- Customer Service Charter;
- Community and Recreational Facilities Strategy ;
- Aquatic Strategy (in draft);
- Wingecarribee Shire Council's Resourcing Strategy (Asset Management Strategy and Plans);
- Street Tree Master Plan and Implementation Plan;
- Environment and Climate Change Strategy.

Guiding legislation

- Work Health and Safety Act 2011;
- Public Health Act 2010;
- Swimming Pools Act 1992;
- Development Control Plans;
- Civil Liability Act 2002;
- Biodiversity Conservation Act 2016;
- Local Government Act 1993;
- Pesticides Act 1999;
- Civil Liability Act 2002;
- Environmental Planning and Assessment Act 1979;
- Protection of the Environment Operations Act 1997;
- Environment Protection and Biodiversity Conservation Act 1999;
- Water Management Act 2000;
- Fisheries Management Act 1994;
- State Environmental Planning Policies.

Service Levels

Buildings – Council manages two streams of building maintenance. One is our ad hoc service which prioritises incoming calls from customers for immediate service and repairs. Council also has a minor works stream that deals with pre-planned maintenance that looks to prioritise buildings that are frequently used, historically important, or need urgent repairs to maintain occupancy.

Pools – The Council operates two heated community swimming pools at Bundanoon and Bowral from November to April. Council also oversees the provision of a multipurpose Aquatic Centre at Moss Vale. The Aquatic Centre includes three heated swimming pools, an indoor gymnasium, and a childcare facility. This facility is open all year round with the gym now a 24/7 access facility.

Trees – Council provides tree management services, including the handling of planning and development queries, to protect the liveability and unique characteristics of towns and villages. The team arborists manage up to 2,000 direct requests annually through our customer portals. The staff regularly plot and record data relating to trees to manage singular trees and tree canopies and undertake tree planting.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Develop a Tree Management Policy and Strategy	Policy and Strategy developed	June 2025	Coordinator Open Spaces & Buildings
Protect our canopied spaces to minimise urban heat	Policy and Strategy developed	June 2025	Coordinator Open Spaces & Buildings
Attract investment for tree planting programs to help achieve net zero emission targets including grants and partner funding with volunteer groups and other government agencies	Number of successful grant applications	June 2025	Coordinator Open Spaces & Buildings
Attract funding via grants and volunteers groups to ensure prioritised Council owned buildings are meeting code and compliance standards	All prioritised council buildings are up to date and occupiable under the relevant legislative requirements	June 2025	Coordinator Open Spaces & Buildings

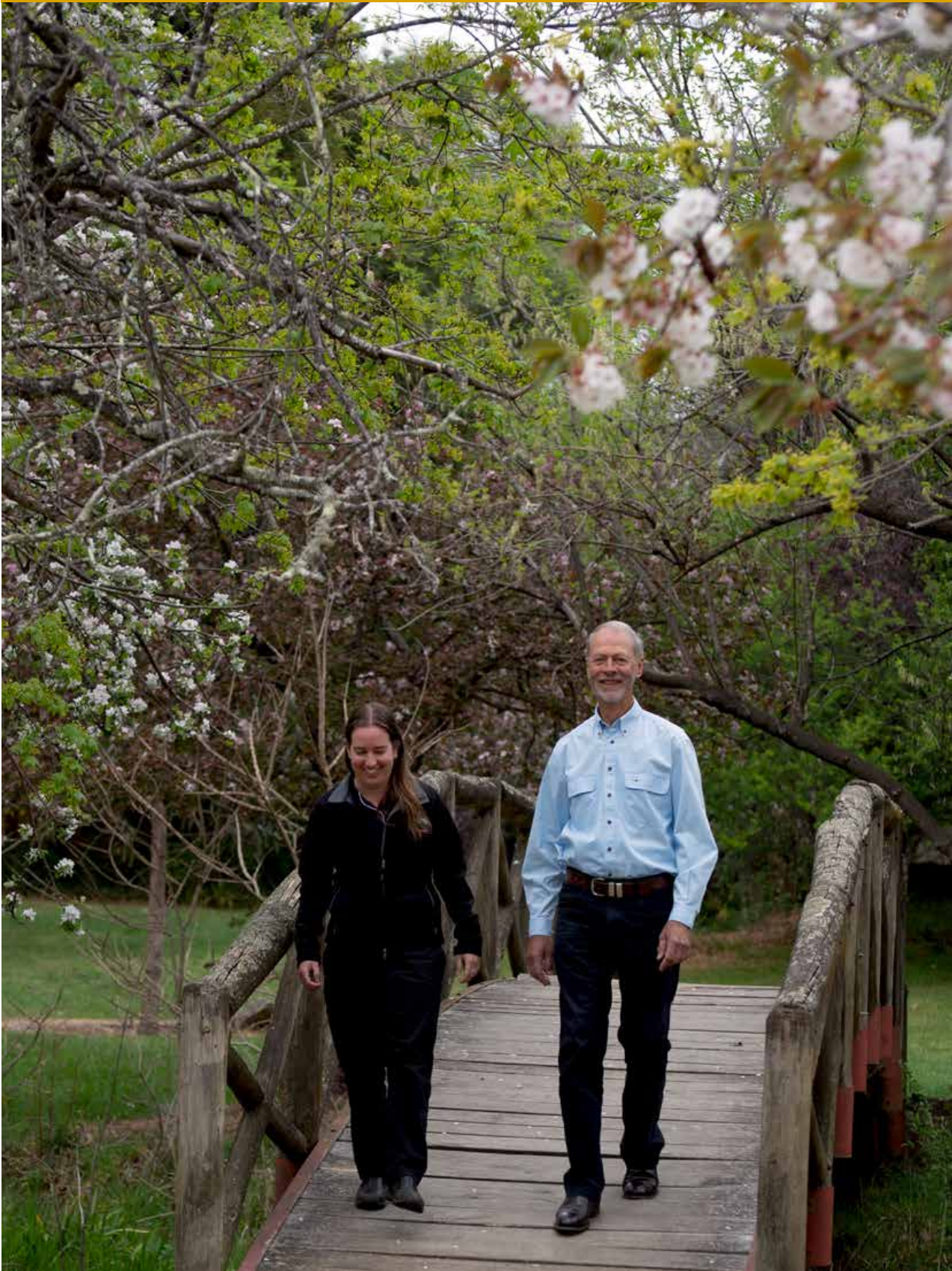
**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

SHIRE PRESENTATION

76 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Open Spaces & Buildings		Original	Q3 2023	Draft
Coordinator, Open Spaces & Buildings		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		2,272,595	2,272,595	2,376,319
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		2,272,595	2,272,595	2,376,319
Expenses				
Employee Costs		1,943,565	1,943,569	2,224,381
Borrowing Costs		6,675	6,675	1,120
Materials & Services		4,729,050	5,336,112	4,780,887
Depreciation		-	-	-
Other Expenses		-	-	-
Less Capitalised costs		-	-	-
Internal Expenses		581,015	581,015	575,302
Total Expenses		7,260,304	7,867,370	7,581,690
Net Operating Result		(4,987,709)	(5,594,775)	(5,205,371)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		16.1		16.1

77 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Open Spaces & Buildings - People and Resources		761,838	1,269,087	645,751	373,751	483,751	693,751	2,197,004
	Buildings	200,000	200,000	-	-	-	150,000	150,000
	Open Space/ Recreational Assets	384,838	276,120	325,000	50,000	150,000	200,000	725,000
	Other		792,967	143,751	143,751	143,751	143,751	575,004
	Swimming Pools	177,000		177,000	180,000	190,000	200,000	747,000
Grand Total		761,838	1,269,087	645,751	373,751	483,751	693,751	2,197,004

Service & Project Delivery



SHIRE PRESENTATION

5. Parks and Open Spaces

Delivery Program Activities 2023-2025

1. Operate and maintain parks, sports fields, public amenities and playgrounds to agreed service levels.
2. Provide safe and accessible open space for recreational activities.
3. Review open space service levels for the maintenance of open space assets.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biannual	QR code survey	Coordinator Open Spaces People & Resources
Levels of Service	Maintained	Biannual	Park strategy 2016 Mobile Team Manager Database Scheduling services	Coordinator Open Spaces People & Resources
Customer response times	Improve on FY 2022/2023	Biannual	Mobile Team Manager Database Scheduling services CRM	Coordinator Open Spaces People & Resources

Strategic plans informing our work.

- Floodplain Management Plan;
- Parks Strategy;
- Plans of Management related to Parks and Open Spaces;
- Play Space Strategy;
- Street Tree Master Plan and Implementation Plan.

Guiding legislation

- Biodiversity Conservation Act 2016 ;
- Local Government Act 1993;
- Pesticides Act 1999 ;
- Civil Liability Act 2002;
- Environmental Planning and Assessment Act 1979;
- Protection of the Environment Operations Act 1997 ;
- Environment Protection and Biodiversity Conservation Act 1999;
- Water Management Act 2000;
- Fisheries Management Act 1994;
- State Environmental Planning Policies;
- Work Health and Safety Act 2011.

Service Levels

The Parks and Open Spaces teams complete mowing and horticultural services on approximately 300 hectares of land and 169 parks including sports parks, between 6:30am and 3:30pm Monday to Friday with on call after hours emergency services also available.

The CBD day team completes horticultural services throughout the main CBD district and outer villages between 5:30am to 2:30pm Monday to Friday, while the night team conducts rectification works to infrastructure and customer requests, street sweeping and garbage removal between 3:00pm and 12:30am Sunday to Thursday. Local amenities are serviced daily from 4am to 12:30pm and the landscape team complete minor landscape duties on both a scheduled and reactionary basis Monday to Friday from 6:30am to 3:30pm.

Service & Project Delivery

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Maintain safe and accessible open space for recreational activities to encourage broad community participation	Positive outcomes in quality assurance, environment, and management scheduling. Community satisfaction with open space maintenance.	June 2025	Coordinator Open Spaces People & Resources
Incorporate priorities from community surveys into the open space maintenance schedules to ensure the service is responsive to community needs	Community satisfaction identified in open space maintenance surveys.	June 2025	Coordinator Open Spaces People & Resources

78 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Open Spaces People & Resources		Original	Q3 2023	Draft
Coordinator, Open Spaces People & Resources		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		87,894	112,894	113,583
Interest & Investments Revenue		-	-	-
Other Revenues		2,088	2,088	-
Grants & Contribution - Operating		8,160	8,160	5,820
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		98,141	123,141	119,403
Expenses				
Employee Costs		2,862,196	2,862,199	3,268,850
Borrowing Costs		-	-	-
Materials & Services		1,242,286	969,483	1,210,936
Depreciation		-	-	-
Other Expenses		49,484	49,484	85,773
Less Capitalised costs		-	-	-
Internal Expenses		1,511,621	1,511,621	2,243,072
Total Expenses		5,665,587	5,392,787	6,808,631
Net Operating Result		(5,567,446)	(5,269,646)	(6,689,228)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		38.9		39.9

SHIRE PRESENTATION

6. Infrastructure Maintenance

Delivery Program Activities 2023-2025

1. Manage and maintain the Shire's roads and drainage networks to achieve their expected asset life.
2. Coordinate the delivery of roads and drainage maintenance.
3. Implement business strategies to drive the operational direction of the roads and drainage maintenance teams.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Community satisfaction	Improving	Biennial	Community Survey	Manager Governance & Corporate Performance

Strategic plans informing our work.

- Floodplain Management Plan;
- Wingecarribee Shire Council's Resourcing Strategy (Asset Management Strategy and Plans);
- Floodplain Management Program; (includes Flood Studies and Floodplain Risk Management Strategies and Plans);
- Pedestrian Access and Mobility Plans (PAMP);
- South East and Tablelands Regional Transport Strategy.

Guiding legislation



- Local Government Act 1993;
- Roads Act 1993;
- Civil Liability Act 2002;
- Environmental Planning and Assessment Act 1979 ;
- Protection of the Environment Operations Act 1997;
- Environment Protection and Biodiversity Conservation Act 1999;
- Water Management Act 2000;
- Fisheries Management Act 1994;
- State Environmental Planning Policies;
- Work Health and Safety Act 2011.

Service Levels

The Road Maintenance team completes repairs to road defects and storm water drainage issues between 6:00am and 3:00pm, Monday to Friday with on call emergency services available outside of these hours. The staff are primarily involved in unscheduled works carried out in response to customer requests. These requests are prioritised to ensure the safety of the community and covers approximately 1,200km of the Shire's road and drainage network.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Establish a Governance Framework to improve policies, procedures and service delivery across the Shire	Delivery and adoption of: <ul style="list-style-type: none"> • Roads Maintenance Policy; • Roads Maintenance Procedure; • On-Call Operational Management Standard. 	November 2024	Coordinator Infrastructure Maintenance

Service & Project Delivery

79 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Infrastructure Maintenance	Original	Q3 2023	Draft
 Coordinator, Infrastructure Maintenance	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-		-
User Charges & Fees	-		-
Interest & Investments Revenue	-		-
Other Revenues	-		-
Grants & Contribution - Operating	-		-
Grants & Contribution - Capital	-		-
Total Income	-		-
Expenses			
Employee Costs	2,906,238	2,707,464	3,051,274
Borrowing Costs	-	-	-
Materials & Services	3,971,278	3,971,277	5,193,464
Depreciation	-	-	-
Other Expenses	-	-	-
Less Capitalised costs	-	-	-
Internal Expenses	1,425,609	1,425,609	1,131,336
Total Expenses	8,303,125	8,104,350	9,376,075
Net Operating Result	(8,303,125)	(8,104,350)	(9,376,074)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	37.0		37.0

SHIRE PRESENTATION

7. Specialist Engineering

Delivery Program Activities 2023-2025

1. Provide expert engineering advice and assistance across Council.
2. Coordinate restoration and reconstruction of roads and drainage infrastructure when they are damaged by natural disaster.
3. Plan and implement strategies for infrastructure resilience and preparation of infrastructure for increased natural disaster frequency and the effects of climate change.
4. Deliver road surfacing renewal program and heavy patching program.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Completion of works within Disaster Recovery Funding Arrangements deadlines including Wombeyan Caves Road, Meryla Road and Robinson Street	100%	Annual	Recover data, TfNSW Grants reports data	Specialist Engineer Roads & Drainage
Works completed in accordance with Engineering standards	100%	Annual	Recover data, TfNSW Grants reports data	Specialist Engineer Roads & Drainage

Strategic plans informing our work.

- Floodplain Management Plan;
- Wingecarribee Shire Council's Resourcing Strategy (Asset Management Strategy and Plans);
- Floodplain Management Program (includes Flood Studies and Floodplain Risk Management Strategies and Plans);
- Pedestrian Access and Mobility Plans (PAMP);
- South East and Tablelands Regional Transport Strategy
- Local Emergency Management Plan;
- State Emergency Management Plan (EMPLAN);
- State Disaster Mitigation Plan;
- Critical Infrastructure Resilience Plan (CIRP).

Guiding legislation

- Local Government Act 1993;
- Roads Act 1993;
- Civil Liability Act 2002;
- Environmental Planning and Assessment Act 1979;
- Protection of the Environment Operations Act 1997;
- Environment Protection and Biodiversity Conservation Act 1999;
- Water Management Act 2000;
- Fisheries Management Act 1994;
- State Environmental Planning Policies;
- Work Health and Safety Act 2011;
- State Emergency & Rescue Management Act, 1989.

Service Levels

During natural disasters the team coordinates the emergency response for transport infrastructure so that roads can be reopened safely to the public as soon as possible. The team also delivers proactive road surface renewal programs that prevent water damage to road pavements, restore road surface quality and restore available surface traction. The team coordinates and delivers reconstruction of transport and drainage infrastructure damaged by natural disasters and secures federal government funding for the work, minimising the impact on Councils funds.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Commence delivery of Essential Public Asset Reconstruction Works on flood damaged transport infrastructure	Work completed within allowable time limits set by administering authority	December 2024	Specialist Engineer Roads & Drainage
Secure reimbursement of costs incurred during Emergency Response and Reconstruction of Infrastructure damaged during the 2022 floods	Recover claimable amounts for AGRN1012, AGRN1025 & AGRN1034 flood damage costs	December 2024	Specialist Engineer Roads & Drainage

Service & Project Delivery

80 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
Income & Expenses - Engineering		Original	Q3 2023
Specialist Engineer Roads & Drainage		Budget 2023/24	Budget 2023/24
Income			Draft
		Budget 2023/24	Budget 2024/25
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	304,000	304,000	356,667
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	304,000	304,000	356,667
Expenses			
Employee Costs	273,638	273,638	393,695
Borrowing Costs	-	-	-
Materials & Services	257,793	677,398	324,478
Depreciation	-	-	-
Other Expenses	-	-	-
Less Capitalised costs	-	-	-
Internal Expenses	23,217	23,217	34,667
Total Expenses	554,648	974,253	752,839
Net Operating Result	(250,648)	(670,253)	(396,172)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	3.0		3.0

81 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Engineering		2,612,665	4,817,486	5,190,000	5,630,000	5,050,000	5,370,000	21,240,000
	Roads, Bridges & Footpaths	2,612,665	4,817,486	5,190,000	5,630,000	5,050,000	5,370,000	21,240,000
Grand Total		2,612,665	4,817,486	5,190,000	5,630,000	5,050,000	5,370,000	21,240,000



WATER SERVICES

Responsible Officer: Manager Water Services

Supporting Wingecarribee 2041

As a local water authority, Council is responsible for the supply of safe and reliable drinking water across the Shire.

The service supports the overall health of our environmental waters and downstream communities including the Sydney Water Catchment.

This is achieved through the management and maintenance of water networks, the treatment of potable water and the delivery of sewage and wastewater services.

The team works closely with the community, including local business and industry, to better protect our water supply as a precious natural resource.

Water Services consists of four Principal Activity areas.

1. Depot and Maintenance Operations.
2. Treatment.
3. Wastewater Network Operations.
4. Water Network Operations.

The service is a key contributor to the themes of 'Places' and 'Environment' in the Community Strategic Plan and support the following goals from Wingecarribee 2041

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



Goal 2.1 A happy, healthy, active and resilient community

Goal 3.1 A physically and digitally connected Shire.

Goal 3.3 Liveable and sustainable communities

Goal 4.4 A resilient Shire that takes action on climate change.

Service & Project Delivery

82	OPERATING BUDGET REPORT for the 2024/25 Financial year	LEVEL 4	DRAFT	
 Income & Expenses - Water Services		Original	Q3 2023	Draft
 Manager, Water Services		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges	24,599,211	24,599,211	26,366,831	
User Charges & Fees	10,577,365	10,577,365	11,481,380	
Interest & Investments Revenue	2,163,920	4,043,920	3,700,000	
Other Revenues	20,000	20,000	21,400	
Grants & Contribution - Operating	-	-	-	
Grants & Contribution - Capital	-	-	-	
Internal Income	-	50,000	-	
Total Income	37,360,496	39,290,496	41,569,611	
Expenses				
Employee Costs	(55,249)	(55,249)	(11,982)	
Borrowing Costs	-	-	-	
Materials & Services	203,105	303,105	241,784	
Depreciation	-	-	-	
Other Expenses	-	-	-	
Internal Expenses	1,623,976	1,423,976	1,793,697	
Total Expenses	1,771,832	1,671,832	2,023,499	
Net Operating Result	35,588,664	37,618,663	39,546,112	
Staff Establishment		FY2023/24	FY2024/25	
Budgeted Full Time Equivalents (excluding Casuals)	1.0		1.0	

WATER SERVICES

1. Depot and Maintenance Operations

Delivery Program Activities 2023-2025

1. Provide maintenance support to the business to ensure continued water network operations and the provision of clean water to the community.
2. Provide maintenance support to the business to ensure continued wastewater network operations and operational wastewater treatment and disposal.
3. Provide maintenance support, both preventative and reactive, to maintain operational water and wastewater service delivery.
4. Deliver the operational infrastructure renewal program for Water and Wastewater on time and on budget.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Number of Electrical Preventive Maintenance jobs	90%	Annually	Electrician's logbook and PM records.	Coordinator Depot & Maintenance
Number of Mechanical Preventive Maintenance jobs	90%	Annually	Fitter's logbook and PM records.	Coordinator Depot & Maintenance

Strategic plans informing our work.

- Digital Strategy;
- Environment and Climate Change;
- Community Engagement Strategy;
- Local Strategic Planning Statement.

Guiding legislation



- Local Government Act 1993;
- Protection of the Environment Operations Act 1997;
- Drinking Water and Wastewater Infrastructure Act 2021;
- Work Health and Safety Act 2011;
- Telecommunications Act 1997;
- Surveillance Devices Act 2004.

Service Levels

The Depot supports Council operations and service delivery all year round and communicates both planned and unplanned maintenance works to customers. This involves keeping the community up to date on water outages or water/sewer main breakdowns. These updates and associated reactive maintenance works may be provided at any time depending on the nature of the problem and the level of impact on the community.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Inspect and replace worn out pumps in wastewater pumping stations to ensure reliable service delivery	Number of inspections completed, and pumps replaced	June 2025	Coordinator Depot & Maintenance
Inspect and replace worn out pumps in water pumping stations to ensure reliable service delivery	Number of inspections completed, and pumps replaced	June 2025	Coordinator Depot & Maintenance
Refurbish clear water pump No 1 at Wingecarribee Water Treatment Plant	Refurbishment completed.	June 2025	Coordinator Depot & Maintenance
Upgrade Supervisory Control and Data Acquisition (SCADA) hardware at water reservoirs to monitor our water and wastewater systems	Upgrades completed at Robertson and Soma avenue. RTU upgrade to be completed.	June 2025	Coordinator Depot & Maintenance

Service & Project Delivery

83 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT
 Income & Expenses - Water/Sewer - Depot & Maintenance	Original	Q3 2023	Draft
 Coordinator, Depot & Maintenance	Budget 2023/24	Budget 2023/24	Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	-	-	-
Expenses			
Employee Costs	1,277,097	1,277,098	1,418,268
Borrowing Costs	-	-	-
Materials & Services	1,215,960	1,215,960	1,264,149
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	278,098	865,860	268,037
Total Expenses	2,771,156	3,358,918	2,950,454
Net Operating Result	(2,771,156)	(3,358,918)	(2,950,454)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	13.9		14.0

84 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Water Depot & Maintenance		5,590,000	6,421,625	5,585,000	5,915,000	6,115,000	6,015,000	23,630,000
	Sewerage Network	2,820,000	2,946,691	2,940,000	3,190,000	3,390,000	3,290,000	12,810,000
	Water Supply Network	2,770,000	3,474,934	2,645,000	2,725,000	2,725,000	2,725,000	10,820,000
Grand Total		5,590,000	6,421,625	5,585,000	5,915,000	6,115,000	6,015,000	23,630,000

WATER SERVICES

2. Treatment

Delivery Program Activities 2023-2025

1. Maintain water treatment to produce suitable drinking water that complies with Australian and NSW guidelines.
2. Exercise dam safety management to comply with dam safety regulations.
3. Manage and dispose of sludge in compliance with the legislations.
4. Receive and treat raw sewage to comply with the NSW Environmental Protection Authority licences to discharge treated effluent to the waterways.
5. Ensure compliance with NSW best practice for sewerage, including Liquid Trade Waste monitoring and treatment.
6. Dispose of sewerage bio-solids in compliance with the NSW Environmental Protection Authority guidelines.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Compliance with the Australian Drinking Water Guidelines and NSW Health Guidelines	100%	Annual	NATA Lab results	Coordinator Treatment
Compliance with Dam Safety NSW maintenance and inspection requirements	100%	Annual	NSW Dam Safety	Coordinator Treatment
Security of water supply (volume to meet demand)	100% in normal operating scenarios for potable water	Annual	Internal systems	Coordinator Treatment
Management of local water through managing the network reservoir storages and pump stations	Supply water for normal daily uses	Annual	Internal systems	Coordinator Treatment
Compliance with licences	100%	Annual	NATA Lab results	Coordinator Treatment
Drying and disposal of bio-solids for soil conditioning on approved rural properties (ongoing requirement)	100% compliance with EPA requirements for Biosolid reuse	Annual	NATA Lab testing and complying land application	Coordinator Treatment
Percentage of businesses disposing of trade waste to the sewer system a) with properly registered approvals and b) in compliance with the NSW Guidelines for Liquid Trade Waste	All Liquid Trade Waste polluters have complying Trade Waste Agreements	Annual	Council records, regular testing and inspections	Coordinator Treatment

Strategic plans informing our work.

- Wingecarribee Shire Council Resourcing Strategy;
- Environment and Climate Change (in draft).

Guiding legislation

- NSW Local Government Act 1993;
- NSW Water Act (1912, 2000) revised 2014;
- NSW Dam Safety Act 2015 and Regulations 2019;
- NSW Public Health Act 2010;
- NSW Health Water Quality Guidelines 2011;
- Australian Drinking Water Guidelines 2021;
- Fluoridation Public Water Supplies Act 1957.

Service & Project Delivery

Service Levels

The treatment plants operate continuously, ensuring that households and businesses have access to quality potable water at all hours of the day. Regular monitoring and maintenance practices are in place to ensure a consistent water supply, even during peak demand periods. A dedicated helpline is available for customers to report any water quality issues or concerns, Monday to Friday, 9:00 am to 4.30 pm. In the event of unforeseen disruptions or water quality issues, the council has a rapid response team ready to address the issue promptly.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Upgrade the water quality monitoring system and ensure compliance with Council's Drinking Water Management System, through the introduction of an online turbidity meter at the Wingecarribee Water Treatment Plant	Successful installation and operationalisation of the turbidity meter	December 2024	Coordinator Treatment
Inspect and replace water plant filter media as required to ensure high quality standards of treatment are maintained.	Filter sand quality assessed and programmed replacements done where necessary	March 2025	Coordinator Treatment
Undertake regular reservoir cleaning to ensure compliance with legislation.	Number of critical and non-critical reservoirs cleaned.	May 2025	Coordinator Treatment
Upgrade the fluoridation system of Wingecarribee Water Treatment Plant	Upgrades complete and complying	Progressing by June 2025 Completed by December 2025.	Coordinator Treatment
Complete chlorination system upgrades in reservoirs to enhance water quality	Number of reservoirs changed to the gas chlorination system (minimum one upgrade per year)	June 2025	Coordinator Treatment
Support sustainable resource management by processing biosolids for beneficial reuse	Tonnage of bio-solids removed and applied for beneficial re-use.	June 2025	Coordinator Treatment
Inspect and adjust daily operations based on laboratory results, and in-house testing to ensure ongoing compliance.	Maintain EPA licence conditions and sampling regime.	June 2025	Coordinator Treatment
Upgrade Robertson Sewer Treatment Plant inlet screen	Upgrades commissioned	March 2025	Coordinator Treatment
Complete the Robertson re-use dam walkway to minimise work, health and safety risks.	Installation of walkway	December 2024	Coordinator Treatment

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

WATER SERVICES

85 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
Income & Expenses - Treatment Services		Original	Q3 2023	Draft
Coordinator, Treatment		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		(158,217)	(158,217)	-
User Charges & Fees		11,388	11,388	11,296
Interest & Investments Revenue		-	-	-
Other Revenues		-	-	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		(146,829)	(146,829)	11,296
Expenses				
Employee Costs		2,488,701	2,488,702	2,900,277
Borrowing Costs		57,005	57,005	8,947
Materials & Services		5,963,495	6,572,069	6,261,211
Depreciation		10,081,084	10,081,084	10,513,093
Other Expenses		12,760	12,760	13,270
Internal Expenses		2,890,383	2,890,383	3,814,008
Total Expenses		21,493,428	22,102,003	23,510,806
Net Operating Result		(21,640,256)	(22,248,831)	(23,499,510)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		21.0		21.0

86 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 QRT 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Treatment Services		1,150,000	1,130,000	400,000	450,000	450,000	450,000	1,750,000
	Water Supply Network	1,150,000	1,130,000	400,000	450,000	450,000	450,000	1,750,000
Grand Total		1,150,000	1,130,000	400,000	450,000	450,000	450,000	1,750,000

Service & Project Delivery



WATER SERVICES

3. Waste Water Network Operations

Delivery Program Activities 2023-2025

1. Maintain a reliable wastewater network and address Customer Requests relating to network operation.
2. Provide proactive maintenance (Closed Circuit TV, infiltration, asset renewal program) of the network to prevent failures in the network.
3. Construct new connections and network extensions as requested by customers.
4. Continue scheduled network maintenance for wastewater treatment plants and pumping stations.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Identification of inflow/infiltration locations in private and network drainage	25% I&I reduction through individual catchments	Annual	Survey data for asset renewal, defects identified and repaired	Coordinator Wastewater Network
Amount of wastewater network surveyed	90% of target meters	Annual	GIS data collection	Coordinator Wastewater Network
Amount of customer requests and reportable overflow incidents	100% of target works. Reduce reportable overflow incidents	Annual	Customer Requests and Preventative Maintenance	Coordinator Wastewater Network
Attending wastewater treatment plants for maintenance as per agreed requirements	100% of maintenance requirements	Annual	Continuous schedule and as requested by Headworks operators	Coordinator Wastewater Network
Cleaning all wastewater pump stations as per agreed requirements	100% of maintenance requirements	Annual	Continuous schedule and as requested by Headworks operators	Coordinator Wastewater Network
Constructing new connections within agreed timeframes	90% completion of private works	Annual	Works management system. Property & Rating	Coordinator Wastewater Network

Strategic plans informing our work.

- Wingecarribee Shire Council Resourcing Strategy;
- Environment and Climate Change;
- Asset Management Plans.

Guiding legislation

- NSW Local Government Act 1993;
- NSW Water Act, (1912, 2000), 2014;
- NSW EPA Protection of the Environment operations Act 1997.

Service Levels

Wastewater network services are delivered across six network schemes in Mittagong, Bowral, Moss Vale, Bundanoon, Berrima and Robertson. Service delivery within each network scheme is provided 24 hrs a day, 7 days a week/365 days per year. The customer experience and after hours call centre is the direct line for customers to report issues with their service and is available any time. Network blockages are attended to on a prioritised immediate basis.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Complete annual sewer vent shaft renewal program to ensure air is continually introduced into the network, supporting drainage to flow effectively	Renewal completed on time and within budget	June 2025	Coordinator Wastewater Network
Identify and prioritise sewer main defects needing repair	Number of sewer mains recommissioned to operational status	June 2025	Coordinator Wastewater Network
Perform ongoing maintenance on the wastewater network drainage systems and respond to customer requests for drainage issues i.e. blockages and overflows	Minimise customer requests. Preventative cleaning totals. CCTV survey meters.	June 2025	Coordinator Wastewater Network

Service & Project Delivery

87 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4 DRAFT		
Income & Expenses - Wastewater Network		Original	Q3 2023	Draft
Coordinator, Wastewater Network		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		40,599	40,599	42,223
Interest & Investments Revenue		-	-	-
Other Revenues		-	32,154	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		40,599	72,753	42,223
Expenses				
Employee Costs		1,305,253	1,305,254	1,409,600
Borrowing Costs		-	-	-
Materials & Services		496,728	679,728	516,597
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		279,131	279,131	333,818
Total Expenses		2,081,112	2,264,113	2,260,016
Net Operating Result		(2,040,513)	(2,191,360)	(2,217,793)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		15.0		14.0

88 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4 DRAFT						
Level 4	Asset Class	2023/24 Original Budget	2023/24 Quarter 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Wastewater Network		134,000	135,000	135,000	135,000	135,000	135,000	540,000
	Sewerage Network	134,000	135,000	135,000	135,000	135,000	135,000	540,000
Grand Total		134,000	135,000	135,000	135,000	135,000	135,000	540,000

WATER SERVICES

4. Water Network Operations

Delivery Program Activities 2023-2025

1. Maintain a reliable water network to ensure the provision of safe drinking water to customers.
2. Carry out requested (paid) connection and metering works to enable new customers to connect to the water network.
3. Provide specialist advice and operational assistance to stakeholders regarding network and supply.

Service Performance Measures

Measure	Target	Reporting frequency	Data Source	Reporting Officer
Delivery time of customer commissioned works	10 weeks	Annual	Management system. Property & Rating	Coordinator Water Network
Average duration of water outages	<5 hours	Annual	Internal database(s)	Coordinator Water Network
Meters of water main installed/ renewed in house	10 weeks	Annual	Internal records/ databases	Coordinator Water Network

Strategic plans informing our work.

- Environment and Climate Change;
- Asset Management Plans .

Guiding legislation

- NSW Local Government Act 1993;
- NSW Water Act, (1912, 2000), 2014;
- NSW EPA Protection of the Environment operations Act 1997.



Service Levels

Our water networks and systems provide customers with water that complies with the Australian Drinking Water Guidelines, and NSW Health Water Quality Guidelines. Compliance ensures safe and clean water consumption. The team operates and maintains water networks 24 hrs a day, 7 days a week/365 days per year. This includes both unplanned and scheduled maintenance of water networks all year round, to ensure minimal disruptions to the community.

Interruptions to supply and quality issues are addressed on a prioritised immediate basis. Council's smaller villages on the supply network are additionally supported with bottled water provision after being without water for three hours whilst repairs continue.

Priority Actions 2024/25	Measure	Timeframe	Responsible Officer
Prioritise emerging defects to ensure the reliability of the water network	Network defects assessed and recommended for proactive maintenance.	June 2025	Coordinator Water Network

Service & Project Delivery

89 OPERATING BUDGET REPORT for the 2024/25 Financial year		LEVEL 4	DRAFT	
 Income & Expenses - Water Network		Original	Q3 2023	Draft
 Coordinator, Water Network		Budget 2023/24	Budget 2023/24	Budget 2024/25
Income				
Rates & Annual Charges		-	-	-
User Charges & Fees		25,000	25,000	26,000
Interest & Investments Revenue		-	-	-
Other Revenues		-	56,594	-
Grants & Contribution - Operating		-	-	-
Grants & Contribution - Capital		-	-	-
Internal Income		-	-	-
Total Income		25,000	81,594	26,000
Expenses				
Employee Costs		1,485,659	1,485,660	1,603,660
Borrowing Costs		-	-	-
Materials & Services		428,163	428,163	445,289
Depreciation		-	-	-
Other Expenses		-	-	-
Internal Expenses		379,229	379,229	444,105
Total Expenses		2,293,051	2,293,052	2,493,054
Net Operating Result		(2,268,051)	(2,211,458)	(2,467,054)
Staff Establishment		FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)		17.0		20.0

90 4 YEAR CAPITAL PROGRAM SUMMARY		LEVEL 4	DRAFT					
Level 4	Asset Class	2023/24 Original Budget	2023/24 Quarter 3 Budget	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
Water Services		450,000	450,000	400,000	350,000	350,000	350,000	1,450,000
	Water Supply Network	450,000	450,000	400,000	350,000	350,000	350,000	1,450,000
Grand Total		450,000	450,000	400,000	350,000	350,000	350,000	1,450,000

STATEMENT OF REVENUE POLICY

Wingecarribee Shire Council is committed to ensuring that Council maintains a financially sustainable position in the short term and longer term. The 2024/25 Operational Plan ensures Council is positioned to achieve this commitment in the short term by ensuring that this budget is financially responsible and will deliver services within the resources allocated.

The 2024/25 budget maintains a Working Capital position in excess of \$5 million. The 2024/25 budget has been built on existing service levels with pressure of the unusually high inflation rates.

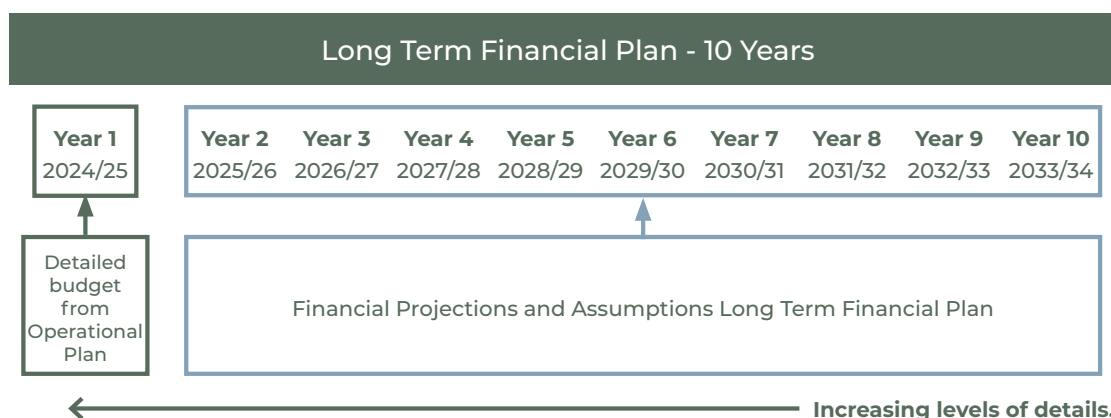
Council will continue to repair the damage from the adverse weather events that have taken place over the past couple of years and will continue to advocate to the State and Federal government for funding to restore infrastructure to an acceptable service level.

Council will invest \$109 million in capital works during the 2024/25 financial year, predominately on Sewer Treatment Plant upgrades. The 2024/25 capital works program includes funds to be spent on infrastructure renewals, upgrades and new infrastructure. The delivery of these projects will see vital infrastructure renewed to ensure the community receives expected service levels whilst providing value for money to ratepayers.

Council's 2024/25 Income Statement provides a snapshot of how Council generates its revenue and manages its expenses as a consolidated entity and for each fund (General, Water and Sewer). Council's primary revenue source (rates income) incorporates a rate peg increase (determined by the Independent Pricing and Regulatory Tribunal - IPART) of 4.6% comprising of a 4.5% rate peg increase and 0.1% growth factor.

The modest rate peg increase of 17% is in contrast to increasing pressure in funding infrastructure renewals with the rate peg not keeping up with the cost of depreciation. Depreciation represents the cost of renewing assets and as the cost of construction materials is increasing well above the rate peg, pressure is mounting on Council to maintain levels of service within the funds allocated.

Council's financial position is reviewed quarterly as a part of the Quarterly Budget Review process to ensure financial projections are accurate and responsive to a dynamic operating environment. The 2024/25 Operating Budget will form the base year of Council's 2024/25 – 2033/34 Long Term Financial Plan. This will ensure that Council's financials are aligned in accordance with the Integrated Planning and Reporting Framework.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Consolidated Income Statement for 2024/25

The following income statement presented the consolidated results for Council's General, Water and Sewer Funds

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Rates & Annual Charges	94,292	94,192	99,465	5,173	5.49%
User Charges & Fees	24,039	23,949	26,086	2,047	8.51%
Interest & Investments Revenue	4,752	8,862	8,400	3,648	76.76%
Other Revenues	2,729	3,837	3,454	724	26.53%
Grants & Contributions - Operating	9,693	3,795	11,718	2,025	20.89%
Grants & Contributions - Capital	24,873	33,750	41,141	16,268	65.41%
Total Income from Continuing Operations	160,379	168,385	190,264	29,886	18.63%
Expenses from Continuing Operations					
Employee Costs	47,715	45,844	50,146	2,430	5.09%
Borrowing Costs	433	470	730	297	68.56%
Materials & Services	45,730	54,647	56,427	10,697	23.39%
Depreciation Amortisation Impairment	43,098	43,098	50,720	7,622	17.69%
Other Expenses	3,642	3,451	3,579	-63	-1.72%
Loss / (Gain) on Disposal of Assets	0	0	0	0	0.00%
Total Expenses from Continuing Operations	140,617	147,510	161,602	20,984	14.92%
Operating Result from Continuing Operations	19,761	20,875	28,663	8,901	45.04%
Net Operating Result from Continuing Operations excluding Grants & Contributions used for Capital Purposes	-5,112	-12,874	-12,479	-7,367	144.12%
FTE (Full Time Equivalent Employees)	481.6	481.6	491.25	9.65	2.00%

Council's Consolidated Operating Result (before Capital Revenue) has been reduced to a deficit of approximately \$12.5m, relating to an increase in depreciation from revised asset revaluations conducted in the 2022/23 financial year and forecast revaluations. This increase will have an impact on Council's ability to maintain existing service levels in renewing and upgrading its assets whilst the rate peg remains modest. Other key movements have seen an increase in Interest and Investment Revenue relating to forecast interest remaining higher than originally budgeted in the 2023/24 financial year, primarily attributed to Council's Water and Sewer Funds. Capital Grants and Contributions have increased as Council continues to deliver works on its Sewage Treatment Plant upgrades. Other key movements include an increase in Borrowing Costs as Council borrows money to fund the Back of House Refurbishment and Animal Shelter/SES upgrade. Materials and Services have also increased due to increase in Waste related costs, funded by the Domestic Waste Management Charge, as waste disposal prices continue to increase.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Income Statement for Council's General Fund

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Rates & Annual Charges	69,965	69,865	73,439	3,474	4.97%
User Charges & Fees	13,385	13,295	14,525	1,140	8.52%
Interest & Investments Revenue	2,220	3,232	3,070	850	38.29%
Other Revenues	2,438	3,458	3,144	706	28.95%
Grants & Contributions - Operating	9,693	3,795	11,718	2,025	20.89%
Grants & Contributions - Capital	17,873	26,750	13,541	-4,332	-24.24%
Total Income from Continuing Operations	115,574	120,393	119,437	3,863	3.34%
Expenses from Continuing Operations					
Employee Costs	40,354	38,483	41,875	1,520	3.77%
Borrowing Costs	376	413	721	345	91.72%
Materials & Services	30,641	38,149	36,557	5,917	19.31%
Depreciation Amortisation Impairment	25,389	25,389	31,641	6,251	24.62%
Other Expenses	3,629	3,438	3,566	-63	-1.74%
Loss / (Gain) on Disposal of Assets	0	0	0	0	0.00%
Total Expenses from Continuing Operations	100,390	105,872	114,360	13,970	13.92%
Operating Result from Continuing Operations	15,184	14,521	5,077	-10,107	-66.56%
Net Operating Result from Continuing Operations excluding Grants & Contributions used for Capital Purposes	-2,689	-12,229	-8,464	-5,775	214.75%
FTE (Full Time Equivalent Employees)	413.6	413.6	421.25	7.65	2.00%

Council's General Fund Operating Result (before Capital Revenue) has been reduced to a deficit of approximately \$8.5 million relating to an increase in depreciation from revised asset revaluations. This increase will have an impact on Council's ability to maintain existing service levels in renewing and upgrading its assets whilst the rate peg remains modest. The increase in Full Time Equivalents in the General Fund is a combination of increase of three new trainees and cadet roles. Two of these newly created roles are included in the Development Assessment and Regulation Service activity, where the Full Time Equivalents have increased by six to ensure service levels are maintained in a financially sustainable manner. As outlined in Council's Consolidated position, increases relating to waste disposal costs and borrowing costs have increased relative to the 23/24 financial year, as has interest income due to low interest rate forecasts made in last year's original budget. Grants and Contributions have will be brought to account as projects are completed in line with accounting standards as project cash flows fluctuate.

STATEMENT OF REVENUE POLICY

Income Statement for Council's Water Fund

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Rates & Annual Charges	4,266	4,266	4,566	301	7.05%
User Charges & Fees	9,410	9,410	10,065	655	6.96%
Interest & Investments Revenue	1,232	2,900	2,900	1,668	135.35%
Other Revenues	283	340	301	18	6.35%
Grants & Contributions - Operating	0	0	0	0	0.00%
Grants & Contributions - Capital	1,500	1,500	0	0	0.00%
Total Income from Continuing Operations	16,691	18,415	19,332	2,641	15.82%
Expenses from Continuing Operations					
Employee Costs	4,344	4,344	3,980	-364	-8.38%
Borrowing Costs	0	0	0	0	0.00%
Materials & Services	7,304	7,747	7,916	612	8.37%
Depreciation Amortisation Impairment	7,427	7,427	8,366	939	12.64%
Other Expenses	0	0	0	0	0.00%
Loss / (Gain) on Disposal of Assets	0	0	0	0	0.00%
Total Expenses from Continuing Operations	19,075	19,518	20,262	1,187	6.22%
Operating Result from Continuing Operations	-2,384	-1,103	-930	1,455	-61.00%
Net Operating Result from Continuing Operations excluding Grants & Contributions used for Capital Purposes	-3,884	-2,603	-2,430	1,455	-37.45%
FTE (Full Time Equivalent Employees)	481.6	481.6	34.5	3	9.52%

Council's Water Fund Operating Result (before Capital Revenue) has a deficit of approximately \$2.4m due to the increase in depreciation and material and services increasing in line with inflation and associated contracts. This increase has been offset by an increase in water rates, by 7%, to ensure there is adequate revenue to fund operations and to ensure future infrastructure renewals and upgrades of Water Services infrastructure can be performed. The increase is also attributable to water rates not being increased between 2015/16 – 2019/20 to offset the increase of the Special Rate Variation relating to Council's General Fund rate increase. The impact of not increasing water rates during this period requires water rates to be increased above inflation to ensure the longer-term sustainability of the Water Fund. This is to ensure that Council can fund future infrastructure renewal and future loan repayments in a financially sustainable manner as outlined in Council's Long Term Financial Plan.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Income Statement for Council's Sewer Fund

	2023/24 Original Budget (\$,000)	2023/24 Q3 Budget (\$,000)	2024/25 Draft Budget (\$,000)	\$ Movement	% Movement
Income from Continuing Operations					
Rates & Annual Charges	20,062	20,062	21,461	1,399	6.97%
User Charges & Fees	1,244	1,244	1,497	252	20.28%
Interest & Investments Revenue	1,300	2,730	2,430	1,130	86.92%
Other Revenues	8	40	8	0	3.99%
Grants & Contributions - Operating	0	0	0	0	0.00%
Grants & Contributions - Capital	5,500	5,500	26,100	20,600	374.55%
Total Income from Continuing Operations	28,114	29,576	51,495	23,381	83.17%
Expenses from Continuing Operations					
Employee Costs	3,017	3,017	4,292	1,275	42.27%
Borrowing Costs	57	57	9	-48	-84.30%
Materials & Services	7,785	8,751	11,955	4,170	53.57%
Depreciation Amortisation Impairment	10,281	10,281	10,713	432	4.20%
Other Expenses	13	13	13	1	4.00%
Loss / (Gain) on Disposal of Assets	0	0	0	0	0.00%
Total Expenses from Continuing Operations	21,152	22,119	26,982	5,830	27.56%
Operating Result from Continuing Operations	6,962	7,457	24,513	17,552	252.12%
Net Operating Result from Continuing Operations excluding Grants & Contributions used for Capital Purposes	1,462	1,957	-1,587	-3,048	-208.54%
FTE (Full Time Equivalent Employees)	481.6	481.6	35.5	-1	2.74%

Council's Sewer Fund Operating Result (before Capital Revenue) has a deficit of approximately \$1.5M, primarily due to the increase in Materials and Services relating to the funding of sewer related projects and operational costs and increase in Employee Costs as a result of revised overhead charging methodology in comparison to the 2023/24 financial year. The increase in sewer rates and charges funds (7%) will be used to ensure sewer related operations can be adequately funded and there are sufficient funds to repay future loans for Sewage Treatment Plants that will be upgraded in accordance with Council's Long Term Financial Plan. The costs of upgrading three Sewage Treatment Plants, which are essential for sustainable population growth, were higher than originally anticipated and additional borrowings are required to be fund these cost escalations. The additional revenue generated will also be used to replenish the cash position of the Sewer Fund for future renewal works.

STATEMENT OF REVENUE POLICY

Capital Works Program

Council is budgeted to invest \$109 million in capital works for the 2024/25 financial year. Below is the forecast four-year Capital Works program by Asset Class. The capital works program will be reviewed during the 2024/25 financial year to ensure financial projections are aligned with project implementation.

Summary by Asset Class	CURRENT Original Budget 2023/24	CURRENT Quarter 3 2023/24	DRAFT 4 YEAR CAPITAL PROGRAM SUMMARY BY ASSET CLASS				4 Year Budget Total
			Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	
Plant & Equipment	2,029,576	2,079,572	4,622,000	3,231,850	3,144,231	4,038,854	15,036,935
Office Equipment	2,025,000	2,588,524	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Land Improvements depreciable/Open Space/ Recreational	129,000	1,807,809	5,699,000	9,170,000	7,205,630	1,350,000	23,424,630
Buildings	8,163,225	9,358,470	11,207,558	5,150,558	2,225,000	2,300,000	20,883,116
Other Structures	4,607,838	8,938,122	27,500	-	-	-	27,500
Roads, Bridges & Footpaths	24,570,395	28,245,709	14,278,486	11,950,000	13,100,000	13,475,000	52,803,486
Stormwater Drainage	9,515,000	10,021,741	7,655,000	6,800,000	600,000	600,000	15,655,000
Water Supply Network	4,870,000	5,822,412	8,695,000	26,992,393	27,048,093	24,385,905	87,121,391
Plant & Equipment Water	400,000	400,000	645,000	312,950	580,049	359,936	1,897,935
Sewerage Network	27,075,000	27,331,620	53,228,329	68,170,546	37,425,000	16,775,000	175,598,875
Plant & Equipment Sewer	600,000	600,000	350,000	335,250	572,741	412,109	1,670,100
Swimming Pools	-	226,116	177,000	230,000	240,000	250,000	897,000
Library Books	184,000	173,995	184,000	184,000	184,000	184,000	736,000
Other	-	270,137	343,751	343,751	343,751	343,751	1,375,004
Total	84,169,034	97,864,227	109,447,624	134,156,298	93,610,495	65,876,955	403,091,372

A detailed list of the projected capital works program can be found in **Appendix 4** to this Operational Plan.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Special Variation Reporting Requirements

Council is required to disclose the funding allocation of the two IPART endorsed Special Rating Variations. As a condition of having this additional revenue, IPART requires a breakdown of the program of expenditure of how these funds have been allocated. The two special variations that Council is required to disclose are as follows:

- Environmental Levy. Further details on special rates are provided on page 194 ;
- Investing in our Future SRV.

Details of each specific program are outlined below.

Environmental Levy

The Environmental levy is used to fund specific expenditure on the following environmental projects:

Environmental Levy Program- 2024/25	2024/25
BIODIVERSITY CONSERVATION - PROTECT AND GROW PROGRAM	
1.1 BUSHLAND RESTORATION AND WEED MANAGEMENT	\$720,256
1.3 VEGETATION CONSERVATION	\$12,000
1.3 GREEN WEB ACTION	\$153,496
1.4 BIODIVERSITY CONSERVATION - VERTEBRATE PEST MGT/MGT PLANS	\$32,000
1.4 INTERPRETATIVE MATERIAL - NATURAL ASSETS	\$15,000
SUBTOTAL	\$932,752
RIVERS AND STREAMS PROGRAM	
2.2 RIPARIAN MANAGEMENT PLANS DELIVERY	\$75,947
SUBTOTAL	\$75,947
SUSTAINABLE LIVING PROGRAM	
3.3 COMMUNITY SUSTAINABILITY	\$52,517
SUBTOTAL	\$52,517
COMMUNITY SUPPORT	
4.1 AWARENESS CAMPAIGNS	\$28,475
4.1 COMMUNITY EDUCATION	\$66,950
4.2 COMMUNITY SUPPORT	\$58,429
4.2 LANDCARE & BUSHCARE	\$91,295
4.3 ENVIRONMENT LEVY AWARENESS	\$5,000
4.4 RURAL PARTNER PROGRAM	\$10,000
4.4 URBAN SUSTAINABILITY PARTNER PROGRAM	\$70,971
SUBTOTAL	\$331,120
COORDINATION	
5.2 GRANT APPLICATIONS	\$47,108
5.3 DATA COLLECTION BIODIVERSITY	\$22,000
5.4 ENV LEVY CORPORATE SUPPORT	\$168,597
SUBTOTAL	\$237,705
TOTAL	\$1,630,041

STATEMENT OF REVENUE POLICY

Investing in our Future SRV

Investing in our Future SRV is used to fund specific expenditure on the following asset classes for Capital and Maintenance related expenditure. The rate was first collected from 1 July 2016 and forms a part of Council's rating base into perpetuity. The funds have been allocated to the following asset classes, consistent with the SRV application.

Asset class	Operating Budget 2024/25 \$'000	Capital Budget 2024/25 \$'000	Total Budget 2024/25 \$'000
Roads	609	7,778	8,387
Drainage	26	4,512	4,538
Recreation	0	17	17
Buildings	1,232	65	1,297
Total expenditure	1,867	12,372	14,239

Any changes to these funding allocations will be reported as a part of the Quarterly Budget Review process.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Rating Policy and Structure

The Local Government Act (the 'Act') requires that all rateable parcels of land ('assessments') be categorised for rating purposes according to their dominant or permissible use as one of the following four (4) categories – Residential, Mining, Farmland or Business. These categories are then allowed to be divided into subcategories.

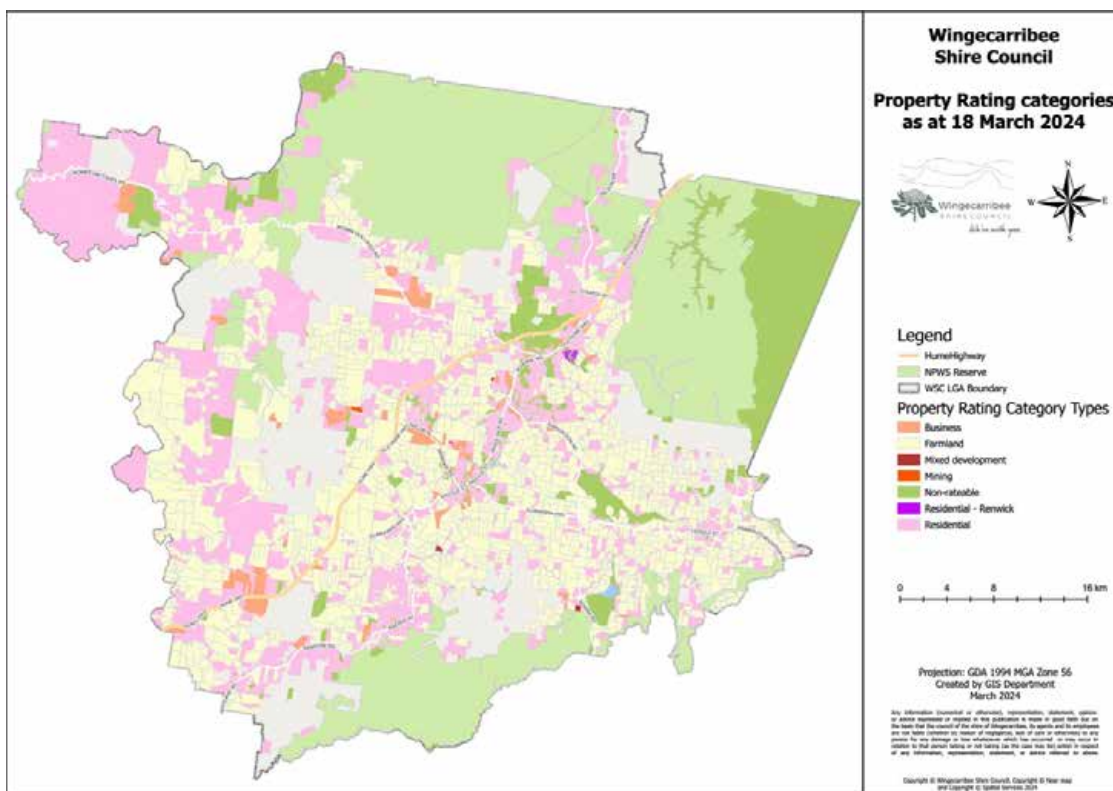
The owner or ratepayer (where Crown Land is leased) will be notified of the rating category of their land via the annual notice issued in respect of that land, and via letter should the category be reviewed during the year. Other important information on rating categories will be included on the annual notice and can also be obtained by contacting Council's Revenue Team.

The Act requires that all rateable land be levied Ordinary Rates and allows Council the option of levying Special Rates.

Ordinary Rates

In accordance with section 498 of the Local Government Act 1993, Council's ordinary rate levy will be calculated using an ad valorem rate adopted by Council for each of the relevant rating categories and subcategories. A minimum rate applies to each relevant rating category and subcategory in accordance with section 548 of the Local Government Act 1993.

Council's ordinary rates are identified in the map below, which is also available for viewing at Council's Civic Centre.



Residential Category

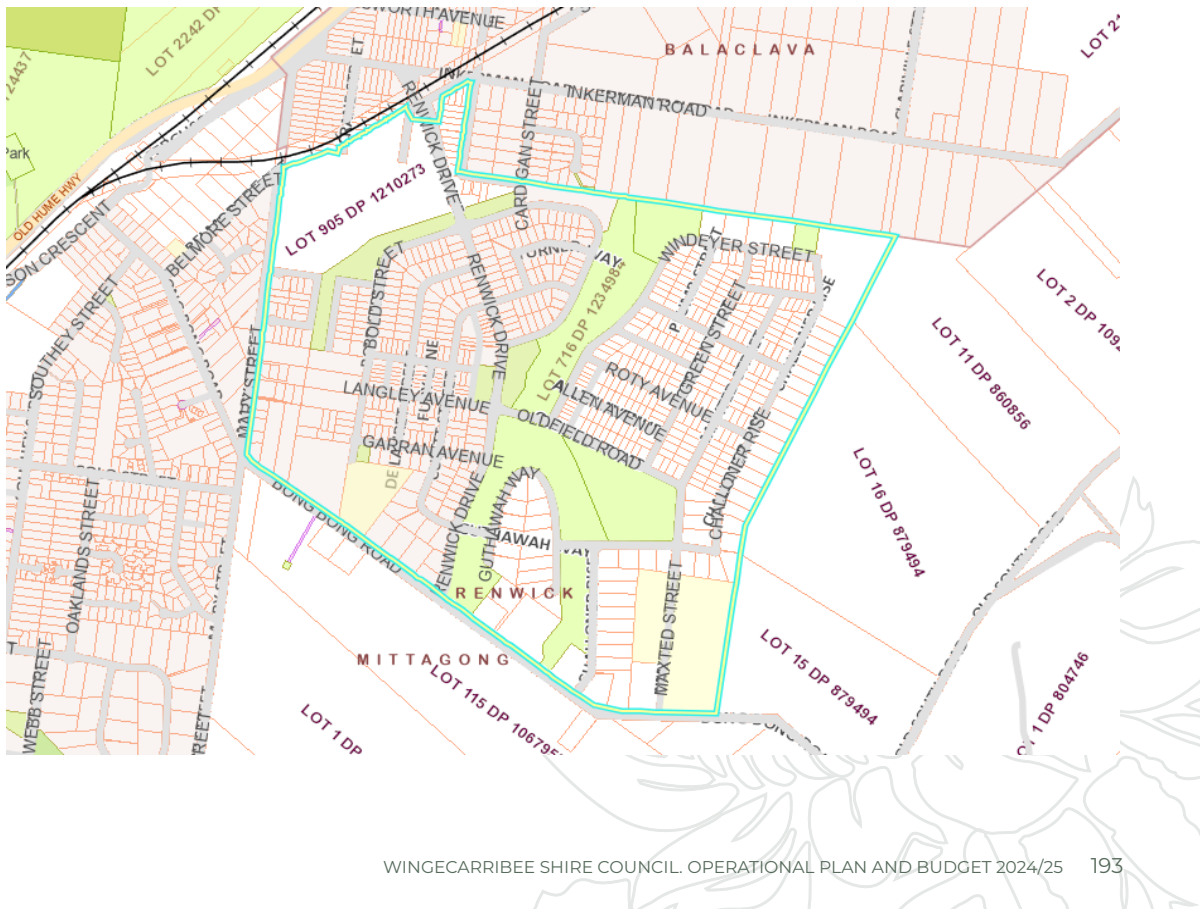
The Act requires that:

Land is to be categorised as residential if it is a parcel of rateable land valued as one assessment and

- a. its dominant use is for residential accommodation other than a hotel, motel, guesthouse, backpacker hostel or nursing home or any other form of residential accommodation (not being a boarding house or a lodging house prescribed by the regulations); or
- b. in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes; or
- c. it is rural residential land.

The Residential category will apply uniformly to all rateable assessments within the Local Government area that satisfy the above criteria set out in section 516 of the Local Government Act 1993 except for rateable assessments deemed Residential Renwick..

For the purposes of rating in Wingecarribee, the Renwick sub-category will be applied to all residential assessments that form part of the Renwick subdivision. This rate has been calculated after giving due consideration to the additional costs associated with a higher standard of green space and community infrastructure provided within that precinct.



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AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Farmland Category

The Act requires that:

1. Land is to be categorised as farmland if it is a parcel of rateable land valued as one assessment and its dominant use is for farming (that is, the business or industry of grazing, animal feedlots, dairying, pig-farming, poultry farming, viticulture, orcharding, bee-keeping, horticulture, vegetable growing, the growing of crops of any kind, forestry or aquaculture within the meaning of the Fisheries Management Act 1994, or any combination of those businesses or industries) which:
 - a. has a significant and substantial commercial purpose or character; and
 - b. is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).
2. Land is not to be categorised as farmland if it is rural residential land.
3. The regulations may prescribe circumstances in which land is or is not to be categorised as farmland.

The Farmland category will apply uniformly to all rateable assessments within the Local Government area that satisfy the above criteria set out in section 515 of the Local Government Act 1993.

Mining Category

The Act requires that:

- Land is to be categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine;
- The regulations may prescribe circumstances in which land is or is not to be categorised as mining.

The Mining category will apply uniformly to all rateable assessments within the Local Government area that satisfy the Mining criteria set out in section 517 of the Local Government Act 1993.

Business Category

The Act requires that:

- Land is to be categorised as business if it cannot be categorised as farmland, residential or mining;
- The Business category will apply uniformly to all rateable assessments within the Local Government area that satisfy the Business criteria set out in section 518 of the Local Government Act 1993.

The Distribution of Total Rate Revenue will be at the discretion of Council.

Special Rates

As Council's population grows and new living areas are created within the Shire, Council has resolved to include a policy position that considers a special rate for New Living Areas as they are developed. This will entail a special rate to partially or fully fund the servicing strategy required to maintain and renew the infrastructure within the New Living Area, along with any additional service levels required within that area to a predetermined service level. The New Living Area special rate will be considered on a case-by-case basis and presented to Council (for resolution) to formally pursue a special rate at the appropriate time.

At this stage, Council will continue with an Environment Levy as its only Special Rate.

Environmental Levy

In accordance with sections 499 and 500 of the Act, the Environment Levy will be calculated using a base amount plus an ad valorem rate whereby no more than 50% of the total revenue will be collected via the base amount.

The Environment Levy was first introduced in June 2000. In May 2016, the IPART approved the continuation of the Environment Levy on a permanent basis.

STATEMENT OF REVENUE POLICY

All funds collected via the Environment Levy are used for the purposes of advancing Council's strategies and plans in relation to best practice environment management and operations.

The Environment Levy is used to fund specific expenditure on the following environmental projects:

Biodiversity Conservation

- iv. Reduced impact of invasive weeds;
- v. Net increase in native vegetation extent;
- vi. Increase area of significant native vegetation conserved to reduce threats to biodiversity resilience;
- vii. Enhanced capacity of Council and community to protect and restore natural ecosystems.

River Health and Wetlands

- i. Improved water quality management for our major rivers and creeks;
- ii. Improvement in the health and function of our riparian areas.

Sustainable Living

- i. Continuous improvement in waste avoidance and resource recovery;
- ii. Reduced usage of fossil fuels and carbon emissions within Wingecarribee Shire;
- iii. The community actively chooses sustainable products and services;
- iv. Improved access to information to enable our community to act on local environmental issues;
- v. Increased support and skills development for environmentally active members of our community;
 - c. More effective communication of planning and results of environmental activities within our community;
- vi. Significant increase in leveraging environmental education/incentive projects available from NGOs, NSW and Australian Governments.

Environmental Systems

- i. Monitoring, evaluation and reporting system in place to support best practice Natural Resource Management and environmental program performance;
- ii. Foundations for NRMAsset Management are in place.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Rate Peg

The amount of funds Council can levy through rates annually is limited by the rate peg set by the Independent Pricing and Regulatory Tribunal ('IPART') under delegation from the Minister for Local Government. The allowable increase estimated by IPART each year is based on the change to a local government (average) cost index (LGCI) less a productivity adjustment and allowance for a population growth factor.

Importantly, the rate peg does not apply to income generated by stormwater, waste collection, water, or sewerage charges.

For the rating year commencing 1 July 2024, IPART has determined the rate pegging limit for Wingecarribee Shire Council to be 4.6% comprising of the core rate peg of 4.5% (to cover inflation) and a 0.1% population growth factor. The rate peg will be taken up in its entirety.

The following table provides a summary of the Rating Structure proposed for the 2024/25 year. It sets out:

- The rate in the dollar and minimum rate applicable to each rating category and sub-category;
- The rate in the dollar and base rate applicable to the special rate (the Environmental Levy);
- The projected rate revenue to be collected by each rating category, sub-category and special rate;
- The projected overall rate revenue ('Estimated Yield').

Proposed 2024/25 Rating Structure (including the rate peg increase of 4.6%)				
Category	Sub Category	Ad Valorem	Minimum Rate	Estimated Yield
Residential	Ordinary	0.2253500	\$1,325.25	\$45,305,559
Residential	Renwick	0.2779000	\$1,325.25	\$1,133,431
Business	Ordinary	0.5434000	\$1,325.25	\$7,310,816
Farmland	Ordinary	0.1355500	\$1,936.59	\$5,312,297
Mining	Ordinary	1.5160940	\$1,325.25	\$381,107
				\$59,443,209
		Ad Valorem	Base Amount	
Environment Levy		0.003452323	30.48	\$1,613,384
			Estimated Yield	\$61,056,593

The proposed rating structure is correct as of 29 February 2024. Adjustments to Council's rating and valuation records will continue to be processed, in accordance with legislative requirements, until rates are levied for the 2024/25 year. Consequently, minor changes may be made to the ad valorem rates detailed in the table so that Council stays within the allowable rate peg limit.

STATEMENT OF REVENUE POLICY

Land (or Rateable) Valuations

When determining the rates each property will pay, Council is required to use the land value of properties that is issued by the Valuer General (the 'VG') on a three yearly cycle.

These land values are issued under the Valuation of Land Act 1916, and importantly, Council does not influence the valuation process in any way.

Rates for the 2024/25 year will be calculated using valuations with a base date of 1 July 2022. This is the 2nd year in which these valuations have been used to calculate rates.

Residents wanting to know more about their land value or the valuation process should contact the VG on 1800 110 038 or via their website  www.valuergeneral.nsw.gov.au.

Part Year Rating

When a new plan of subdivision is registered after 1 July:

- The new property(s) created by the subdivision will be rated from the commencement of the quarter following the date that the plan is registered; and
- The rate account for the property(s) cancelled by the subdivision will be adjusted to the end of the quarter following the date that the plan is registered. Any balance owing on these property(s) will be apportioned across the new property(s).

Change (or Review) of a Rating Category

A review of the rating category may occur if:

- Council receives information that provides reasonable grounds to undertake a review; or
- The owner requests a review of the rating category.

The effective date of any category change will be the commencement date of the quarter following the earlier of:

- the date that the review was undertaken; or
- the date that an application for review was received from the owner or ratepayer.

In line with established case law, any adjustment made to a rate account resulting from a change in category will be made from the effective date (i.e., no adjustment will be made for any prior period).

Mixed Development

Where a property is used for both residential and business purposes, an application may be made to the Valuer General for a mixed development apportionment factor (the 'MDAF') to be issued in respect of that property. Upon receipt of an MDAF, Council will recalculate rates by apportioning the valuation of the property across the rating categories by the MDAF.

The effective date of any changes will be by that established in the section of this Policy titled Change (or Review) of a Rating Category.

Aggregation of Lots for Rating Purposes

Where these uses are split over various lots in the strata plan, each use (i.e. each lot) will be allocated its own unit entitlement and therefore its own rateable value. As a consequence, a rate (normally the minimum rate) will be levied in respect of each individual lot.

Where these uses are split over various lots in the strata plan, each use (i.e. each lot) will be allocated its own unit entitlement and therefore its own rateable value. As a consequence, a rate (normally the minimum rate) will be levied in respect of each individual lot.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

The Act allows Council to aggregate these lots for rating purposes which results in a single rate being issued for the combined rateable value. Council will do so where all the below criteria are met:

- the additional lots are used in conjunction with the unit and by the occupier of the unit; and
- the ownership of each lot noted on the certificate of title is exactly the same for each lot; and
- all lots are within the same strata plan; and
- the lots are not leased out separately to one another.

The following lots will be aggregated for rating purposes:

Residential

Council will aggregate a maximum of three lots (whether car spaces or storage lots) with a residential strata lot.

Business

Council will aggregate a maximum of two lots (whether a car space or storage lot) with a business strata lot.

Aggregation of lots will continue until the use, or ownership changes.

The effective date of any changes will be by that established in the section of this Policy titled Change (or Review) of a Rating Category.

Differential Rating

As urban development continues across the Shire, Council will consider applying differential rating in New Living Areas which will result in additional and ongoing maintenance costs where these costs will be expected to exceed the existing levels of service. The additional differential rating revenue levied based on the expenditure (based on a unit rate) required in existing urban areas of the Shire.

ANNUAL CHARGES

Council levies charges for the following:

1. Water Supply.
2. Sewerage.
3. Waste Management Charges.
4. Stormwater Management Service Charge.

Water and Sewerage Charges

Water and sewerage charges will be billed via a notice issued three (3) times per year. Payment of a notice will be thirty (30) days after the posting date of the notice.

Water Charges

Accounts will be calculated based on:

1. An access charge applied to all categories of property (section 501 of the Act).
2. A volumetric usage charge applied to all categories of property (section 502 of the Act).

Water Access Charges

Water access charges will be applied to all properties (including vacant land) located within 225 meters of a Council water main and/or land that is supplied with water from a water pipe of the council.

The following charging structure will apply from the first full billing period in 2024/25.

Fixed Access Charge – will be charged on a per dwelling basis for each secondary dwelling, or granny flat, that is located within, attached to, or separate from another dwelling on the same site. The secondary dwellings need not contain separate kitchen, bathroom and/or laundry facilities.

- Residential (including non-rateable properties being used for residential purposes): Residential charges will be \$197.00 per annum or \$0.54 per day;
- Business, Farmland and Mining properties (including non-rateable properties used for purposes other than residential): The daily tariff used to calculate this charge is determined by the meter size with the scale detailed in the table below:

Meter Size		Tariff	Daily Charge (Rounded)	Annual Charge (Rounded)
NO METER			\$0.54	\$197.00
3/4"	20mm	1	\$0.54	\$197.00
1"	25mm	2	\$0.84	\$307.00
1 1/4"	32mm	3	\$1.38	\$503.00
1 1/2"	40mm	4	\$2.15	\$786.00
2"	50mm	5	\$3.36	\$1,228.00
2 1/2"	65mm	6	\$5.69	\$2,077.00
3"	80mm	7	\$8.62	\$3,149.00
4"	100mm	8	\$13.47	\$4,918.00
6"	150mm	9	\$30.31	\$11,064.00

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Water Usage Charges

The following charging structure will apply from the first full billing period in 2024/25.

- Residential (including non-rateable properties used for residential purposes)**

The usage charge applies to all water consumed. Each account is calculated on the number of days in the reading period based on the following tariff structure:

Tariff 1	0 to 616 litres per day	\$2.24 per Kilotitre
Tariff 2	Over 616 litres per day	\$3.33 per Kilotitre

- Business, Farmland & Mining (including non-rateable properties used for purposes other than residential)**

This usage charge applies to all water consumed. Each account is calculated on the number of days in the reading period based on the following tariff structure:

Tariff	ALL consumption	\$2.24 per Kilotitre
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Water Charges for Non-Rateable Lands

Water access and usage charges will apply to land that conforms with sections 555, 556 and 557 of the Local Government Act 1993 in respect of the exemption of land from rates. These charges will be calculated as outlined above and will be billed on a water and sewerage account issued three (3) times during the year and will be deemed due 30 days after the posting date of the account.

Low Water Pressure Rebate

For properties that have a water pressure reading of less than 120 kilopascals (17.6 psi) at the meter, a rebate of 50% will be applied to the fixed water access charge only. The rebate only applies if the problem is not rectified within 7 days of Council being notified. The rebate will continue to apply until the minimum standard of pressure is provided.

Further information regarding eligibility can be obtained from the Revenue team.

Dialysis Rebate

Property owners and residents who rely on a kidney dialysis machine will be allowed 235 kilolitres of water per annum free of charge. Any water used above that allowance will be charged under the current water usage structure.

Further information regarding eligibility can be obtained from the Revenue team.

Estimated Yield of Water Charges

Access charge	
Residential	\$4,012,500
Non-Residential (including non-rateable)	\$688,010
Usage charge	
Residential	\$7,035,250
Non-Residential (including non-rateable)	\$2,594,750
Total Estimated Yield	\$14,330,510

STATEMENT OF REVENUE POLICY

Sewerage Charges

Accounts will be calculated based on:

1. An access charge applied to all categories of property (section 501 of the Act).
2. A volumetric usage charge applied to Business, Farmland and Mining properties (including non-rateable properties used for purposes other than residential) (section 502 of the Act).

Sewerage Access Charges

Sewer access charges will apply to all properties (including vacant land) that are located within 75 meters of a Council sewer main or when sewage can be discharged into Council's sewer main via a private pumping station.

The following charging structure will apply from the first full billing period in 2024/25.

Fixed Access Charge – will be charged on a per dwelling basis for each secondary dwelling, or granny flat, that is located within, attached to, or separate from another dwelling on the same site. The secondary dwellings need not contain separate kitchen, bathroom and/or laundry facilities.

- **Residential (including non-rateable properties being used for residential purposes):**
Residential charges will be \$1,089.00 per annum or \$2.98 per day.
Note: no access charge to apply if the property has no building entitlement.
- **Business, Farmland and Mining properties (including non-rateable properties used for purposes other than residential):**
The daily tariff used to calculate this charge is determined by the meter size with the scale detailed in the table below:

Meter Size		Tariff	Daily Charge (Rounded)	Annual Charge (Rounded)
NO METER			\$2.98	\$1,089.00
3/4"	20mm	1	\$2.46	\$900.00
1"	25mm	2	\$3.84	\$1,402.00
1 1/4"	32mm	3	\$6.31	\$2,303.00
1 1/2"	40mm	4	\$9.84	\$3,595.00
2"	50mm	5	\$15.41	\$5,625.00
2 1/2"	65mm	6	\$26.05	\$9,506.00
3"	80mm	7	\$39.43	\$14,395.00
4"	100mm	8	\$61.65	\$22,508.00
6"	150mm	9	\$138.71	\$50,634.00

Vacant Business, Farmland and Mining Land (including non-rateable properties) which are not metered properties are to have the minimum Residential access charge applied.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Sewerage Usage Charges

The following charging structure will apply from the first full billing period in 2024/25.

A usage charge will apply to all water consumed on Business, Farmland, Mining properties (including non-rateable properties not being used for residential purposes).

Each account is calculated on the number of days in the reading period based on the following tariff structure:

- **Residential:** no usage charge to apply to properties categorised Residential;
- **Business, Farmland and Mining (including non-rateable properties used for purposes other than residential):** Usage Charge \$1.90 per KL.

Sewerage Charges for Non-Rateable Lands

Sewerage access and usage charges will apply to land that conforms with sections 555, 556 and 557 of the Local Government Act 1993 in respect of the exemption of land from rates.

These charges will be calculated as outlined above and will be billed on a water and sewerage account issued three (3) times during the year and will be deemed due 30 days after the posting date of the account.

Liquid Trade Waste Charges

Fees for Business, Farmland, Mining properties (including non-rateable properties) that discharge liquid trade waste into sewers will be made and included in formal agreements between Council and the individual business concerned. In the absence of an agreement, the full sewerage charging structure will apply.

Fees for Business, Farmland, Mining properties (including non-rateable properties) who have signed trade waste agreements will be charged through the water and sewerage account.

For a full listing of all Liquid Trade Waste Charges refer to the 2024/25 Fees and Charges.

Estimated Yield of Sewer Charges

Access charge	
Residential	\$19,260,000
Non-Residential (including non-rateable)	\$2,140,000
Usage charge	
Non-Residential (including non-rateable)	\$1,130,000
Residential	\$0
Total Estimated Yield	\$22,530,000

STATEMENT OF REVENUE POLICY

Waste Management Charges

The Act requires Council to recover the full cost of providing the domestic waste management service.

Recovery will be by way of the Domestic Waste Management charge (for the availability of the service) and the Domestic Waste Management Service charge (for actual use of the service).

Domestic Waste Management Charge levied under section 496 of the Local Government Act 1993:

- This charge is for funding kerbside material collection which also includes a subsidy for the bulky waste kerbside collection service;
- For the purpose of raising this Charge, Council deems a parcel of rateable land as that which is within the Compulsory Resource Recovery Collection Area and which is categorised for rating purposes as Residential. The Compulsory Resource Recovery Collection Area (to be referenced as CRRCA) identifies those properties to which the service is available;
- Owners of properties within the CRRCA that are categorised as 'Non-Rateable' may apply to have a domestic waste collection service allocated to a property that is being used for residential purposes;
- Owners of properties within the CRRCA that are categorised for rating purposes as Business and that have a residence on site may apply for a domestic waste collection service, provided that an undertaking (by way of a statutory declaration) is given to ensure waste collected is of residential and not commercial origin;
- Owners of properties that are outside the CRRCA and that are being used for residential purposes may apply to use the service. These applications will be assessed on an individual basis to determine whether they are able to be serviced;
- Vacant land within the CRRCA that is categorised for rating purposes as Residential are to be charged the Vacant Land Waste Management Charge;
- This charge is billed on the annual rates and charges notice and can be paid by quarterly instalments;
- The Domestic Waste Management Charge is itemised in the 2024/25 Fees and Charges.

Domestic Waste Management Service Charge – Actual Use (section 502 of the Local Government Act 1993):

- This charge should be applied to all assessments that meet the criteria set out in 2.2, 2.3, 2.4 and 2.5 above) and which the Service is available;
- The full listing of annual Domestic Waste Management Service charges are itemised in the 2024/25 Fees and Charges.

Estimated income for these charges is detailed in the table following on below (note charges with zero income are not listed):



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WEDNESDAY 1 MAY 2024**

Single Service Domestic Waste Charges

Description	Type of charge	Cost	Estimated Yield	
80L Weekly Service	Single Service	\$567.10	\$7,575,889	
140L Weekly Service		\$707.10	\$1,693,505	
240L Weekly Service		\$914.00	\$1,424,012	
80L Fortnightly Service		\$428.30	\$554,649	
80L Fortnightly Waste (downsize to 140L Recycle)		\$394.30	\$160,480	
Special 240L Weekly Service		\$567.10	\$30,623	
Non Rateable 80L Weekly Service		\$567.10	\$32,325	
Non Rateable 140L Weekly Service		\$707.20	\$7,072	
Non Rateable 240L Weekly Service		\$914.00	\$12,796	
Special Non Rateable 240L Weekly Service		\$567.10	\$2,836	
Non Rateable 80L Fortnightly Service (downsize to 140L Recycle)		\$394.30	\$789	
Total Yield				\$11,494,976

Multi-Unit Dwelling Domestic Waste Charges

Description	Type of charge	Cost	Estimated Yield
80L Weekly Service	Multi-Unit Dwellings	\$442.60	\$452,780
140L Weekly Service		\$582.90	\$14,573
240L Weekly Service		\$788.30	\$14,189
Special 240L Weekly Service		\$442.60	\$1,328
80L Fortnightly Service		\$303.90	\$47,105
80L Fortnightly Waste (downsize to 140L Recycle)		\$271.20	\$16,814
Shared 240L Weekly Service		\$442.60	\$89,848
Shared 240L Fortnightly Service		\$303.90	\$10,333
Non Rateable 80L Weekly Service		\$442.60	\$14,163
Non Rateable 140L Weekly Service		\$582.90	\$583
Non Rateable 240L Weekly Service		\$788.30	\$788
Shared 240L Weekly Service		\$442.60	\$4,869
Total Yield			

STATEMENT OF REVENUE POLICY

Other Domestic Waste Charges

Description	Type of charge	Cost	Estimated Yield
Additional 80L Garbage Bin	Other	\$289.50	\$116,669
Additional 140L Garbage Bin	Other	\$429.60	\$29,213
Additional 240L Garbage Bin	Other	\$636.50	\$98,658
Additional 240L Organics Bin	Other	\$124.50	\$273,900
Additional 240L Recycling Bin	Other	\$153.30	\$69,752
Additional 360L Recycling Bin	Other	\$208.20	\$7,912
360L Recycling Bin Upgrade (from 240L bin only)	Other	\$53.70	\$22,554
Domestic Waste Vacant Land Levy (compulsory collection area only)	Other	\$34.60	\$277
Domestic Waste Non-Vacant Land Levy (compulsory collection area only)	Other	\$34.60	\$34,185
Total Yield			\$653,120

Kerbside Bulky Waste Collection Service

Council will provide residents two Bulky Waste Collection Services annually funded from the Domestic Waste Management Charge. Residents who have a domestic waste collection are eligible to participate by booking a scheduled collection and placing items at the frontage to their property on the scheduled date.

Commercial Waste Collection Service Fees

Commercial waste collection service fees and waste disposal fees are included in the list of Fees and Charges attached to this Policy.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Stormwater Management Service Charge

Council currently levies residential properties a Stormwater Management Service Charge at \$25.00 per annum (in accordance with section 496A(1) of the Local Government Act 1993). This plan includes the continuation of this charge. Funds raised through the Stormwater Management Service Charge must only be used on stormwater maintenance and improvements.

This charge is to be levied in the following situations:

- In respect of urban land that is categorised for rating purposes as either residential or business (but not including any vacant land), and
- Where the land is located within a stormwater catchment area.

Category	Charge
Residential	
Urban	\$25.00 each rateable property
Strata	\$12.50 each rateable unit
Business	
Urban	350m ² or part thereof x \$25.00 (up to a maximum of \$250.00)
Strata	350m ² or part thereof x \$25.00 (proportioned to each lot based on unit entitlement)

Interest charges

Interest charges will be raised on all overdue rates and annual charges in accordance with section 566(3) of the Act. Council will adopt the maximum interest rate permitted by the Minister for Local Government for the 2024/25 year.

As interest charges are raised in accordance with legislative requirements, these charges can only be reversed where:

- they have been raised in error or because of a Council error; or
- allowed to by a Policy adopted by Council.

Refunds of any Rate or Annual Charge

Requests for refunds must be completed in writing. Refunds will be assessed on a case-by-case basis and applied to the relevant financial year.

Changes to Address for Service of Notices

Council will only accept notifications of a change of postal address in writing from the registered property owner, their Managing Agent or a person authorised to act on their behalf.

STATEMENT OF REVENUE POLICY

Financial Assistance

Pursuant to section 356(2) of the Local Government Act 1993, public notice is given that Council proposes to financially assist as follows:

Ngununggula Regional Art Gallery

Council will provide financial assistance for the operations of the Ngununggula Regional Art Gallery during the 2024/25 financial year of \$500,000 (plus GST) in accordance with the Council endorsed funding agreement. The Ngununggula Regional Art Gallery focuses on visual arts, education, artistic practice and cultural voice with programs representing the region and beyond through significant exhibitions, artist-led projects, live events, workshops, artist talks, collaboration and cooperation with local schools, and public programs. This contribution has been made in lieu of Council providing this as a direct service to the public.

Community Assistance Scheme

The Community Assistance Scheme aims to build capacity, encourage participation and support initiatives that promote partnerships and working together to maintain our community and its assets. The Community Assistance Scheme provides the opportunity for eligible applicants to apply for a donation of up to \$600 or a grant of up to \$7,000. Details of eligibility are contained within the Community Assistance Scheme guidelines which has been developed to align with the Grants, Donations and Sponsorships Policy. The total funds available for this program is \$105,000 with final distribution of grants approved by the Council. The total amount includes one-off funding in 2024/25 of \$10,000 for the Southern Highlands Jazz (SH! Jazz) to provide a Jazz event in the villages of Yerrinbool, Canyonleigh, Balmoral Village, Penrose and Burrawang. Funding is dependent on all documentation being provided in line with the Council's grants and governance requirements.

Rates, Water and Sewerage Access Subsidy Scheme

The Rates, Water and Sewerage Access Subsidy Scheme aims to provide relief to non-for-profit entities, religious bodies and registered charities who satisfy certain criteria. The Scheme provides the following assistance:

- 50% of the total annual rate levy (excluding any domestic waste charges) up to a maximum annual amount of \$500;
- 50% of the total annual water and sewer access charges up to a maximum annual amount of \$500;
- 100% of the total annual rate levy (excluding any domestic waste charges) to those providers of community hall facilities identified in the report to Council on the 21 February 2024, namely:
 - Kangaloon Hall Incorporated;
 - Avoca Community Advancement Co-op Society;
 - Robertson School of Arts;
 - Burrawang School of Arts;
 - Colo Vale Community Centre;
 - Balmoral Village Hall.

All assistance will be provided by way of an offset applied directly to the relevant rates and/or water accounts.

Details of eligibility are contained within the Rates, Water and Sewerage Access Subsidy Scheme guidelines which is available on Council's website. These guidelines have been developed to align with the Grants, Donations and Sponsorships Policy.

The total funds available for this program is \$60,000 and applications must be made via the online form available on Council's website during September.

Where the total value of applications exceeds the total funds available, the amount per application may be reduced to ensure the funding allocation is not exceeded.

As part of 2024/25 Council's Operational Plan and Budget, funds have been allocated to financially assist charities and non-for-profit organisations for charitable purposes. Where funds are granted, they will be consistent with the Grants, Donations and Sponsorship Policy.

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Waste Disposal Financial Assistance

Financial Assistance for Waste Disposal is a program that provides financial assistance to others (including charitable, community and sporting organisations and private individuals) for the disposal of waste incurred through their operations and/or services they provide to the community. The program encourages the development of responsible and sustainable resource recovery, and waste disposal. It encourages participation and supports community initiatives that promote partnerships and collaboration. The program is capped at a dollar amount of \$55,000 per annum for the 2024/25 financial year.

There are three categories:

1. General waste - in support of charities and community organisations that generate or are gifted waste in the delivery of their activities and services to the community.
2. Organic waste - targeted at communities in the preparation and reduction of risk associated with bushfire risk, building resilience and in support of community initiatives such as community gardens.
3. Other - A broad category to cover the diversity of need across our community in the support of hardship where there is a defined community benefit.

Financial assistance applications will be requested on an annual basis in the last quarter of the year, immediately preceding the financial year in which the financial assistance is applicable. Applications for financial assistance will be assessed on individual merit and against all other applications to determine those that 'offer greatest value' to the community.

The financial assistance will be enacted through a resolution of Council outlining the amount of assistance granted with all financial assistance only available within the financial year that has been granted.

Proposed Borrowings

The following borrowings are proposed for the 2024/25 financial year.

Southern Highlands Regional Animal Shelter (General Fund)	\$4,125,000
Bowral STP (Sewer Fund)	\$11,000,000
Moss Vale STP (Sewer Fund)	\$5,450,000
Total	\$20,575,000

Schedule of Business or Commercial Activities

Council declares the following activities as business or commercial activities in accordance with the National Competitive Policy (NCP).

- Water;
- Sewer.

These activities are separately reported within Council's Annual Financial Statements as a part of Special Purpose Financial Reports.

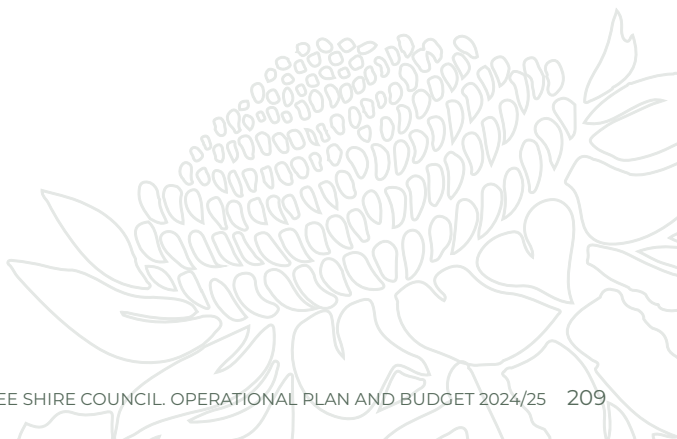
STATEMENT OF REVENUE POLICY

Acknowledgement

Wingecarribee Shire Council wishes to thank the many people who have participated in Council run community engagement activities. The community's ideas and priorities guide development and implementation of both the Delivery Program 2023-2025 and this annual Operational Plan and Budget.

These documents could not have been developed without the valuable input and feedback from a variety of stakeholders including residents, business owners, students, and community leaders.

Council also acknowledges the use of the Results Based Accountability™ performance framework.



APPENDIX 1

INTEGRATED PLANNING AND REPORTING

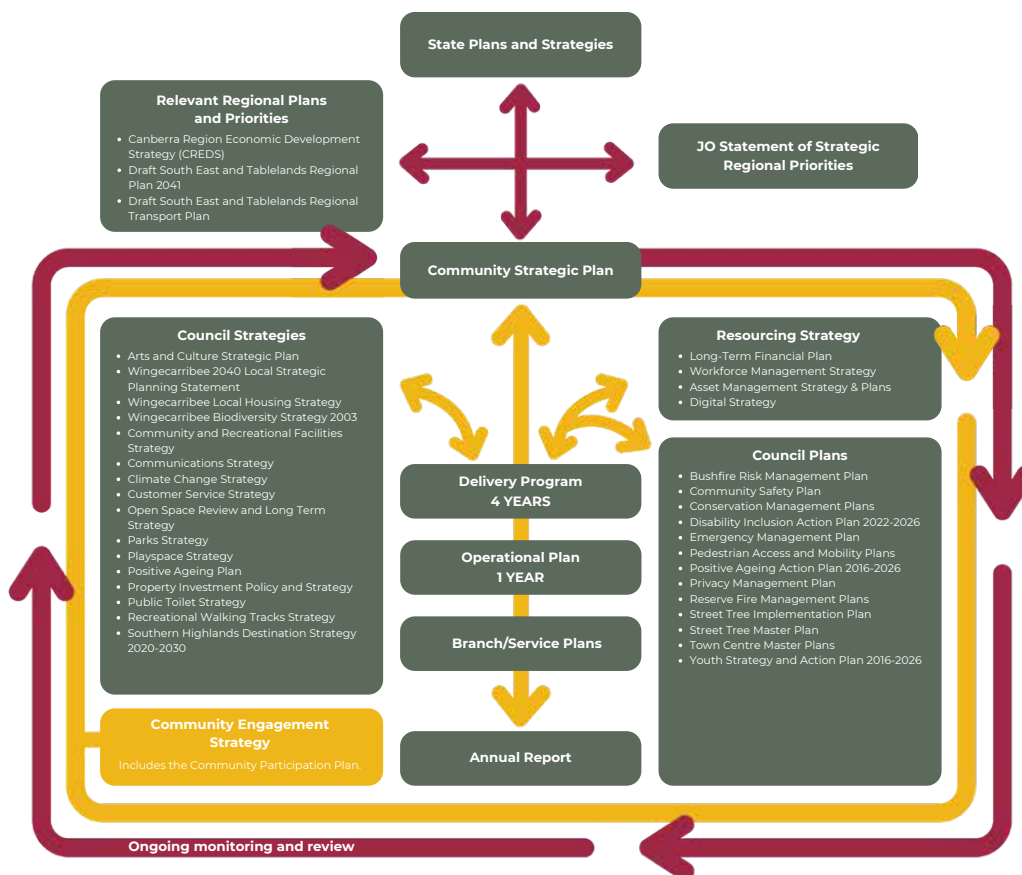
Councils in NSW are bound to the requirements of the Local Government Act (1993) and its supporting regulations. The Act outlines the principles for how local government should operate, the roles and responsibilities of local councils, and what elected representatives and senior staff need to consider during the execution of their duties. This includes how decisions are made and communicated.

A key requirement is for councils to achieve integrated planning and reporting; the view being, that an integrated approach is more sustainable, informed and effective.

The Framework

The Operational Plan is a core component of the Integrated Planning and Reporting Framework. It is a companion document to our Delivery Program which provides an overview of the priorities and core business to be delivered by Council between now and July 2025.

The diagram below shows the relationships between the core components of the framework



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

How the documents relate

The Shire's key plans are prepared and updated periodically and are subject to a review following the election of each new Council.

The Community Strategic Plan, Wingecarribee 2041, is the highest-level plan prepared by the Council on behalf of the community. It is an aspirational document which outlines a vision for the future of the Shire.

The Resourcing Strategy is a ten-year strategic document that details our approach to managing Council's finances, assets, digital technology and workforce. It is comprehensively reviewed each time we update the Community Strategic Plan however its individual components are closely monitored and refreshed regularly.

The Delivery Program 2023-2025 is Council's two-year, normally four-year program, that translates the aspirations in the Community Strategic Plan into achievable activities. The Delivery Program identifies the range of services the Council will provide, including principal activities and required levels of resourcing.

The Operational Plan and Budget (this document) is prepared and adopted by the end of June each year. It sets out the specific projects, programs and actions to be delivered in the year ahead. It also incorporates the annual budget and important financial information about how revenue is raised and allocated.

All of our Plans are supported by a Community Engagement Strategy which is council's "go to" document for deciding when, how and who we will be engaged in strategic and operational planning matters. The strategy acknowledges that the community plays an important role in decision-making and that opportunities to provide input and feedback must be genuine, inclusive and representative



APPENDIX 2

GOVERNANCE FRAMEWORK

Governance

Good governance is at the heart of how we operate.

Governance refers to the culture, processes, systems, policies and practices that we use to guide our operations.

The governance framework of the organisation is implemented, monitored and reviewed by the Executive and Leadership Team.

Good governance is important - it creates confidence in Council because it ensures that we deliver what we say we will deliver and that we act in an ethically robust way.

Code of Conduct

Council adopted a new Code of Conduct on 20 May 2022.

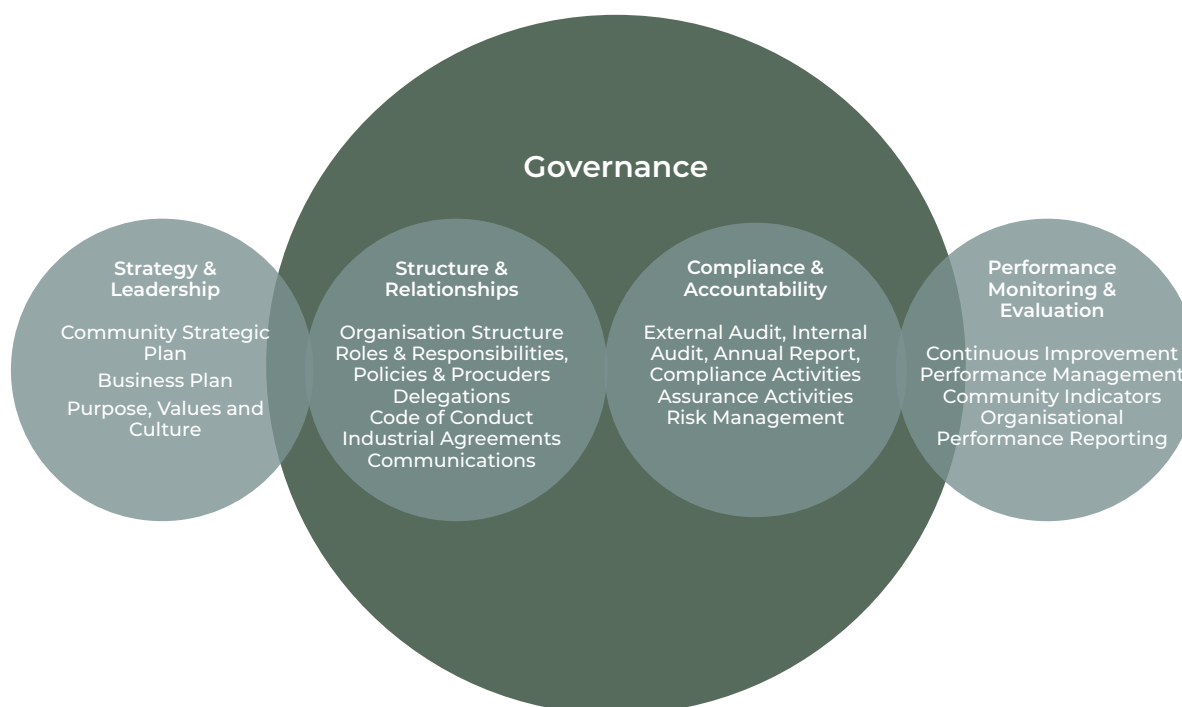
It is based upon the new Model Code of Conduct for Local Councils in NSW issued by the Office of Local Government.

Staff have undertaken mandatory training on the key changes to the Code of Conduct. Staff are also required to undertake compulsory annual refresher Code of Conduct training.

Fraud and Corruption Prevention

Council will be developing a Fraud and Corruption Improvement Plan, which was one of the key recommendations from the Samantha Charlton Review of Governance, Human Resources and Statutory Reporting review undertaken in 2021.

This Plan will contain the actions we will take to prevent, detect and respond to fraud and corruption. Complaints of corrupt conduct against Council staff or Councillors can be made via the reporting form on our website. Complaints about staff members are investigated by the People and Culture. Complaints about Councillors and the General Manager are referred in accordance with the provisions of the Code of Conduct. Complaints can also be made directly to the Independent Commission Against Corruption.



AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Risk Management

Council has a range of programs to ensure effective decision making and to demonstrate good corporate governance within the Council. This has been a focus following the appointment of the Interim Administrator in March 2021 and appointment of the General Manager in June 2021.

A range of reviews were undertaken in 2021, of note the review by Samantha Charlton of the Governance, Human Resource and Statutory Reporting areas. Implementation of recommendations from this Review were commenced in 2021/22.

Council has the following risk management structures:

- Risk Management Program and Frameworks: Council is implementing an integrated risk management framework, as well as implementing the recommendations of the Office of Local Government's 'Draft Guidelines for Risk Management and Internal Audit for Local Government' ;
- Audit Risk and Improvement Committee (ARIC): the ARIC was established in late 2021, with a revised Charter. Council's Audit, Risk and Improvement Committee is made up of four appropriately qualified independent external members. Its role is to keep under review and provide independent advice to the General Manager and the governing body of Council about the following aspects of Council's operations:
 - a. compliance ;
 - b. risk management ;
 - c. fraud control ;
 - d. financial management ;
 - e. governance;
 - f. implementation of the strategic plan, delivery program and strategies;
 - g. service reviews;
 - h. collection of performance measurement data by Council internal audit and any other matters prescribed by the Local Government (General) Regulation 2021.

External Audit

External auditing services are provided by the Audit Office of NSW. The External Auditor provides independent audit opinions on both the general and special purpose financial reports of Council, audits statutory returns relating to a number of Council activities (including the ratings return, domestic waste return, and parking enforcement gain share), reports to the Council and the Minister of the conduct of the audit, issues a management letter detailing any matters that arise during the course of the audit and, provides any supplementary reports where required by the Office of Local Government. The External Auditor also contributes to Council's Audit, Risk and Improvement Committee meetings.

Internal Audit

Internal Audit is an independent, objective assurance and consulting activity. The purpose of Internal Audit is to enhance and protect organisational value by systematically and independently evaluating and identifying performance improvements in business operations, risk management, internal controls and governance processes. This is undertaken through a strategic program of audits and reviews on behalf of the Audit Risk and improvement Committee (ARIC). This activity is in accordance with Council's Internal Audit Charter and is reported independently to the ARIC.

Accountability and Transparency

Council takes seriously its responsibility to be open and accountable to the community. Council responds to requests made in accordance with the Government Information (Public Access) Act (2009) and proactively revises information about decisions. Council complies with the intent and requirements of all legislation. At the same time, we respect people's privacy by not releasing personal information were inappropriate.

APPENDIX 2

Procurement and external contracts

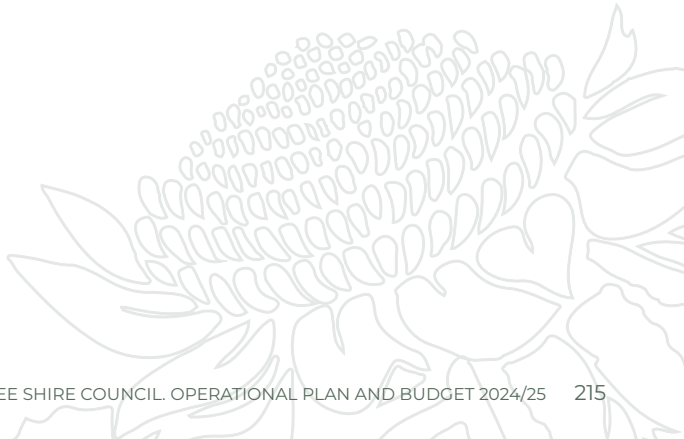
Council's procurement processes meet the highest standards of probity and integrity. Council's objective in entering into contracts is to obtain goods and services to perform its functions, while using public funds wisely, honestly and in compliance with legislative and public interest requirements. All contracts over \$250,000 undergo a rigorous and open tender process. All other contracts follow best practice and are selected on a value for money basis.

Local business

Council recognises that through its procurement activities it plays an important role in the local economy and is committed to assisting local industry in doing business with Council. Council's Procurement function will continue to explore opportunities to support local industry to do business with Council through:

- Encouraging a 'buy local' culture within the Council;
- Advertise all tenders and expressions of interest in Council's Community Update and by other means as deemed appropriate;
- Package contract requirements in appropriate and industry standard sized contracts to suit market capacity and encourage competition;
- Continually review and streamline Council's procurement documentation and simplify requirements for participation in Council's procurement activities;
- Continue to apply a mandatory non-cost weighting (10%) for local procurement/content on all tenders and high value quotations processes.

Council's procurement activities encourage and support local industry and economic activity within the Local Government Area, where it is efficient to do so, while achieving the Council's overall 'value-for-money' objective. Council will engage with local businesses to ensure that those who wish to do business with Council in the future understand the framework in which Council must procure goods and services.



APPENDIX 3

GLOSSARY

Term	Definition
Baseline	a starting point, usually measured numerically e.g., a number, percentage or ratio, to compare and measure performance against
Benchmark	recognised better or best standards to work towards or maintain
Capital budget	supports the implementation of the Capital Works Program, identifying the capital works funded in any given year
Capital Works Program	our program of funded capital projects (infrastructure) to be delivered within any given year or timeframe (e.g., across 4 years)
Community Strategic Plan	is the highest-level strategic plan developed by the Council on behalf of the community. It has a minimum 10-year horizon and includes a vision for the future, goals and strategies to achieve those goals
Core Business	the ongoing program areas of work undertaken by the Council each year. Core business tends not to change year on year unless a service review or legislation has triggered a change
Delivery Program	is a statement of commitment to the community from each council which translates the community's strategic goals into Principal Activities and actions
Evaluation	an interpretation of the effectiveness of a strategy, plan, program, project or process; it considers the original objective or goal and whether or not this was achieved, and how it was achieved
Function	prescribed responsibilities of local government, as described within legislation
Integrated Planning and Reporting (IP&R)	describes a system of planning for local government. All councils in NSW must work within the IP&R Framework. This means, that all plans and strategies developed by a council should be connected, working together to achieve common objectives
Levels of service	agreed, funded standards of operating a service. LoS (or service levels) can relate to customer levels of service e.g. what the customer can expect to receive/how the service is delivered or technical levels of service relating to assets
Monitoring	is the continuous or periodic assessment of actual performance compared against our objectives and targets
Operating expenses	any expenses incurred by the organisation in the delivery of its Services and Principal Activities
Operational Plan	(this document) is an annual action Plan and sub-plan of the Delivery Program which identifies the projects, programs, activities and budget the Council aims to deliver in any given year
Outcome	the end result of what we did (or the result that we aim to achieve) and the difference we made i.e., the impact, good or bad, on the community, environment, economy, or the Council
Outputs	the quantity of something we did and and/or what we produced at the end of a process
Performance measure	a qualitative or quantitative standard used to measure actual performance against a baseline or target
Principal Activities	a term covering the leading activities the Council undertakes when performing its functions. These activities provide the foundation of the Delivery Program and cover the full range of Council operations
Principle	a rule that guides or influences how we work or behave

AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL WEDNESDAY 1 MAY 2024

Term	Definition
Program	a body of work that consists of various activities, all of which are working to towards achievement of a goal
Project	a unique, planned activity; a project is usually time-bound with a defined budget (or resourcing plan) attached to it
Resourcing Strategy	a strategy that shows how Council will manage its resources to ensure its long-term sustainability. It includes the Long-Term Financial Plan, Asset Management Strategy, Digital Strategy and Workforce Management Strategy
Stakeholder	someone who has a particular interest or concern in the Wingecarribee Shire local government area. The term includes the community as well as other levels of government and service providers
Timeframe	anticipated date for delivering a project or progressing an action to a certain point. Not all actions will be completed in the financial year
Trend	a change or development in a certain direction usually demonstrated over time e.g., towards or way from a goal or target

APPENDIX 4

FOUR YEAR CAPITAL PROGRAM

Summary by Asset Class	Original Budget 2023/24	Quarter 3 Budget 2023/24	DRAFT 4 YEAR CAPITAL PROGRAM SUMMARY BY ASSET CLASS				4 Year Budget Total
			Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	
Plant & Equipment	2,029,576	2,079,572	4,622,000	3,231,850	3,144,231	4,038,854	15,036,935
Office Equipment	2,025,000	2,588,524	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Land Improvements Depreciable/ Open Space/Recreational	129,000	1,807,809	5,699,000	9,170,000	7,205,630	1,350,000	23,424,630
Buildings	8,163,225	9,358,470	11,207,558	5,150,558	2,225,000	2,300,000	20,883,116
Other Structures	4,607,838	8,938,122	27,500	-	-	-	27,500
Roads, Bridges & Footpaths	24,570,395	28,245,709	14,278,486	11,950,000	13,100,000	13,475,000	52,803,486
Stormwater Drainage	9,515,000	10,021,741	7,655,000	6,800,000	600,000	600,000	15,655,000
Water Supply Network	4,870,000	5,822,412	8,695,000	26,992,393	27,048,093	24,385,905	87,121,391
Plant & Equipment Water	400,000	400,000	645,000	312,950	580,049	359,936	1,897,935
Sewerage Network	27,075,000	27,331,620	53,228,329	68,170,546	37,425,000	16,775,000	175,598,875
Plant & Equipment Sewer	600,000	600,000	350,000	335,250	572,741	412,109	1,670,100
Swimming Pools*	-	226,116	177,000	230,000	240,000	250,000	897,000
Library Books	184,000	173,995	184,000	184,000	184,000	184,000	736,000
Other	-	270,137	343,751	343,751	343,751	343,751	1,375,004
Total	84,169,034	97,864,227	109,447,624	134,156,298	93,610,495	65,876,955	403,091,372

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

FOUR YEAR CAPITAL PROGRAM

4 YEAR CAPITAL PROGRAM SUMMARY				MANAGER LEVEL			DRAFT
Asset Class	Budget 2023/24 BUO	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	4 Year Budget Total
GENERAL MANAGER	2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
Buildings	2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
CHIEF INFORMATION OFFICER	1,950,000	2,029,836	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Office Equipment	1,950,000	2,029,836	2,335,000	1,285,000	942,000	1,402,400	5,964,400
BUSINESS & PROPERTY SERVICES	-	1,022,992	-	-	-	-	-
Land Improvements Depreciable/ Open Space/Recreational	-	720,000	-	-	-	-	-
Buildings	-	302,992	-	-	-	-	-
ENVIRONMENT & SUSTAINABILITY	-	7,151	-	-	-	-	-
Buildings	-	7,151	-	-	-	-	-
ASSETS	1,077,000	1,138,928	377,500	-	-	-	377,500
Buildings	-	117,348	-	-	-	-	-
Other Structures	577,000	804,392	27,500	-	-	-	27,500
Roads, Bridges & Footpaths	-	17,196	-	-	-	-	-
Water Supply Network	200,000	199,992	-	-	-	-	-
Sewerage Network	300,000	-	350,000	-	-	-	350,000
PROJECT DELIVERY	63,734,456	71,370,824	82,248,373	111,288,497	69,128,723	39,740,905	302,406,498
Furniture & Fittings	-	269,688	-	-	-	-	-
Buildings	5,763,226	6,592,584	9,207,558	5,150,558	2,225,000	2,150,000	18,733,116
Open Space/Recreational Assets	129,000	365,000	5,374,000	9,170,000	7,105,630	1,200,000	22,849,630
Roads, Bridges & Footpaths	20,738,230	21,660,549	4,958,486	1,855,000	1,775,000	1,580,000	10,168,486
Sewerage Network	23,270,000	23,719,968	49,803,329	64,845,546	33,900,000	13,350,000	161,898,875
Stormwater Drainage	9,515,000	9,531,741	7,655,000	6,800,000	600,000	600,000	15,655,000
Water Supply Network	850,000	1,097,564	5,250,000	23,467,393	23,523,093	20,860,905	73,101,391
Other Structure	3,469,000	8,133,730	-	-	-	-	-
SHIRE PRESENTATION	7,623,580	11,406,606	15,582,751	14,348,801	16,105,772	17,399,650	63,436,974
Buildings	200,000	250,000	-	-	-	150,000	150,000
Open Space/Recreational Assets	264,838	722,809	325,000	50,000	150,000	200,000	725,000
Other	120,000	70,145	143,751	143,751	143,751	143,751	575,004
Plant & Equipment	3,029,576	3,079,572	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970
Stormwater Drainage	-	490,000	-	-	-	-	-
Roads, Bridges & Footpaths	3,832,166	6,567,964	9,320,000	10,095,000	11,325,000	11,895,000	42,635,000
Swimming Pools	177,000	226,116	177,000	180,000	190,000	200,000	747,000
WATER SERVICES	7,325,000	8,136,508	6,520,000	6,850,000	7,050,000	6,950,000	27,370,000
Sewerage Network	3,505,000	3,611,652	3,075,000	3,325,000	3,525,000	3,425,000	13,350,000
Water Supply Network	3,820,000	4,524,856	3,445,000	3,525,000	3,525,000	3,525,000	14,020,000
COMMUNITY LIFE & LIBRARIES	259,000	462,995	184,000	184,000	184,000	184,000	736,000
Library Books	184,000	173,995	184,000	184,000	184,000	184,000	736,000
Office Equipment	75,000	289,000	-	-	-	-	-
RESOURCES MANAGEMENT & WASTE	200,000	199,992	200,000	200,000	200,000	200,000	800,000
Other	200,000	199,992	200,000	200,000	200,000	200,000	800,000
GRAND TOTAL	84,169,036	97,864,227	109,447,624	134,156,298	93,610,495	65,876,955	403,063,872

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

APPENDIX 4


4 YEAR CAPITAL PROGRAM SUMMARY				COORDINATOR LEVEL			DRAFT
Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26	Budget 2026/2	Budget 2027/28	4 Year Budget Total
General Manager	2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
Buildings	2,000,000	2,088,395	2,000,000	-	-	-	2,000,000
Corporate Systems	1,950,000	2,029,875	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Office Equipment	1,950,000	2,029,875	2,335,000	1,285,000	942,000	1,402,400	5,964,400
Southern Regional Livestock Exchange	-	303,000					
Buildings	-	303,000	-	-	-	-	-
Property Service	-	720,000					
Buildings	-	720,000	-	-	-	-	-
Natural Resources Projects	-	7,151					
Plant & Equipment	-	7,151	-	-	-	-	-
Park and Building Assets	577,000	938,966	27,500	-	-	-	27,500
Other Structures	577,000	938,966	27,500	-	-	-	27,500
Water Assets	500,000	200,000	350,000	-	-	-	350,000
Sewerage Network	500,000	200,000	350,000	-	-	-	350,000
Project Delivery	4,305,000	-	49,403,329	67,450,000	37,250,000	10,000,000	164,103,329
Sewerage Network	4,305,000	-	49,003,329	58,450,000	30,550,000	10,000,000	148,003,329
Water Supply Network	-	-	400,000	9,000,000	6,700,000	-	16,100,000
Project Management	49,154,456	62,402,637	24,325,558	37,233,497	29,873,723	27,803,405	119,236,183
Buildings	5,763,226	6,792,620	9,207,558	5,150,558	2,225,000	2,150,000	18,733,116
Land Improvements depreciable/ Ope	3,469,000	8,568,466	5,374,000	9,170,000	7,105,630	1,200,000	22,849,630
Roads, Bridges & Footpaths	15,802,230	16,918,979	2,849,000	450,000	370,000	242,500	3,911,500
Sewerage Network	23,270,000	23,720,000	800,000	6,395,546	3,350,000	3,350,000	13,895,546
Stormwater Drainage	-	5,304,999	1,245,000	1,600,000	-	-	2,845,000
Water Supply Network	850,000	1,097,573	4,850,000	14,467,393	16,823,093	20,860,905	57,001,391
Roads & Drainage Project Delivery	10,275,000	8,968,440	8,519,486	6,605,000	2,005,000	1,937,500	19,066,986
Roads, Bridges & Footpaths	5,065,000	4,741,645	2,109,486	1,405,000	1,405,000	1,337,500	6,256,986
Stormwater Drainage	5,210,000	4,226,795	6,410,000	5,200,000	600,000	600,000	12,810,000
Fleet	3,019,076	3,069,076	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970
Plant & Equipment	3,019,076	3,069,076	5,617,000	3,880,050	4,297,021	4,810,899	18,604,970


**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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FOUR YEAR CAPITAL PROGRAM


4 YEAR CAPITAL PROGRAM SUMMARY (cont.)				COORDINATOR LEVEL			DRAFT
Asset Class	Budget 2023/24 BU0	Budget 2023/24 BU3	Budget 2024/25	Budget 2025/26	Budget 2026/2	Budget 2027/28	4 Year Budget Total
Civil Construction	1,230,001	2,251,010	4,130,000	4,465,000	6,275,000	6,525,000	21,395,000
Roads, Bridges & Footpaths	1,230,001	2,251,010	4,130,000	4,465,000	6,275,000	6,525,000	21,395,000
Engineering	2,612,665	4,817,486	5,190,000	5,630,000	5,050,000	5,370,000	21,240,000
Roads, Bridges & Footpaths	2,612,665	4,817,486	5,190,000	5,630,000	5,050,000	5,370,000	21,240,000
Open Spaces & Buildings - People and Resources	761,838	1,269,087	645,751	373,751	483,751	693,751	2,197,004
Buildings	200,000	200,000	-	-	-	150,000	150,000
Land Improvements depreciable/ Ope	384,838	276,120	325,000	50,000	150,000	200,000	725,000
Buildings		792,967	143,751	143,751	143,751	143,751	575,004
Swimming Pools	177,000		177,000	180,000	190,000	200,000	747,000
Water Depot & Maintenance	5,590,000	6,421,625	5,585,000	5,915,000	6,115,000	6,015,000	23,630,000
Sewerage Network	2,820,000	2,946,691	2,940,000	3,190,000	3,390,000	3,290,000	12,810,000
Water Supply Network	2,770,000	3,474,934	2,645,000	2,725,000	2,725,000	2,725,000	10,820,000
Treatment Services	1,150,000	1,130,000	400,000	450,000	450,000	450,000	1,750,000
Water Supply Network	1,150,000	1,130,000	400,000	450,000	450,000	450,000	1,750,000
Water Services	450,000	450,000	400,000	350,000	350,000	350,000	1,450,000
Water Supply Network	450,000	450,000	400,000	350,000	350,000	350,000	1,450,000
Wastewater Network	134,000	135,000	135,000	135,000	135,000	135,000	540,000
Sewerage Network	134,000	135,000	135,000	135,000	135,000	135,000	540,000
Library Services	184,000	358,000	184,000	184,000	184,000	184,000	736,000
Library Books	184,000	358,000	184,000	184,000	184,000	184,000	736,000
Comms & Engagement	75,000	75,000	-	-	-	-	-
Office Equipment	75,000	75,000	-	-	-	-	-
Community Development	-	30,000	-	-	-	-	-
Office Equipment	-	30,000	-	-	-	-	-
RRC Operations	200,000	200,000	200,000	200,000	200,000	200,000	800,000
Buildings	200,000	200,000	200,000	200,000	200,000	200,000	800,000
Grand Total	84,168,036	97,864,748	109,447,624	134,156,298	93,610,495	65,876,955	403,091,372

APPENDIX 4


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
Plant & Equipment				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Plant Purchases	4,622,000	3,231,850	3,144,231	4,038,854
Plant Purchases water	645,000	312,950	580,049	359,936
Plant Purchases sewer	350,000	335,250	572,741	412,109
Total Plant & Equipment	5,617,000	3,880,050	4,297,021	4,810,899

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
Office Equipment				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Information Services Equipment	2,335,000	1,285,000	942,000	1,402,400
Total Office Equipment	2,335,000	1,285,000	942,000	1,402,400

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
Land Improvements depreciable				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Capital Floral Parks - Renewal of Hard Landscape features	-	-	-	-
Total Land Improvements depreciable	-	-	-	-

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
Other Structures				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Cemetery Various New Infrastructure	27,500	-	-	-
Total Other Structures	27,500	-	-	-

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM		DRAFT		
Buildings				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Mittagong Playhouse	4,325,558	4,325,558	-	-
Yerrinbool Public Toilets (Construction)	300,000	-	-	-
Civic Centre Back Office	2,000,000	-	-	-
Stafford Cottage Roof & Floor Renewal	300,000	-	-	-
Southern Highlands Regional Animal Shelter Construction	4,282,000	-	-	-
Community Building Refurbishment - Hill Top Community Centre	-	350,000	-	-
Community Building Refurbishment - Old Bowral Town Hall	-	250,000	200,000	-
Community Building Refurbishment - Stafford Cottage	-	225,000	-	-
Community Building Refurbishment - Yerrinbool Community Hall	-	-	50,000	-
Corbett Gardens Amenities & Senior Citizens (design)	-	-	100,000	-
Mittagong Library Floor Renewal	-	-	50,000	-
Public Amenities Renewal - Berrima Campground (design)	-	-	100,000	-
Public Amenities Renewal - Lions Park Bowral	-	-	725,000	-
Sportsfield Amenities Renewal - Eridge Park Netball Clubhouse	-	-	1,000,000	-
Preschool Roofing and Building Works	-	-	-	150,000
Public Amenities Renewal - Berrima Campground (construction)	-	-	-	900,000
Public Amenities Renewal - Mount Gibraltar	-	-	-	250,000
Sportsfield Amenities Renewal - Lackey Park	-	-	-	1,000,000
Total Buildings	11,207,558	5,150,558	2,225,000	2,300,000



**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Heavy Patching	450,000	500,000	500,000	500,000
Oxley Drive Retaining Wall Renewal	123,168	-	-	-
Disaster Recovery Road Slip Repairs	1,136,835	-	-	-
Gravel Resheeting - Wombeyan Caves Road	110,000	-	-	-
Gravel Resheeting - 13220030 - Boundary Road, Buxton	30,000	-	-	-
Gravel Resheeting - 18370040 - Old Wingello Road, Bundanoon	60,000	-	-	-
Gravel Resheeting - 18650010 - Shangri-La Road, Bundanoon	30,000	-	-	-
Gravel Resheeting - 18660010 - Mangold Lane, Bundanoon	10,000	-	-	-
Gravel Resheeting - 23160020 - School Lane, Exeter	20,000	-	-	-
Gravel Resheeting - 27090010 - Charles Street, Hill Top	120,000	-	-	-
Gravel Resheeting - 27440040 - Sackville Street, Hill Top	30,000	-	-	-
Gravel Resheeting - 27490010 - Tea Tree Crescent, Hill Top	110,000	-	-	-
Gravel Resheeting - 27620040 - Wilson Dr Service Rds, Hill Top	30,000	-	-	-
Gravel Resheeting - 36040020 - Burrawang Lane, Robertson	30,000	-	-	-
Pavement Rehabilitation - 11060020 - Tyree Place, Braemar	320,000	-	-	-
Pavement Rehabilitation - 13220010 - Boundary Road, Buxton	420,000	-	-	-
Pavement Rehabilitation - 14210030 - Wilkinson Street, Berrima	130,000	-	-	-
Pavement Rehabilitation - 15190020 - Bowral Street, Bowral	1,150,000	-	-	-
Pavement Rehabilitation - 15430010 - Ellen Street, Bowral	70,000	-	-	-
Pavement Rehabilitation - 19310010 - Links Road, Burradoo	340,000	-	-	-
Pavement Rehabilitation - 22050020 - Banksia Street, Colo Vale	110,000	-	-	-
Pavement Rehabilitation - 22240010 - Orchid Street, Colo Vale	190,000	-	-	-
Pavement Rehabilitation - 33190020 - Browley Street, Moss Vale	150,000	-	-	-
Pavement Rehabilitation - 33690040 - Lackey Road, Moss Vale	140,000	-	-	-
Pavement Rehabilitation: 33430010 - Douglas Road, Moss Vale	80,000	-	-	-
Road Asphaltting - 02580005 - MR258 Old Hume Hwy	250,000	-	-	-
Road Asphaltting - 15780020 - Martha Street, Bowral	80,000	-	-	-
Road Asphaltting - 16320005 - Wingecarribee St, Bowral	50,000	-	-	-
Road Asphaltting - 18590040 - Bromhall Road, Bundanoon	150,000	-	-	-
Road Asphaltting - 23040070 - Ellsmore Rd, Bundanoon	380,000	-	-	-
Road Asphaltting - 23060020 - Jensens Lane, Exeter	70,000	-	-	-
Road Asphaltting - 31050010 - Albion Street, Mittagong	170,000	-	-	-
Road Asphaltting - 31810010 - Pioneer Street, Mittagong	150,000	-	-	-
Road Asphaltting - 31840010 - Princes Street, Mittagong	110,000	-	-	-
Road Asphaltting - 32240010 - Farnham Close, Mittagong	30,000	-	-	-
Road Asphaltting - 33290010 - Clarence Street, Moss Vale	430,000	-	-	-
Road Asphaltting - 33450010, 0020 and 0030 - Elizabeth Street, Moss Vale	660,000	-	-	-

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Road Asphaltting - 33470030 - Farnborough Drive, Moss Vale	60,000	-	-	-
Road Asphaltting - 33610010 & 33610020 - James Street, Moss Vale	190,000	-	-	-
Road Asphaltting - 33690010 - Lackey Rd, Moss Vale	380,000	-	-	-
Road Asphaltting - 34200020 - Wembley Road, Moss Vale	40,000	-	-	-
Road Asphaltting - 34280020 - Yarrowa Street, Moss Vale	160,000	-	-	-
Road Asphaltting - 34340010 - Hampton Court, Moss Vale	90,000	-	-	-
Road Asphaltting - 45320010 - St Martins Grove, Bowral	30,000	-	-	-
Road Asphaltting - 45440010 - Loris Street, East Bowral	40,000	-	-	-
Road Resealing - 064500010 - MR645 Old Hume Hwy Berrima	90,000	-	-	-
Road Resealing - 15720020 - Loftus Street, Bowral	105,000	-	-	-
Road Resealing - 18430010 - Quarry Road, Bundanoon	130,000	-	-	-
Road Resealing - 19050020 and 0030 - Charlotte Street, Burradoo	225,000	-	-	-
Road Resealing - 22110090 - Drapers Road, Colo Vale	110,000	-	-	-
Road Resealing - 22250020 - Pine Street, Colo Vale	100,000	-	-	-
Road Resealing - 2308003 - Middle Rd, Exeter	190,000	-	-	-
Road Resealing - 28060030 - Moresby Hill Road, East Kangaloon	250,000	130,000	-	-
Road Resealing - 31870030 - Railway Parade, Mittagong	220,000	-	-	-
Road Resealing - 33200017 - Bulwer Road, Moss Vale	70,000	-	-	-
Road Resealing - 45210040 & 45210050 - Harley Street, East Bowral	60,000	-	-	-
Road Resealing - 45220010 & 45220020 - Cowpastures Road, East Bowral	20,000	-	-	-
Road Resealing - 76350060 - MR 350 Wilson Dr Colo Vale	100,000	-	-	-
Road Safety Improvements: Government Road, Yerrinbool	100,000	-	-	-
Ferguson Crescent Bridge Renewal	2,649,000	-	-	-
Bridge Refurbishment - BR005	15,000	-	-	-
Bridge Refurbishment - Cosgrove Reserve Footbridge	75,000	-	-	-
Bridge Refurbishment - Douglas Road, Stony Creek Bridge	45,000	-	-	-
Bridge Refurbishment - East Bowral Walkway Bridge	10,000	-	-	-
Bridge Refurbishment - Goodmans Ford Bridge	10,000	-	-	-
Bridge Refurbishment - Joadja Creek Bridge	15,000	-	-	-
Bridge Refurbishment - Kirkham Road Bridge	10,000	-	-	-
Bridge Refurbishment - Old Hume Hwy Bridge	20,000	-	-	-
Footpath Renewal - Bendooley St (Bowral St- Banyette St) Right side	40,000	-	-	-
Footpath Renewal - Kangaloon Rd (Illawarra Hwy-Caalong Ck Bridge) Left side	20,000	-	-	-
Footpath Renewal - Lyell St (Old Bowral Rd-Old Hume Hwy) Right side	15,000	-	-	-
Footpath Renewal - Willow Dr (Start K&G Left-COS/Wilson St) Left side	75,000	-	-	-
Kerb Ramp Renewal - Old Hume Hwy Mittagong	50,000	-	-	-
New Footpath - Buradoo Railway Station	49,483	-	-	-
New Footpath - Innes Road Moss Vale	-	-	-	-
New Footpath - Main Street Robertson	-	-	-	-

APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
New Footpath - Park Road Bowral	-	-	-	-
New Footpath - Wilson Drive: Boronia Ave to Fitzroy St	-	-	-	-
New Footpath: Exeter Train Station (design)	50,000	-	-	-
New Footpath: New Berrima to Berrima (design)	100,000	-	-	-
New Footpath: Crimea St Willow Vale	250,000	-	-	-
New Footpath: Railway St Moss Vale	75,000	-	-	-
New Footpath: Bendooley St Bowral	25,000	-	-	-
Bridge Refurbishment - 176176 - Kangaloon Rd- Ponds Of Reflection	-	5,000	-	-
Bridge Refurbishment - 176181 - Kangaloon Rd – Izabella Way	-	5,000	-	-
Bridge Refurbishment - 176947 - Kirkland Rd	-	5,000	-	-
Bridge Refurbishment - 176948 - Woodlands Rd	-	10,000	-	-
Bridge Refurbishment - 176953 - Nowra Rd - Yarrunga Ck Nr Ff	-	10,000	-	-
Bridge Refurbishment - 176954 - Nowra Rd - Bundanoon Crk	-	15,000	-	-
Bridge Refurbishment - 176957 - Inverary Rd - Long Swamp	-	5,000	-	-
Bridge Refurbishment - 176959 - Canyonleigh Rd - Paddys Riv	-	5,000	-	-
Bridge Refurbishment - 176960 - Greenhills Rd - Leutwyche Crk	-	5,000	-	-
Bridge Refurbishment - 176963 - Swifts Bridge	-	5,000	-	-
Bridge Refurbishment - 176964 - Joadja Creek	-	5,000	-	-
Bridge Refurbishment - 176965 - Goodmans Ford	-	15,000	-	-
Bridge Refurbishment - 176966 - Whites Creek	-	10,000	-	-
Bridge Refurbishment - 176967 - Stony Ck N Of Douglas Rd	-	50,000	-	-
Bridge Refurbishment - 176972 - Kingsbury Circuit	-	55,000	-	-
Bridge Refurbishment - 176975 - Venables Park	-	10,000	-	-
Bridge Refurbishment - 176976 - Settlers Park Bridge	-	5,000	-	-
Bridge Refurbishment - 176981 - Shepherd Street	-	10,000	-	-
Bridge Refurbishment - 176982 - Kirkham Road	-	5,000	-	-
Bridge Refurbishment - 176985 - Oxleys Hill Road	-	20,000	-	-
Bridge Refurbishment - 17704 - The Old Highway, Sutton Forest - Design Phase	-	120,000	-	-
Bridge Refurbishment - Nowra Rd, Yarrunga Creek Bridge	-	10,000	-	-
Bridge Refurbishment - Old South Road Bridge	-	5,000	-	-
Bridge Refurbishment - Range Road Bridge	-	5,000	-	-
Bridge Refurbishment - Shepherd Street Bridge	-	20,000	-	-
Bridge Refurbishment - Stanley Park Bridge	-	5,000	-	-
Bridge Refurbishment - Tourist Road, Follys Creek Bridge	-	15,000	-	-
Bridge Refurbishment - Victoria Street Bridge	-	10,000	-	-
Bridge Refurbishment - Woodlands Road Bridge	-	5,000	-	-
Footpath Renewal - Arthur Street - Throsby Street - Spring Street - R	-	25,000	-	-
Footpath Renewal - Bendooley Street - Bowral Street - Banyette Street - R	-	25,000	-	-
Footpath Renewal - Farmers Place - Lackey Road - End Of Cul De Sac - L	-	5,000	-	-

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Footpath Renewal - Mr260 - Local Segment - Alice St - Helena St (Cl) S/Bound - R	-	10,000	-	-
Footpath Renewal - Mr260 - Local Segment - Bessemer Street - Pioneer Street - R	-	40,000	-	-
Footpath Renewal - Mr260 - Local Segment - Brewster Street - Bessemer St - R	-	15,000	-	-
Footpath Renewal - Mr260 - Local Segment - Louisa St - Beatrice St (B1) N/Bou - L	-	30,000	-	-
Footpath Renewal - Mr260 - Local Segment - Old Bowral Rd (Bow) - Rail Bdge Ab1 - R	-	200,000	-	-
Footpath Renewal - Spring Street - Illawarra Highway - Railway St - R	-	75,000	-	-
Footpath Renewal - Victoria Street - Mittagong Rd - End K&G - L	-	85,000	-	-
Kerb Ramp Construction - Bendooley St/Boolwey St	-	30,000	-	-
Kerb Ramp Construction - Bong Bong Rd/ Bowral Street	-	15,000	-	-
Kerb Ramp Construction - Boolwey St Disabled Parking Spot	-	7,500	-	-
Kerb Ramp Construction - Boolwey St/ Station Street	-	45,000	-	-
Kerb Ramp Construction - Brewster Steet/Bowral Road	-	15,000	-	-
Kerb Ramp Construction - Elizabeth St/Robertson Rd	-	15,000	-	-
Kerb Ramp Construction - Main St/Bowral Road	-	20,000	-	-
Kerb Ramp Construction - Martha St/Kanglaoon Road	-	17,500	-	-
Kerb Ramp Construction - Old Hume Hwy Disabled Parking Spot	-	7,500	-	-
Kerb Ramp Construction - Willow Dr/Argyle St	-	15,000	-	-
Kerb Ramp Construction - Wingecarribee St Disabled Parking Spot	-	7,500	-	-
New Footpath - Albert Street: South side, end of Disability Trust building to Alice Street	-	50,000	-	-
New Footpath - Albion Street: West side, South leg, Corner of Albion Lane	-	50,000	-	-
New Footpath - Bowral Walkway: Burradoo cycleway - 90 degree bend	-	150,000	-	-
New Footpath - Kirkham Road, Bowral: Wingecarribee St - Mount Road	-	100,000	-	-
New Footpath - Railway Ave: William St - Rosenthal Ave	-	150,000	155,000	-
New Footpath - St Jude Street: East side, Between Boolwey Street to Church Street	-	100,000	-	-
Gravel Resheeting - 10050040 - Walkers Road, Avoca	-	250,000	-	-
Gravel Resheeting - 12130030 - Scarlet Street, Balaclava	-	30,000	-	-
Gravel Resheeting - 25040010 - Yeos Road, Glenquarry	-	100,000	-	-
Gravel Resheeting - 2580420 - Wombeyan Caves Road, Wombeyan Caves	-	80,000	-	-
Gravel Resheeting - 26040020 - Wanganderry Road, High Range	-	190,000	-	-
Gravel Resheeting - 33890050 - Oldbury Road, Sutton Forest	-	130,000	-	-
Gravel Resheeting - 37100010 - Village Road, Sutton Forest	-	80,000	-	-
Gravel Resheeting - 40020022 - Snowdon Street, Wingello	-	30,000	-	-
Gravel Resheeting - 40070030 - Marulan Street, Wingello	-	40,000	-	-

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Gravel Resheeting - 48510020 - Mount Murray Road, Mount Murray	-	250,000	-	-
Pavement Rehabilitation: 11060010 - Tyree Place, Braemar	-	280,000	-	-
Pavement Rehabilitation: 15260020 - Carlisle Street, Bowral	-	70,000	-	-
Pavement Rehabilitation: 15870030 - Old South Road, Alpine	-	220,000	-	-
Pavement Rehabilitation: 15880010 - Orchard Road, Bowral	-	140,000	-	-
Pavement Rehabilitation: 15990010 - Retford Road, Bowral	-	490,000	-	-
Pavement Rehabilitation: 18370020 - Old Wingello Road, Bundanoon	-	400,000	-	-
Pavement Rehabilitation: 22250010 - Pine Street, Colo Vale	-	170,000	-	-
Pavement Rehabilitation: 27500020 - Telopea Road, Hill Top	-	270,000	-	-
Pavement Rehabilitation: 31890105 - Range Road, Glenquarry	-	665,000	-	-
Pavement Rehabilitation: 34050020 - Spencer Street, Moss Vale	-	80,000	-	-
Road Asphaltting - 15070040 - Argyle Lane, Bowral	-	20,000	-	-
Road Asphaltting - 15100005 - Banyette Street, Bowral	-	130,000	-	-
Road Asphaltting - 15130030 - Bendooley Street, Bowral	-	170,000	-	-
Road Asphaltting - 15190010 - Bowral Street, Bowral	-	250,000	-	-
Road Asphaltting - 15220010 - Copplestone Lane, Bowral	-	20,000	-	-
Road Asphaltting - 15230010 - Bundaroo Street, Bowral	-	380,000	-	-
Road Asphaltting - 15340010 - Cliff Street, Bowral	-	160,000	-	-
Road Asphaltting - 18080020 - Birriga Avenue, Bundanoon	-	90,000	-	-
Road Asphaltting - 18090020 - Blue Gum Road, Bundanoon	-	110,000	-	-
Road Asphaltting - 18590010 - Bromhall Road, Bundanoon	-	170,000	-	-
Road Asphaltting - 27570020 - West Parade, Hill Top	-	230,000	-	-
Road Asphaltting - 31310010 - Church Lane, Mittagong	-	40,000	-	-
Road Asphaltting - 32230010 - Marchmont Drive, Mittagong	-	210,000	-	-
Road Asphaltting - 33050010 - Anembo Street, Moss Vale	-	180,000	-	-
Road Asphaltting - 33610010 - James Street, Moss Vale	-	80,000	-	-
Road Asphaltting - 33660010 - Kirkham Street, Moss Vale	-	150,000	-	-
Road Asphaltting - 34080060 - Suttor Road, Moss Vale	-	170,000	-	-
Road Asphaltting - 37180050 - Hume Hwy Service Roads, Sutton Forest	-	210,000	-	-
Road Asphaltting - 45290020 - Isabella Way, East Bowral	-	230,000	-	-
Road Asphaltting - 85690150 - Mr569 Local Segments, Bundanoon	-	30,000	-	-
Road Asphaltting - 85690160 - Mr569 Local Segments, Bundanoon	-	40,000	-	-
Road Asphaltting - 86390005 - Mr7639 Local Seg - Funston Street, Bowral	-	190,000	-	-
Road Resealing - 15020010 - Albert Street, Bowral	-	30,000	-	-
Road Resealing - 15200010 - Bradman Avenue, Bowral	-	20,000	-	-
Road Resealing - 15340020 - Cliff Street, Bowral	-	40,000	-	-
Road Resealing - 15520015 - Gladstone Road, Bowral	-	30,000	-	-
Road Resealing - 15790020 - Merilbah Road, Bowral	-	60,000	-	-
Road Resealing - 17050010 - Gantry Place, Braemar	-	160,000	-	-

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM		DRAFT		
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Road Resealing - 18280010 - Hill Street, Bundanoon	-	90,000	-	-
Road Resealing - 19140010 & 19140020 - Osborne Road, Burradoo	-	70,000	-	-
Road Resealing - 20050030 - Church Street, Burrawang	-	150,000	-	-
Road Resealing - 20120020 - Mcgraths Road, Burrawang	-	60,000	-	-
Road Resealing - 22040010 - Azalea Street, Colo Vale	-	40,000	-	-
Road Resealing - 22280010 - Telopea Street, Colo Vale	-	20,000	-	-
Road Resealing - 27440010 - Sackville Street, Hill Top	-	50,000	-	-
Road Resealing - 27480010 - Stella Street, Hill Top	-	30,000	-	-
Road Resealing - 31180020 - Bessemer Street, Mittagong	-	130,000	-	-
Road Resealing - 31270010 - Cavendish Street, Mittagong	-	60,000	-	-
Road Resealing - 31760010 - Oxford Street, Mittagong	-	120,000	-	-
Road Resealing - 31890075 - Range Road, Mittagong	-	50,000	-	-
Road Resealing - 31910040 - Regent Street, Mittagong	-	40,000	-	-
Road Resealing - 33230010 - Campbell Crescent, Moss Vale	-	20,000	-	-
Road Resealing - 33640010 - Kennedy Close, Moss Vale	-	70,000	-	-
Road Resealing - 33810045 - Meryla Road, Manchester Square	-	300,000	-	-
Road Resealing - 33950010 - Price Street, Moss Vale	-	30,000	-	-
Road Resealing - 34050010 - Spencer Street, Moss Vale	-	60,000	-	-
Road Resealing - 34220030 - Willow Drive, Moss Vale	-	110,000	-	-
Road Resealing - 34220050 - Willow Drive, Moss Vale	-	30,000	-	-
Road Resealing - 3720080 - Mr 372 Berrima Rd, Moss Vale	-	130,000	-	-
Road Resealing - 3720090 - Mr 372 Berrima Rd, Moss Vale	-	100,000	-	-
Road Resealing - 3720100 - Mr 372 Taylor Ave, New Berrima	-	100,000	-	-
Road Resealing - 42010030 - Corrie Road, Alpine	-	20,000	-	-
Road Resealing - 42020010 - Alpine Road, Alpine	-	20,000	-	-
Road Safety Improvements: Eridge Park Road, Burradoo	-	100,000	-	-
Bridge Refurbishment - 176986 - Mount Road - Repairs And Design Phase	-	-	100,000	-
Bridge Refurbishment - 176987 - Centennial Road Near Golf Course	-	-	5,000	-
Bridge Refurbishment - 176989 - Bowral Street	-	-	10,000	-
Bridge Refurbishment - 176991 - Range Road	-	-	5,000	-
Bridge Refurbishment - 176994 - Mack Street	-	-	5,000	-
Bridge Refurbishment - 176995 - Berrima Bridge	-	-	100,000	-
Bridge Refurbishment - 176997 - Tourist Rd - Menzies	-	-	5,000	-
Bridge Refurbishment - 176999 - Sproules Lane	-	-	5,000	-
Bridge Refurbishment - 177001 - Ferndale Rd	-	-	25,000	-
Bridge Refurbishment - 177002 - Redhills Rd	-	-	5,000	-
Bridge Refurbishment - 177003 - Golden Vale Rd	-	-	25,000	-
Bridge Refurbishment - Br 001 - Bundanoon Ck Bridge	-	-	25,000	-
Bridge Refurbishment - Br 002 - Gunrock Ck Bridge 2	-	-	20,000	-
Bridge Refurbishment - Br 003	-	-	10,000	-
Bridge Refurbishment - Br 004	-	-	5,000	-
Bridge Refurbishment - Br 005	-	-	15,000	-
Bridge Refurbishment - Br 006	-	-	5,000	-

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Footpath Renewal - Arthur Street - Spring Street - Cos/End K&G Left - R	-	-	25,000	-
Footpath Renewal - Bessemer Street - Railway Parade - Old Hume Highway - R	-	-	30,000	-
Footpath Renewal - Bowral Street - Station Street - Bong Bong Street - L	-	-	20,000	-
Footpath Renewal - Cavendish Street - Start K&G Right - Old Hume Hwy - R	-	-	15,000	-
Footpath Renewal - Charlotte Street - Moss Vale Rd - End Dish Drain - L	-	-	10,000	-
Footpath Renewal - Henderson Avenue - Bowral Road - Rainbow Road - R	-	-	30,000	-
Footpath Renewal - Mittagong Carpark No.8 - Main Street - - L	-	-	60,000	-
Footpath Renewal - Mittagong Cycleway - Mitt. Golf Club - Railway Parade - C	-	-	15,000	-
Footpath Renewal - Moss Vale Cycleway - James Taunton Drive - Cycleway - C	-	-	25,000	-
Footpath Renewal - Mr260 - Local Segment - Bessemer Street - Pioneer Street - L	-	-	40,000	-
Footpath Renewal - Mr260 - Local Segment - Merrigang Street - Station Street - R	-	-	40,000	-
Footpath Renewal - Mr261 - Local Segment - Cos B4 David St - Mr260 Roundabout - L	-	-	15,000	-
Footpath Renewal - Old Hume Highway - Oxley Street - Argyle Street - L	-	-	15,000	-
Footpath Renewal - Railway Street - Illawarra Highway - Queen Street - L	-	-	30,000	-
Footpath Renewal - Regent Street - Bessemer Street - Princess Street - L	-	-	25,000	-
Footpath Renewal - Sh25 - Local Segment - Pine Street - Sh25 R/About - L	-	-	40,000	-
Footpath Renewal - Shepherd Street - Short Street - Bridge - L	-	-	15,000	-
Footpath Renewal - Spring Street - Throsby Street - Arthur Street - L	-	-	10,000	-
Footpath Renewal - Throsby Street - Arthur Street - Spring Street - L	-	-	5,000	-
Footpath Renewal - Yarrawa Street - Broughton St - Illawarra Hwy - L	-	-	35,000	-
Kerb Ramp Construction - Alice St/Albert St	-	-	15,000	-
Kerb Ramp Construction - Alice St/Old Hume Hwy	-	-	15,000	-
Kerb Ramp Construction - Argyle St/Waite St (Berrima Rd)	-	-	30,000	-
Kerb Ramp Construction - Ascot Rd/Hospital Entrance	-	-	15,000	-
Kerb Ramp Construction - Church Lane/Old Hume Hwy	-	-	15,000	-
Kerb Ramp Construction - Fernbrook Cres/Southey St	-	-	15,000	-
Kerb Ramp Construction - Helena St/Old Hume Highway	-	-	15,000	-
Kerb Ramp Construction - Pioneer St/Old Hume Hwy	-	-	15,000	-
Kerb Ramp Construction - Station St/Banyette St	-	-	10,000	-
Kerb Ramp Construction - Victoria St/Old Hume Hwy	-	-	15,000	-
New Footpath - Alice Street: East side, between Albert Street and Main Street	-	-	75,000	-

FOUR YEAR CAPITAL PROGRAM


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM		DRAFT		
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
New Footpath - Alice Street: East side, between Edward Lane and Albert Street	-	-	80,000	-
New Footpath - Alice Street: East side, between Edward Street and Edward Lane	-	-	75,000	-
New Footpath - Bessemer Street: Old Hume Hwy - No. 24	-	-	10,000	-
New Footpath - Bowral Rd: Brewster Street - Old Bowral Rd	-	-	50,000	-
New Footpath - Bundaroo St: Bendooley Street - The Mews	-	-	15,000	-
New Footpath - Lackey Rd: Parkes Rd - Farmers Rd	-	-	60,000	-
New Footpath - St Jude Street: West side, Between Church Street and Bowral Street	-	-	115,000	-
New Footpath - Wilson Drive: Boronia Ave - War memorial Hall	-	-	10,000	-
Gravel Resheeting - 2580400 - Wombeyan Caves Road, Goodmans Ford	-	-	190,000	-
Gravel Resheeting - 27620020 - Wilson Dr Service Rds, Colo Vale	-	-	70,000	-
Gravel Resheeting - 27620030 - Wilson Dr Service Rds, Hill Top	-	-	80,000	-
Gravel Resheeting - 29020150 - Joadja Road, Joadja	-	-	330,000	-
Gravel Resheeting - 33890060 - Oldbury Road, Sutton Forest	-	-	110,000	-
Gravel Resheeting - 35010010 - Alexandra Street, Penrose	-	-	30,000	-
Gravel Resheeting - 35020010 - Dunlops Lane, Penrose	-	-	130,000	-
Gravel Resheeting - 37050010 - Greenhills Road, Sutton Forest	-	-	80,000	-
Gravel Resheeting - 40040010 - Garbutts Road, Wingello	-	-	80,000	-
Gravel Resheeting - 41140030 - Sierra Street, Yerrinbool	-	-	50,000	-
Gravel Resheeting - 43050010 - Stonequarry Creek Road, Werai	-	-	90,000	-
Pavement Rehabilitation: 12020010 - Balaclava Street, Balaclava	-	-	120,000	-
Pavement Rehabilitation: 14140020 - Greenhills Road, Berrima	-	-	80,000	-
Pavement Rehabilitation: 14140040 - Greenhills Road, Berrima	-	-	70,000	-
Pavement Rehabilitation: 15160020 - Boardman Road South, Bowral	-	-	80,000	-
Pavement Rehabilitation: 16180020 - Thompson Street, Bowral	-	-	335,000	-
Pavement Rehabilitation: 16220030 - Victoria Street, Bowral	-	-	100,000	-
Pavement Rehabilitation: 22110010 - Drapers Road, Braemar	-	-	140,000	-
Pavement Rehabilitation: 22300010 - Wattle Street, Colo Vale	-	-	420,000	-
Pavement Rehabilitation: 22300020 - Wattle Street, Colo Vale	-	-	220,000	-
Pavement Rehabilitation: 22300030 - Wattle Street, Colo Vale	-	-	410,000	-
Pavement Rehabilitation: 22300040 - Wattle Street, Colo Vale	-	-	70,000	-
Pavement Rehabilitation: 33190010 - Browley Street, Moss Vale	-	-	930,000	-

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Pavement Rehabilitation: 33240010 - Carrabee Road, Moss Vale	-	-	90,000	-
Pavement Rehabilitation: 33530020 - Headlam Road, Moss Vale	-	-	190,000	-
Pavement Rehabilitation: 34190020 - Watson Road, Moss Vale	-	-	220,000	-
Pavement Rehabilitation: 34220040 - Willow Drive, Moss Vale	-	-	890,000	-
Pavement Rehabilitation: 36040010 - Burrawang Lane, Robertson	-	-	70,000	-
Pavement Rehabilitation: 45080010 - Horderns Road, East Bowral	-	-	60,000	-
Pavement Rehabilitation: 5690040 - Mr 569 Exeter Rd, Exeter	-	-	40,000	-
Road Asphaltting - 15410010 - Cluff Crescent, Bowral	-	-	40,000	-
Road Asphaltting - 15520010 - Gladstone Road, Bowral	-	-	60,000	-
Road Asphaltting - 16060010 - Sheffield Road, Bowral	-	-	140,000	-
Road Asphaltting - 16090010 - Short Street, Bowral	-	-	60,000	-
Road Asphaltting - 16320030 - Wingecarribee Street, Bowral	-	-	130,000	-
Road Asphaltting - 18830010 - Cambourn Close, Bundanoon	-	-	60,000	-
Road Asphaltting - 23230010 - Invergowrie Lane, Exeter	-	-	90,000	-
Road Asphaltting - 31900010 - Regent Lane, Mittagong	-	-	80,000	-
Road Asphaltting - 33360010 - Victor Crescent, Moss Vale	-	-	120,000	-
Road Asphaltting - 33870020 - Nari Circuit, Moss Vale	-	-	120,000	-
Road Asphaltting - 34370010 - Old Dairy Close, Moss Vale	-	-	120,000	-
Road Asphaltting - 36220020 - May Street, Robertson	-	-	40,000	-
Road Asphaltting - 36460010 - Devonshire Road, Robertson	-	-	60,000	-
Road Asphaltting - 36480010 - Shackleton Street, Robertson	-	-	130,000	-
Road Asphaltting - 37180010 - Hume Hwy Service Roads, Sutton Forest	-	-	150,000	-
Road Asphaltting - 45010010 - Alice Avenue, East Bowral	-	-	90,000	-
Road Asphaltting - 45030010 - Bronwyn Place, East Bowral	-	-	30,000	-
Road Asphaltting - 45040030 - Carisbrooke Row, East Bowral	-	-	90,000	-
Road Asphaltting - 45190010 - Rosemary Crescent, East Bowral	-	-	80,000	-
Road Asphaltting - 45200010 - Miro Crescent, East Bowral	-	-	60,000	-
Road Asphaltting - 45210020 - Harley Street, East Bowral	-	-	40,000	-
Road Asphaltting - 45210030 - Harley Street, East Bowral	-	-	120,000	-
Road Asphaltting - 45250010 - Crabapple Close, Bowral	-	-	40,000	-
Road Asphaltting - 45430020 - Lavis Road, East Bowral	-	-	80,000	-
Road Asphaltting - 82580015 - Mr258 Local Segments, Mittagong	-	-	30,000	-
Road Asphaltting - 82580020 - Mr258 Local Segments, Mittagong	-	-	240,000	-
Road Resealing - 10040030 - Walkers Lane, Avoca	-	-	40,000	-
Road Resealing - 10040040 - Walkers Lane, Avoca	-	-	30,000	-
Road Resealing - 12090010 - Crimea Street, Balaclava	-	-	20,000	-
Road Resealing - 14160010 - Oxley Street, Berrima	-	-	50,000	-

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM		DRAFT		
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Road Resealing - 14210010 - Wilkinson Street, Berrima	-	-	10,000	-
Road Resealing - 14210020 - Wilkinson Street, Berrima	-	-	20,000	-
Road Resealing - 14220010 - Wilshire Street, Berrima	-	-	10,000	-
Road Resealing - 14270110 - Old Hume Highway, Berrima	-	-	190,000	-
Road Resealing - 15080010 - Ascot Road, Bowral	-	-	30,000	-
Road Resealing - 15320010 - Clarke Street, Bowral	-	-	40,000	-
Road Resealing - 15440010 - Elm Street, Bowral	-	-	30,000	-
Road Resealing - 15470010 - Fairway Drive, Bowral	-	-	60,000	-
Road Resealing - 15610010 - Hopewood Road, Bowral	-	-	20,000	-
Road Resealing - 15660010 - Kiama Street, Bowral	-	-	70,000	-
Road Resealing - 15660020 - Kiama Street, Bowral	-	-	30,000	-
Road Resealing - 15870105 - Old South Road, Mittagong	-	-	100,000	-
Road Resealing - 15940010 - Price Street, Bowral	-	-	60,000	-
Road Resealing - 16050010 - Sheaffe Street, Bowral	-	-	60,000	-
Road Resealing - 16070010 - Shepherd Street, Bowral	-	-	80,000	-
Road Resealing - 17050020 - Gantry Place, Braemar	-	-	60,000	-
Road Resealing - 18090010 - Blue Gum Road, Bundanoon	-	-	20,000	-
Road Resealing - 19020010 - Bruce Street, Burradoo	-	-	20,000	-
Road Resealing - 19160010 - Phillip Street, Burradoo	-	-	60,000	-
Road Resealing - 22090040 - Colo Road, Colo Vale	-	-	70,000	-
Road Resealing - 22090050 - Colo Road, Colo Vale	-	-	60,000	-
Road Resealing - 23040060 - Ellsmore Road, Bundanoon	-	-	50,000	-
Road Resealing - 27040010 - Bertha Street, Hill Top	-	-	30,000	-
Road Resealing - 27290010 - Linda Street, Hill Top	-	-	50,000	-
Road Resealing - 27360020 - Pearce Street, Hill Top	-	-	70,000	-
Road Resealing - 27570010 - West Parade, Hill Top	-	-	20,000	-
Road Resealing - 28030020 - Kia Ora Lane, Kangaloon	-	-	20,000	-
Road Resealing - 31020020 - Albert Lane, Mittagong	-	-	30,000	-
Road Resealing - 31200050 - Bong Bong Road, Mittagong	-	-	60,000	-
Road Resealing - 31390010 - Devon Street, Mittagong	-	-	20,000	-
Road Resealing - 31430040 - Edward Street, Mittagong	-	-	20,000	-
Road Resealing - 31740025 - Old Bowral Road, Bowral	-	-	60,000	-
Road Resealing - 33230020 - Campbell Crescent, Moss Vale	-	-	40,000	-
Road Resealing - 33660020 - Kirkham Street, Moss Vale	-	-	50,000	-
Road Resealing - 33730020 - Lovelle Street, Moss Vale	-	-	30,000	-
Road Resealing - 33800010 - Merrett Drive, Moss Vale	-	-	60,000	-
Road Resealing - 34100010 - Throsby Park Road, Moss Vale	-	-	40,000	-
Road Resealing - 34150020 - Valetta Street, Moss Vale	-	-	50,000	-
Road Resealing - 35150020 - Uringalla Lane, Paddys River	-	-	10,000	-
Road Resealing - 36020010 - Arney Street, Robertson	-	-	10,000	-
Road Resealing - 36120020 - Fountaindale Road, Robertson	-	-	80,000	-
Road Resealing - 36290020 - Old Kangaloon Road, Robertson	-	-	60,000	-
Road Resealing - 36450020 - Caalong Street, Robertson	-	-	10,000	-
Road Resealing - 36550010 - Old Illawarra Highway, Robertson	-	-	30,000	-

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
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APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Road Resealing - 37090010 - Spring Hill Grove, Sutton Forest	-	-	10,000	-
Road Resealing - 38040020 - Berrima Street, Welby	-	-	40,000	-
Road Resealing - 38140010 - Kell Crescent, Welby	-	-	20,000	-
Road Resealing - 39050020 - Orient Street, Willow Vale	-	-	40,000	-
Road Resealing - 40200020 - Davys Lane, Wingello	-	-	10,000	-
Road Resealing - 41020010 - Appenine Road, Yerrinbool	-	-	50,000	-
Road Resealing - 45130010 - Manor Rise, Bowral	-	-	20,000	-
Road Resealing - 45140020 - Mansfield Road, Bowral	-	-	40,000	-
Road Resealing - 48520010 - Mcguinness Drive, Mount Murray	-	-	50,000	-
Road Resealing - 5690020 - Mr 569 Exeter Rd, Sutton Forest	-	-	250,000	-
Road Resealing - 76350080 - Mr 7635 Wilson Dr, Hill Top	-	-	80,000	-
Road Safety Improvements: Canyonleigh Road, Canyonleigh	-	-	100,000	-
Bridge Refurbishment - 177005 - Myra Vale Rd - Fitzroy Canal	-	-	-	5,000
Bridge Refurbishment - 177006 - Oldbury Rd	-	-	-	15,000
Bridge Refurbishment - 177007 - Tourist Rd - Follys Ck	-	-	-	5,000
Bridge Refurbishment - 177008 - Tourist Rd - Brookers Ck	-	-	-	5,000
Bridge Refurbishment - 177734 - Cordeaux Creek Bridge	-	-	-	10,000
Bridge Refurbishment - B3381.2 - Gunrock Ck Bridge 1	-	-	-	5,000
Bridge Refurbishment - B3651.2 - Follys Creek Bridge	-	-	-	30,000
Bridge Refurbishment - B3652.1 - Glenquarry Cut Bridge - Repairs And Design Phase	-	-	-	125,000
Bridge Refurbishment - Br 007	-	-	-	5,000
Footpath Renewal - Arthur Street - End K&G Left - Cos/Road Widens - R	-	-	-	20,000
Footpath Renewal - East Bowral Walkway - Robinia Drive - Cycleway - C	-	-	-	40,000
Footpath Renewal - Mr260 - Local Segment - Alice St - Helena St (B1) N/Bound - L	-	-	-	45,000
Footpath Renewal - Mr260 - Local Segment - Helena St - Louisa St (B1) N/Bound - L	-	-	-	45,000
Footpath Renewal - Mr7636 - Local Segment - '60/100' Sign - '100/60' Sign - L	-	-	-	45,000
Footpath Renewal - Princess Street - Bowral Road - Regent Street - L	-	-	-	50,000
Footpath Renewal - Sh25 - Local Segment - Caalong Street - Wallangunda St - R	-	-	-	20,000
Footpath Renewal - Sh25 - Local Segment - End K&G Right - Caalong Street - L	-	-	-	15,000
Footpath Renewal - Sh25 - Local Segment - Hawkins Street - Valetta Street - L	-	-	-	25,000
Footpath Renewal - Sh25 - Local Segment - Start K&G Left - End K&G Right - L	-	-	-	15,000
Footpath Renewal - Spring Street - Illawarra Highway - Railway St - L	-	-	-	40,000
Footpath Renewal - Station Street - Cos@Bowral St - Boolwey St R/About - R	-	-	-	10,000
Footpath Renewal - Valetta Street - Pine Street - Woodville Street - L	-	-	-	15,000

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT		Roads Bridges & Footpaths (Cont.)			
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28	
Footpath Renewal - Valetta Street - 'Workwear' - House No. 10 - R	-	-	-	15,000	
Footpath Renewal - Walker Street - Cos/House No. 7 - Bowral Street - L	-	-	-	10,000	
Footpath Renewal - Wingecarribee Street - Bendooley Street - Short Street - R	-	-	-	50,000	
Footpath Renewal - Yarrowa Road - Throsby St - B4 Spencer St - L	-	-	-	40,000	
Kerb Ramp Construction - Bessemarst/Bowral Road	-	-	-	37,500	
Kerb Ramp Construction - Bessemer St	-	-	-	7,500	
Kerb Ramp Construction - Bowral Road	-	-	-	30,000	
Kerb Ramp Construction - Holly St/Shepard St	-	-	-	7,500	
Kerb Ramp Construction - Princess St	-	-	-	30,000	
Kerb Ramp Construction - Queen Street	-	-	-	60,000	
Kerb Ramp Construction - Regent Street	-	-	-	37,500	
Kerb Ramp Construction - Shepard St Shared Use Path	-	-	-	7,500	
Kerb Ramp Construction - Shepard St/Glebe St	-	-	-	7,500	
Kerb Ramp Construction - Victoria St/Mittagong Rd	-	-	-	15,000	
Kerb Ramp Construction - Wingecarribee St/Carpark Entrance	-	-	-	15,000	
New Footpath - Alice St: Main Street - Edward St	-	-	-	10,000	
New Footpath - Innes Road: North side, Between Waite Street and Garrett Street	-	-	-	325,000	
New Footpath - Main St: Hoddle St - North Street	-	-	-	155,000	
New Footpath - Old Hume Hwy: Lyell St Roundabout - Southern Leg - Existing Old Hume Hwy Path	-	-	-	15,000	
New Footpath - Regent Street: Station St - Princess St	-	-	-	15,000	
Gravel Resheeting - 10010010 - Bodycotts Lane, Fitzroy Falls	-	-	-	60,000	
Gravel Resheeting - 14240020 - Wombala Road, Berrima	-	-	-	100,000	
Gravel Resheeting - 23100040 - Old Argyle Road, Exeter	-	-	-	390,000	
Gravel Resheeting - 2580390 - Wombeyan Caves Road, Goodmans Ford	-	-	-	90,000	
Gravel Resheeting - 28070010 - Orford Road, Kangaloon	-	-	-	260,000	
Pavement Rehabilitation: 15120010 - Belmore Street, Bowral	-	-	-	310,000	
Pavement Rehabilitation: 15290010 - Centennial Road, Bowral	-	-	-	405,000	
Pavement Rehabilitation: 15290050 - Centennial Road, Bowral	-	-	-	390,000	
Pavement Rehabilitation: 15330010 - Clearview Street, Bowral	-	-	-	470,000	
Pavement Rehabilitation: 15790010 - Merilbah Road, Bowral	-	-	-	210,000	
Pavement Rehabilitation: 15970020 - Queen Street, Bowral	-	-	-	260,000	
Pavement Rehabilitation: 15970030 - Queen Street, Bowral	-	-	-	370,000	
Pavement Rehabilitation: 16400010 - Edward Riley Drive,	-	-	-	530,000	
Pavement Rehabilitation: 20050025 - Church Street, Burrawang	-	-	-	110,000	
Pavement Rehabilitation: 25030030 - Tourist Road, Glenquarry	-	-	-	550,000	
Pavement Rehabilitation: 25030050 - Tourist Road, Glenquarry	-	-	-	500,000	

**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

APPENDIX 4

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Pavement Rehabilitation: 25030060 - Tourist Road, Glenquarry	-	-	-	500,000
Pavement Rehabilitation: 31130040 - Arthur Street, Mittagong	-	-	-	320,000
Pavement Rehabilitation: 33080030 - Arthur Street, Moss Vale	-	-	-	200,000
Road Asphaltting - 15100025 - Banyette Street, Bowral	-	-	-	80,000
Road Asphaltting - 15390010 - Cypress Parade, Bowral	-	-	-	130,000
Road Asphaltting - 15770010 - Maple Grove, Bowral	-	-	-	30,000
Road Asphaltting - 15870155 - Old South Road, Bowral	-	-	-	130,000
Road Asphaltting - 15870170 - Old South Road, Bowral	-	-	-	110,000
Road Asphaltting - 15870180 - Old South Road, Bowral	-	-	-	260,000
Road Asphaltting - 15870195 - Old South Road, Bowral	-	-	-	220,000
Road Asphaltting - 18260010 - Greasons Road, Bundanoon	-	-	-	150,000
Road Asphaltting - 18590030 - Bromhall Road, Bundanoon	-	-	-	70,000
Road Asphaltting - 18600010 - Forwood Crescent	-	-	-	100,000
Road Asphaltting - 23250010 - Parsland Close, Exeter	-	-	-	110,000
Road Asphaltting - 33880020 - North Street, Moss Vale	-	-	-	50,000
Road Asphaltting - 34290010 - Young Road, Moss Vale	-	-	-	30,000
Road Asphaltting - 34350010 - Farmers Place, Moss Vale	-	-	-	70,000
Road Asphaltting - 34430010 - Eloura Lane, Moss Vale	-	-	-	120,000
Road Asphaltting - 36450010 - Caalong Street, Robertson	-	-	-	40,000
Road Asphaltting - 3720010 - Mr 372 Waite St, Moss Vale	-	-	-	180,000
Road Asphaltting - 45020050 - Boardman Road, East Bowral	-	-	-	530,000
Road Asphaltting - 45170010 - Pyrus Place, Bowral	-	-	-	30,000
Road Asphaltting - 45180010 - Robinia Drive, East Bowral	-	-	-	60,000
Road Asphaltting - 45190020 - Rosemary Crescent, East Bowral	-	-	-	90,000
Road Asphaltting - 45380010 - Aspen Grove, Bowral	-	-	-	30,000
Road Asphaltting - 45400010 - Denbigh Drive, East Bowral	-	-	-	70,000
Road Asphaltting - 45420010 - Kiameron Place, Bowral	-	-	-	50,000
Road Asphaltting - 45450010 - Macquarie Grove, Bowral	-	-	-	30,000
Road Asphaltting - 45480010 - Norton Lane, East Bowral	-	-	-	50,000
Road Asphaltting - 45560010 - Dumfries Place, Bowral	-	-	-	30,000
Road Asphaltting - 45620010 - Westbrook Crescent, East Bowral	-	-	-	70,000
Road Asphaltting - 83720010 - Mr372 Local Segments, Moss Vale	-	-	-	90,000
Road Resealing - 14110010 - Market Place, Berrima	-	-	-	30,000
Road Resealing - 14140050 - Greenhills Road, Berrima	-	-	-	80,000
Road Resealing - 14270160 - Old Hume Highway, Berrima	-	-	-	50,000
Road Resealing - 15370010 - David Street, Bowral	-	-	-	20,000
Road Resealing - 15780010 - Martha Street, Bowral	-	-	-	10,000
Road Resealing - 18020005 - Anzac Parade, Bundanoon	-	-	-	20,000
Road Resealing - 18200010 - Ferndale Road, Bundanoon	-	-	-	230,000
Road Resealing - 18390010 - Osborne Street, Bundanoon	-	-	-	20,000
Road Resealing - 18490010 - Victoria Street, Bundanoon	-	-	-	20,000
Road Resealing - 19180030 - Ranelagh Road, Burradoo	-	-	-	10,000
Road Resealing - 22110020 - Drapers Road, Braemar	-	-	-	60,000
Road Resealing - 22160030 - Grevillea Place, Colo Vale	-	-	-	10,000
Road Resealing - 23150070 - Sallys Corner Road, Exeter	-	-	-	60,000
Road Resealing - 23190030 - Weraí Road, Exeter	-	-	-	40,000
Road Resealing - 24100010 - Somerset Road, Fitzroy Falls	-	-	-	90,000

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FOUR YEAR CAPITAL PROGRAM


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM		DRAFT		
Roads Bridges & Footpaths (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Road Resealing - 25020040 - Sproules Lane, Glenquarry	-	-	-	60,000
Road Resealing - 2580130 - Wombeyan Caves Road, Woodlands	-	-	-	60,000
Road Resealing - 27340010 - Namoi Street, Hill Top	-	-	-	10,000
Road Resealing - 31740010 - Old Bowral Road, Mittagong	-	-	-	70,000
Road Resealing - 31740015 - Old Bowral Road, Mittagong	-	-	-	100,000
Road Resealing - 31810020 - Pioneer Street, Mittagong	-	-	-	70,000
Road Resealing - 32090010 - Victoria Street, Mittagong	-	-	-	40,000
Road Resealing - 32220010 - Mount Alexandra Lookout Rd, Mittagong	-	-	-	30,000
Road Resealing - 33060010 - Anulka Street, Moss Vale	-	-	-	20,000
Road Resealing - 33280025 - Church Road, Moss Vale	-	-	-	30,000
Road Resealing - 33420020 - Donkin Avenue, Moss Vale	-	-	-	10,000
Road Resealing - 33590010 - Innes Road, Moss Vale	-	-	-	20,000
Road Resealing - 33690050 - Lackey Road, Moss Vale	-	-	-	240,000
Road Resealing - 34060010 - Spring Street, Moss Vale	-	-	-	50,000
Road Resealing - 34150050 - Valetta Street, Moss Vale	-	-	-	40,000
Road Resealing - 36120040 - Fountaindale Road, Robertson	-	-	-	50,000
Road Resealing - 36200010 - Main Street, Robertson	-	-	-	30,000
Road Resealing - 36320010 - Rossgoll Road, Robertson	-	-	-	20,000
Road Resealing - 36320020 - Rossgoll Road, Robertson	-	-	-	30,000
Road Resealing - 36450030 - Caalong Street, Robertson	-	-	-	20,000
Road Resealing - 37040030 - Golden Vale Road, Sutton Forest	-	-	-	110,000
Road Resealing - 3720030 - Mr 372 Berrima Rd, Moss Vale	-	-	-	90,000
Road Resealing - 3720045 - Mr 372 Berrima Rd, Moss Vale	-	-	-	100,000
Road Resealing - 3720060 - Mr 372 Berrima Rd, Moss Vale	-	-	-	40,000
Road Resealing - 39030025 - Cordeaux Street, Willow Vale	-	-	-	20,000
Road Resealing - 43530010 - Wildes Meadow Road, Avoca	-	-	-	160,000
Road Resealing - 43530040 - Wildes Meadow Road, Burrawang	-	-	-	60,000
Road Resealing - 45090020 - Kimberley Drive, East Bowral	-	-	-	10,000
Road Resealing - 83720055 - Mr372 Local Segments, Moss Vale	-	-	-	20,000
Road Safety Improvements: Old Hume Hwy, Yerrinbool	-	-	-	100,000
Total Roads, Bridges & Footpaths	14,278,486	11,950,000	13,100,000	13,475,000




**AGENDA OF THE EXTRAORDINARY MEETING OF COUNCIL
WEDNESDAY 1 MAY 2024**

APPENDIX 4

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Stormwater Drainage				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Retford Farm Detention Basin	845,000	-	-	-
Const Culvert 5 Burradoo Rd	200,000	-	-	-
Construct Gasgoine St Drainage	750,000	-	-	-
Bessemer St Mittagong Drainage	500,000	-	-	-
West Mittagong Drainage Masterplan - Option 2 William Street	100,000	-	-	-
Stormwater Pit & Pipe Renewal	250,000	5,200,000	600,000	600,000
Wombeyan Caves Rd. Bulliocreek Causeway (Construction)	700,000	-	-	-
Penrose Road Penrose Drainage:	300,000	-	-	-
Wembley Road Overland Flow Study (Option A1)	50,000	-	-	-
Shepherd Street Stormwater Upgrade	400,000	-	-	-
Drapers Road Willow Vale Stormwater Upgrade	700,000	-	-	-
Sunninghill Ave Burradoo Drainage	1,400,000	-	-	-
Priestly St Culvert Renewal	585,000	-	-	-
Robinson Street Culvert Renewal	475,000	-	-	-
Bowral Golf Course Detention Basin	400,000	1,600,000	-	-
Total Stormwater Drainage	7,655,000	6,800,000	600,000	600,000


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Water Supply Network				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
WWTP and BWTP Major improvements (Construction Stage 1)	400,000	-	-	-
Master plan - Northern Villages distribution main duplication Stage 1	800,000	-	-	-
Master Plan - Bowral to Moss Vale 450mm duplication - Stage 1	400,000	-	-	-
Water private works - new meters and connections	200,000	-	-	-
Water service connection renewals	50,000	-	-	-
Water meter renewals	150,000	150,000	150,000	150,000
Water SCADA system minor works	75,000	75,000	75,000	75,000
Water mains upgrades and renewals	2,000,000	-	-	-
Water reticulation and service improvements	50,000	-	-	-
Hydrants, Valves & PRVs	100,000	100,000	100,000	100,000
Water Valve Pit Renewals	50,000	-	-	-
WTP Asset Renewal	200,000	-	-	-
Reservoir Gas chlorination	300,000	350,000	350,000	350,000
Eridge Park Booster WPS	350,000	-	-	-
Water Supply Zone Control Valves	500,000	-	-	-
Master Plan - East Bowral PMA inlet and elec actuated control valve upgrade	500,000	-	-	-


FOUR YEAR CAPITAL PROGRAM

DETAILED CAPITAL WORKS 4 YEAR PROGRAM				DRAFT
 Water Supply Network (Cont.)				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Critical Water Main Renewal Design	300,000	-	-	-
Moss Vale Hill Road Reservoir Duplication	2,000,000	-	-	-
Dams renewals or upgrades	70,000	70,000	70,000	70,000
Water pump station renewals or upgrades	100,000	100,000	100,000	100,000
Reservoirs renewals or upgrades	100,000	100,000	100,000	100,000
Blakes Hill zone Secondary Inlet and AICV	-	200,000	500,000	-
Bulk Meter Renewal	-	30,000	30,000	30,000
East Bowral PMA inlet upgrade and zone control valve	-	500,000	-	-
Exeter Road water main renewal (SF to Exeter)	-	4,967,393	-	-
Hill Road Reservoir duplication (10ML)	-	3,000,000	-	-
Moss Vale Trunk Main Duplication (Master Plan)	-	9,000,000	6,700,000	-
Private works - meters and services	-	200,000	200,000	200,000
Water Main Duplication - Yerrinbool	-	300,000	4,124,612	-
Water main upgrades and renewals	-	2,000,000	2,000,000	2,000,000
Water meter and service renewals	-	50,000	50,000	50,000
Water pit renewals	-	50,000	50,000	50,000
Water reticulation improvements	-	50,000	50,000	50,000
Wingecarribee WTP augmentation 60ML	-	5,000,000	10,000,000	15,000,000
WTP asset renewals	-	200,000	200,000	200,000
WWTP Sand filter renewals	-	500,000	-	-
Berrima Road (Abattoir Road to Taylor Avenue)	-	-	300,000	2,504,905
BWTP Sand filter renewals	-	-	500,000	-
Northern Villages Distribution Main Duplication - Stage 3	-	-	1,398,481	-
Northern Villages Distribution Main Duplication - Stage 1B	-	-	-	2,756,000
Oldbury Road WPS to Blakes Hill Reservoir	-	-	-	300,000
Water Main Duplication - Hill Top	-	-	-	300,000
Total Water Supply Network	8,695,000	26,992,393	27,048,093	24,385,905





APPENDIX 4


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Sewerage Network				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Bowral STP Upgrade To 16000 Ep	21,153,329	11,000,000	-	-
Moss Vale STP Stage 1 Upgrade To 13500 EP	27,450,000	27,450,000	11,000,000	-
Mittagong STP upgrade to 20000 EP	400,000	20,000,000	19,550,000	10,000,000
Vent shaft replacements	60,000	60,000	60,000	60,000
Sewer pump replacements	200,000	200,000	200,000	200,000
Sewer main upgrades and renewals	2,000,000	2,000,000	2,000,000	2,000,000
Sewer manhole renewals	200,000	200,000	200,000	200,000
Sewer private works - extensions & connections	75,000	75,000	75,000	75,000
Sewer SCADA and telemetry system upgrade	40,000	40,000	40,000	40,000
Containment - Designs	350,000	-	-	-
Sewer pump station renewals or upgrades	100,000	200,000	200,000	200,000
SPS-AM3 Pikkat Drive Upgrade (construction)	800,000	-	-	-
STP asset renewal or upgrades	400,000	400,000	400,000	400,000
Master plan project 1	-	3,000,000	-	-
Master plan project 2	-	350,000	3,000,000	-
Master plan project 3	-	-	350,000	3,000,000
Master plan project 4	-	-	-	350,000
SPS-AM3 pump station upgrade (Pikkat Drive)	-	3,045,546	-	-
STP solar installation	-	150,000	350,000	250,000
Total Sewerage Network	53,228,329	68,170,546	37,425,000	16,775,000


 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Swimming Pools				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Pools Infrastructure Renewal	177,000	230,000	240,000	250,000
Total Swimming Pools	177,000	230,000	240,000	250,000

FOUR YEAR CAPITAL PROGRAM

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Open Space / Recreational Assets				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Welby landfill Remediation	3,889,000	8,600,000	5,895,630	-
Park Furniture Renewal - Bowral Lookout	-	-	-	-
Bowral Streetscape Beautification	50,000	-	-	-
Park Furniture Renewal - Box Vale Trailhead Walking Tracks	25,000	-	-	-
Welby Mountain Bike Trail Refurbishment	50,000	-	-	-
Playspace Renewal Program	200,000	-	-	-
David Wood Playspace	1,285,000	-	-	-
Sportsfield Lighting Renewal Program	200,000	-	-	-
Playspace Renewal - Welby Oval	-	300,000	-	-
Skatepark Renewal - Ioseby Park, Bowral	-	270,000	500,000	-
Sportsfield and Parks Furniture - TBC	-	-	-	-
Mittagong Oval Tennis & Multipurpose Court Refurbishment	-	-	210,000	-
Playspace Renewal - New Berrima	-	-	250,000	-
Playspace Renewal - Sunrise Park Yerrinbool	-	-	250,000	-
Walking Track Refurbishment - Lake Alexandra Trailhead	-	-	100,000	-
Playspace Renewal - Exeter Oval	-	-	-	500,000
Skatepark Renewal - Community Oval, Moss Vale	-	-	-	600,000
Sportsfield Lighting Renewal - TBC	-	-	-	150,000
Walking Track Refurbishment - Mount Gibraltar Reserve	-	-	-	100,000
Total Open Space/Recreational Assets	5,699,000	9,170,000	7,205,630	1,350,000

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Library Books				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
Library Resources	184,000	184,000	184,000	184,000
Total Library Books	184,000	184,000	184,000	184,000

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
Other				
Project Name	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
SRLX Renewal Works	143,751	143,751	143,751	143,751
RRC Renewal Works	200,000	200,000	200,000	200,000
Total Other	343,751	343,751	343,751	343,751

 DETAILED CAPITAL WORKS 4 YEAR PROGRAM DRAFT				
TOTAL CAPITAL WORKS				
	Budget 2024/25	Budget 2025/26	Budget 26/27	Budget 2027/28
TOTAL CAPITAL WORKS	109,447,624	134,156,298	93,610,495	65,876,955

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This Operational Plan and Budget has been prepared in accordance with the Local Government Act 1993. Every effort has been made to ensure the accuracy and reliability of the data; however, Council makes no representation or warranties that the information is without error.

