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Prepared for: Wingecarribee
Date: June 13, 2024

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Wingecarribee
SHIRE COUNCIL
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SOUTHERN HIGHLANDS INNOVATION PARK



Draft Master Plan

Cover image:
Moss Vale from above (Kramer Photography)

Project and report	Southern Highlands Innovation Park Draft Master Plan	Draft
Date	May 23 2024	
Client	Wingecarribee Shire Council	
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We pay our respects to Elders, past and present.

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Southern Highlands Innovation Park Wingecarribee Shire Council

Draft

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1

INTRODUCTION AND CONTEXT

1.1 Project Background and Purpose

Draft

Architectus have been engaged by Wingecarribee Shire Council to develop a vision and master plan for the Southern Highlands Innovation Park (SHIP). This Urban Design report has been prepared along with a Governance Strategy by Astrolabe Group and strategic and land use positioning advice by SGS Planning and Economics, to build a robust and compelling governance, planning and design framework for the SHIP that may encourage new development opportunities within the precinct.

The master plan has been developed through close collaboration with Wingecarribee Shire Council and the consultant team, as well as engagement with a range of stakeholders and community.

Project background
The Southern Highlands Innovation Park (formerly known as the Moss Vale Enterprise Corridor) was initially identified as an employment precinct in the 1989 Wingecarribee Local Environmental Plan (LEP). Since then, Council prepared a Development Control Plan in 2008, and designated the area as an industrial zone in the Wingecarribee LEP 2010. A Development Contributions Plan was prepared in 2013 to support the delivery of key traffic and transport infrastructure that may support development within the SHIP. Despite this, the area currently remains largely unchanged.

A Phase 1 Draft Structure Plan for the area was developed by E8Urban and Eton Consulting in 2021, which identified a significant opportunity for the precinct due to:

- The rarity of such large landholdings compared to other locations, e.g. Sydney;
- the proximity to highway and transport, e.g. freight rail;
- the attractive lifestyle and surrounds;
- the ability to tap into existing local networks; and
- the positioning of SHIP around 'innovation'.

This Urban Design study seeks to build on the Phase 1 vision and structure plan to prepare a master plan that provides clear strategic vision and guides future land use, urban structure, built form and infrastructure. Together with the Governance Strategy developed by Astrolabe Group, this represents the next stage in the process to deliver new opportunities within the SHIP. This master plan is to be read in conjunction with the Governance Strategy.

Structure of this report
The report is structured as follows:

1. Introduction and context - This chapter sets the scene for the project, including establishing the strategic drivers and role of the SHIP. This chapter also summarises the strategic positioning advice prepared by SGS and feedback from early community consultation.
2. Analysis - This chapter investigates the local and site context including character, topography and environment, landownership, and infrastructure to inform constraints and opportunities for the SHIP.
3. Vision and principles - This chapter outlines the overarching vision and design approach for the SHIP, including key design moves and land uses principles that form the structure plan.
4. Master Plan- This chapter further details strategies for movement, infrastructure, environment, landscape, views and vistas, development and built form, and describes the desired future character areas.
5. Implementation - This chapter identifies recommended amendments to the planning controls including land use zoning, as well as next steps towards the realisation of the SHIP.

How to read the master plan

Strategic positioning and drivers

Vision and master plan
- Vision and principles
- Structure Plan
- Master Plan
- Layers of the Master Plan
  - Movement
  - Infrastructure
  - Landscape
  - Topography and views
  - Open space and green links
  - Development and built form strategy
  - Character precincts

Implementation
- Governance strategy
- Amendments to the LEP planning controls (future stage)
- Development Control Plan (future stage)

Timeline

2021
Phase 1 Draft Master Plan
Wingecarribee Council (with E8urban, Eton Consulting)

late 2023
Preparation of initial vision for the SHIP
Wingecarribee Council (with Architectus, Astrolabe Group, SGS)

Early 2024
Stakeholder engagement
Landowners workshop
Community consultation

Early- mid 2024
We are here
Preparation of Draft Master Plan and Governance Strategy
Wingecarribee Council (with Architectus, Astrolabe Group)

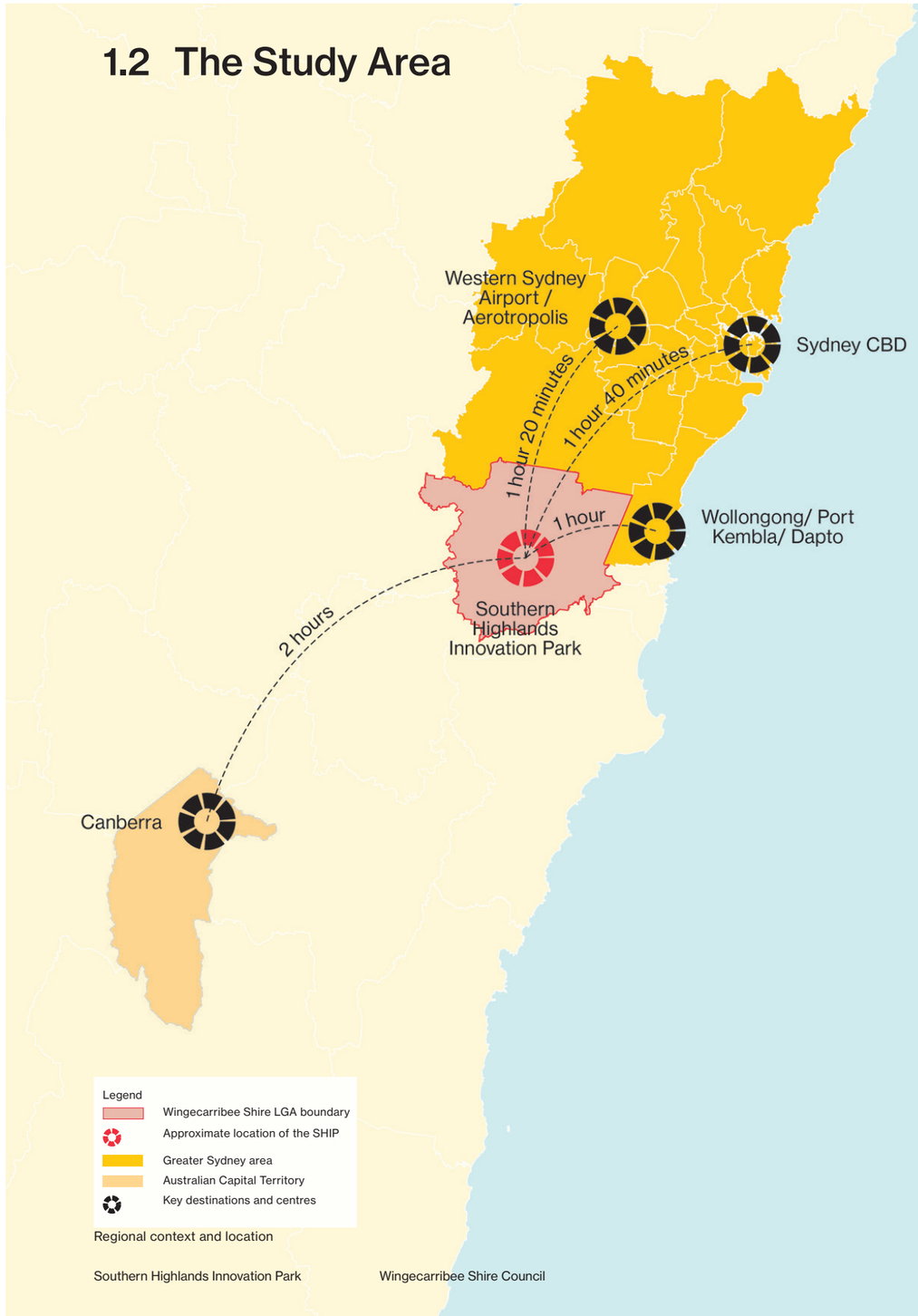
July 2024
Public exhibition

mid-end 2024
Final Master Plan and Governance Strategy
Wingecarribee Council (with Architectus, Astrolabe Group)

end 2024
Review of planning framework
Wingecarribee Council

1.2 The Study Area

Draft



Regional context and location

The Southern Highlands Innovation Park (SHIP) is a regionally significant employment precinct comprising over 1000 hectares of industrial-zoned land stretching between Moss Vale and New Berrima in the Wingecarribee Shire. The precinct is strategically located on key regional road and rail corridors, approximately 1-1.5 hours to Greater Sydney, 2 hours to Canberra, and 1 hour to Wollongong/Port Kembla/Dapto.

The area is primarily rural in character, typified by gentle hills and long undulating roads with vast views to landscape. This, along with a network of vibrant and aesthetic towns and villages makes the Southern Highlands a unique place to live, work and visit.

The SHIP currently consists of a diverse range of businesses relating to construction, manufacturing, agriculture and resource and waste management. The SHIP is immediately accessible to Moss Vale to the southeast, which along with Bowral and Mittagong are key centres for the region which provides housing, jobs, services and amenities to support the community.

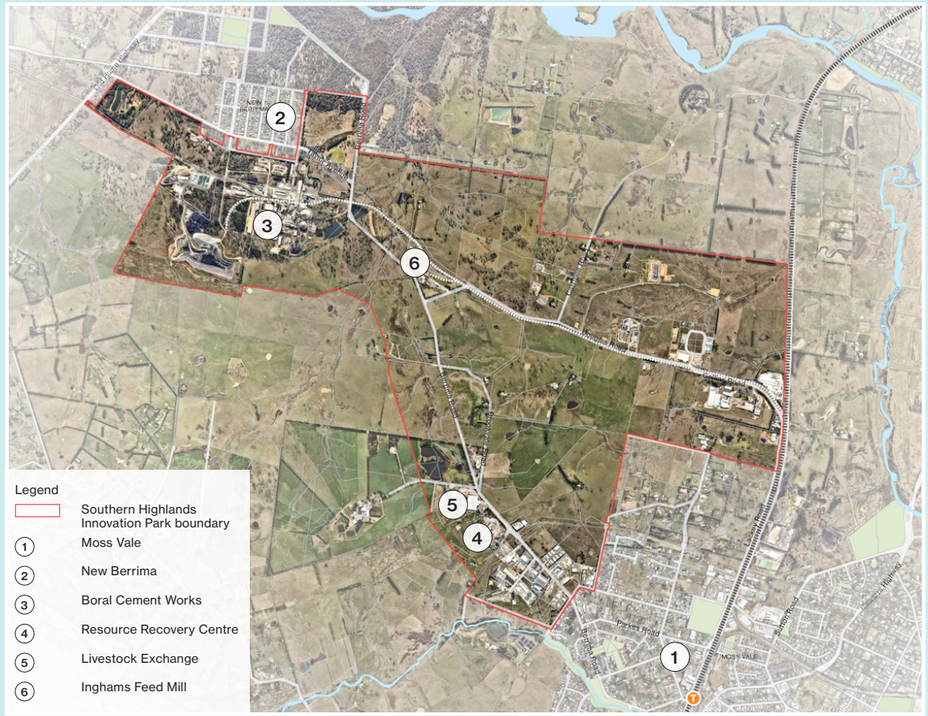


Figure 1. Southern Highlands Innovation Park - the Study Area

1.3 Strategic Context

Draft



Draft South East and Tablelands Regional Plan 2041
The draft South East and Tablelands Regional Plan 2041 (Regional Plan) was prepared to provide a land use planning framework for the region. The Regional Plan seeks to balance the area's rich environmental and cultural assets with potential for new employment and residential development to ensure sustainable growth into the future.

The Regional Plan identifies a number of strategic centres across the region of which Moss Vale is one. It forms a strategic cluster with Bowral and Mittagong, which provides necessary services, housing and jobs, and which is supported by a diverse economy ranging from agriculture, construction, manufacturing, to tourism, health and education within and around the area.

The Southern Highlands Innovation Park is a key precinct located immediately adjacent to Moss Vale and will be a strong base for economic development given its proximity to Sydney (particularly the growth in Western Sydney), Canberra and Wollongong. The Regional Plan identifies opportunities to further diversify the local economy by unlocking the potential of the SHIP supported by improved housing choice and affordability in nearby towns.

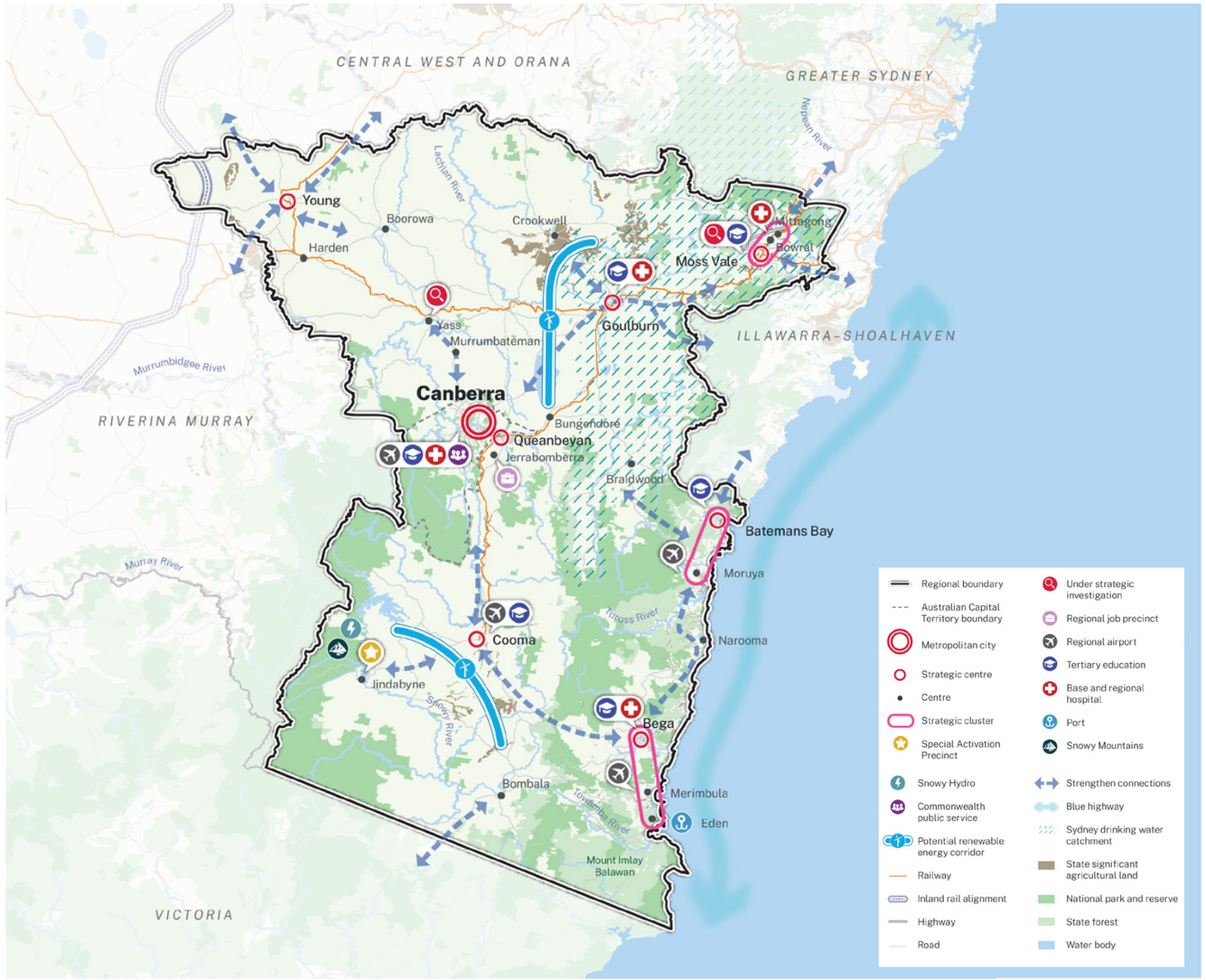


Figure 2. Overview of South East and Tablelands (Draft South East and Tablelands Regional Plan 2041, NSW Government)

Strategic Context

Draft



Wingecarribee 2040 Local Strategic Planning Statement (Wingecarribee Shire Council)
The Wingecarribee Local Strategic Planning Statement (LSPS), prepared by Wingecarribee Shire Council, builds on the objectives of the Regional Plan and sets out a 20-year vision and planning framework that addresses the economic, housing and social and environmental needs of the community.

The plan identifies the importance of protecting and celebrating the unique characteristics and assets of the Shire, which includes 53.29% of rural land, 43.68% of protected forests and just 3.03% of urban area, while understanding the need for economic growth over time. This includes the potential of rural areas, such as the Southern Highlands Innovation Park (referred to as the Moss Vale Enterprise Corridor in the LSPS), which is currently zoned for industrial purposes and largely rural in character. The LSPS supports growth within the SHIP, through suitable sectors such as the agribusiness and equine industries that may also be compatible with the environmental and aesthetic objectives of the region.

The plan also identifies the need for collaboration with State and Federal Government to enable major infrastructure that can unlock the development potential of the SHIP, which can in turn attract new business and industries into the area.

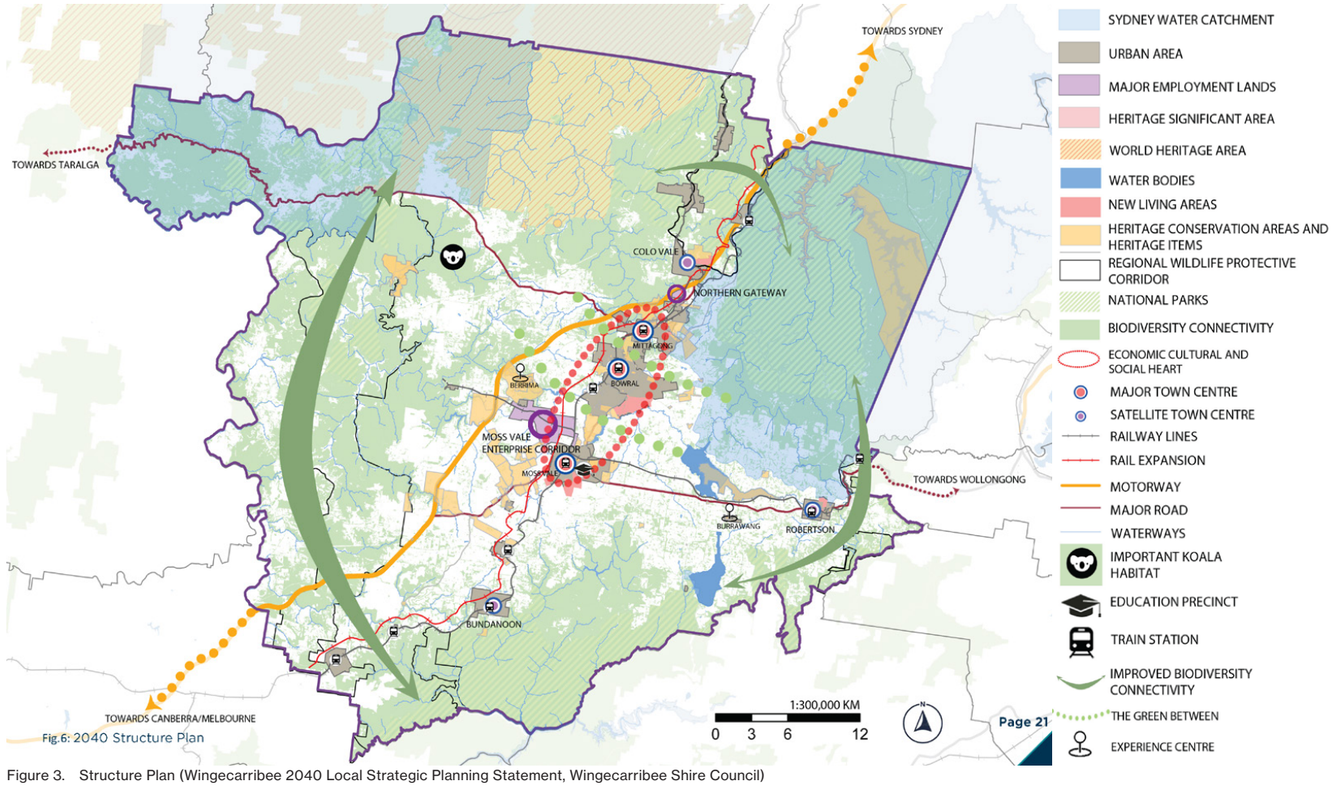


Fig.6: 2040 Structure Plan

Figure 3. Structure Plan (Wingecarribee 2040 Local Strategic Planning Statement, Wingecarribee Shire Council)

Strategic Context

Draft



Southern Highlands Destination Strategy 2020-2030 (Wingecarribee Shire Council)
The Southern Highlands Destination Strategy 2020-2030 (the strategy) was prepared by Wingecarribee Shire Council to develop an integrated destination strategy, combining the region's tourism and economic strengths, to plan for sustainable growth into the future.

Capitalising on the region's competitive advantages, including its strategic location, pristine natural environment, unique character-rich towns and villages, local lifestyle and amenity, the plan identifies opportunities to build on new and emerging sectors to diversify the local economy.

The strategy identifies 4 goals for the region, which can also be considered as guiding objectives for the planning of the SHIP (commentary provided in italics):

- People - We will attract new jobs/residents and ensure we have the required local training
  For the SHIP to thrive, it will need to be an attractive option for new business, workers and residents both within and outside of the region. The provision of education and training locally in relevant sectors can also cultivate knowledge and skills that may retain talent for the local workforce, particularly young people, within the region. The strategy highlights that this will be key in rebalancing the demographics of the LGA and ensuring that the area will continue to evolve and thrive into the future.
- Place - We will enable our towns and villages to strengthen as vibrant and active places respecting heritage
  Employment areas are often supported by vibrant centres that offer a variety of local services and amenities, along with diverse housing. The SHIP can benefit from its proximity to nearby towns and villages including Moss Vale, Bowral, Mittagong and Berrima, which all have great local character. The region generally is well-known for its tourism, being an attractive place to visit and explore for locals and out-of-towners.
- Prosperity - We will focus on key industries that can add jobs and value to our economy.
  The SHIP can build on its economic strengths while encouraging emerging sectors to flourish into the future. Key industries include agriculture and agribusiness, construction, manufacturing and resource management.
- We will work with industry partners and all tiers of government to deliver our new future.
  A robust governance strategy will be needed along with ongoing consultation and collaboration with various government agencies, stakeholders and the community, to deliver the plan for the SHIP.

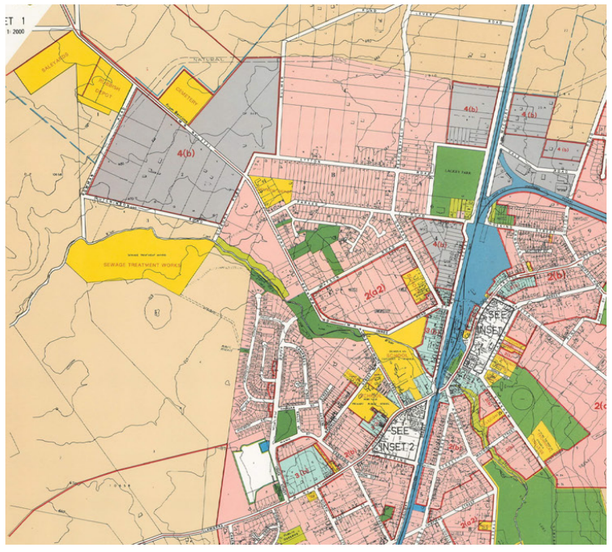


Figure 4. Strategic Location (Southern Highlands Destination Strategy 2020-2030, Wingecarribee Shire Council)

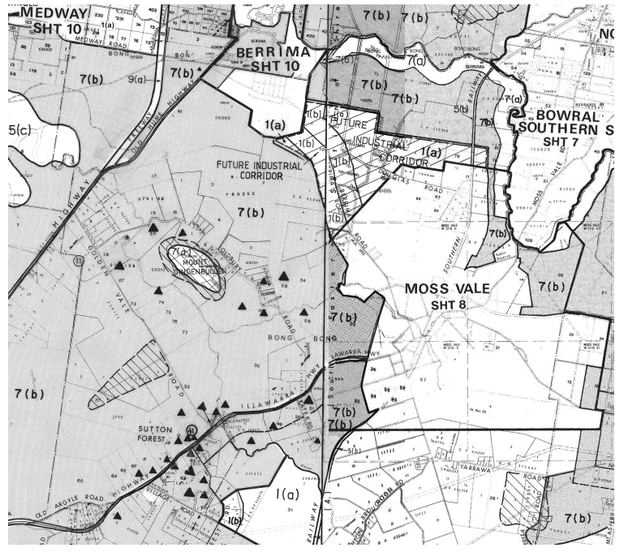
1.4 Zoning History of the Ship

Draft

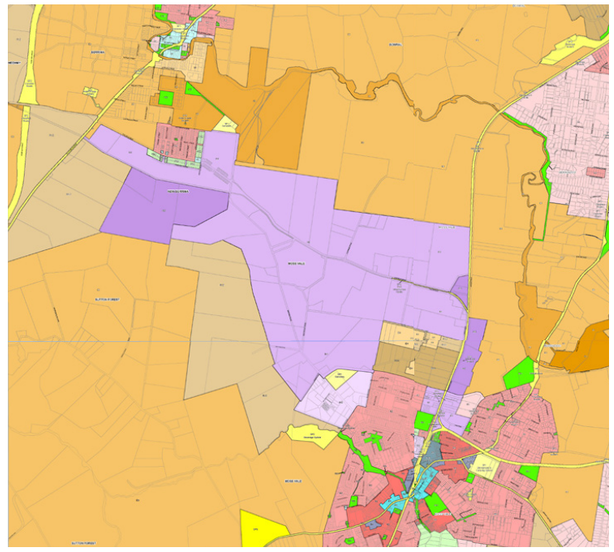
Did you know? This land has been zoned employment use for over 40 years.



Interim Development Control Map 1979
A portion of the precinct at the southwest closest to Moss Vale was initially identified as 'Light industrial' in the 1979 Interim Development Control Plan.



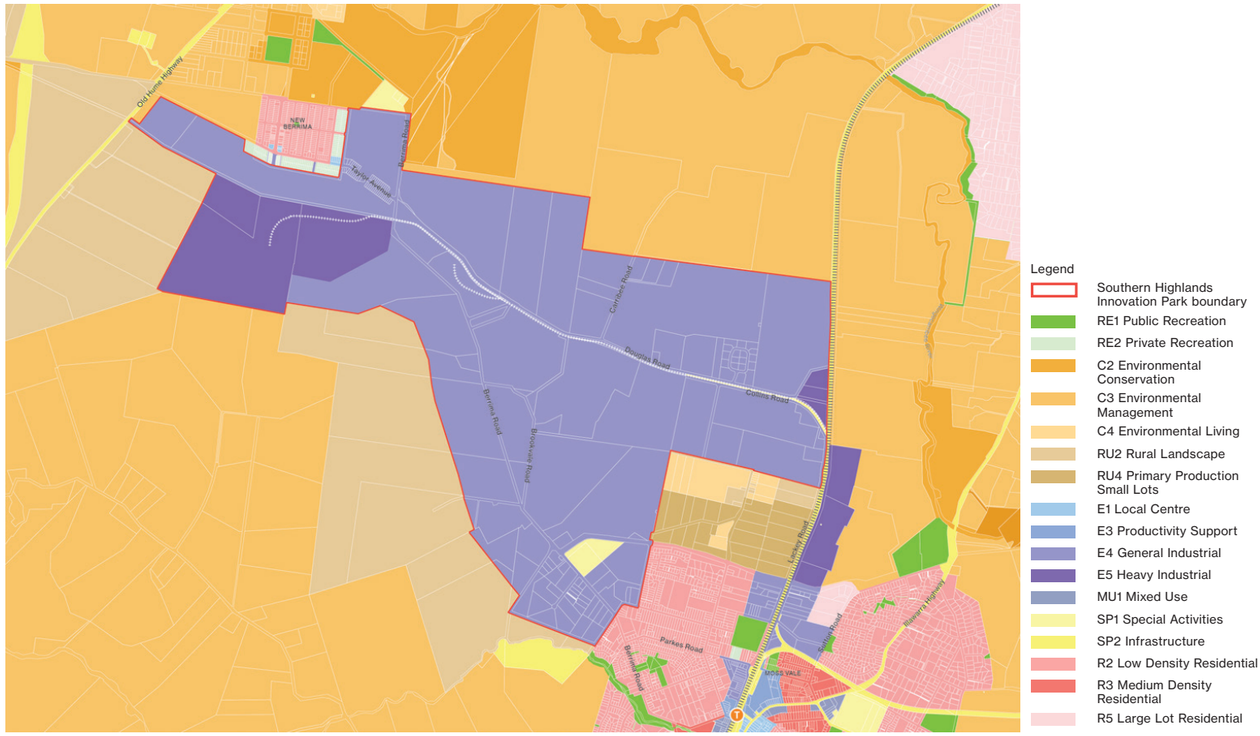
Local Environmental Plan 1989
The SHIP was identified as a 'Future Industrial Corridor' and employment precinct in 1989.



Local Environmental Plan 2010
The area was designated an industrial zone, and a development control plan

Zoning History of the Ship

Draft



This master plan process will re-look at the employment zones within the precinct and provide recommendations for change, if any, to reflect the broader vision for the SHIP.

Local Environmental Plan - new zoning categories (2024)
To reflect the change in employment zone naming, the SHIP area largely consists of E4 General Industrial and E5 Heavy Industrial, as well as some SP1 Special Activities - Cemetery and SP2 Infrastructure - Rail Infrastructure.

1.5 Southern Highlands Innovation Park Draft Structure Plan

Draft

A Draft Structure Plan for the Southern Highlands Innovation Park was prepared by E8urban and Elton Consulting (2021) to explore a vision, master plan and opportunities for the SHIP. It included recommended actions for further investigation that encompassed a governance strategy, implementation and marketing, engagement with various government agencies, landowners and community, a plan for the delivery of infrastructure including traffic, transport, power, water, and further development of the vision and master plan.

The key features of the draft structure plan (shown adjacent) include:

- Major arrival points, from Berrima in the west, and Moss Vale in the east via a new road connecting Moss Vale Road/Argyle Street with Collins Road/Douglas Road. A secondary gateway connects the precinct with the heart of Moss Vale.
- An activity hub at the centre of the precinct that may provide opportunities for local housing.
- A new innovation and business park near the eastern gateway.
- Heavy industrial uses to the east of the precinct with opportunities to implement more sustainable resource and waste processes.
- Education uses, retail and light industrial along Berrima Road where it interfaces with Moss Vale.
- Preservation and enhancement of key landscape and open space features including at the high point between Berrima Road and Douglas Road, and the low point around the new activity node.

Analysis of the master plan

- The activity node that includes housing located at the centre of the precinct may not be the right location due to:
  - Conflict with environmental constraints such as riparian corridors, flooding and vegetation.
  - Isolated location away from other local services and amenities, and currently does not have good access and connections.
- Proposed location of education uses is well suited given its proximity and accessibility to Moss Vale.
- Focus of high impact industry to the west aligns with land uses currently in that area i.e. Berrima Cement Works, and will enable separation between more noxious industries and low impact industries.
- Preservation of the high point as a landscape feature is supported.
- Some of the uses identified such as housing and a business park may be too 'urban' for this context and create land use conflicts.

Preliminary opportunities

- Locate activity hub closer to Moss Vale. The southern end of Berrima Road already has smaller lot sizes and a mix of smaller business that can evolve over time into a vibrant activity and creative hub. This can create an attractor for the SHIP.
- Consider existing landowners and industries, and compatible uses to spatially understand and place sub-precincts and land uses in the right locations.
- Understand the environmental constraints of the site including areas of significant landscape, high points, riparian corridors, flooding, views and vistas.

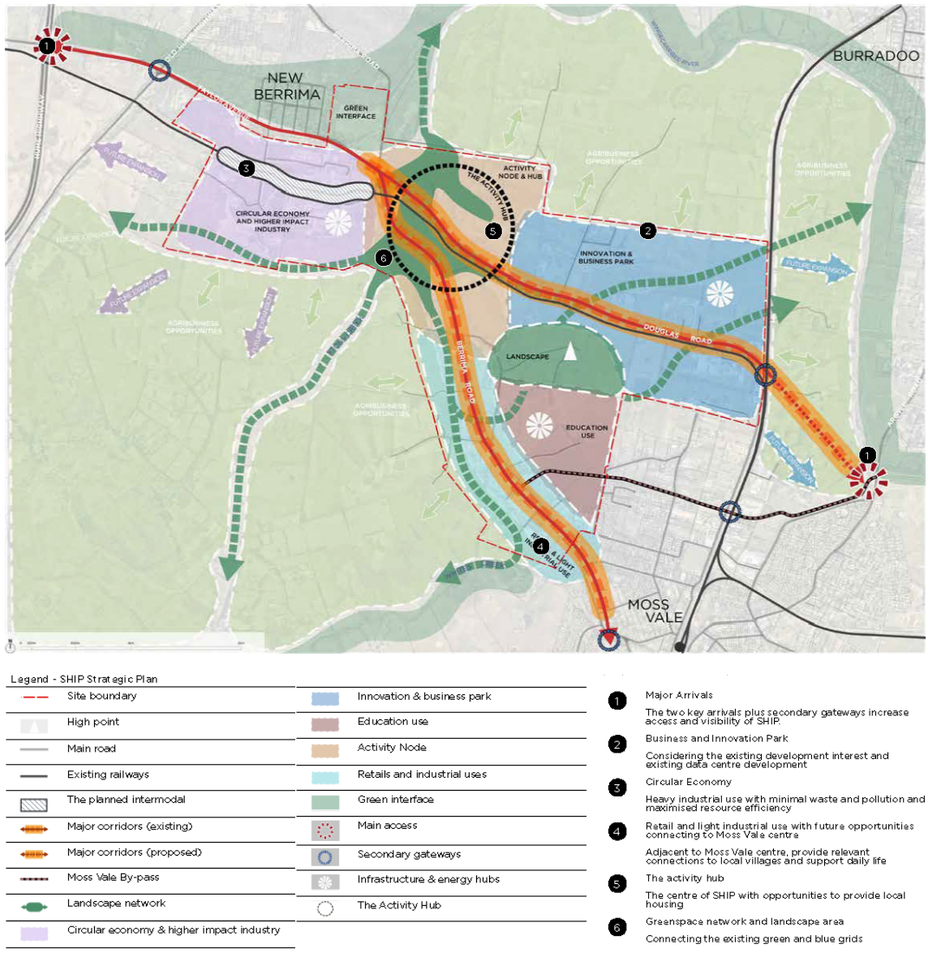
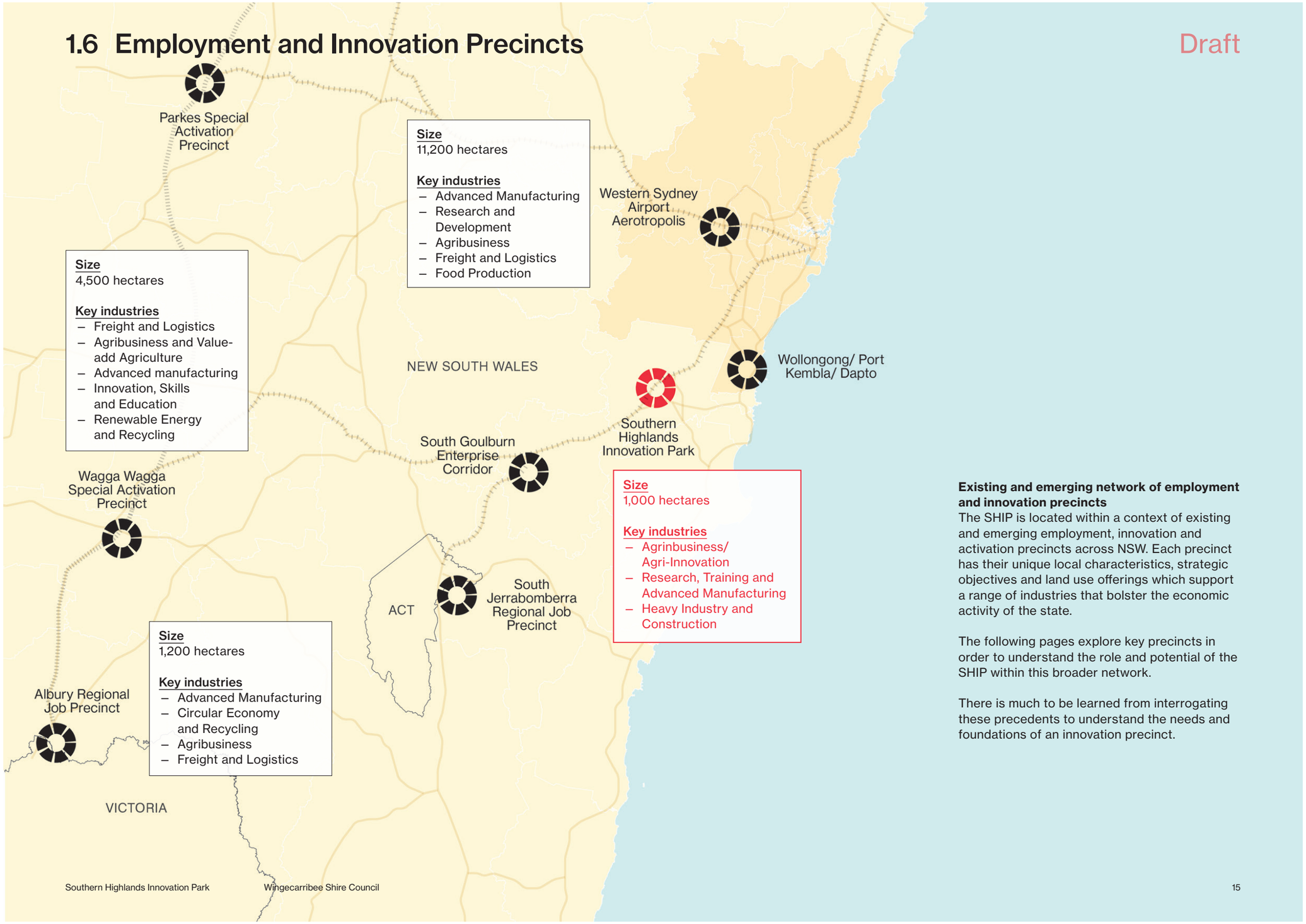


Figure 5. Ship Draft Structure Plan (Southern Highlands Innovation Park Report, Wingecarribee Shire Council 2021)

1.6 Employment and Innovation Precincts

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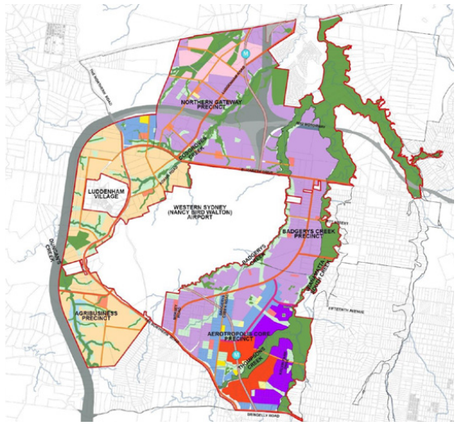
Existing and emerging network of employment and innovation precincts
The SHIP is located within a context of existing and emerging employment, innovation and activation precincts across NSW. Each precinct has their unique local characteristics, strategic objectives and land use offerings which support a range of industries that bolster the economic activity of the state.

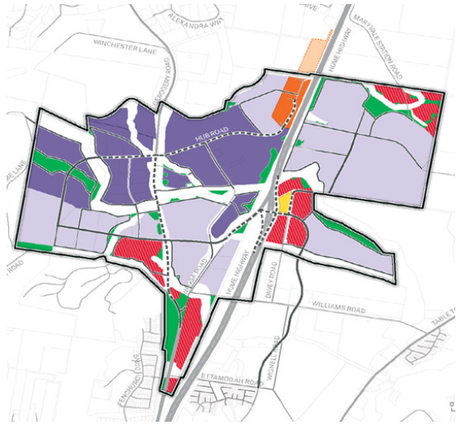
The following pages explore key precincts in order to understand the role and potential of the SHIP within this broader network.

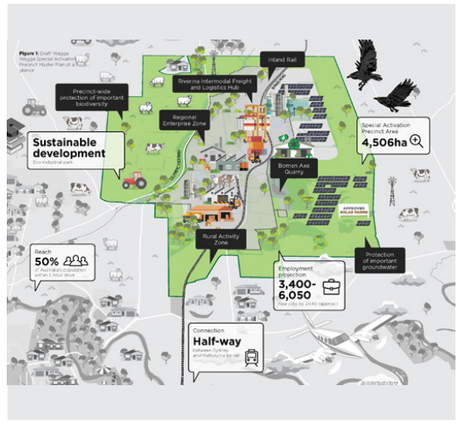
There is much to be learned from interrogating these precedents to understand the needs and foundations of an innovation precinct.

Employment and Innovation Precincts

Draft







Western Sydney Aerotropolis
The Western Sydney Aerotropolis will become a thriving economic centre in Western Sydney, providing a diverse range of industries spanning manufacturing, healthcare, freight and logistics, agribusiness, education and research, aerospace and defence, complimented by diverse housing opportunities and a vibrant town centre.

Key features
- Unlocks new land around a future airport, and provides new employment and residential uses within the Western Sydney.
- Sub-precincts situated around the Western Sydney Airport, located due to accessibility, environmental, character, and airport considerations.
- Environmental considerations including areas of conservation, open space and tree canopy.
- Local and interstate connectivity through new transport infrastructure.

Albury Regional Job Precinct
The Albury Regional Job Precinct will be a resilient industrial hub for the future focusing on highly sustainable production and circular economies. The Precinct will be defined by its unique landscape and terrain, strategic location and linkages to materials and markets within the region and interstate, making the precinct a highly desirable location for businesses.

Key features
- A range of complementing industries that build on the expanded NEXUS Industrial Precinct.
- Heavy industrial uses focused where there are already established industrial uses.
- Conservation areas along riparian corridors.
- New road infrastructure, zone substations, and waste water treatment plant.
- General industrial and productivity support zones to protect future urban growth areas and provide a precinct with varied uses and character.

Wagga Wagga Special Activation Precinct
Wagga Wagga has been identified as a Special Activation Precinct (SAP) to plan and deliver industrial and commercial infrastructure that may attract and grow business and employment opportunities, and stimulate the regional economy. The Wagga Wagga SAP will be a sustainable hub of high value production and manufacturing supporting advanced industries and businesses.

Key features
- Compact industrial core that reduces impact on the landscape and conflicts with residential uses. It includes:
  - A 1,335ha Enterprise Zone - industrial and employment uses.
  - A 3,170ha Rural Activity Zone - buffer between industry and residential uses.
- A rural landscape buffer around the industrial core, that preserves habitat and riparian corridors.
- Expanded rail infrastructure and the Riverina Intermodal Freight and Logistics Hub (RIFL) along the main regional road and rail corridor.

Key takeaways
- Needs accessibility to road and rail to enable the transportation of materials and goods, but also to develop relationships with complimenting and supporting industries across the region.
- The ability to provide serviced land that is readily available will be more attractive to prospective businesses.
- Needs good connections to surrounding centres that provides diverse range or housing, services and amenities and recreational opportunities.
- Employment and industrial precincts function well in clusters to attract like-minded business and create an ecosystem for skill development and knowledge sharing.
- Given these precincts are often located in rural areas, the environmental impacts should be minimised where possible:
  - Protect areas with high environmental value and prioritise new development in areas with fewer environmental constraints.
  - Provide buffers between industry and surrounding landscape to minimise environmental impact.
  - Utilise landscape and planting as a way to create visual buffers to built form.
- Separate high impact industrial uses from low impact industrial uses, more 'public' facing uses and any residential uses.

1.7 Strategic Positioning

Draft

Southern Highlands Innovation Precinct: Strategic Positioning study
A strategic positioning study was undertaken by SGS Economics and Planning to provide an understanding of industrial land use demand, what type of industries are existing, what anchor assets could underpin expanded operations, and what market dynamics may attract new or expanded operations specifically for the SHIP and wider Wingecarribee. This positioning report further provides a base from which to develop a Master Plan response.

The baseline
Due to proximity and scale of industrial land, the report identifies Western Sydney as the SHIP's main competitor which forms a baseline for comparator analysis. An appreciation of the Western Sydney supply provides a context for the SHIP to potentially capitalise on any supply gaps.

Key findings include:
- Metropolitan Sydney has a very limited supply of available land that is serviced and undeveloped, only 4%.
- Anecdotal evidence indicates Western Sydney is beginning to lose out to interstate markets due to lack of serviced land and high land prices.

The opportunity
With the lack of available zoned and serviced employment land in Western Sydney, there is opportunity for Wingecarribee to position itself as an alternative to Western Sydney, still close to the key markets of Sydney and Canberra, particularly for businesses wanting to establish before the Aerotropolis is operational.

To capitalise on this opportunity, SHIP would need to focus on prioritising the servicing of land as a means to present a compelling, yet proximate, alternative to Western Sydney for target businesses.

SHIP Advantages
Ability to preserve and deliver employment uses today
Anchor tenant (Boral) with opportunity to build on the region's strengths - construction, manufacturing, agriculture (more than twice as specialised in Wingecarribee compared with Western Sydney), resource management. Potential to attract knowledge intensive industries in the long term.

Accessibility to Sydney, Canberra and Wollongong/Port Kembla/Dapto
The precinct is well-located to major urban centres and along key freight connections, which can enable strong physical and business links and collaboration across the region.

Place to live, work and visit
The Wingecarribee Shire is a place people want to live and work - 70% of people who work in the LGA, live in the LGA. The opportunities that can be provided by the SHIP, along with several positive attributes of living in the Southern Highlands, has the potential to attract and retain residents and workers in the region, which along with the provision of education and training in key industries can build talent and expertise.

Landscape setting
One of the region's greatest features is its unique landscape and vast rural setting, which makes up almost 97% of the LGA. Along with a network of small character-rich towns and villages across the region, this is what makes the place unique.

SHIP Disadvantages
- Insecure power supply and lack of enabling infrastructure (power, water and sewer connections)
- Not digitally connected
- Fragmented land ownership
- Environmental constraints may reduce development potential.
- However these are also an opportunity as they may serve to ensure buffers to sensitive uses.

Key findings/opportunities for the SHIP
1. There is a lack of serviced industrial land supply in Western Sydney. With well placed access to the same markets of Sydney, Canberra and the NSW south coast, Wingecarribee is well positioned to help meet some of that unmet demand.
2. There are established and specialised industries within Wingecarribee from which to base innovative practice, particularly the highly specialised agriculture sector, and the growth sector of non-metallic manufacturing.
   These markets demonstrate competitive advantage that SHIP could foster to establish industry clusters that can up-skill the existing labour market and/or attract new operators to park.
3. SHIP has a significant anchor asset in the Berrima Cement Works – which contributes 60% of cement products to NSW – underpinning a relatively strong construction sector, which present opportunities to evolve new markets around their operations.

Strategic Positioning

Draft

Staging
This study sets out a staging framework which considers the staged intervention required to establish and grow a greenfield precinct. This model helps inform how each identified target market can innovate internally to create new markets and new opportunities.

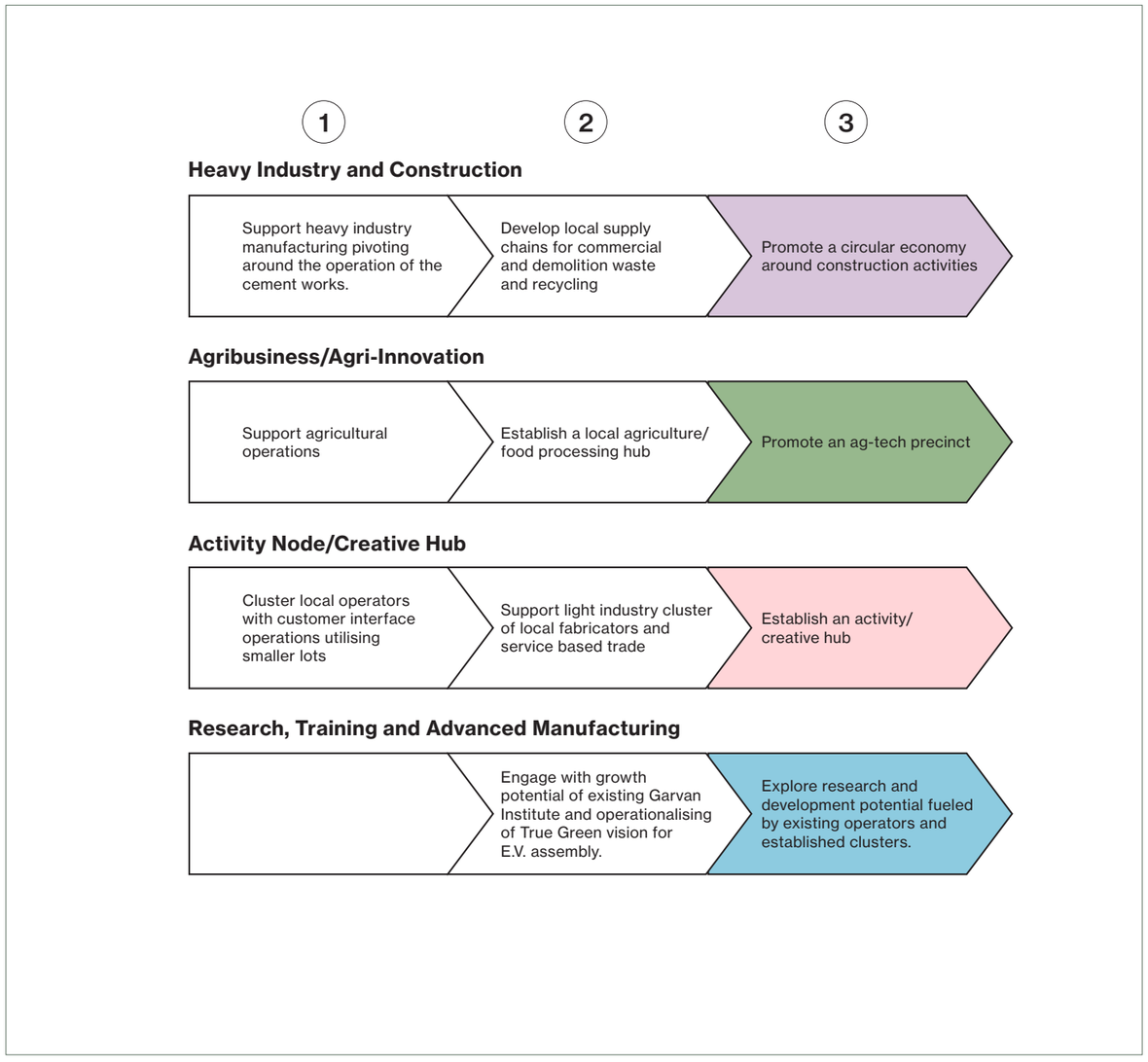
The adjacent diagram highlights three stages of growth related to each of the proposed precincts within the Southern Highlands Innovation Park. The timeline of the realisation of the precinct is robust and evolving, where certain industries may progress faster than others, and each of the precincts can function at a different stage, at the one time.

The three stages of development include:

1. Where an economy protects and builds existing core business and functions to serve existing and growing catchments. Collaboration with Boral as the anchor asset, and deeper engagement with the agriculture operators in the region should underpin the first stages of development to understand existing growth potential and or new anchor assets that may be established to underpin those sectors.

2. Where an economy seeks to leverage existing core functions to diversify into related functions, supply chains or aligned businesses.

3. Contemplates new opportunities that are not currently present but draw on the place's advantages that underpin current functions. The third stage is where a place seeks to 'reinvent itself'. Longer term aspirations are seen to focus on innovations that come from the agglomeration benefits of clustering these communities, or establish new anchor assets that will drive new industry attraction.



1.8 Stakeholder and Community Engagement

Draft

Landowner and community workshops were held as part of early consultation on the initial vision and ideas for the Southern Highlands Innovation Park. Understanding local knowledge and aspirations are essential in developing a shared vision and place-based master plan that will have support from a variety of stakeholders.

The stakeholders were presented with spatial and market analysis key findings as well as a draft vision, potential land use precincts, and precedent imagery reflecting desired future character.

Two sessions were held:
- Landowners workshop- February 7, 2024.
- Community consultation- April 10, 2024.

Online surveys also formed part of the engagement in this early stage.

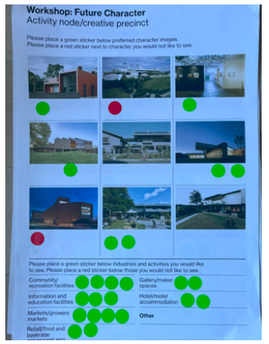
The project will formally be placed on public exhibition in July 2024 where there is an opportunity for feedback from the community and stakeholders on the draft master plan.

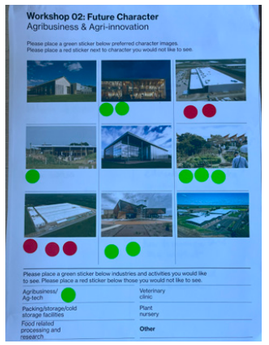
Summary of key comments
- Generally supported the overall vision for the SHIP however expressed scepticism in the feasibility and likelihood of the SHIP being delivered, since there has been little change over 30 years.
- New and upgraded infrastructure is considered as essential in the delivery and success of the SHIP including roads, rail, electricity, water and sewer. There were some concerns around the poor road infrastructure within the area.
- A clear strategy is needed around land use zoning and what types of industries are permitted under each zone. This is to ensure that undesirable development outcomes and uses do not happen.
- Landscape and environmental assets need to be considered within the context of new development and industries within the SHIP. These include the rural character, waterways, clean air, local flora and fauna habitats, as well as the importance of green space for health and wellbeing. These were considered to be current positive attributes of the area and intrinsic to the character and lifestyle of the Southern Highlands.
- Local education and training is important to build local skills and knowledge, and retain and attract young people to the area.
- The provision of new housing and social infrastructure to support the SHIP and potential new resident and worker population is needed. The SHIP needs to be considered with the broader Shire.
- Minimise land use conflict and ensure there are appropriate buffers of land/trees between uses and at the boundaries of the precinct. There was particularly concern around the interfaces with residential neighbourhoods and rural areas.
- Creative/artisan uses were particularly supported by the community, including places and spaces that can become attractors and foster a sense of community.
- There is support for industrial uses such as waste recycling, but these uses need to be located in the appropriately zoned land. Plasrefine, as an example, is a plastics recycling facility proposed to be located on an E4 General Industrial zoned lot when this use is more aligned to E5 Heavy Industrial and should be located accordingly.
- Generally interested in being involved in the process and supportive of a governance strategy.

Key opportunities
- Create an innovation precinct with a unique identity that appropriately responds to the unique landscape and character setting of the Southern Highlands.
- Ensure a curated approach to new businesses/operators in the SHIP to ensure alignment with vision and to prevent unwanted outcomes.
- Ensure clarity in the planning framework and controls so that the desired types of employment uses identified in the vision and master plan can be delivered.
- Work with stakeholders to inform a master plan that outlines a vision for an innovation precinct, not a standard industrial park.



Figure 6. Community Consultation Session





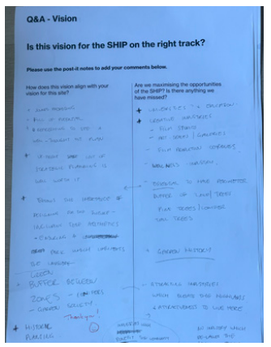


Figure 7. Example Boards - Questions and Activities

2

ANALYSIS

2.1 Local Context

Draft

The Southern Highlands consists of a network of compact centres and quaint villages surrounded by vast rural landscape and national parks. The SHIP presents a significant opportunity on land already zoned industrial to deliver employment opportunities for the region.

- The network of centres and quaint villages across the Southern Highlands are well-known for their unique local and historical character and which makes the region an attractive place to live, work and visit.
- The preservation of natural assets including rural land, conservation areas and national parks is important to the identity and environmental objectives of the Southern Highlands. The built footprint is compact; concentrated centres with landscape surrounding.
- Centres like Moss Vale, Bowral and Mittagong offer services, amenities and employment opportunities, however the SHIP presents a significant opportunity on a large area of land already zoned for employment uses to build on the region's economic strengths in construction, manufacturing and agribusiness.
- The SHIP is well-located and highly accessible to surrounding centres and major transport and freight routes.

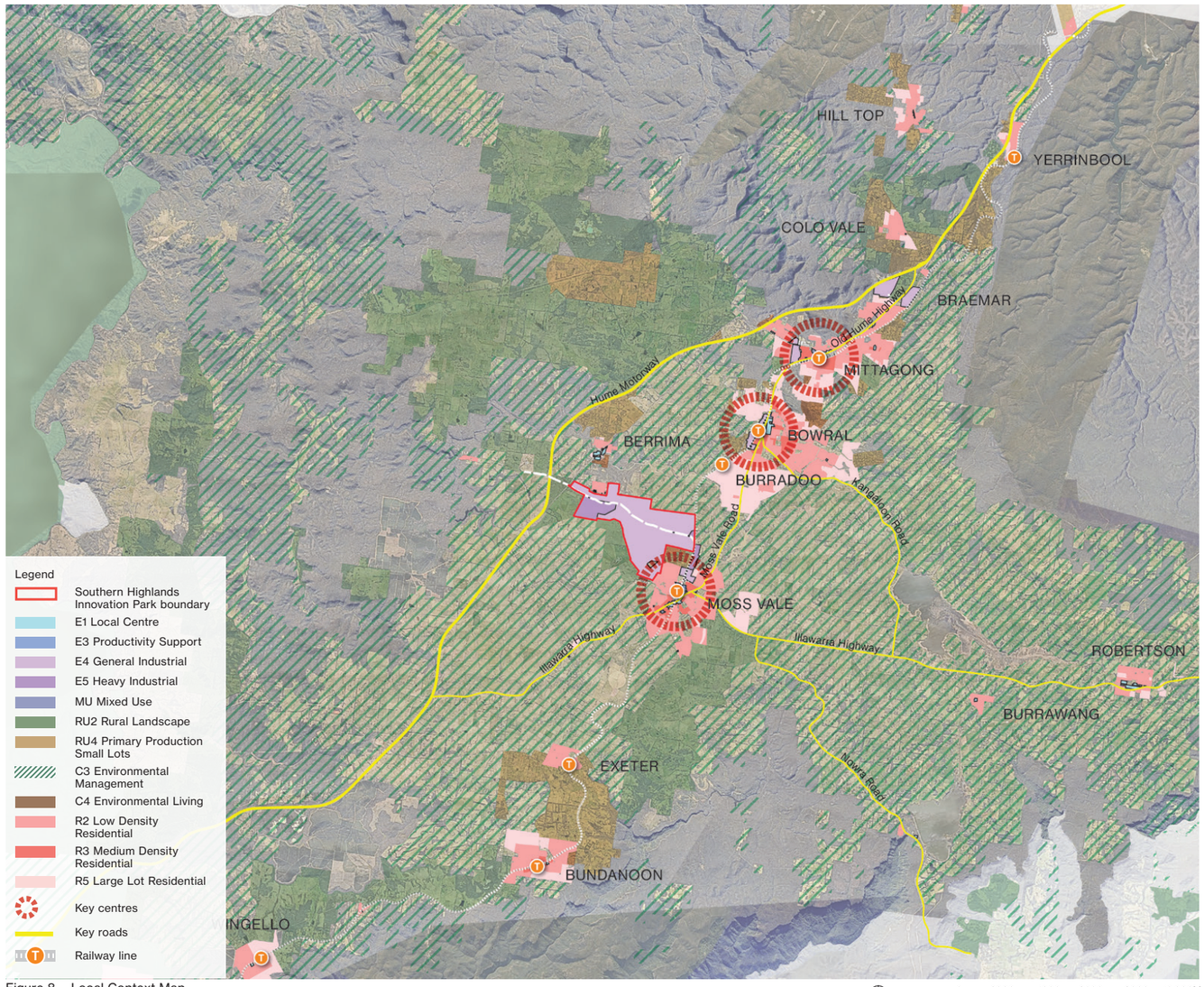


Figure 8. Local Context Map

2.2 Site Observations and Character



Figure 9. Key Plan - Existing Character Areas



Expansive landscape views towards undulating hills (view from Berrima Road)



A small creek at a low point within the landscape (view from Berrima Road)

(1) Central - open landscape

- The character changes and the view opens up as you move past the existing buildings at the northern, western and southern entries into the SHIP. Along both Berrima Road and Douglas Road there are expansive views towards the gently undulating landscape.
- Development within this area is sparse and includes homesteads and small industrial structures and predominantly open farmland.

Draft



A discrete entrance into the Boral Cement Works (View from Taylor Avenue)



Existing built form is low scale 1-3 storeys on large rural lots (view from Berrima Road)



At grade rail crossings can disrupt vehicle traffic (view from Collins Road)



Built form is well set back from the road. Landscape and trees help to mask the visual impact (view from Berrima Road)



Smaller lot pattern where the precinct adjoins Moss Vale - currently a concentrated mix of businesses in warehouses (view from Berrima Road)



Existing businesses at the eastern end of the SHIP (view from Collins Road)

2 West - Boral/heavy industry

- Boral Cement Works occupies a large area at the western portion of the SHIP. The expansive complex which consists of a number of industrial buildings and structures, is well setback from key roads and can be seen above the tree line and through gaps between trees.
- The complex is well set back from surrounding streets. There are discrete entrances to the complex off Taylor Avenue, where there is dense vegetation within the front setback.

3 South - small lot businesses

- The southeastern entry point into the SHIP on Berrima Road adjoins the residential neighbourhoods of Moss Vale and is more 'urban' in character.
- The area currently consists of smaller lots with a mix of businesses including the Resource Recovery Centre, a Mitre 10, construction suppliers, equine and livestock suppliers, storage facilities, gym, and a veterinary centre. These are housed in warehouse typologies.

4 East

- A few established businesses located in the eastern end of the SHIP include those in manufacturing, construction and suppliers, that occupy a range of small to medium-sized lots within the context of the SHIP.
- The character is semi-rural with a mix of industrial and warehouse-type structures, fencing, bordered by rail tracks and with intermittent views to the countryside particularly looking south. The view towards the north and west is more open.

2.3 Topography and Views

Key features

- The topography is gently undulating, with rolling rural landscapes and generally open views that typifies the Southern Highlands.
- The lowest levels are approximately RL660, and the highest points are approx RL710 at the southeast portion of the site.
- The silos/mill at the Boral Concrete Works and Inghams Feedmill are industrial landmarks within the landscape.
- The western entry point along Taylor Ave is a more enclosed landscape view with dense vegetation.

Key opportunities

- Preserve views to the 'elevated topography' within the precinct, particularly at the southeast.
- Provide landscape buffers and generous separation between future development to preserve views to landscape.
- Consider the topography when locating new buildings and uses e.g. locate larger footprint buildings on flatter ground.

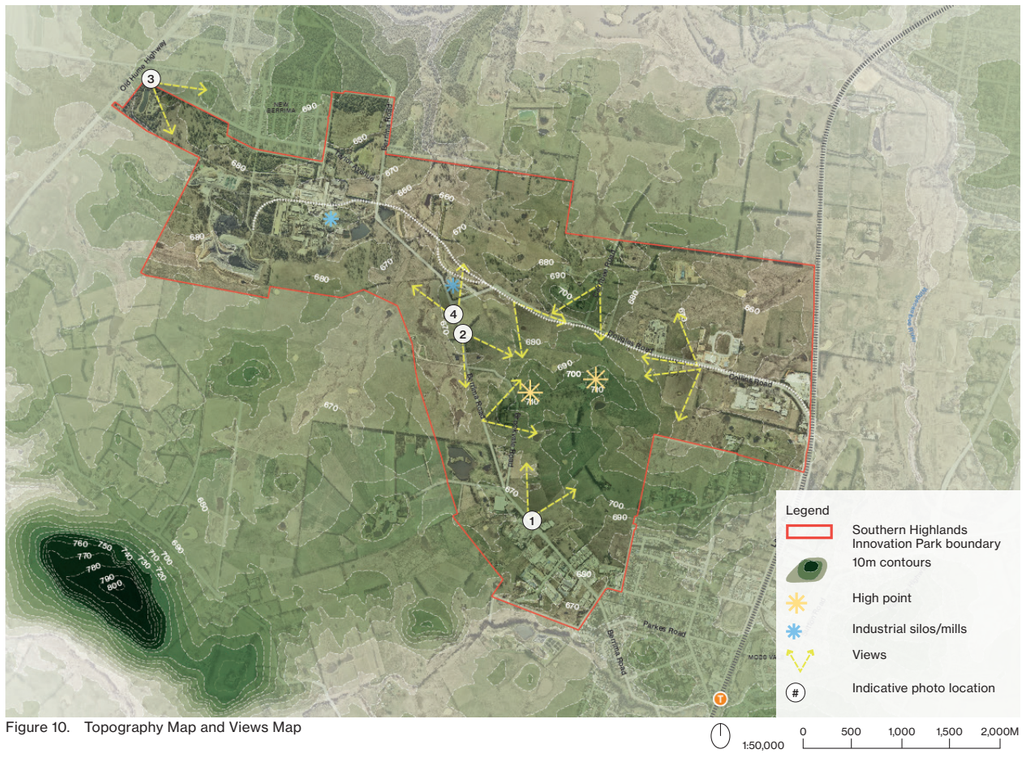


Figure 10. Topography Map and Views Map



View from Berrima Road towards 'The Alp', an existing homestead at the top of the hill



View from Berrima Road looking southeast, a gently winding road with vast landscape views



View from Taylor Avenue, the western entry point into SHIP, is more enclosed and lined with dense vegetation



View from Berrima Road looking west - the Ingham Mill can be seen in the middle-ground and the Boral Concrete Works silos in the background

2.4 Environment

Draft

A range of environmental issues and constraints will need to be considered in the master planning and delivery of the SHIP, including:

- Stony Creek, a tributary of Wingecarribee River, is a narrow creek that runs north-south along the lowest point of the precinct. This area is subject to flooding. In more severe flooding, the flood impact may extend further southeast alongside Berrima Road.
- The eastern parts of the precinct may be subject to inundation during a 1 in 100 year flood event, from small watercourses from Wingecarribee River.
- The Moss Vale Enterprise Corridor DCP 2008 identifies a number of environmental constraints. These do not preclude development, however would require further assessment and a well-considered development response. These include:
  - Scenic protection - This includes elevated areas above 690m. Views towards the high points and the visual impact of new development will need to be considered.
  - Biodiversity conservation - Existing areas that include some open woodland plant communities and clustered vegetation.
  - Potential water inundation - These areas include a 50m buffer from the 100 year flood line around major watercourses.
  - Heritage protection - These areas may contain low to medium density artefacts including Aboriginal cultural material.

Key opportunities

- Locate new development in areas that are least environmentally constrained.
- Provide buffers to creeks, and explore potential to regenerate waterways.
- All new development to consider environmental constraints and impacts.

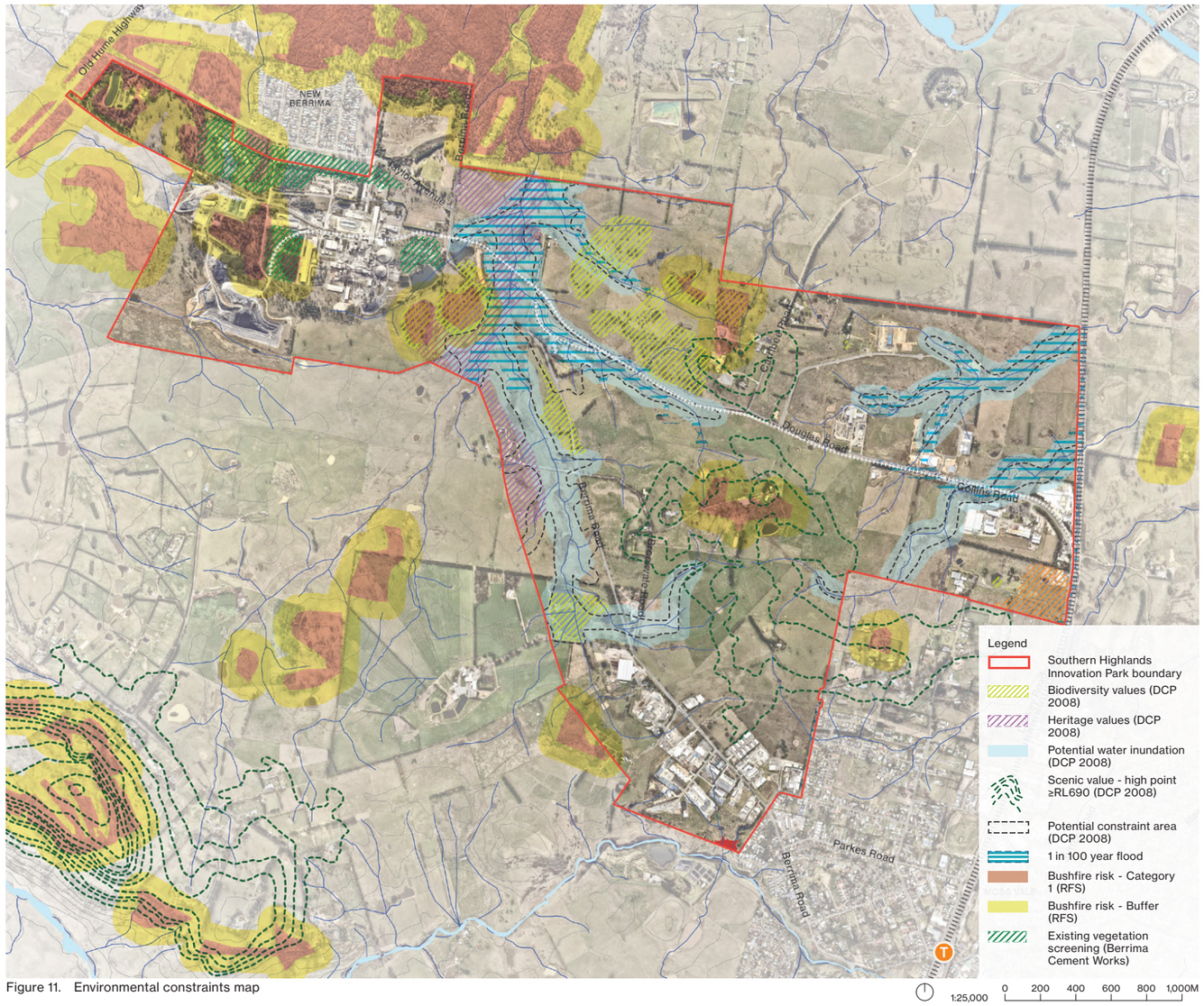


Figure 11. Environmental constraints map

2.5 Land Ownership and Existing Industries

Draft

Key features

- Boral Cement Works is the largest landowner, occupying the western end of the precinct. Boral contributes significantly to the local economy, supplying 60% of all concrete product to the NSW market. Boral also owns a private railway line that connects into the main railway line to the east.
- There are a number of established industries including the Resource Recovery Centre, Southern Rural Livestock Exchange, Inghams Feedmill, hot water suppliers, manufacturers, and a data centre (under construction). However the majority of the area remains largely undeveloped.
- There is a clustering of business on smaller lots at the southeastern end of the precinct close to Moss Vale. This area provides a range of businesses including a Mitre 10, construction suppliers, equine and livestock suppliers, storage facilities, gym, and a veterinary centre. The key element in the Collins Road extension, is a bridge across the railway line at the intersection of Douglas Road and Carribee Street. The Moss Vale General Cemetery is also located in this area.

Key opportunities

- Build on the Shire's economic strengths in construction, manufacturing and agribusiness.
- Cluster similar uses/industries to generate an ecosystem of like-minded businesses and encourage partnerships.
- Provide a range of uses and activities to support the community.
- Opportunity to provide more 'public-facing' businesses that attract people to the precinct and foster a sense of community. This could be located at the southeastern end of the precinct, closest to Moss Vale.

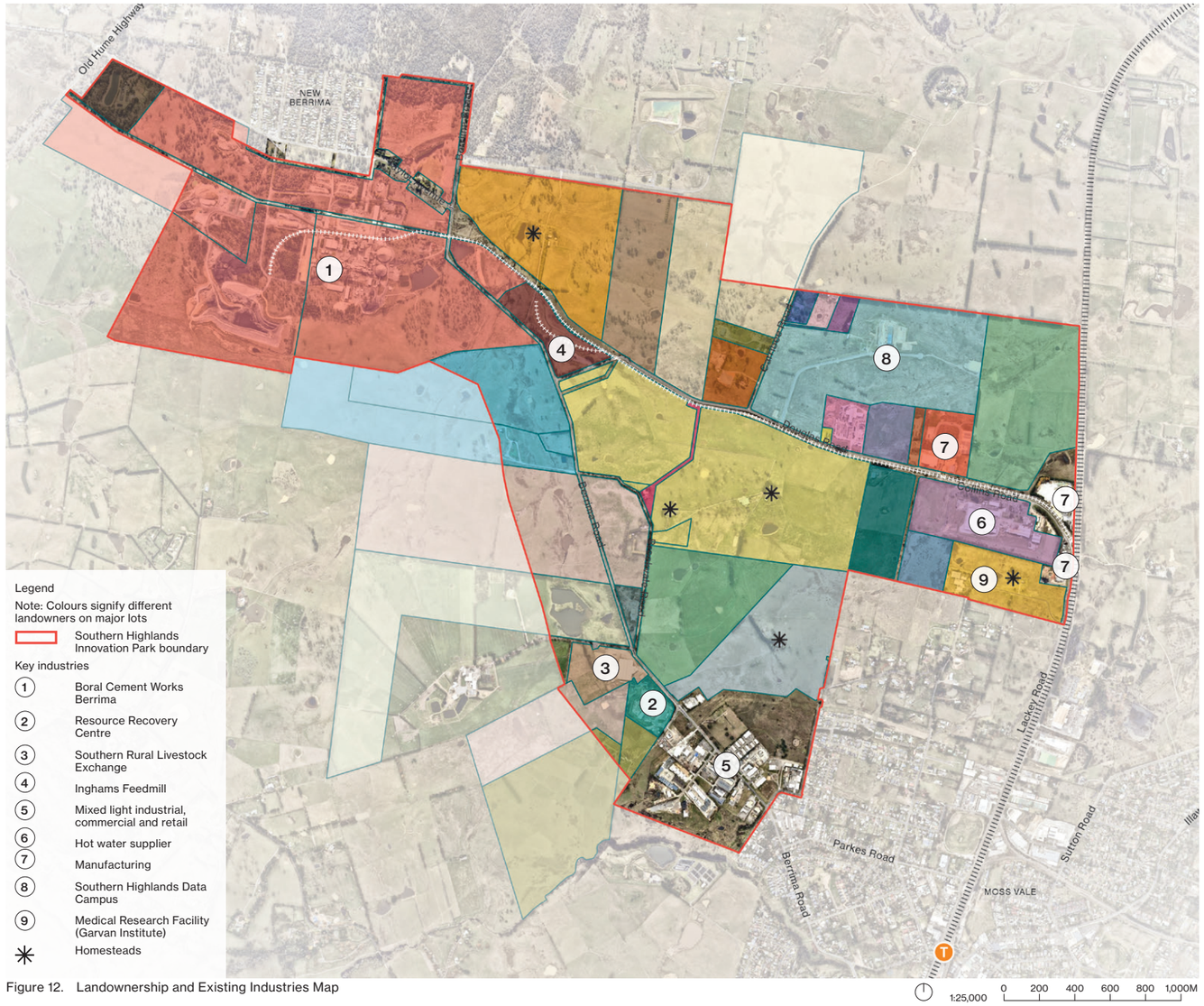


Figure 12. Landownership and Existing Industries Map

2.6 Lots Size and Types

Draft

Key features

- The southeastern portion of the SHIP consists of smaller lot size which support the existing cluster of mixed businesses in that area. This can support a diverse range of uses in a more compact setting, and encourage finer grain development that is at a more of a pedestrian scale, compared to other areas of the precinct.
- The majority of the precinct consists of large rural lots that may accommodate employment uses that require larger footprints or area such as manufacturing, agriculture and agribusiness etc.
- Some large lots have been subdivided over time to support a range of small businesses.
- Boral Cement Works currently occupies a large landholding to the west of the precinct. Despite this, the development footprint is small with generous landscaped buffers around the existing buildings and structures.

Key opportunities

- Locate new industries/uses where they are best suited i.e. consider lot size, built form needs, adjacencies, environmental constraints etc.
- Focus finer grainer uses and built form at the southeastern portion of the precinct where there are smaller lots. Potential to create a focal point for activity.
- Balance built form and landscape outcomes, particularly on larger lots, and ensure that views and vistas, landscape values and local character are celebrated and preserved.

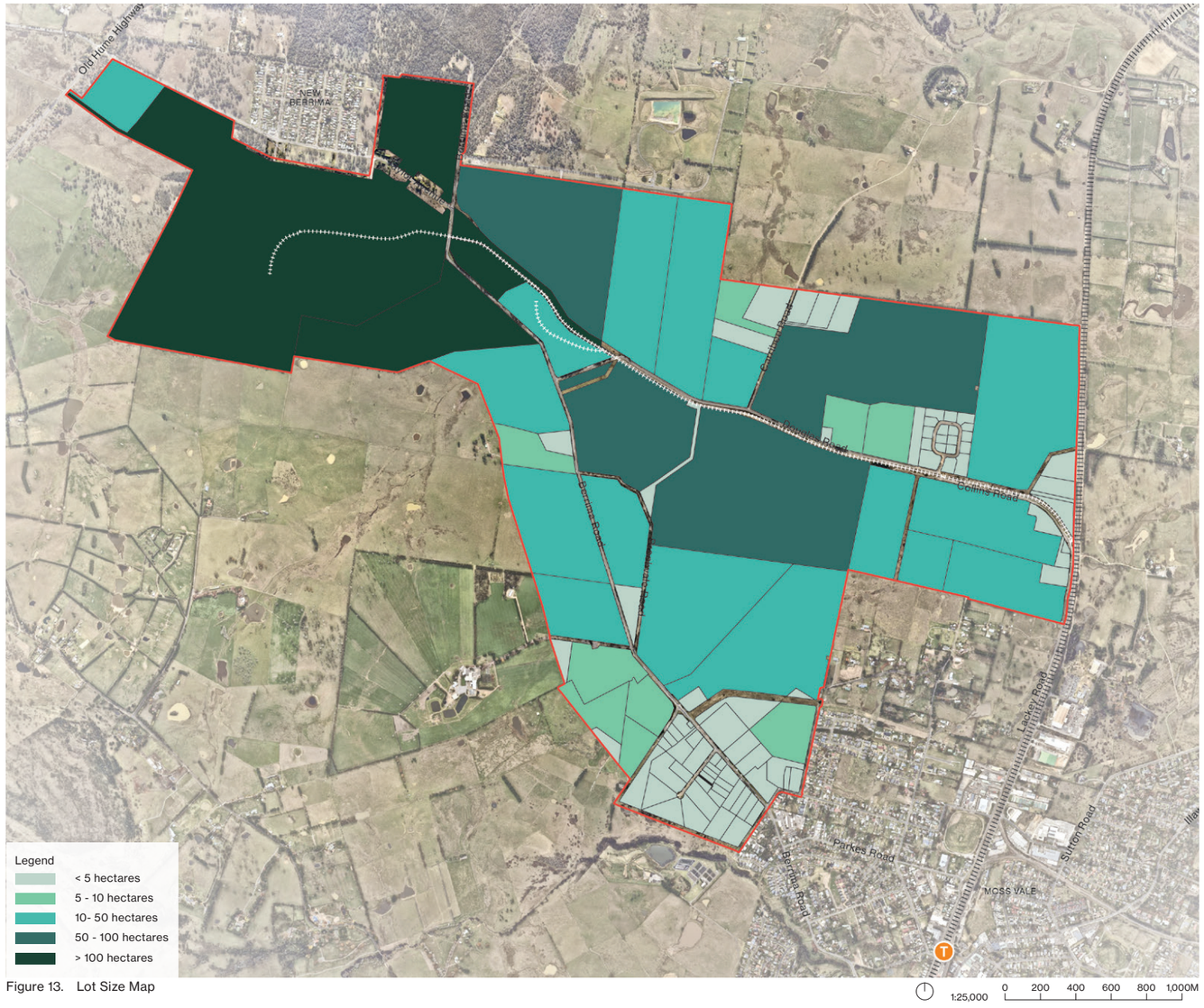


Figure 13. Lot Size Map

2.7 Proposed Key Infrastructure Projects

Draft

A number of major road infrastructure projects have been identified within the last decade and are currently at various stages of planning and delivery. These projects will improve vehicle access and movement through the SHIP, particularly heavy vehicles, as the precinct evolves over time. The key projects include:

- **Moss Vale Bypass**. The Moss Vale Bypass will provide a road connection between Argyle Street and Berrima Road, that will help to divert traffic from Moss Vale city centre, and improve access into the SHIP. The project is in detailed design phase and is intended to be completed in one stage.
- **Berrima Road deviation**. This project will divert Berrima Road from the existing level crossing near the Boral Cement Works to a bridge over the private train line, and will remove the need for the level crossing. Preliminary works for enabling infrastructure have been completed. The project is subject to further funding to support the construction phase.
- **Collins Road extension** (part of the Moss Vale Corridor Section 94 Developer Contributions Plan). The extension of Collins Road west along the southern side of the existing railway line was identified as a key project within the Contributions Plan, to be delivered by developer contributions. The key element in the Collins Road extension, is a bridge across the railway lines at the intersection of Douglas Road and Carribee Street. This project will reduce traffic movements across the existing level crossings (currently there are two rail crossings along Collins/Douglas Road).

Key opportunities

- Deliver the road infrastructure required to support the access and movement network of the SHIP.
- Ensure that every lot has access off an existing or planned public road.

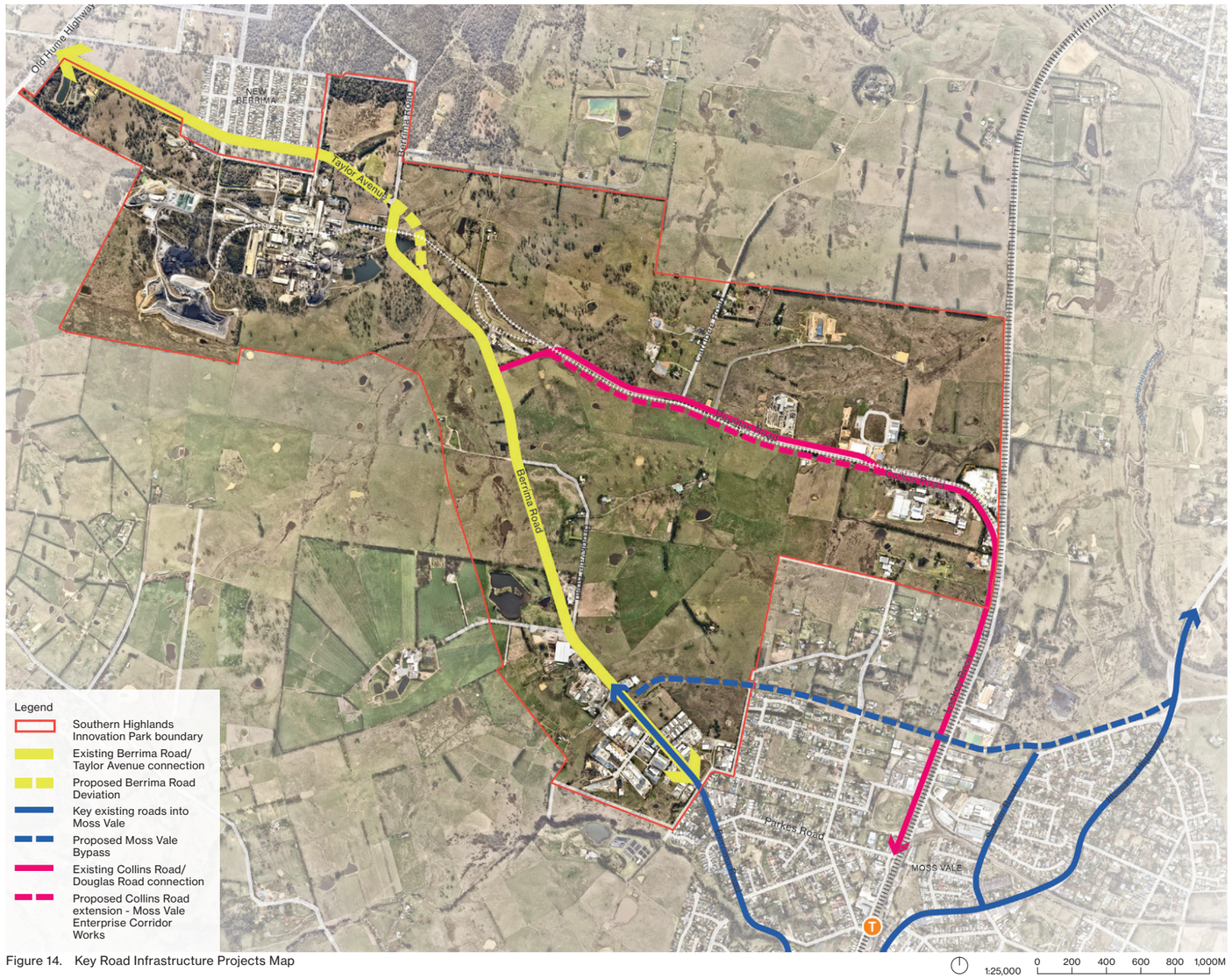


Figure 14. Key Road Infrastructure Projects Map

3

VISION & APPROACH

3.1 Vision

Draft

Southern Highlands Innovation Park

Distinctly Southern Highlands – Where innovation meets the green in between. The SHIP is not your typical industrial park.

The SHIP will have a truly unique identity that celebrates the unique attributes and setting of the Southern Highlands.

Under the umbrella of innovation, the SHIP will target three focus sectors that reflect Wingecarribee's economic strengths and opportunities: Agribusiness and agri-innovation, Resources, and Manufacturing, with a long term aim to attract research and development, and advanced manufacturing with the same focus.



Benchmarking Innovation

Draft

Where has this been done before?

The following examples have been selected for their similarities with the proposed vision for the Southern Highlands Innovation Precinct including:

- Regional industrial/employment zoned land.
- Agri-innovation precinct within a green landscape setting.
- Innovation precinct that capitalises on its locational strengths.
- Low scale built form and materiality that is 'not your typical' industrial shed.
- Proximity to major cities.



Food Innovation Precinct Western Australia
The Food Innovation Precinct in Western Australia is a great example of a regional innovation precinct in a landscape setting with a clear identity that capitalises on the strengths of its locale.

The Food Innovation Precinct Western Australia is a regional hub for food and agri-tech businesses, offering development and research grants to drive innovation and growth for Western Australia's food and beverage manufacturing industry.

Comprised of a research and development facility, a production building and a one-stop common-use food-technology amenity, the precinct is a true ecosystem of innovation that will assist local primary producers and food and beverage businesses to develop, test and produce new and improved products using innovative advanced manufacturing technologies and processes.

The form and material selection reflect the unique nature of each of the operations within the precinct while creating a distinct identity for the precinct. Similar to aspirations for the SHIP, the architecture is not reflective of a typical 'shed' industrial park and is unified by a landscape design that offers attractive and functional outdoor spaces.



Tonsley Innovation District
While not a like for like comparison – this precinct is not rural – Tonsley serves as a great precedent for the end-state vision for the SHIP wherein research and innovation are working side by side with the core strength industry anchor base.

Similar to aspirations for the SHIP, Tonsley's four focus sectors reflect South Australia's economic strengths and opportunities:
- Health, medical devices and assistive technologies
- Cleantech and renewable energy
- Automation, software and simulation
- Mining and energy services.

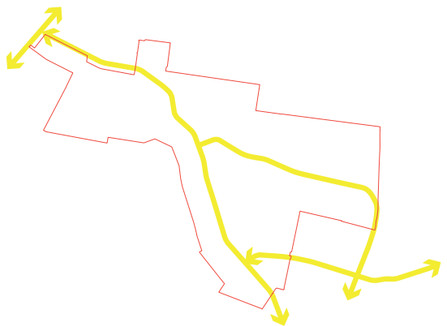
The Tonsley Innovation District brings together leading-edge research and education institutions, established businesses and startups, business incubators and accelerators, plus government and the wider community to connect, collaborate and innovate.

While Tonsley is significantly more compact with larger and tight knit footprints than envisioned for the SHIP, the tenancies use a 'pod' approach that is adaptable, flexible and highly functional and highly sustainable.

3.2 Structuring Principles

Draft

The following principles provide a guide for the foundational structuring elements of the master plan.



Support key infrastructure upgrades

Deliver major road infrastructure upgrades including the Moss Vale Bypass, Berrima Road Deviation and Collins Road Extension that supports access and connections through the precinct.

Ensure that the precinct is supported with necessary services to effectively function including water, sewer, electricity, Telecom etc.



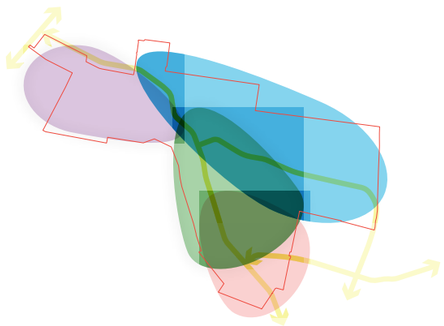
The green in between

Retain the unique rural character and distant views of rolling hills that typifies and distinguishes the Southern Highlands.

Retain green corridors along main roads and celebrate views and vistas towards the landscape.

Celebrate the SHIP's natural assets and preserve areas that are environmentally constrained including:

- Riparian corridors - Support healthy waterways and local fauna and flora.
- Flooding - Minimise development in flood prone land.
- Trees and vegetation - Retain existing trees and add to the tree canopy cover to support local biodiversity.



Employment and land use

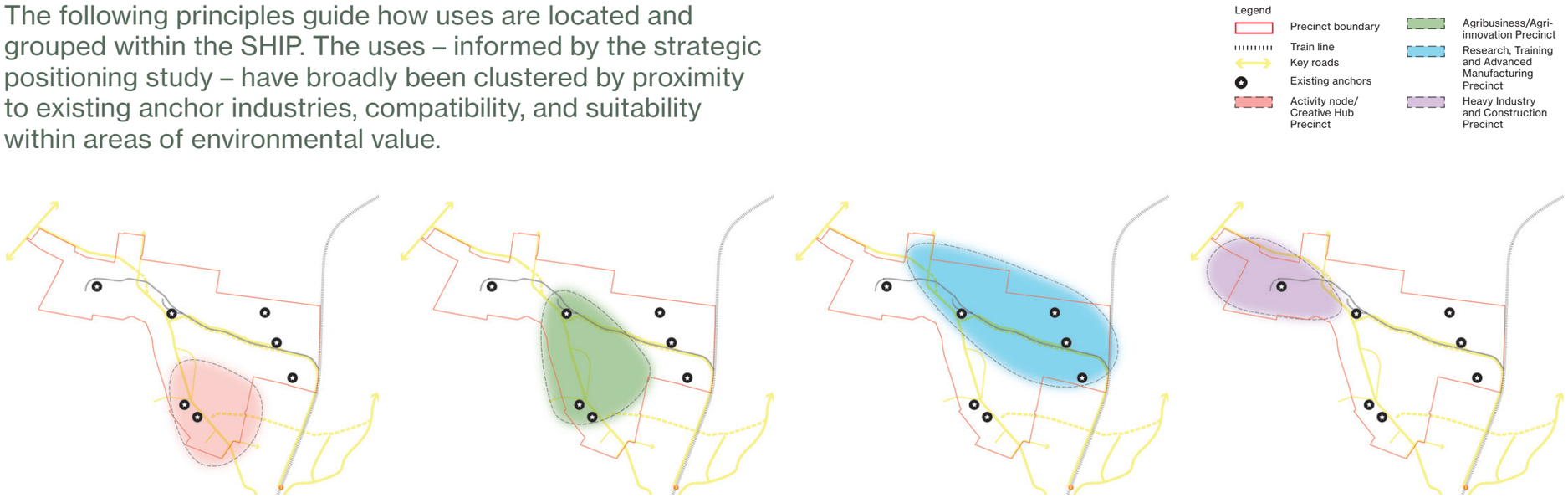
Create distinct employment land use precincts that respond to and complement their local environment and existing industry anchors.

- Complementary uses grouped around existing industry anchors.
- Well-considered and placed land uses can create a synergy between Moss Vale and the SHIP.
- Align proposed industries and activities with the land use zoning within the planning framework.
- Create a network of spaces and places for the community to gather.

3.3 Precinct principles

Draft

The following principles guide how uses are located and grouped within the SHIP. The uses – informed by the strategic positioning study – have broadly been clustered by proximity to existing anchor industries, compatibility, and suitability within areas of environmental value.



Activity Node/Creative Hub

- Create a key attractor for the SHIP in close proximity to Moss Vale.
- Create a synergy between industry and community.
- Locate public facing uses next to existing community and away from heavy industrial uses.
- The existing smaller lot pattern is well-suited to support smaller retail and light industrial tenancies.

Agribusiness/Agri-Innovation

- Location of agribusiness and agri-innovation precinct complements the existing Livestock centre and Feed Mill.
- Adjacent to activity node where it can contribute to growers markets.
- Recommended uses are more likely to be compatible with areas that have environmental value.
- Maintains the landscape character of the SHIP.

Research, Training and Advanced Manufacturing

- Locate research and development uses near infrastructure and access.
- Build on existing industries in manufacturing and technology.
- Location provides employment opportunities in proximity to research and training.

Heavy industry and Construction

- Cluster heavy industrial or more high impact uses around the Boral Cement Works anchor.
- Future industries should not impinge on the cement works buffer.
- Location along rail line enables future opportunities to connect to the rail freight network for distribution.
- The rail line provides a natural separation buffer from other uses and serves as a point of transition.

3.4 Structure Plan

Draft

The Structure Plan provides the key structuring moves for the Southern Highlands Innovation Park. This provides a high level structure identifying proposed industries and character areas, key existing and new roads, and approach to landscape and views.

The structure plan is further detailed through the master plan (See chapter 4).

Key features of the structure plan

- Upgrade and reinforce the key vehicle movements within the precinct
- Deliver new road infrastructure
- Provide green landscape setbacks and buffers between adjacent lots and land uses
- Activity node at the southern entry point into the SHIP with easy access to Moss Vale
- Consider areas of high environmental value/constraints
- Celebrate the vast landscape views from along Berrima Road and Collins/ Douglas Road
- Protect and celebrate views towards the elevated topography
- Create defined and memorable gateways into the precinct
- Activity Node/Creative Hub at southeastern interface with Moss Vale centre
- Agribusiness/Agri-Innovation Precinct
- Heavy Industry and Construction Precinct focused around Boral Cement Works
- Research, Training and Advanced Manufacturing Precinct

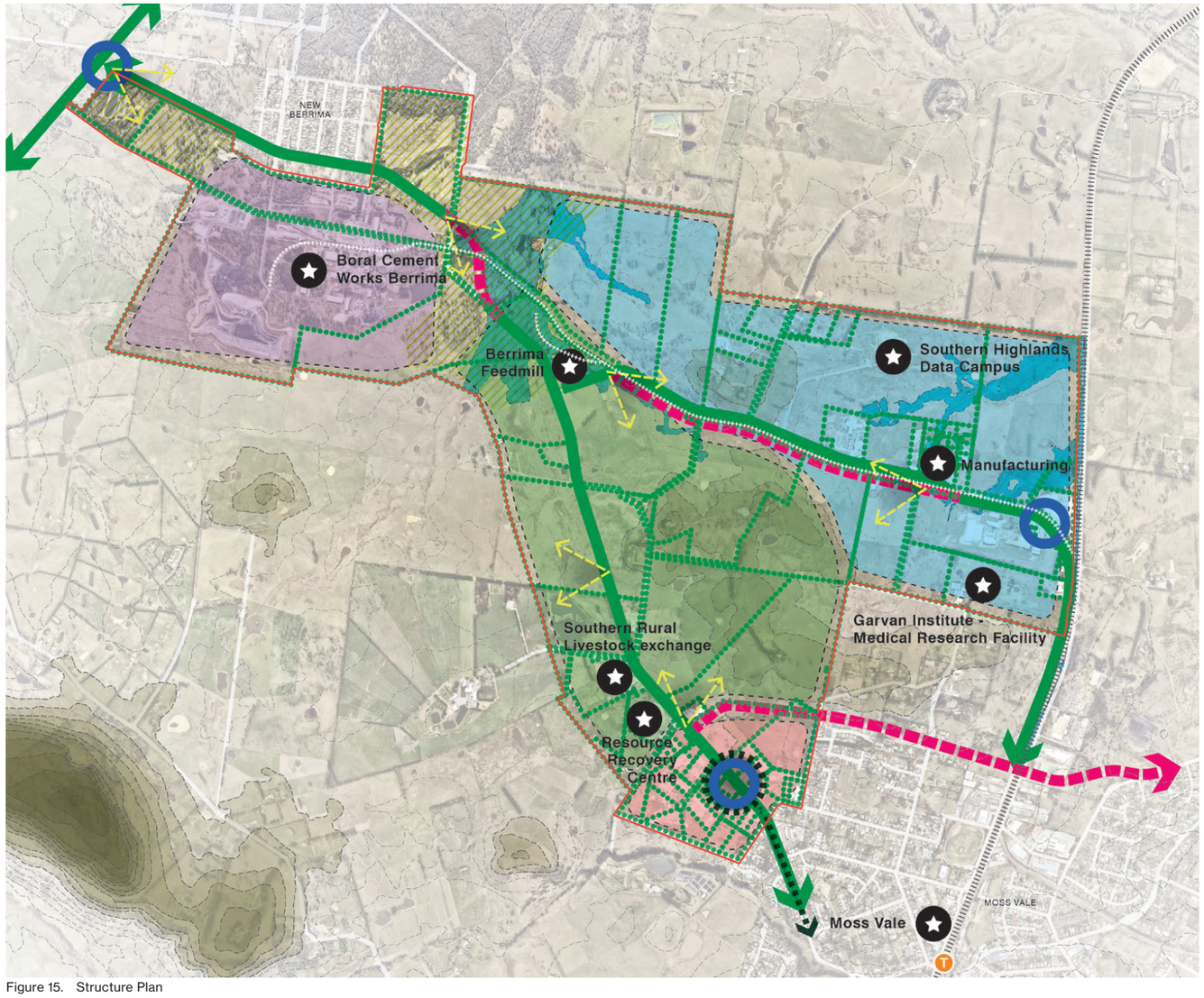


Figure 15. Structure Plan

4

MASTER PLAN

4.1 The Master Plan

Draft

The SHIP brings together a cluster of synergistic industries and precincts that push innovation in the agribusiness, resources and manufacturing space – unified by the distinct landscape and setting of the Southern Highlands.

The following pages unpack the layers of the master plan and the strategies for each including:

- Movement and access
- Infrastructure
- Landscape
- Views and vistas
- Open space and green links
- Development and built form strategy
- Character precincts

These strategies provide a design framework to guide new development and ensure that the SHIP will be a successful precinct into the future.

Key features of the master plan

Over 1,000 hectares of employment land that supports a range of industries

New and upgraded road infrastructure to improve access and connectivity

Buildings between 1-2 storeys nestled into the landscape

Green buffers and green-in-between

An activity hub that provides a new destination for residents, workers and visitors to the region

Desired future character







Landscape/setting



Built Form

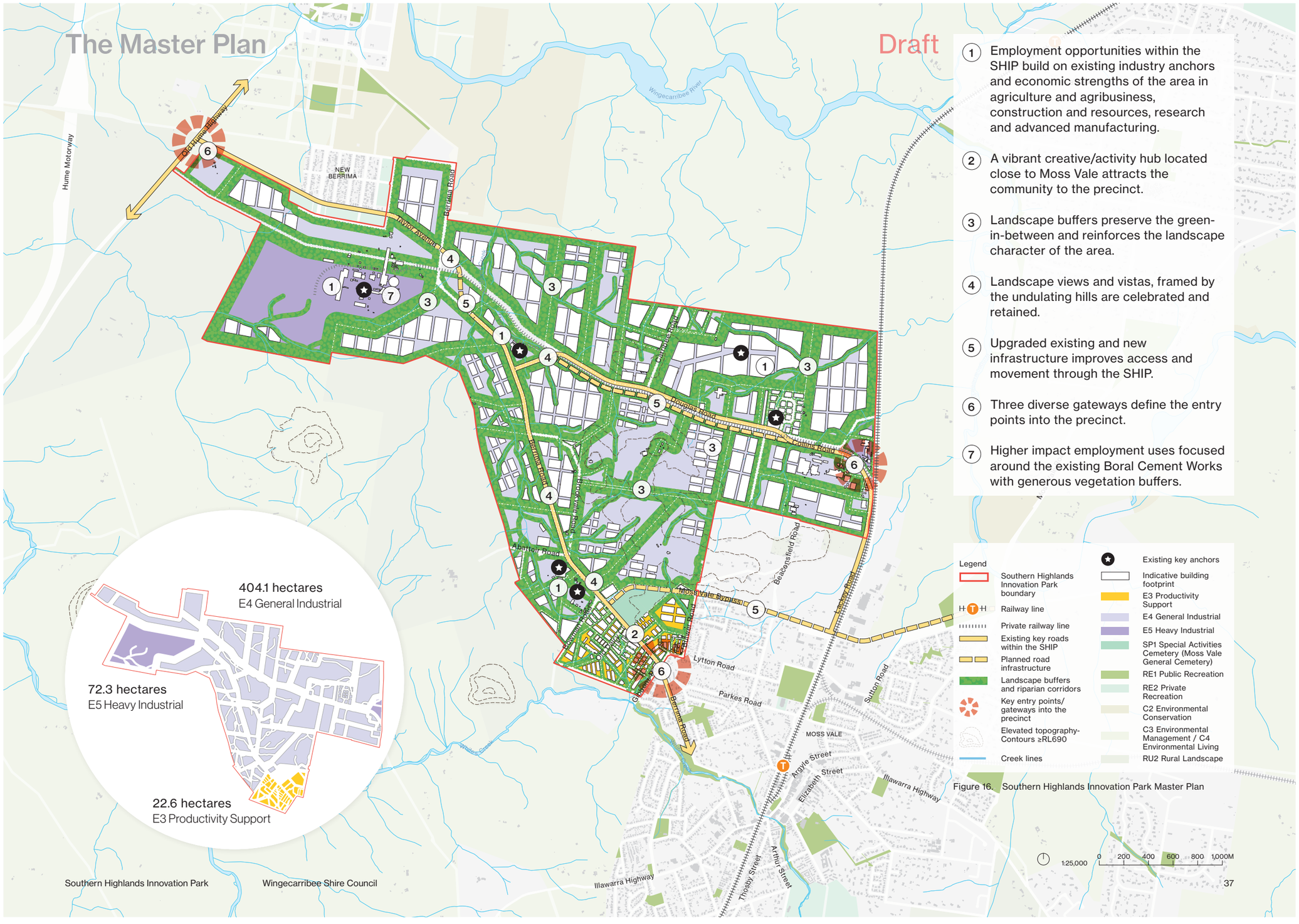


Figure 16. Southern Highlands Innovation Park Master Plan

4.2 Movement And Access

Design principles

- Truck movements to be prioritised along Moss Vale Bypass, which will divert heavy traffic away from Moss Vale Centre.
- Ensure that all lots have direct access from a public road. Provide a new road or lane where there is currently no access from a public road.
- Limit private access roads that cross over the existing private railway line.
- Upgrade the existing bus network with new infrastructure including bus shelters and signage. Potential for additional bus route/ circuit along Collins and Lackey Road.
- Deliver the cycle connections identified in the Wingecarribee Shire Bicycle Strategy, and provide new connections where there may be gaps. New cycling infrastructure may be provided within the existing shoulder lane as well as within the existing railway corridor.
- Facilitate walking and cycling to the new creative/activity hub at the southeast portion of the precinct.

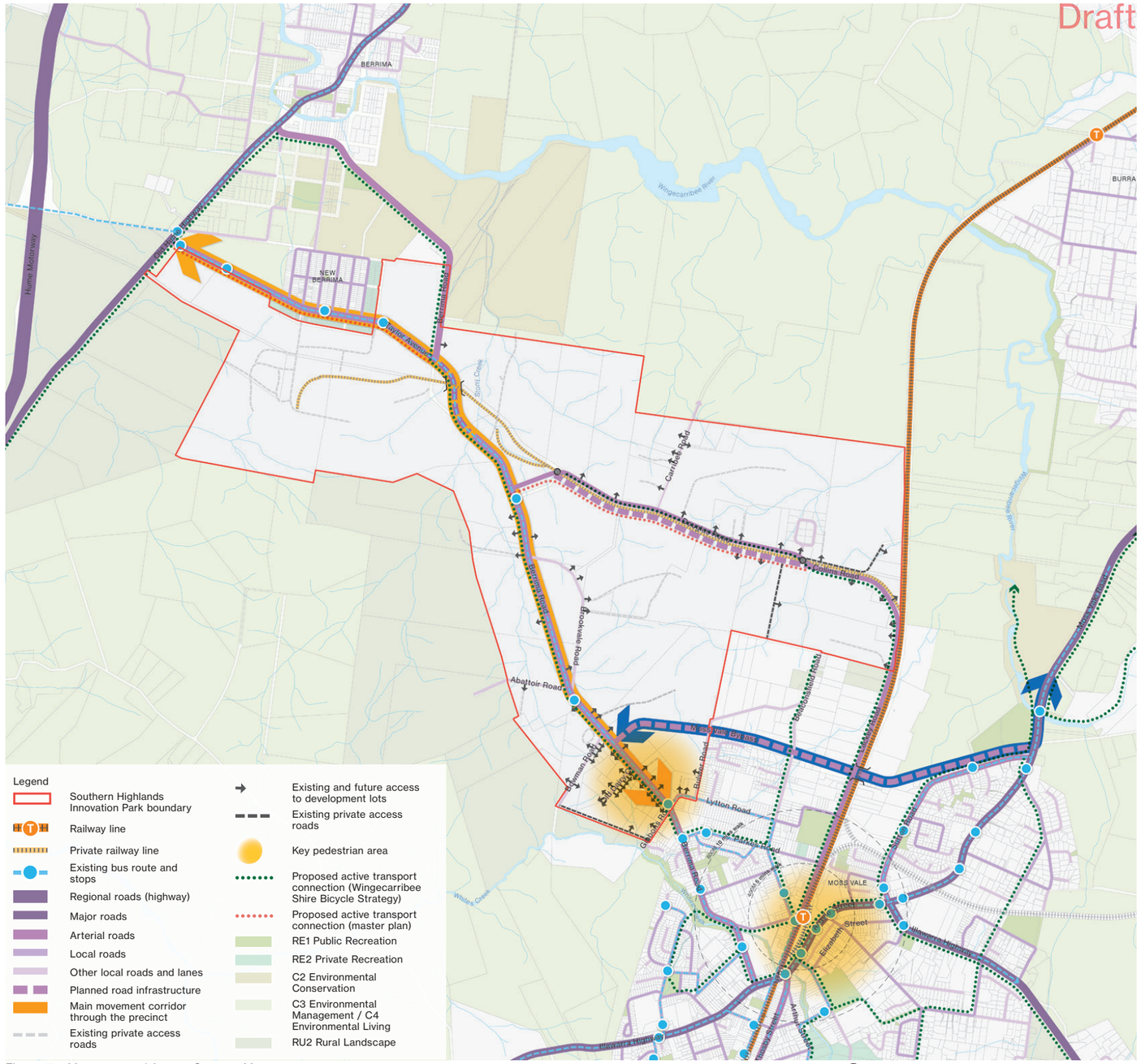


Figure 17. Movement and Access Strategy Map

4.3 Infrastructure

Design principles

- Deliver planned road infrastructure projects including:
  - Moss Vale Bypass
  - Berrima Road deviation
  - Collins Road extension
- Investigate opportunity for shared use of the private railway line (owned by Boral Cement Works).
- Ensure that the precinct is supported by necessary services including water, sewer and electricity.
- Opportunity to develop an integrated whole-of-precinct environmental sustainability framework, including energy, water and waste management.
- Ensure that the precinct is supported by adequate communication services including telecommunications, internet and wifi.

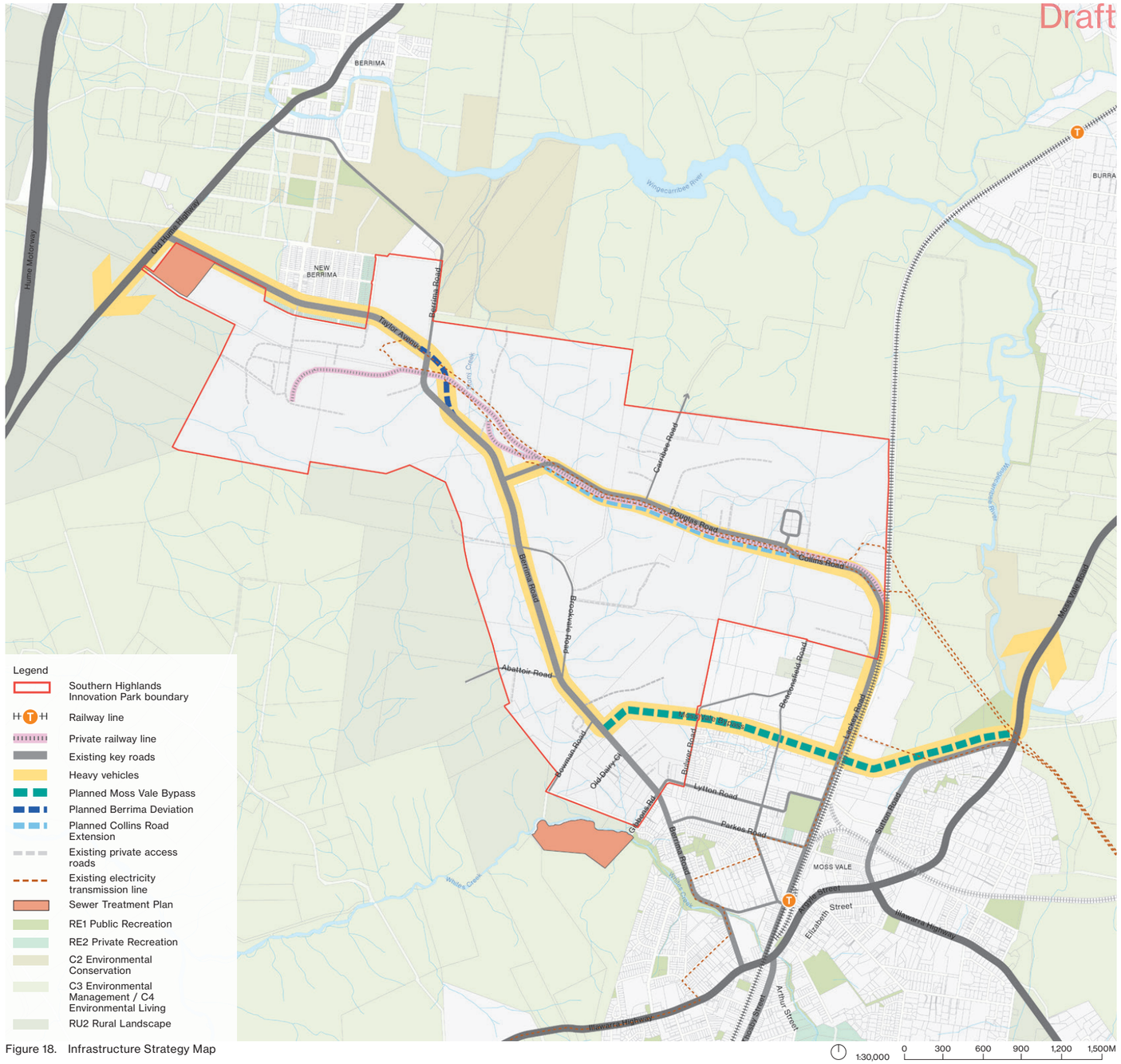


Figure 18. Infrastructure Strategy Map

4.4 Landscape

Draft

Design principles

- Continue the hedgerow planting that is characteristic of the Southern Highlands and provide row tree planting between development lots.
- Provide landscape buffers, including tree planting and vegetation, on all sides. Setback widths dependant on lot size. See map on following page, and 4.8 Development and built form strategy for more detail.
- Preserve existing vegetation and trees within the precinct and increase tree canopy to support and encourage local flora and habitat.
- Retain existing vegetation screening and buffers to Boral Cement Works. Ensure future heavy industrial uses including those forming part of the Boral Cement Works to be appropriately screened through trees and vegetation.
- Celebrate and retain the green corridor along Taylor Avenue.
- Celebrate and enhance the expansive views to landscape through the precinct. See 4.5 Topography and views for further detail.



Tree planting along lot boundaries not only signifies the boundary between lots, but also provides a wind buffer and shade, supports local habitat, offers amenity and contributes to the landscape character of the area. It is a distinct characteristic of rural areas and should be encouraged within the SHIP.



The buildings and structures of Boral Cement Works Berrima are well setback from existing road corridors and consists of a vegetation buffer which masks the visual impact of the complex. It is a good example of how setbacks and vegetation can be utilised to enhance and preserve landscape and greenery, whilst also reducing the visual scale and bulk of built form in a rural setting.



Access into the precinct from the west from the Old Hume Highway include a dense corridor of trees and creates a distinct arrival experience into the SHIP.

Landscape

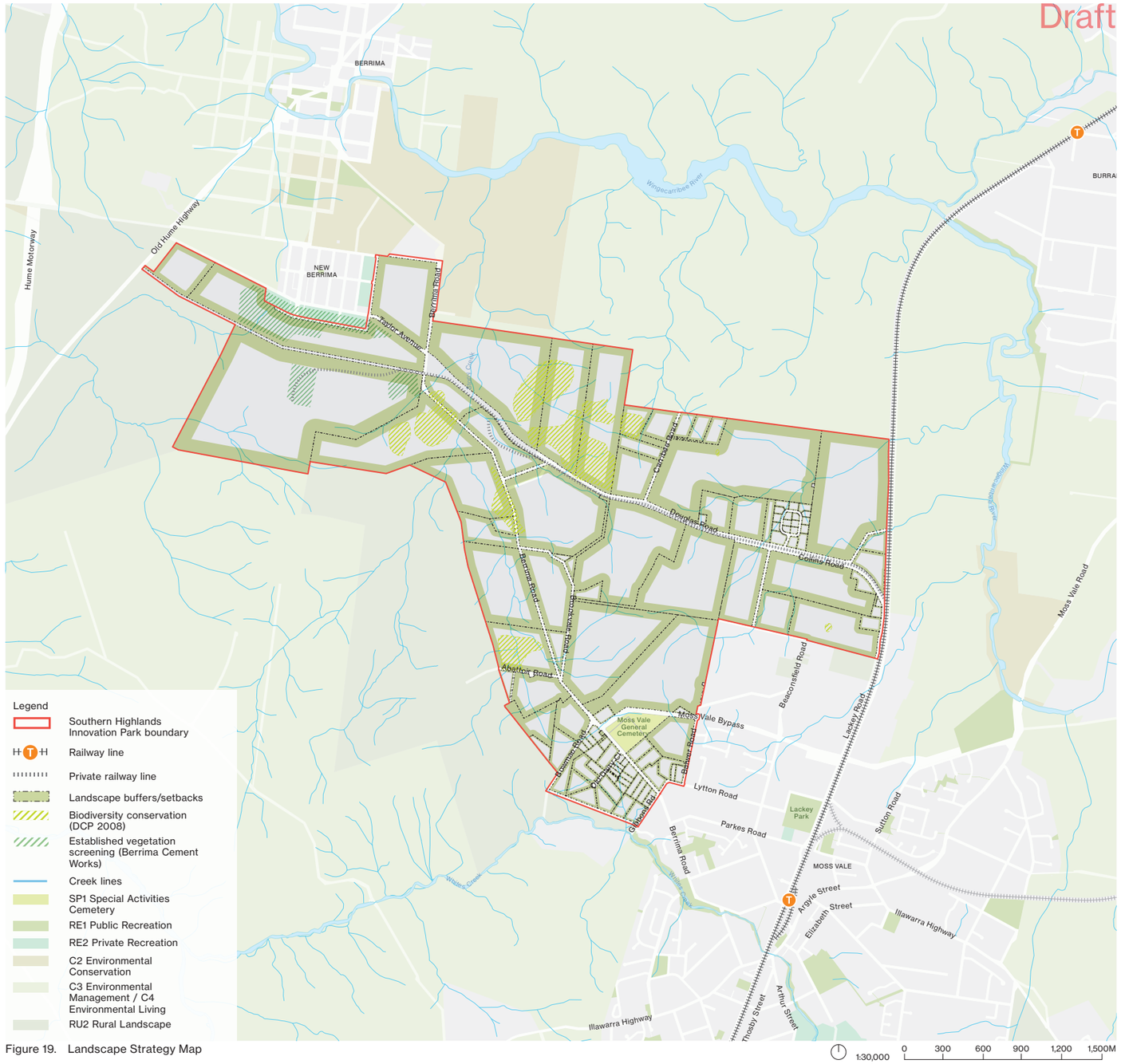


Figure 19. Landscape Strategy Map

4.5 Views and Vistas

Draft

Design principles

- Celebrate views contained and framed by the elevated topography within the precinct as identified in the map on the following page. These elevated areas provide smaller visual catchments through the precinct from which to appreciate the local and landscape character. Examples of the existing views within the visual catchments are described through the adjacent images.
- Key principles to protect visual catchments include:
  - Ensure new development is well-separated to enable generous views between buildings to the elevated topography
  - Limit new development to below the hilltop/tree line.
  - Utilise tree planting to provide visual landscaped buffers to new development, and to enhance the landscape character of the precinct.
- Retain the expansive views and vistas to the west and southwest beyond the precinct.



View from Berrima Road (near Bowman Road) looking northeast towards the existing elevated topography.



View from Collins Road looking west towards the existing elevated topography.



View from Berrima Road (near Brookfield Road) looking west. The elevated land beyond the precinct can be seen in the distance.



View from Douglas Road (near Inghams Feedmill) looking southeast towards the existing hill tops.

Views and Vistas

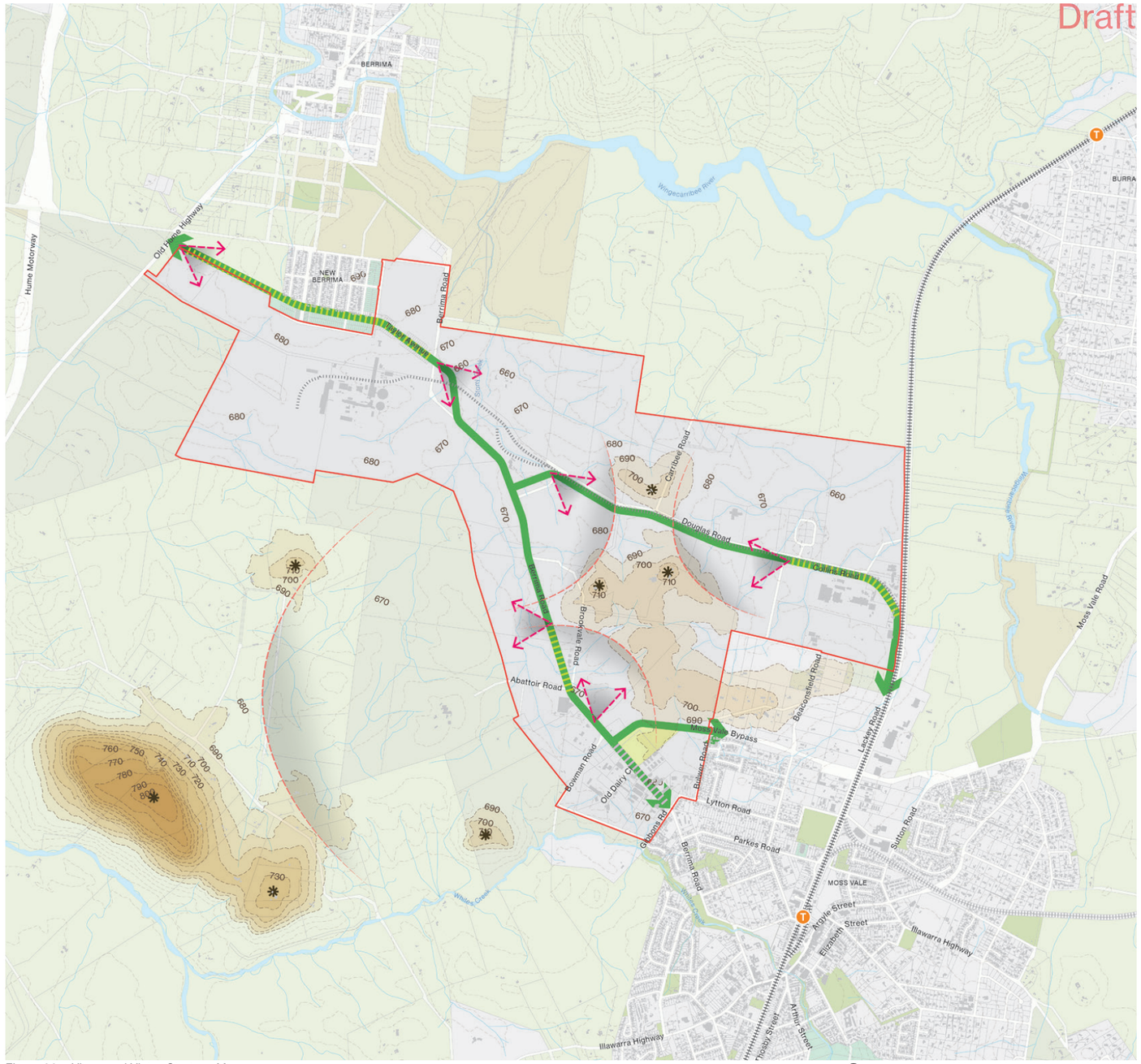


Figure 20. Views and Vistas Strategy Map

4.6 Environment

Design principles

- Focus new development in areas that are least constrained by flooding, including the 1-in-100 year flood highlighted in the adjacent map. Further flood investigations will need to be undertaken by future development applications to understand flooding impacts.
- Provide a minimum 20m buffer to existing creeks as identified in the adjacent map. Investigate regeneration of key riparian corridors, including Stony Creek.
- Preserve existing vegetation and trees, to support and encourage habitat. Further arborist investigations will need to be undertaken by future investigation to understand landscape significance.
- Retain existing vegetation screening and buffers to Boral Cement Works, including those along Taylor Avenue and Berrima Road.
- Engage with First Nations to understand environmental, cultural and heritage values.
- Investigate bushfire requirements and potential impacts.
- Protect the scenic values of elevated topography and preserve landscape views (see 4.5 Topography and views).

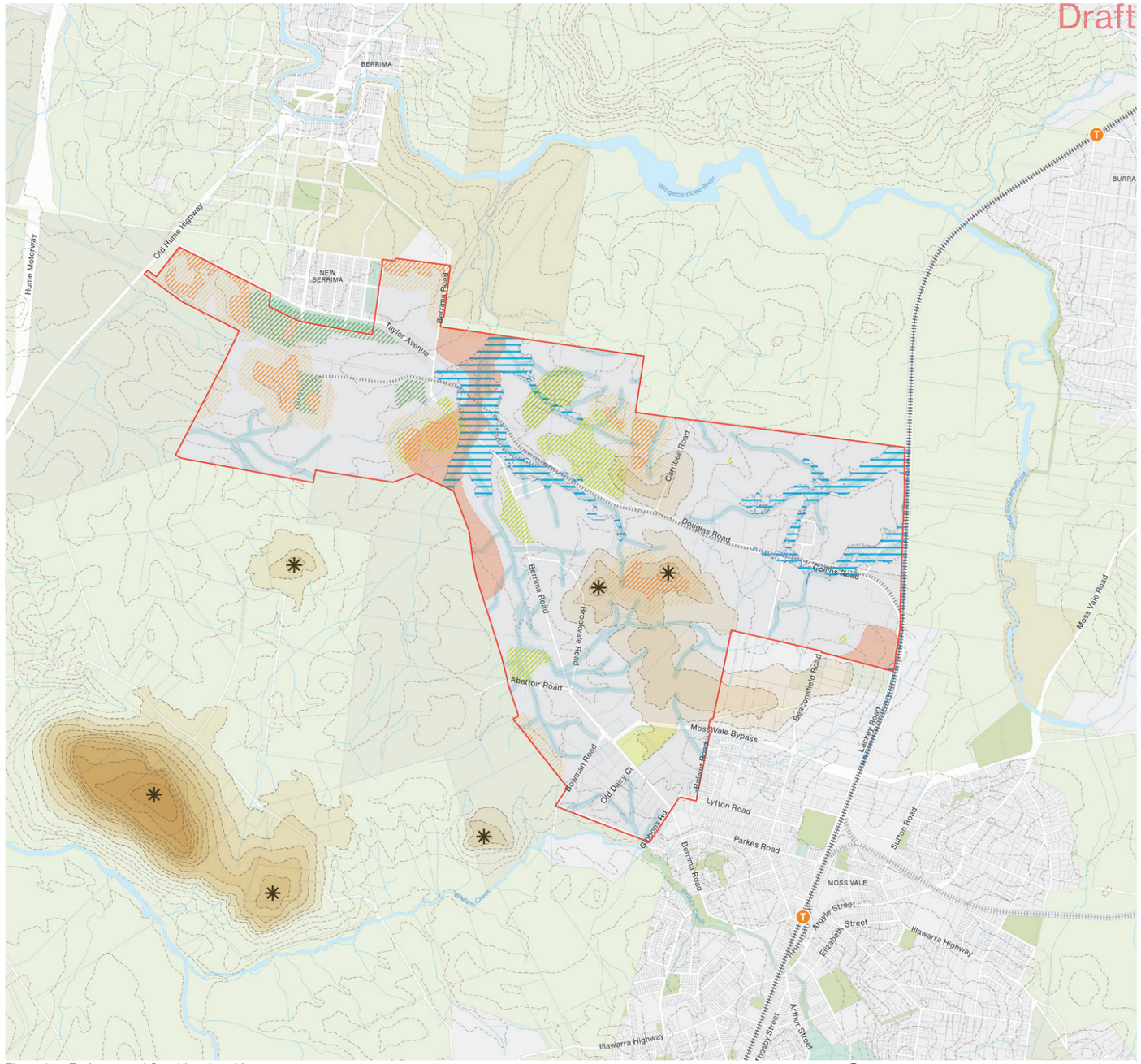


Figure 21. Environmental Considerations Map

4.7 Open Space and Green Links

Design principles

- Locate a new open space at the southeast portion of the precinct co-located with the new creative/activity hub. Potential to create a public park as part of the grounds of the Moss Vale Cemetery (owned by WSC).
- Support walking and cycling connections to the surrounding open space network.
- Explore opportunities for recreation or tourism uses at the elevated topography within the precinct. This could include a sculpture park, cafe/restaurant, small scale short stay accommodation etc. Support this through providing walking and running trails aligned to the landscape buffers to create green links.

Examples of memorial parks as open space





Castlebrook Memorial Park, Rouse Hill (top) and Rookwood Cemetery (bottom) are examples that include publicly-accessible gardens and open space as part of its grounds.

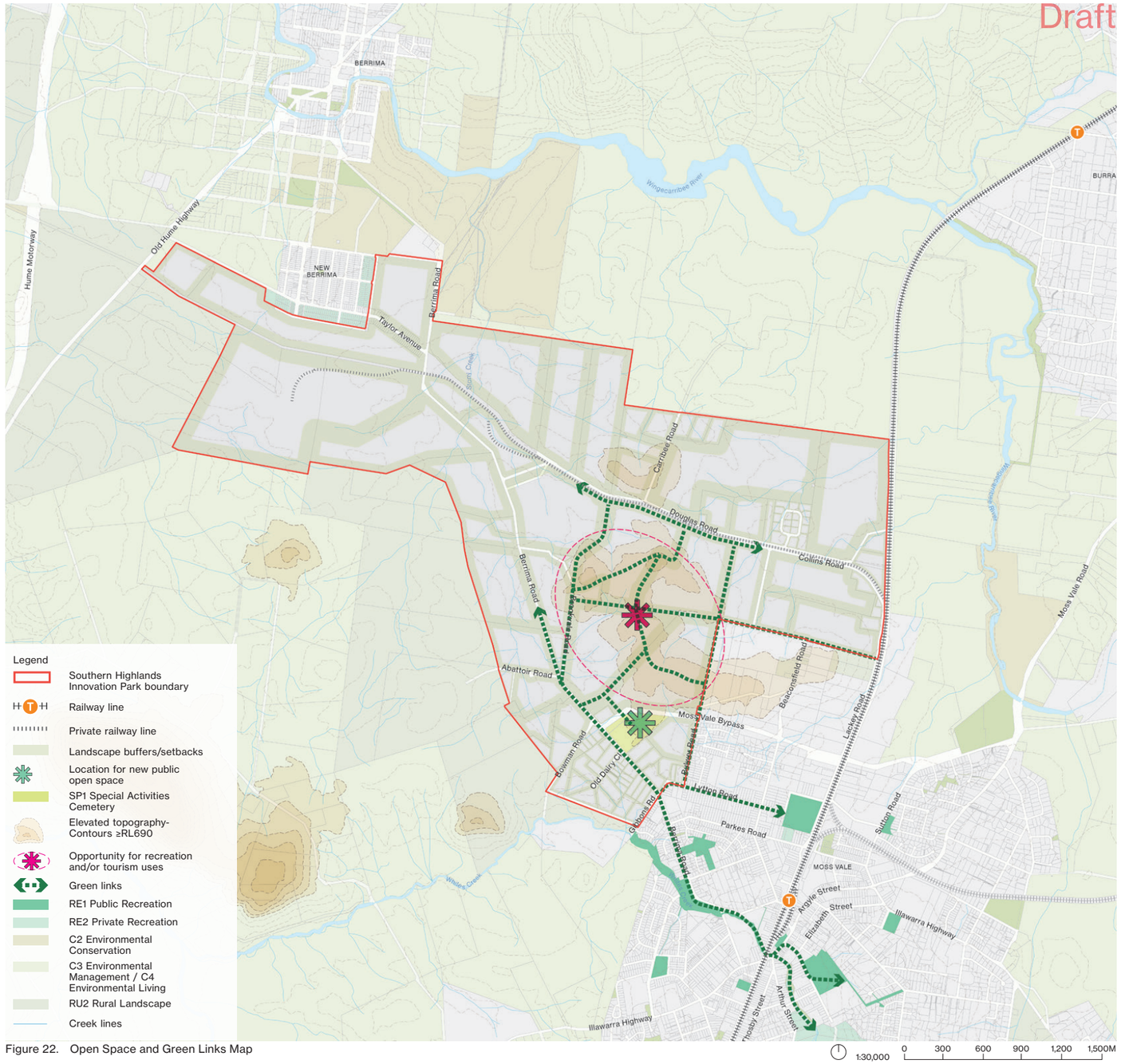


Figure 22. Open Space and Green Links Map

4.8 Development and Built Form Strategy

Design principles

- Create landscape setbacks to preserve the 'green-in-between' new development. These setbacks to be based on the lot size, where smaller lots may allow for a larger development footprint and smaller setbacks, and larger lots have a smaller development footprint and larger setbacks.
- Locate smaller and more compact development within the existing fine grain lot pattern at the southeastern end of the precinct, which aligns with the desired future character of this sub-precinct (see 4.9 Character precincts).
- Areas where there are environmental and scenic values, particularly through the centre of the precinct, to ensure that buildings have sufficient separation, landscape setbacks, buffers to creeks and areas of environmental sensitivity, generous 'green' vistas, and views to sky to preserve the distinct character of the Southern Highlands.
- Built form to generally be 1-2 storeys, and ensure that it integrates with the landscape and does not exceed the ridge line within the precinct (Elevated topography ≥RL690).
- Ensure built form integrates with the landscape including considering the tree line and vegetation buffering.
- Development footprint to consider the topography and slope e.g. uses that may require larger floorplates to be located on flatter land, while smaller footprint buildings may be suitable on gently sloped areas.
- Where there are more than one building within the development, ensure that the buildings are well-separated with views to green, in between.

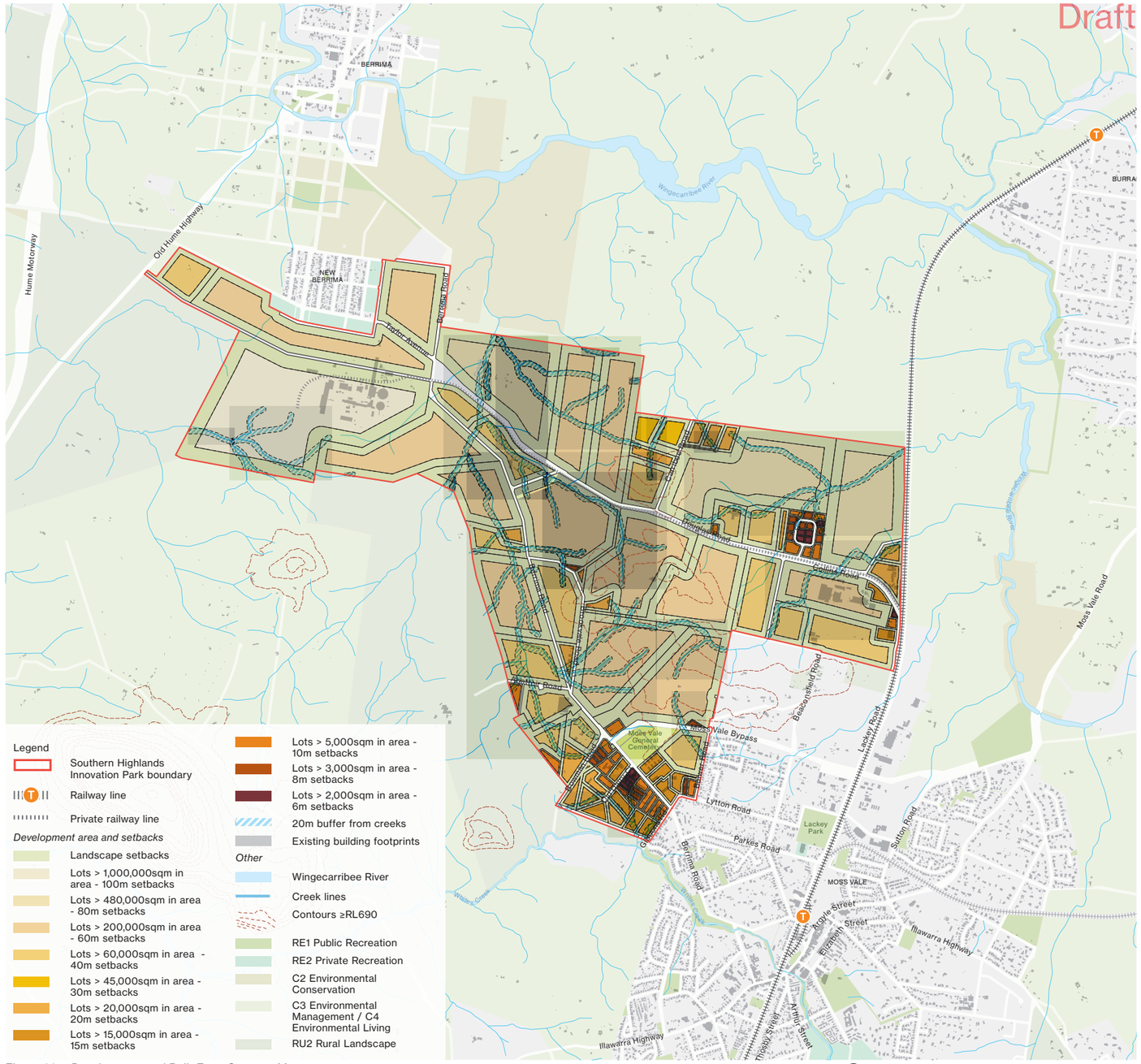


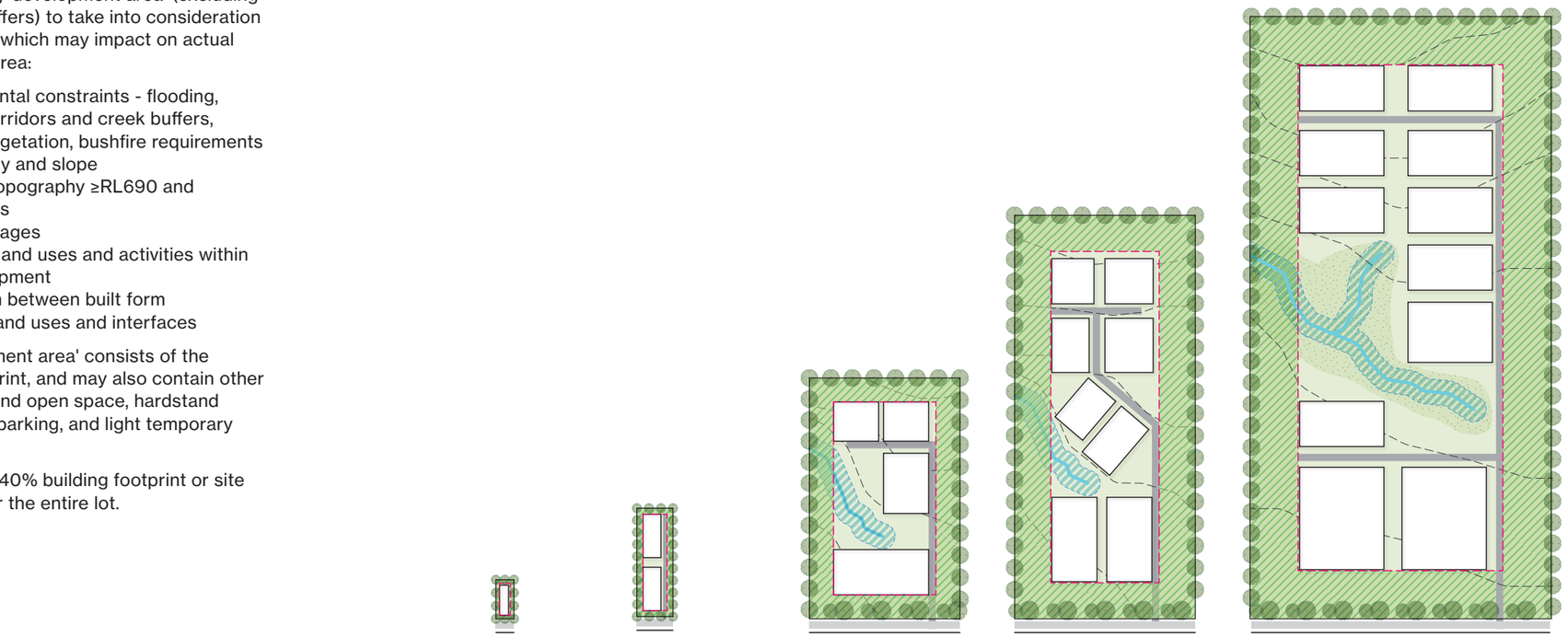
Figure 23. Development and Built Form Strategy Map

Development and Built Form Strategy

Draft

Development methodology

- Minimum landscape setbacks on all sides dependant on size of lot. See previous map and legend for parameters.
- The remaining 'development area' (excluding landscape buffers) to take into consideration the following, which may impact on actual developable area:
  - Environmental constraints - flooding, riparian corridors and creek buffers, existing vegetation, bushfire requirements
  - Topography and slope
  - Elevated topography ≥RL690 and steep areas
  - Road frontages
  - Proposed land uses and activities within the development
  - Separation between built form
  - Adjacent land uses and interfaces
- The 'development area' consists of the building footprint, and may also contain other landscaping and open space, hardstand including car parking, and light temporary structures.
- Generally 30-40% building footprint or site coverage over the entire lot.



	X-Small 2,000sqm lot	Small 10,000sqm lot	Medium 100,000sqm lot	Large 200,000 sqm lot	X-large 500,000 sqm lot
Landscape buffer	45%	45%	45%	50%	50%
Building footprint	40%	40%	30%	30%	30%
Other - access road and circulation, parking, landscape	15%	15%	25%	20%	20%

Figure 24. Example development matrix

4.9 Character Precincts

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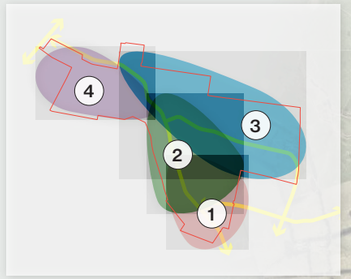


Figure 25. Character precincts (inset)

Land use and precincts

Four precincts have been identified that make up the Southern Highlands Innovation Park. These precincts are identified by:

- Location and access
- Environmental constraints
- Existing natural and built boundaries
- Existing anchor industries
- Potential for clustering and collaboration of similar industries

The precincts were also considered in relation to the existing and potential future land use zoning, which could enable the desired character and activities proposed within the master plan. The proposed land use zoning is shown adjacent with the character precincts dashed over.

The following pages describes the future character and role of these precincts including land use, landscape and built form approach.

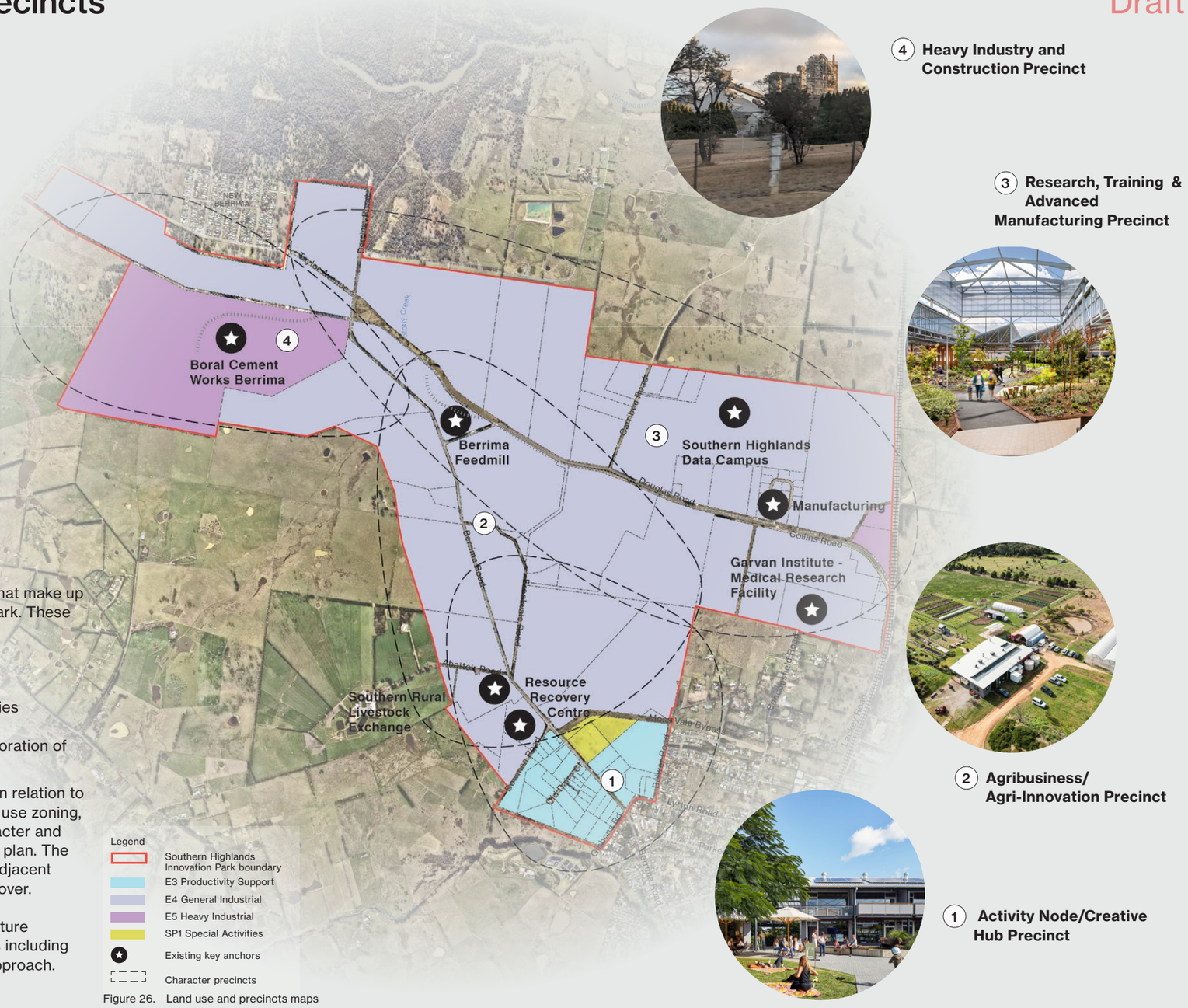


Figure 26. Land use and precincts maps

4 Heavy Industry and Construction Precinct

3 Research, Training & Advanced Manufacturing Precinct

2 Agribusiness/ Agri-Innovation Precinct

1 Activity Node/Creative Hub Precinct

Character Precincts

Draft

Activity Hub/Creative Node

Proposed zoning: E3 Productivity Support

The Activity Hub/Creative Node will build on the existing small businesses already within the precinct, while cultivating new creative industries and activation opportunities to create a cluster of activity that will become a new attractor for locals and visitors for the region, in close proximity to Moss Vale.











Opportunities
The Activity Hub/Creative Node can support a variety of uses and activities. The proposed land use zoning of E3 Productivity Support can enable these uses. Examples include:

- community facilities
- medical, health and wellbeing - GPs, gym, physiotherapy, yoga studio etc.
- hotel/motel accommodation
- flexible indoor and/or outdoor event spaces e.g. community events, markets
- function centres
- neighbourhood shops
- cafes and restaurants
- recreation facilities
- specialised retail
- local art gallery and maker spaces. Potential to be part of the Souther Highlands Art Trail and Australian Ceramics Open Studios
- plant nurseries
- hardware stores, agriculture suppliers

Design considerations
- 'Fine grain' type development on small lots to enable clustering of uses and activity that is of a pedestrian scale.
- Provide frontages that are activated i.e. retail uses, materiality of facades to create visual interest, glazed elements, to foster a precinct that is vibrant and welcoming.
- Build on the existing industrial built form character which includes warehouse typologies. Low scale - maximum 2 storeys.
- Lots adjoining residential uses in Moss Vale to provide sufficient setbacks and separation and consider any noise and pollution impacts.
- Minimise impact of vehicle access and car parking along the street frontage - locate parking to the side or rear.
- Enhance the streetscape character including providing high quality public domain to create a walkable precinct.

Character Precincts

Draft

Agribusiness/Agri-Innovation

Proposed zoning: E4 General Industrial

Situated at the centre of the SHIP, this precinct will expand on existing industries including the Livestock Exchange and Ingham's Feed Mill to provide new agribusiness and innovation opportunities that will enable productive use of the land while also retaining the rural landscape character that epitomises the Southern Highlands.





Southern Highlands Innovation Park Wingecarribee Shire Council









Opportunities
This precinct can support a variety of activities related to the agribusiness and agri-innovation industry. Retaining the current land use zoning of E4 General Industrial within this area can enable uses such as:

- Garden centres
- Warehouse or distribution centres
- Centralized local food and product packing/storage/processing facilities
- Cold storage
- Food related research facility
- Veterinary clinic
- Landscaping material supplies
- Plant nurseries
- Training programs in permaculture, aquaculture and sustainable food production.

Design considerations

- Locate low impact uses and minimise building footprint, to retain the environmental qualities and landscape character of the area.
- Enhance and encourage vegetation and habitat along riparian corridors and flood prone land.
- Utilise tree planting and vegetation to mitigate visual impact of built form, including along the rear and side boundaries, particularly adjoining environmental and rural zones.
- Low scale built form – maximum 2 storeys. Ensure any new built form is below the tree line and elevated topography to retain landscape views.
- Opportunity for high quality architectural design that considers sustainable materials and processes. including timber and recycled materials that differentiates built form from a typical industrial shed.

Character Precincts

Draft

Research, Training and Advanced Manufacturing



Proposed zoning: E4 General Industrial

The Research, Training and Advanced Manufacturing Precinct will focus on creating a cluster of like-minded businesses to cultivate local knowledge and skills, and in the longer term attract innovative high-value businesses that can re-energise the region's economy. Its location close to Moss Vale also has the opportunity to form meaningful partnerships with surrounding research and education facilities across the Shire.



Southern Highlands Innovation Park Wingecarribee Shire Council



Opportunities
The precinct can build on the existing manufacturing and technology anchors, and provide a range of activities. Retaining the current land use zoning of E4 General Industrial within this area can enable uses such as:

- Industrial training facilities
- Research focused on agri-innovation, food technology, the equine industry, waste to energy transfer, advanced manufacturing technologies etc.
- Local assembly and manufacturing
- Advanced manufacturing
- Hardware, building and landscape suppliers
- Local distribution centres
- Information technology e.g. data centres

Design considerations:

- Opportunity for high quality architectural design that considers sustainable materials and processes, and differentiates built form from a typical industrial shed.
- Innovative facade articulation and materiality to create visual interest. Transparent/glazed elements can also create openness and to invite the community to interact with research.
- Provide outdoor spaces and communal areas for workers and visors to enjoy.
- Utilise tree planting and vegetation to mitigate visual impact of built form, including along the rear and side boundaries, particularly adjoining environmental and rural zones.
- Low scale built form 1-2 storeys. Ensure any new built form is below the tree line and elevated topography to retain landscape views.

Character Precincts

Draft

Heavy Industry and Construction

Zoning: E5 Heavy Industrial

This precinct will attract new high impact industries, expanding on the existing Boral Cement Works anchor asset. This can create a skilled construction, heavy manufacturing and engineering workforce that could circulate between operators and create longevity of the workforce. It will solidify the Shire as an important economic contributor of the region and the state.







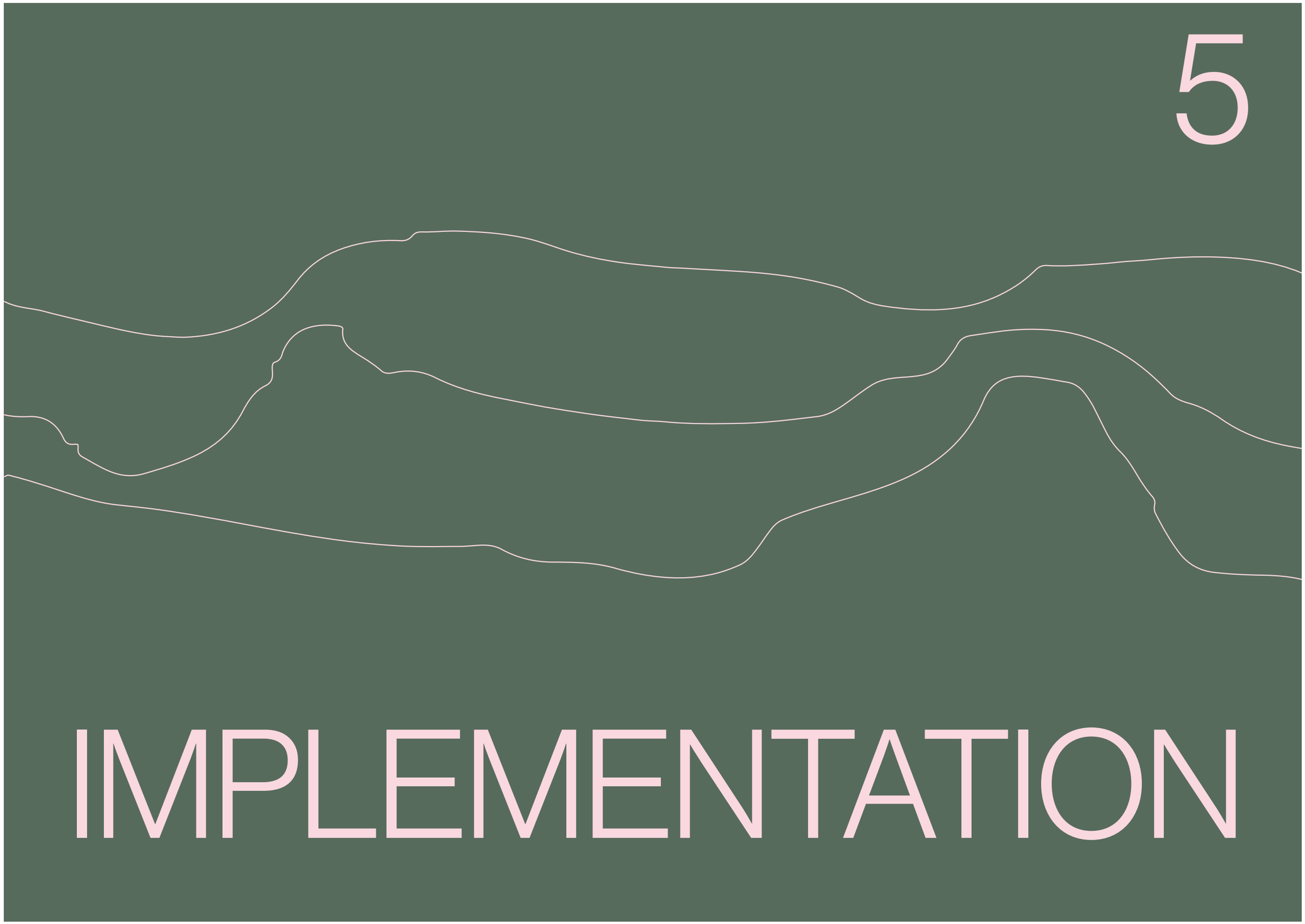




Opportunities
The E5 Heavy Industrial zone is proposed to be retained and contained within the current zoned land, wholly owned by Boral Cement Works. There are opportunities to expand Boral's operations, as well as provide complimentary activities that may innovate the cement works industry. Opportunities within this precinct include:

- Expansion of the Boral Cement Works operations
- Local industrial waste recycling to localise waste-energy inputs for the concrete works
- Resource management
- Warehouse or distribution centres
- Industrial training facilities

Design considerations
- Retain existing generous landscape setbacks/buffer from adjoining roads. Existing and future building and structures and masked and nestled deep within landscape.
- Building design is more functional and utilitarian driven than other industries.
- Any taller structures to be built on level low lying land to minimise visual impact.


5
IMPLEMENTATION

5.1 Proposed Lep Amendments

Draft

Proposed land use zoning
Generally the land use zoning across the precinct is proposed to be retained, apart from a portion of land at the southeast of the precinct:

1. E4 General Industrial retained across the majority of the area.
2. E5 Heavy Industrial retained at the western portion of the precinct (Boral Cement Works) and a small area at the east of the precinct.
3. Change from E4 General Industrial to E3 Productivity Support on the land along Berrima Road between Bowman Road and Gibbons/Lytton Road.
4. SP1 Special Activities (Cemetery) retained which relates to Moss Vale General Cemetery.

Potential amendments to the Wingecarribee Local Environmental Plan and the Development Control Plan will be prepared and implemented by Council in the next stage of the planning process.

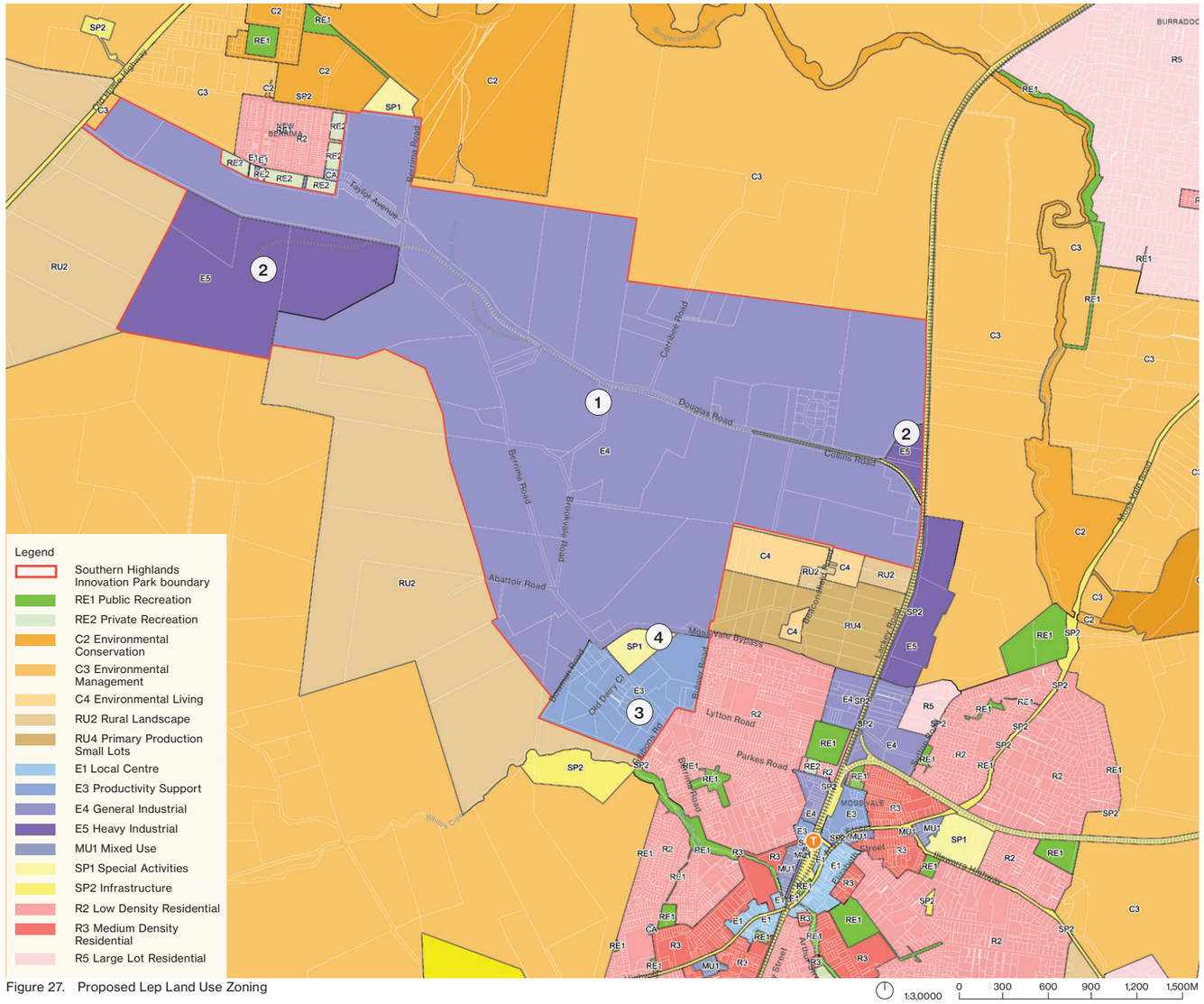


Figure 27. Proposed Lep Land Use Zoning

5.2 Next Steps

Draft

Governance Strategy
As part of the preparation of a master plan, a Governance Strategy for the SHIP has been prepared by Astrolabe Group that guides the implementation for the project. This includes:

- Acknowledging that the realisation of the SHIP is a long term process, and understanding the stages that will be required to facilitate its delivery. This is described in the diagram adjacent.
- Identifying the key stakeholders including government, landowners, industry, business and community, and their roles and responsibilities to ensure there is a shared vision, coordinated efforts and accountability.
- Outlining what activities and actions needs to happen at each stage that may facilitate the precinct in achieving short, medium and long-term goals.

See the Southern Highlands Innovation Park Governance Strategy (Astrolabe Group 2024) for further detail.

Most certain

1 Advocacy, attraction, investment

- Attract business, investment and employees
- Engage with landholders, developers, government

2 Implementation and servicing

- How the governance structure will be implemented alongside the development of the master plan
- Servicing and construction (infrastructure/built form)

Least certain

3 Future operational state

- How governance will be operated once the site becomes operational
- Aspirational

What's next in the planning process

2021
Phase 1 Draft Master Plan
Wingecarribee Council (with E8urban, Eton Consulting)

late 2023
Preparation of initial vision for the SHIP
Wingecarribee Council (with Architectus, Astrolabe Group, SGS)

Early 2024
Stakeholder engagement
Landowners workshop
Community consultation

Early- mid 2024
We are here
Preparation of Draft Master Plan and Governance Strategy
Wingecarribee Council (with Architectus, Astrolabe Group)

July 2024
Public exhibition - opportunity for community feedback

mid-end 2024
Final Master Plan and Governance Strategy
Wingecarribee Council (with Architectus, Astrolabe Group)

end 2024
Review of planning framework - LEP and DCP controls
Wingecarribee Council

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SOUTHERN HIGHLANDS INNOVATION PARK

Draft Governance Strategy

ASTROLABE GROUP

Wingecarribee SHIRE COUNCIL



Document Notes

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AG Project Team	KH, HM, TC

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Version	**Date delivered**	**Description**	**Approved**
V1	29/03/2024	First draft	BC
V2	30/05/2024	Second draft – updates following Master Plan draft distribution	BC
V3	14/06/2024	Third draft – revisions following Council and Regional NSW feedback	TC

About Astrolabe Group

Astrolabe Group are the recognised experts in urban growth and change management with a uniquely empathetic approach to client and community.

This report was prepared for Wingecarribee Shire Council.

In preparing the report, Astrolabe has made every effort to ensure the information included is reliable and accurate. Astrolabe is unable to accept responsibility or liability for the use of this report by third parties.

Acknowledgement of Country

We acknowledge the Gundungurra and Tharawal people as the traditional custodians of this land we now call the Wingecarribee Shire. We pay our respect to Elders past and present and extend that respect to all First Nations people.

Cover image credit: Kramer Photography

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NSW GOVERNMENT

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DRAFT

Introduction

This Governance Strategy sets out the governance framework and approaches for the Southern Highlands Innovation Park (SHIP). It informs the role of Council as both a leader in delivery and facilitator of broader stakeholder involvement to guide the realisation of the Master Plan. This document should be read in conjunction with the Master Plan.

Currently, the SHIP is in the early stages of planning and establishment. Council's initial focus is on:

- attracting businesses, institutions and investment to progress development
- stakeholder engagement to build the innovation ecosystem to deliver the Master Plan
- advocacy to secure and accelerate delivery of enabling infrastructure.

This strategy has been developed alongside the Master Plan. It responds to the recommendations from previous findings in Master Plan Phase 1, desktop research, insights from targeted consultations and outcomes of market sounding report (SGS Economics) and Master Plan (Architectus).

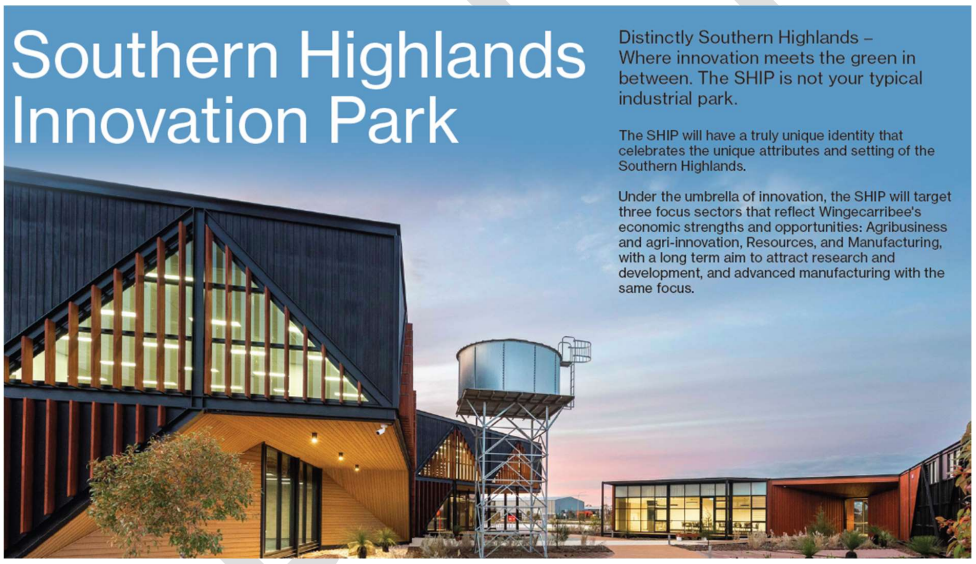


Figure 1 Vision of the Southern Highland Innovation Park (source: SHIP Master Plan)

About the Southern Highlands Innovation Park

The Southern Highlands Innovation Park (SHIP) is a 1,053 hectare precinct of industrial zoned land located within the Wingecarribee Shire local government area. It is approximately 110 kilometres southwest of the Sydney CBD, between Moss Vale and New Berrima on the land of Gundungurra and Tharawal people.

The SHIP is well-located to major urban centres and along key freight connections, which can enable strong physical and business links and collaboration across the region.

Although the land being identified and zoned for industrial use in 1989, the economic climate has only recently matured to support precinct-wide development. The lack of available zoned and serviced employment land in Metropolitan Sydney has created an opportunity for Wingecarribee to establish the precinct as a viable alternative to Western Sydney. Investors, local economic groups and landowners have shown significant interest in developing the land to leverage this strategic advantage. The SHIP is also viewed as an opportunity to diversify the region's economic base and retain younger and skilled residents.

The positioning of SHIP sets it apart from an industrial park. It seeks to create a place-based ecosystem to facilitate collaborations between research, education and industry. The location will generate and commercialise new innovations, and develop the local workforce to sustain and scale economic activities. See **Appendix A** for information about place-based innovation.

Strong emphasis has also been placed on preserving and expanding the Southern Highlands brand. The development of the SHIP should maintain a flavour of the area's rural scenic character while creating an innovative industrial base and employment opportunities in targeted sectors.

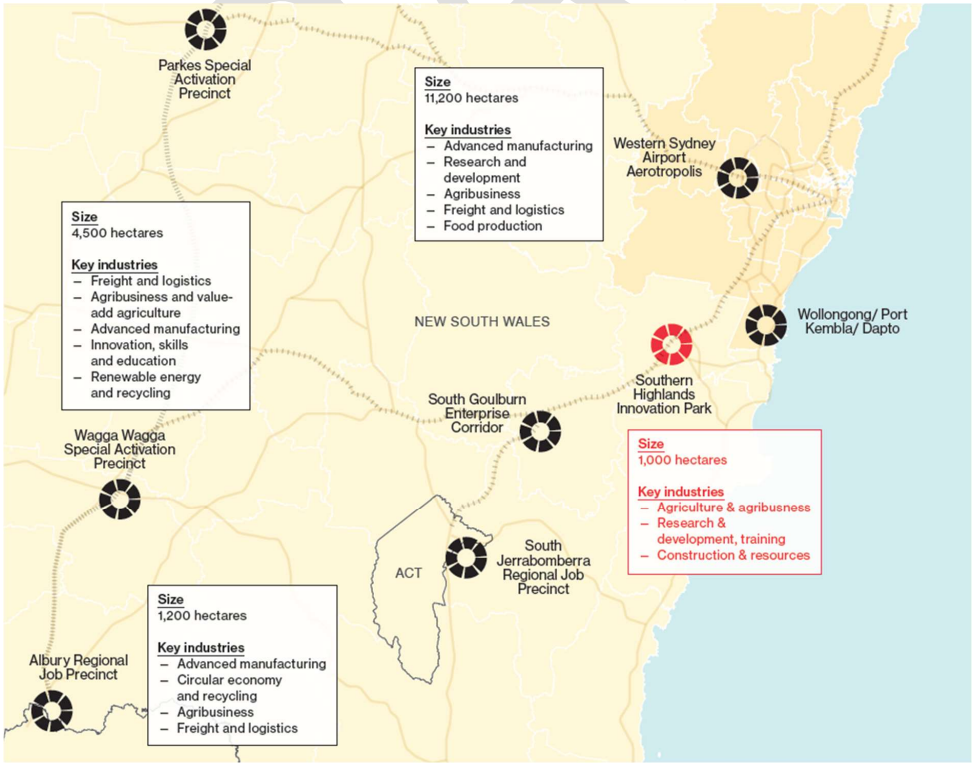


Figure 2 Location of the Southern Highland Innovation Park (source: SHIP Master Plan)

Purpose of this document

Fit-for-purpose governance arrangements are a key enabler of a successful innovation precinct. They outline the approach to achieving the vision and goals of the precinct, through principles, structures, roles, and actions. These arrangements provide stakeholders with clarity and transparency, which contributes to investment confidence.

The purpose of this Governance Strategy is to establish a framework for how Council will work towards realising the vision of the SHIP Master Plan, in collaboration with the broader stakeholder ecosystem.

The strategy is developed in the context of:

- Acknowledging that the realisation of the SHIP is a long-term process and understanding that horizons will be required to facilitate its delivery. Outlining what activities and actions needs to happen across horizons that support the precinct in achieving short, medium, and long-term goals.
- An ecosystem of stakeholders is required in delivery. Identifying the key stakeholders including government, landowners, industry, business and community, and their roles and responsibilities is needed to ensure there is a shared vision, coordinated efforts and accountability.

This document should be read in conjunction with the Master Plan.

Policy settings

The development of the SHIP should support the economic and social outcomes of the region, such as providing high-value jobs to facilitate better access to housing to attract and retain young people. To ensure there is strategic alignment between the vision of the SHIP and the outcomes of the region, the Governance Strategy references key strategic plans and priorities at local, State and Federal level that concern economic development, local vibrancy and community engagement of the region.

Local and regional plans

Document	Summary and alignment
Community Strategic Plan: Wingecarribee 2041	Within the NSW Integrated Planning and Reporting Framework, Councils are guided by their Community Strategic Plan (CSP), which aligns with relevant State and Regional strategies and informs all other Council strategies and plans. The CSP outlines the community's vision "In 2041 we will be a healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment." In delivering this vision, the CSP identifies five key themes which are supported by a range of goals. The key themes are: Leadership, People, Places, Environment and Economy. The SHIP will be aligned with the following CSP goals: • 1.1 Ethical and trusted levels of government that work together in the best interest of the Shire • 2.3 A creative, diverse and vibrant community

	• 3.3 Liveable and sustainable communities • 4.4 A resilient Shire that takes action on climate change • 5.1 People want to visit, work and invest in the Shire • 5.4 A supported and connected local business community
Wingecarribee 2040 Local Strategic Planning Statement	The Local Strategic Planning Statement (LSPS) supports the CSP objectives and sets out the land use vision for the next 20 years. This vision creates a framework to address the community's economic, housing, social, and environmental needs. The LSPS is underpinned by six priority areas: Environment, Rural Lands, Economy, Housing, Infrastructure and Places. The SHIP responds to the following priority actions: • 1.1 Reduce carbon emissions and increase energy, water and waste efficiencies • 1.2 As a Council and as a community, we seek to mitigate, adapt and build resilience to climate change and natural disasters • 1.4 To minimise the impact of land use planning and change on threatened species and the ecosystems • 1.5 Conserve and protect waterways, wetlands and groundwater • 3.1 Our Shire supports businesses' and attracts people to work, live and visit • Priority 3.2 Local business is supported through a connected community • 5.1 Plan for and deliver enabling infrastructure to unlock the potential of the Southern Highlands • 5.2 Ensure our growing communities are supported by essential infrastructure • 6.1 Maintain the unique character of our towns and villages, separated by rich natural areas and rural landscapes • 6.3 Enhance the liveability of our towns and villages, with facilities and services to support a healthy, culturally rich and socially connected Wingecarribee community
Southern Highlands Destination Strategy 2020-2030	The Destination Strategy seeks to leverage identified opportunities and attract residents through economic development, job creation and place making. It is built on the foundation of four pillars: People, Place, Prosperity and Partnerships. Development of the SHIP will respond to all four goals identified in the document: • We will attract new jobs/residents and ensure we have the required local training • We will enable our towns and villages to strengthen as vibrant and active places respecting the heritage

	• We will focus on key industries that can add jobs and value to our economy • We will work with industry partners and all tiers of government to deliver our new future.
Draft South East & Tablelands Regional Plan 2041	Incorporating 9 Local Government Areas across NSW and ACT, the region includes the nation's capital, Canberra, and regional hubs such as Moss Vale, Goulburn, Queanbeyan. The Regional Plan provides a land use and planning framework to create prosperous and liveable communities across this region, by enhancing climate resilience, connectivity, economic development, and preservation of the culture and environment. Within the Regional Plan's key objectives, the SHIP is aligned with the following: • 4: Preserve the heritage and character of the region's towns and villages • 7: Build resilient places and communities • 8: Plan for a net zero region by 2050 • 11: Realise economic benefits from a connected regional economy • 12: Promote a year-round visitor economy • 13: Promote innovation and sustainability in agriculture and aquaculture industries • 14: Support the development of a circular economy • 15: Promote business and employment opportunities in strategic locations • 21: Provide efficient access to infrastructure and services • 23: Enhance strategic transport links • 24: Adapt infrastructure to meet future needs

Addressing Council's objectives

As demonstrated in the above documents, Wingecarribee Shire Council is focused on nurturing vibrant and thriving communities within its local government area and building a strong and resilient future.

Council recognises the SHIP's strategic significance and potential as a vehicle to achieve community outcomes for the region. Therefore, Council is investing in the project with the goal to realise social, economic, and environmental benefits for our residents, businesses and future generations.

State and Federal priorities

Initiative	Summary and alignment
NSW Innovation Blueprint[1]	The development of an Innovation Blueprint by Investment NSW recognises the ability of an innovation ecosystem to deliver for NSW. It identifies the value of innovation, along with research and development activities, as essential for the community's prosperity as they generate economic activities and employment opportunities. Sectors such as advanced manufacturing, agrifood and data have shown great potential for growth. Active investment and fostering of innovative businesses will ensure there are well-paying jobs near where the community lives.
NSW Premier's announcement[2]	Reviving the advanced manufacturing industry is key to growing local skills and jobs. The Premier announced in September 2023 that there is a renewed focus on boosting skills, jobs and regions. NSW will follow the global trend to rebuild local manufacturing capacity. This aims to address the 71,000 jobs lost in the manufacturing sector over the last decade and increase the productivity and resilience of NSW through creating a local pipeline of skilled workers.
NSW Decarbonisation Innovation: 2023 Study[3]	The commitment towards Net Zero transition and decarbonisation also creates innovation and commercialisation opportunities for NSW. Research and development in electrification, electronic vehicles and low carbon concrete is expected to create knowledge, specialisation and enhanced interactions between academia, industry and market.
Federal Budget 24-25[4]	Announced as part of the 24-25 Federal Budget, A Future Made in Australia is a $22.7 billion package aimed at maximising economic and industrial benefits of transitioning to Net Zero. The initiative will support the development of new technologies, capabilities and a skilled workforce across the nation in sectors such as industry, resources and agriculture. The program is expected to provide more tertiary education opportunities, invest in innovative businesses and create a talent pipeline for key sectors.
National Reconstruction Fund[5]	The National Reconstruction Fund is a major Federal financing program that supports the advancement of industrial and technological capabilities. This program has identified 7 priority areas that best align with the interest of the nation's future in increasing Australia's competitiveness and ability to create long term, well-paid jobs of the future. These priority areas are: • Resources

[1] https://www.nsw.gov.au/departments-and-agencies/enterprise-investment-and-trade/ministerial-media-releases/building-innovation-sector#:~:text=The%20Minns%20Labor%20Government%20will,support%20the%20NSW%20innovation%20sector
[2] https://www.nsw.gov.au/media-releases/changes-to-minns-government-ministry-strengthens-focus-on-skills-jobs-and-regions#:~:text=Minister%20for%20Finance%2C%20Minister%20for,to%20build%20things%20that%20work.
[3] https://www.chiefscientist.nsw.gov.au/__data/assets/pdf_file/0011/588026/NSW-Decarbonisation-Study-WEB.pdf
[4] https://budget.gov.au/content/03-future-made.htm
[5] https://www.nrf.gov.au/

	• Transport • Medical science • Defence capability • Renewables and low emission technologies • Agriculture, forestry and fisheries • Enabling capabilities (including advanced manufacturing, agriculture and mineral processing).

Addressing State and Federal priorities

With a dedicated precinct for Research, Training and Advanced Manufacturing, and the vision to create a circular, low-emission Heavy Industry and Construction Precinct, the SHIP is well-positioned to deliver State and Federal policy objectives.

This alignment will also enable the SHIP to take advantage of State and Federal schemes that support the development of focus industries and priority areas. It should be noted that the extent of the support available will be dependent on specific initiatives and the support programs identified above may not necessarily be applicable at the current stage of the SHIP.

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The importance of governance

Defining governance for innovation precincts

Governance is a system or framework for managing organisations and groups. It defines how authority is delegated and ensures accountability of its people. It also designs interactions between members and broader stakeholders to ensure successful collaboration.

The NSW Audit Office states that good governance is the '*high-level processes and behaviours that ensure an organisation performs by achieving its intended purposes, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency.'*[6]

Within the context of innovation precincts, the Global Institute on Innovation Districts defines governance as coordinated action across stakeholders, whose place-based *'mission is to advance an R&D ecosystem, drive new forms of equitable and sustainable growth, and physically transform the land in the process.*'[7]

An appropriate and well-considered governance framework is essential to support the development of the SHIP as it encompasses a broad range of stakeholders. Effective governance ensures stakeholders and activities within the SHIP are coordinated to deliver its shared vision.

Maintaining community trust is also at the forefront of Council's agenda. Establishing a governance structure that will demonstrate Council's accountability and support the current and future needs of the community remains a key priority.

The need for an adaptable governance framework

It takes many years for an innovation precinct to develop into a sophisticated network. Governance arrangements for innovation precincts need to be able to change over time to respond to evolving needs.

Across stages of development, governance operating models can include simple networks that share information, strategic alliances that coordinate and align activity and investment, or involve dedicated facilitators and organisations to drive collaboration.

Getting the governance settings right can help to ensure that:

- Participants are engaged in the precinct
- Sufficient resources are available and financing is properly managed
- Activities are efficiently executed
- Overarching goals are met.

[6] https://www.audit.nsw.gov.au/our-work/resources/governance-lighthouse#:~:text=Good%20governance%20is%20those%20high,of%20probity%2C%20accountability%20and%20transparency.
[7] https://www.giid.org/why-innovation-districts-need-effective-governance/

Coordination to deliver innovation

The success of innovation precincts is underpinned by the following 8 factors. Governance provides a mechanism to organise precinct stakeholders and cultivate precinct strengths to deliver the other success factors.

8 success factors for innovation districts[8]
1. **Governance arrangements** that nurture the precinct's vision and its long term economic development objectives.
2. **Highly accessible location** is important for attracting workers. Businesses will not locate in precincts if they cannot attract workers to that location. Accessibility is also important for business to business connections.
3. **Credible and reputable anchor enterprises** or institutions that are present, relevant to and engaged with industry. These can include hospitals, universities, research centres or large corporations. It is important they operate in industries relevant to the precinct to promote engagement.
4. **Critical mass** of related enterprises to promote activity and vibrancy which will assist in creating an amenable environment.
5. **Vibrant, amenable and walkable physical environment** often through mixed-use and dense development.
6. **Well connected digital environment** to attract technology firms and enable highly efficient global communications.
7. **Open and democratic operating environments** that promote a mindset for collaboration. Collaboration will not occur spontaneously; it is a long-curated process.
8. **Flexible design** that promotes scalability and continual evolution as firms expand or shrink. Shared or collaborative spaces that facilitate collaboration such as conference facilities and meeting rooms to facilitate formal interactions.

To secure the essential factors identified above, the governance framework for innovation precincts must support the vision of the precinct and transitions through development stages.

The framework should initially focus on attracting like-minded institutions and firms and create the essential infrastructure. Once established, the governance framework should continue cultivating a collaborative culture and encouraging activities within the precinct to maintain its value and competitiveness.

[8] https://sgsep.com.au/assets/main/SGS-Economics-and-Planning-Innovation-Precincts.pdf

Principles and objectives guiding the SHIP

The SHIP's governance arrangements will facilitate realisation of its vision, delivering positive social, economic and environmental outcomes through innovation and land development. It takes into consideration local policy settings and community sentiments, and sets out the roles and responsibilities of key stakeholders in each development horizon.

The outcome of the activities should lead to the creation of a place-based innovation economic powerhouse, generating commercial investments, research and development activities, social networks and employment opportunities within the SHIP.

Stakeholders

The Triple Helix model of innovation describes that innovation originates through interactions between research (academia), industry and government. Ensuring presence and engagement from each of the three sectors is essential to deliver the innovation positioning of the SHIP. Government involvement should include collaboration and engagement with all levels of government, as support from State and Federal government play a vital role in the growth of employment and innovation precincts.

Community support and engagement also play a fundamental role in the success of the precinct. The governance structure must provide communication channels and allow different perspectives to be heard. This includes landowners, developers, precinct tenants and the local community and workforce.

You talked, we listened

Stakeholder engagement and community consultation have been conducted to inform the development of the Master Plan and Governance Strategy. These interactions captured the needs of each group and identifies the requirements for a successful governance framework.

Local voices from Wingecarribee Shire and lessons learnt from NSW innovation precincts

- Building trust and gaining stakeholder buy-ins is critical to a precinct's success. For example, landowner support will ensure the land is developed and transferred to tenants who share the same vision.
- A successful governance framework provides clarity regarding how the precinct should operate. It should allow diverse perspectives to be heard and balance different interests. An independent governance model can protect the precinct from being affected by changes in direction or leadership in stakeholder organisations.
- A formalised governance agreement is more likely to create confidence and attract investment. Having dedicated resources to secure public funding and attract private and institutional investment can greatly contribute to the success of the precinct.
- Governance arrangements typically evolve over the course of a precinct's life, and they should be reviewed regularly to ensure they remain fit for purpose.
- The vision and governance of the precinct should enable localised workforce development, generating, retaining and attracting talent to its innovation ecosystem. It should also provide training and employment opportunities and help residents stay in the area.

Value and priorities

Core stakeholders involved in the development and activity of an Innovation Precinct are outlined below, along with their objectives and relationship to the SHIP.

Stakeholder	What SHIP needs	What stakeholder wants
Community	Confirm the social licence for the SHIP	An innovation precinct that provides education and job opportunities close to home, consistent with local landscape
Land owners	Champion a shared vision and investment into the SHIP	Clarity of vision of SHIP, how to work with Council and the ability to attract the highest value and best use of their land
Small business	Champion a shared vision, investment and establishment in the SHIP. Involvement in creating a network of activity	Access to affordable land, labour, supply chains and markets as well as certainty of planning and enabling infrastructure
Large business		
Venture capital and other investors	Champion a shared vision, investment into the SHIP and working with the innovation ecosystem to develop and mature	Ability to invest and scale
Education providers and research	Innovation precincts are characterised by knowledge 'anchor institutions' that bring talent development, research and development to the broader precinct activity	Access to an innovation environment (living lab) and ability to collaborate with industry
Council	Leadership and vision as a facilitator	Achieve the vision of the SHIP – creating innovation, industry, education, jobs and employment
State Government	Coordinated support and investment aligned to State Government priorities	Provision of affordable, serviced and well located employment land supporting government priorities
Federal Government	Coordinated support and investment aligned to Federal government priorities	Development of priority industries, support moves to decarbonisation and Australian manufacturing.

Acknowledging the diverse needs and priorities within the SHIP's stakeholder groups, an independent, multi-stakeholder approach with sub-committees or reference groups may assist in organising different cohorts and balancing perspectives.

Accountability and decision making

To achieve the shared vision of the precinct, it is important to understand at each stage of development:

- What the SHIP's objectives are to inform governance and operational activities
- What role Council should play to support investment, research and industry
- When and how participation and endorsement from the broader stakeholder ecosystem is essential.

A roles and responsibilities framework can provide clarity and manage stakeholder expectations. It articulates expected contributions from each stakeholder, creating a methodological approach to confirm their function and capacity. An accountability framework also should be implemented as part of the precinct governance. It ensures sufficient consultation, collaboration, and consensus before decisions are made and indicates how authority is exercised.

There should also be provisions to enable sub-committees and working groups to be established within the stakeholder groups to better coordinate shared interests and efforts.

These mechanisms ensure the alignment between precinct needs, stakeholder resources and ensuring a smooth delivery and good outcomes. It is one of the first moves of Council for Horizon 1.

Communication and networking

Clearly identifying the communication channels used and frequency of communication is essential to keep stakeholders informed and involved. Methods should include regular updates, meetings and more informal touchpoints.

In addition to any governance arrangements, broader communication with all stakeholders at all times is required. This is also due the changing role of stakeholders across time based on needs of the SHIP.

Who	Community	Innovation Stakeholders	Government (State & Federal)
Why	Increase local awareness of the land use and vision of SHIP Keep informed and updated on progress	Achieve goals of Master Plan and emergence of an innovation precinct	
How	Usual Council engagement strategies	Establish network Identify significant stakeholders for key client relationship management	Establish agreed working arrangements with agencies, facilitated with Regional NSW

Aside from guiding stakeholder interactions within the SHIP, the governance framework should also ensure that there are networking mechanisms to enhance collaboration. A culture of knowledge sharing, open discussions and consistent interactions will ensure stakeholders continue to participate and contribute towards the realisation of the shared vision. For example, a Human Resources working group could support businesses within the SHIP and form a Community of Practice to better understand and address the needs of the workforce.

Horizons

The development of the SHIP is a long term process and multiple horizons will be required to facilitate its delivery. Through its development, governance and operational arrangements should adapt to meet the evolving needs of the precinct and its stakeholders.

This strategy establishes three development horizons (see Figure 3 below) that identify the changing needs to deliver short, medium and long term objectives of the SHIP.

Horizon 1 represents the most immediate stage where advocacy, investment and attraction are the main focus. During this horizon, Council needs to confirm its roles as coordinator and how it will engage with stakeholders with the aim of shared agreement of a supporting governance model.

Once the SHIP has secured some of the necessary building blocks, it will progress to Horizon 2. Land development and construction will be scheduled and delivered.

Finally, the SHIP will enter its future operational state which is represented by Horizon 3 where Council and the stakeholder ecosystem are supporting a mature innovation precinct that is a source of education, research, employment, services and products.

The activities and responsibilities of Horizon 1 can be most clearly identified, as it reflects the key actions the Council should undertake now to realise the Master Plan. Horizons 2 and 3 will be informed by the outcome of the previous horizons, and their activities and governance arrangements are yet to be clearly defined.

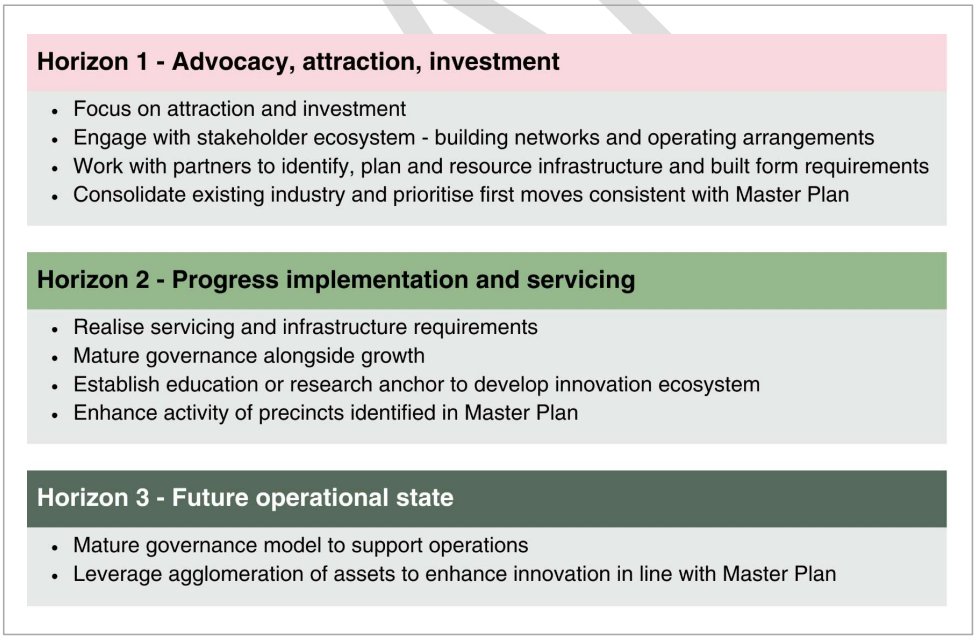


Figure 3 Three horizons of governance and implementation of the vision of SHIP

Governance horizons and growth staging

The SHIP Master Plan presents 4 precincts: Heavy Industry and Construction, Agribusiness and Agri-Innovation, Activity Hub/Creative Precinct, and Research, Training and Advanced Manufacturing.

While each precinct is expected to undergo three stages of growth, its progress will depend on existing activities and future investments and will not necessarily be sequential. Therefore, defining priorities for precincts should be a key action in Horizon 1. For example, leveraging existing operations in Heavy Industry and Construction Precinct to create a cluster of development and activities. This will allow Council to focus its advocacy efforts and provide a more targeted approach to attract investment and ensure the SHIP builds momentum.

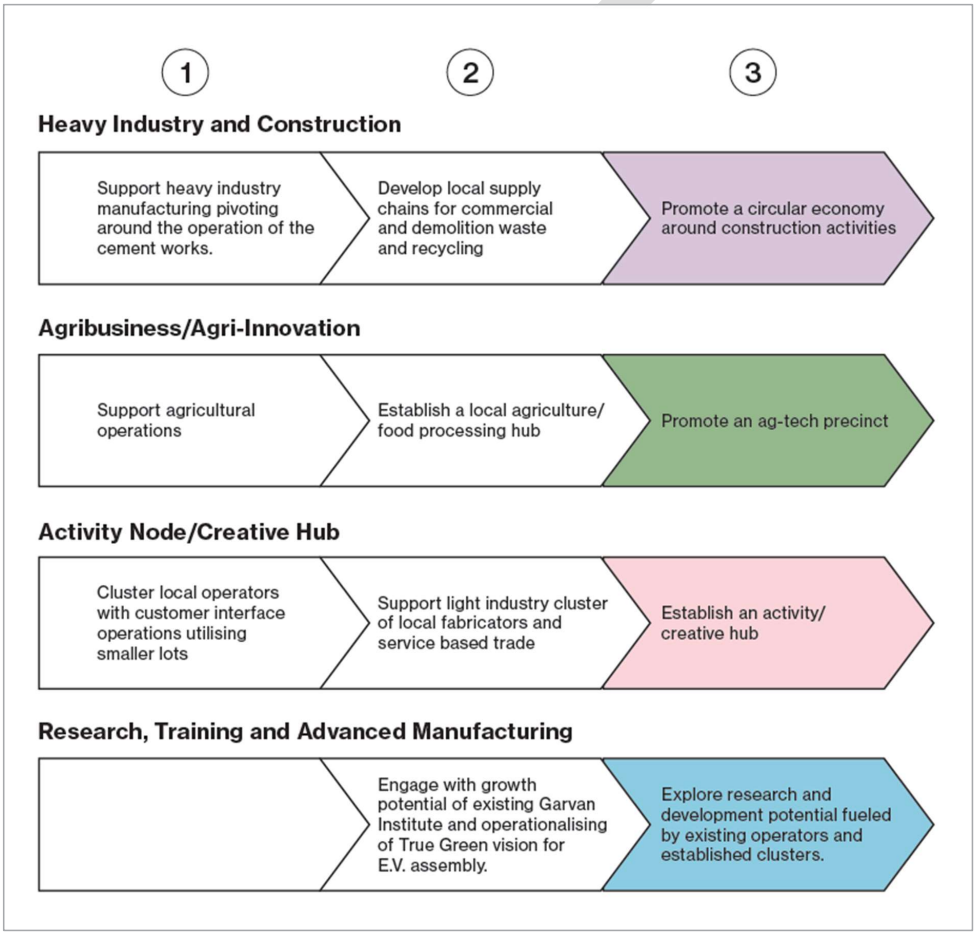


Figure 4 Staging of SHIP precincts (source: SHIP Master Plan)

Governance operating models

Governance models can range from casual, network based connections to formal consortiums. Governance models typically evolve over time during the life of a precinct, based on the objectives and needs of the stakeholders.

During establishment and Horizon 1, a more informal model can provide flexibility and incentivise stakeholders to participate at low risk. As the SHIP matures, a more formal and committed model should be considered to ensure active participation.

The following four potential models for collaboration governance have been identified in the context of SHIP.[9]

Model	Descriptions	Characteristics
Network	An informal collaboration where members exchange information through meetings, communities of practice or conferences.	**Mission:** General statements of purpose **Operating instruments:** Informal, consensus
Association	A membership-based model that deepens relationships where members interact on common themes. People and organisations pool their interests, and sometimes resources, to work towards an end result that has only been loosely defined or articulated.	**Mission:** Specific statements of purpose **Operating instruments:** Memoranda of Understanding
Strategic Alliance	A committed agreement between two or more parties to pursue a set of agreed objectives, while remaining independent organisations.	**Mission:** Clear Statement of purpose **Operating instruments:** Formal agreements and obligations
Incorporated Entity	Formally established corporate arrangements that cover governance, management and accountability protocols. They may require formation of a corporate entity. They give effect to strategic partnerships between parties where there are significant resource commitments involved, and delivery of outcomes is required.	**Mission:** Clear statement of objectives, results **Operating instruments:** Incorporation, legislation, deed

Appendix B presents these governance models in detail.

[9] https://howardpartners.com.au/wp-content/uploads/2023/01/RIS3-Paper-RSA-Conference-Seville-Presentation.pdf

Activities to deliver the SHIP

The governance arrangements need to influence and support activities required to implement the Master Plan.

Governance sets the framework to be able to deliver on specific activities to achieve objectives. The focus of activities has been identified across 3 key domains:

Domain	Focus areas
Commitment and leadership	Vision Governance Engagement
Investment	Enabling infrastructure Funding support Innovation ecosystem development Workforce development
Policy and local environment	Land use planning and placemaking Industry attraction Research and education.

Specific activities identified during the development of this strategy and the Master Plan are included in **Appendix C – priority activities.**

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Implementation

A Strategic Alliance to realise the vision of SHIP

The aspirational model for guiding governance of the SHIP is a formal, committed Strategic Alliance. Stakeholders, including firms, industries, institutions and government, are joined by a clear statement of purpose to work toward delivering the vision set out in the SHIP Master Plan.

Strategic Alliance is a highly effective model for fostering innovation and development opportunities. Through a formal agreement, members demonstrate a high level of commitment compared to informal arrangements. Members also have an obligation to pursue shared objectives, ensuring ongoing engagement and contributions.

Another benefit of the Strategic Alliance model is its flexibility to accommodate growth and progression. Despite being a formal arrangement, members remain independent organisations. This allows new start-ups and specialisations to arrive at the SHIP and become part of the ecosystem without having to make structural or operational changes.

Unlike Incorporated Entities, where arrangements and interactions are overly prescriptive and administrative heavy, Strategic Alliance maintains a balance between agility and commitment.

While the Strategic Alliance model is the ultimate goal for organising the SHIP, more casual and informal arrangements must be established first to create momentum. The following sections describe the recommended arrangement for each development horizon with the goal of establishing a Strategic Alliance by Horizon 3.

Horizon 1: Advocacy, attraction, investment

Currently, the SHIP is in the early stages of planning and establishment. The focus is on attraction and investment to continue the momentum and develop this opportunity into a significant source of regional strengths and economic growth. Governance needed at Horizon 1 is a step towards the ultimate governance framework.

Implementation roadmap

Objectives	• Understand stakeholder aspirations and commitments regarding governance, operations and development to establish initial governance arrangements • Onboard key stakeholders of the SHIP across innovation ecosystem • Work with State Government stakeholders to coordinate and advocate requirements for SHIP • Confirm and secure resourcing required (financial & non-financial) to develop the SHIP • Identify strategic land use planning needs and progress any required changes in line with the Master Plan • Investigate governance options to support future development

Role of Council at Horizon 1	As the facilitator of the SHIP, Council will guide the implementation of the Master Plan. During Horizon 1, Council will be responsible for establishing initial governance arrangements by strengthening relationships and understanding the level of commitment stakeholders want and will sign into. The image below represents key functions.

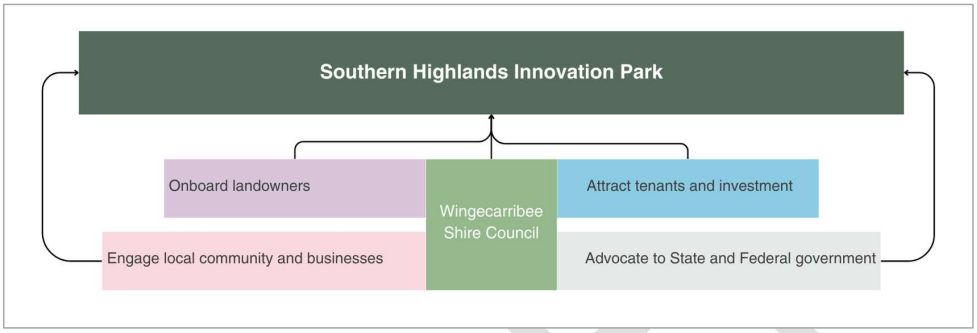


Figure 5 Wingecarribee Shire Council's functions during Horizon 1.

Recommended actions

Action	**1. Establish a network-based governance model**
Description	Guided by the horizons, the implementation of the governance strategy will take a staged approach, responding to the different objectives as the SHIP develops. Using the principles and objectives set out in the previous section, a network-based governance model should be selected and implemented reflecting the objectives and maturity of Horizon 1.
Activities	• Engage with stakeholder ecosystem – building networks, understanding needs and appetite for governance operating arrangements • Develop stakeholder management plan • Confirm governance approach following engagement • Onboard key stakeholders of the SHIP • Coordinate stakeholder voices and allow diverse perspectives to be heard • Continuously work with key stakeholders to nurture relationships and cultivate further commitments to enable transition to the next horizon.
The role of Council	As the facilitator of the SHIP, Council is responsible for working with stakeholders and onboarding landowners. This includes investigating

	and testing potential governance arrangements and establishing the initial governance model.
Stakeholder input	Key stakeholders, such as landowners and existing local businesses, should respond to Council's proposed governance arrangements and provide sufficient engagement and commitment to demonstrate the development potential of the SHIP.
Options and recommendation	Within the 4 governance operating models identified in the previous section: Network, Association, Strategic Alliance, Incorporated Entity, a more informal model will be successful in providing a platform for collaboration while many aspects of the SHIP are yet to be established. It allows stakeholders to participate in the initiative with minimal financial and operational input. Therefore, the network model is a viable starting point for building confidence and relationships among stakeholders. With a loose structure established, it will guide further work required to attract businesses, institutions and investment and allow a natural progression to a more structured governance model as the SHIP moves forward. While the network model does not typically require a signed commitment, artefacts such as a Memorandum of Understanding (MoU) will be helpful to signal local interest and advocate for broader support.
Measure of success	• Established governance arrangements that are well-resourced and endorsed by key stakeholders.

Action	**2. Make the first move**
Description	To encourage development, Council should identify internal opportunities or operational activities to locate within SHIP. This allows Council to demonstrate leadership and act as an early mover to de-risk further investment from other stakeholders.
Activities	• Identify opportunities for Council to align existing and potential activities with SHIP Master Plan principles • Make arrangements to locate activities within SHIP • Deliver activities and invite development in surrounding areas
The role of Council	As a landowner within SHIP, Council has the power and opportunity to be a first mover in the establishment of the SHIP.
Measure of success	• Council activities located within SHIP

Action	3. Establish a mechanism to coordinate the attraction of businesses, institutions and investment
Description	To progress development, the precinct will need to attract businesses, institutions and investment. Investment in enabling infrastructure increases the value and willingness for institutions and businesses to locate within SHIP. Institutions also bring research and workforce development capabilities to the precinct and create an ecosystem to support businesses within the SHIP. This will assist in realising the SHIP's vision to diversify the economy and retain young, skilled workers.
Activities	• Review existing capabilities and resourcing capacity within Council • Establish a mechanism within Council to coordinate investment attraction • Develop investment prospectus and ancillary marketing material • Identify education or research providers to act as anchor institutions • Establish key relationship leads with major landowners, other landowners and potential investor businesses • Develop implementation plan for key activities and milestones, including approach for industry attraction, enabling infrastructure and broader awareness communications for community and other stakeholders to understand land use and long term vision for the site • Professional development in investment advocacy for Council staff • Work with State Government agencies (i.e. Regional NSW and Investment NSW) to secure funding for enabling infrastructure, including: – Secure funding for Moss Vale by-pass and Berrima deviation – Address utility supply and connection constraint – Address digital connectivity constraints
The role of Council	As a connector between stakeholders, Council should engage major landowners to attract anchor institutions or undertake large-scale development. Council should also be responsible for advocating for government support to enable development. This can be through State and Federal schemes and funding programs.
Stakeholder input	Stakeholders can strengthen Council's ability for advocacy and investment attraction by participating in these activities and working towards a shared vision. Stakeholders with common interests can establish committees and/or reference groups to support Council initiatives and demonstrate need.

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Options and recommendation	Two mechanisms have been identified to carry out investment coordination within Council: • Steering Committee The Committee should include key actors within Council, across economic development, planning and strategic outcomes. The role of the committee is to design a robust advocacy strategy to attract funds and encourage land use development. • Investment Concierge A dedicated person or team within Council to provide streamlined support across enquiries, connecting with landowners, incentive programs and development approvals. In addition to handling inbound requests, the Investment Concierge will develop market intelligence and actively seek out investors and partners to join the SHIP. It is recommended that Council set up a steering committee to coordinate existing knowledge and resources within Council to commence the project. As the SHIP gains traction, a dedicated Investment Concierge should be appointed to simplify the touchpoints with Council and streamline the process of investment attraction. The Steering Committee may remain to ensure there is strong engagement and oversight across key Council teams.
Measure of success	• Secured partnerships and support required to develop the SHIP, including funding for infrastructure delivery • Curated anchor tenants to support innovation objectives

Action	**4. Align land use zoning needs with future development**
Description	The Master Plan has identified four precincts within the SHIP with dedicated purpose. The current land use zoning will need to be updated to support these directions.
Activities	• Review land use zoning following the endorsement of the Master Plan • Amend Local Environmental Plan for proposed land use zoning of Master Plan • Work with partners to identify, plan and resource infrastructure and built form requirements • Develop supporting 'playbook' to guide design principles for new development • Embed Master Plan into Development Control Plan (Moss Vale Enterprise Corridor)

	• Integrate SHIP objectives into Council's other key strategies including transport, Regional Economic Development, Housing and Destination strategies, and the Local Strategic Planning Statement.
The role of Council	Council is responsible for ensuring the land use zoning is appropriate for identified future uses and all plans and strategies are up to date.
Stakeholder input	Community and landowner feedback will be captured prior to the endorsement of the Master Plan.
Measure of success	• Local Environmental Plan amended • Development playbook produced • Relevant plans and strategies updated

Action	**5. Identify a suitable governance model for Horizon 2**
Description	As the SHIP progresses and achieves the objectives of Horizon 1, a new set of priorities and key players will also emerge. This will include anchor businesses and institutions, and where they are located will likely determine the areas within the SHIP that will be accelerated. With increased certainty and maturity, there is a need to re-align the governance model with new priorities and active stakeholders.
Activities	• Review stakeholder needs and precinct priorities • Investigate governance options to support future development • Ensure adequate resourcing and get stakeholder buy-ins to implement the new model at the start of Horizon 2.
The role of Council	Council is accountable for understanding stakeholder aspirations and commitments throughout the development of the SHIP. Council should initiate regular reviews of governance models and adapting the model to maximise future development potential.
Stakeholder input	Stakeholder participation in designing and selecting the governance arrangements and models is essential to ensure the solutions are suitable.
Options and recommendation	As the precinct matures, Council's role will transition from being the catalyst to the supporter of economic and innovation activities generated by precinct tenants. A more structured governance model can assist in securing firm commitments from key players and delivering a coordinated development approach.

	Council can consider the following governance options: • **Association** A membership-based structure that facilitates the pooling of interests and resources toward the shared vision. This model will continue to rely on Council as the facilitator yet provides members with a higher degree of influence. • **Strategic Alliance** The Strategic Alliance operates on formally established agreements and obligations. It is an independent entity with representatives from key stakeholders, including Council. This structure will no longer solely rely on Council's ability to convene. Instead, it will provide more power to members and demand more input.
Measure of success	• Governance model for Horizon 2 identified, resourced and endorsed

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Looking forward

Once Horizon 1's objectives have been achieved, the SHIP will progress to Horizon 2, where servicing and construction will take place, before arriving at Horizon 3 the final operational state.

The specific actions and needs of future horizons will be informed by the outcomes of the previous horizons, and their activities and governance arrangements will be defined as the SHIP evolves.

Horizon 2: Implementation and servicing

Objectives	• Mature governance structure alongside land development • Continue advocacy and attraction efforts
Key outcomes	• Implement a revised governance framework • Attract more tenants and development to the SHIP • Deliver infrastructure, buildings, amenities and other physical assets for the SHIP • Identify future governance framework for operational state
Recommended actions	• leverage cohort strengths and ensure all perspectives are heard by creating sub-committees or reference groups within the governance structure • Prepare for the transition to the Strategic Alliance model by drafting formal agreements and getting consensus on member obligations.
The role of Council	During the servicing and construction phase, the governance arrangements of the SHIP will begin to be implemented. Depending on the chosen governance model, the Council could begin to transition to a support role, enabling the governance entity to organise the precinct. In the case a more informal, network-based governance model is selected, Council will likely continue to be the key facilitator of the SHIP, ensuring the directions and actions of the precinct continue to align with the shared vision.

Horizon 3: Future operational state

Objectives	• Review governance framework • Enable collaboration and foster innovation • Continue advocacy and attraction efforts
Key outcomes	• Renew governance framework to ensure it is fit for purpose • Develop networking assets within the SHIP • Attract more tenants and development to the SHIP • Review and update governance arrangements as needed

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Recommended actions	• Transition to Strategic Alliance governance model • Establish formal agreements, supported by Business Plan, budget and a dedicated management team
The role of Council	Once the SHIP becomes operational, the governance model may evolve to reflect the tenant makeup and their ambitions. The role the Council plays will also evolve. While industry and research typically take the lead in this stage, Council engagement and participation will remain constant to provide support to the precinct and ensure positive outcomes for the community.

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Appendices

Appendix A. Enabling place-based innovation

An innovation ecosystem is defined as '*The networks, supply chains, services, finance and leadership that enable innovation to flourish and concentrate in a physical location.*'[10] Understanding what elements are essential informs how innovation precincts should be organised.

The Brookings Institute divide these elements into three categories[11]:

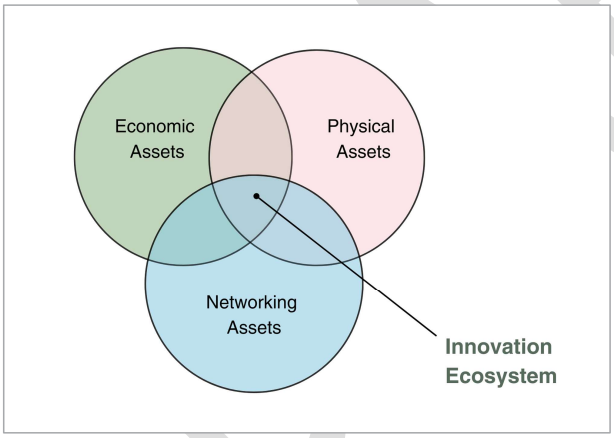


Figure 6 Three categories of assets required to create an innovation ecosystem

Economic assets

Economic assets are the drivers, cultivators, and supporters of innovative activities within the precinct. These include institutions, firms, incubators, startups, and support services such as food outlets and shops. These assets generate economic value for the precinct and drive ongoing employment.

Physical assets

[10] https://www.investment.nsw.gov.au/assets/Workforce-Development-in-Innovation-Precincts_Sept2023_LR.pdf
[11] https://www.brookings.edu/articles/rise-of-innovation-districts/#:~:text=A%20new%20complementary%20urban%20model,ups%2C%20business%20incubators%20and%20accelerators.

From buildings and workforce housing to amenities such as open spaces and roads, physical assets deliver the infrastructure necessary for place-based activities and connectivity. They provide workspaces for precinct tenants and are designed to enhance engagement and collaboration.

Networking assets

Local networks and relationships between players within the precinct accelerate ideation and commercialisation. Both formal and informal ties contribute to the advancement of the precinct. Popular examples include partnership between local firms and institutions, networking events, and field-specific workshops such as hack-a-thons.

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Appendix B. Governance models

In the paper, *'Governance Models and Frameworks for Smart Specialisation'*, Howard Partners describes four models for collaboration governance.[12] The table below steps out the governance structures around each model.

Attribute	Governance structure			
	Network	**Association**	**Strategic Alliance**	**Incorporated Entity**
Basis of governance	Shared interest, informal connections	Collective action, membership	Joint action in deed of agreement	Provisions of the Corporations law
Level of participant commitment	Loose, causal, voluntary	Weak	Strong, committed	Enforceable
Mission	General statements of purpose	Specific statements of purpose	Clear Statement of purpose	Clear statement of objectives, results
Outcome focus	Limited	Specific	Focused	Strong
Breadth of agenda	Narrow	Specific interests	Focused	Encompassing strategy
Governing board involvement	Casual	Limited	Strong	Diligent
Decision making processes	Consensual	Representative	Contractual	Corporate, judgmental, expert
Role of Chief Officer/Secretary	Administrator, facilitator	Administrator, adviser, broker	Executive, manager, broker	Executive (decision maker) manager
Role of Finance Officer	Absent, limited funding	Important	Significant	Critical
Focus of operations	Communication, knowledge sharing	Cooperation, consensus	Coordination, alignment	Corporate, integrated
Cost of formation	Minimal Exchange of letters, emails	Low Registration as Not for Profit Association	Moderate May involve contract lawyers and counsel	High Expensive lawyers and accountants
Operating instruments	Informal, consensus	Memoranda of Understanding	Formal agreements and obligations	Incorporation, legislation, deed
Basis of operation	General agreement, good will	Statements of Intent Membership fees	Agreed Business Plan and budget	Legal Entity
Cost of operation	Minimal	Low	Moderate	High
Capacity to deliver large programs/ projects	Limited – small specific projects	Moderate – project specific	High – project specific	High – project and program specific
Accountability to stakeholders	Informal reporting Project acquittal	Formal reporting in financial statements	Formal reporting in financial statements	Formal reporting covered by law
Risk for stakeholders	Minimal	Low	Moderate	High

[12] https://howardpartners.com.au/wp-content/uploads/2023/01/RIS3-Paper-RSA-Conference-Seville-Presentation.pdf

Appendix C. Priority activities

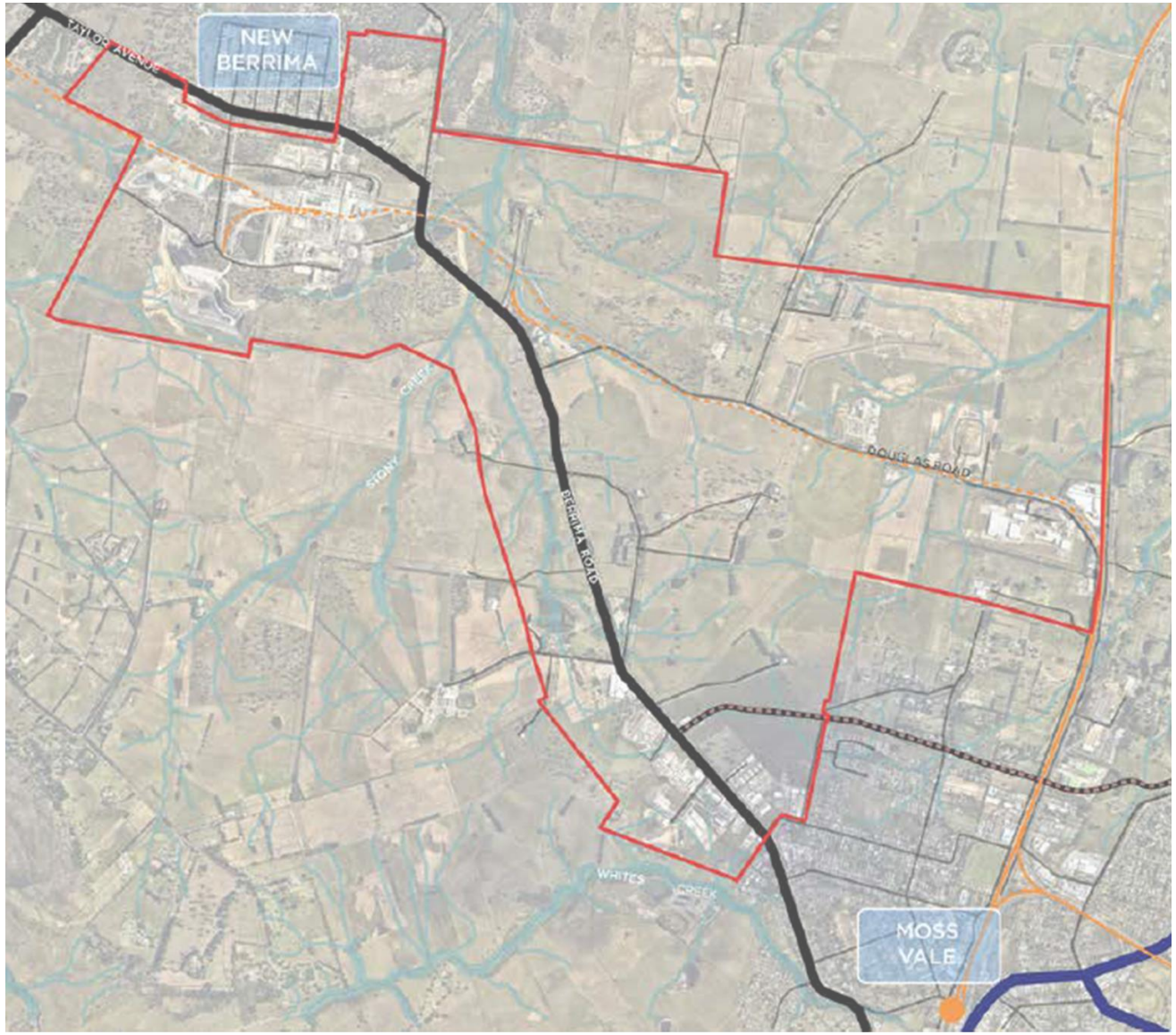
Domain	Task
Vision and leadership	Establish governance arrangements and operating model across stakeholders
	Develop stakeholder management plan
	Establish key relationship leads with major landowners, other landowners and potential investor businesses
	Develop investment prospectus and ancillary marketing material
	Establish a mechanism within Council to coordinate private investment attraction
	Work with State Government agencies (Regional NSW and Investment NSW) to facilitate investment concierge functions
	Professional development in investment advocacy for Council staff
	Develop supporting 'playbook' to guide design principles for new development
	Develop implementation plan for key activities and milestones, including approach for industry attraction, enabling infrastructure and broader awareness communications for community and other stakeholders to understand land use and long term vision for site
	Use Council services and opportunities to re-locate to be a first mover – identify adjacent land uses that can re-locate
	Identify education or research providers to act as anchor institutions
	Develop procurement policy that supports early adopting and purchasing of services and products developed at the SHIP
Enabling infrastructure	Secure funding for Moss Vale by-pass and Berrima deviation
	Address power supply and enabling infrastructure - power, water and sewer connection constraint
	Address digital connectivity constraints
Policy and local environment	Amend Local Environmental Plan for proposed land use zoning of Master Plan
	Embed Master Plan into Development Control Plan (Moss Vale Enterprise Corridor)
	Integrate SHIP objectives into Council's other key strategies including transport, Regional Economic Development, Housing and Destination strategies, and the Local Strategic Planning Statement.

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Southern Highlands Innovation Park Masterplan: Strategic Positioning



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SGS Planning and Economics acknowledges that the Aboriginal and Torres Strait Islander peoples of Australia are one of the oldest continuing living cultures on Earth, have one of the oldest continuing land tenure systems in the World, and have one of the oldest continuing land use planning and management systems in the World.

We pay our respects to the First Nations Peoples, past and present, and acknowledge their stewardship of Country over thousands of years.

Introduction

Project context

The Southern Highlands Innovation Park (SHIP) is an employment precinct comprising of just over 1,000 hectares (ha), located between New Berrima and Moss Vale in the Wingecarribee local government area (LGA).

The SHIP was identified as an employment precinct under the previous 1989 Wingecarribee Local Environmental Plan (LEP) and was zoned under a mix of industrial uses as part of the Wingecarribee LEP 2010. A Development Control Plan (DCP) was drafted and ultimately adopted by Council in 2013.

Despite the area being identified as an employment precinct for over 30 years, the site remains largely undeveloped. To enable activity and support development in the SHIP, Wingecarribee Shire Council began the first phase of the Master Planning process to investigate options for the future of the SHIP, undertake feasibility assessments and develop a Vision for the precinct. The first phase of the Master Planning process found that much of the precinct's potential is due to opportunities for large landholdings and proximity to transport corridors. The first phase of the Master Planning process also outlined a number of challenges for the SHIP and that further strategies were needed to progress development of the precinct.

One of the most critical issues was the lack of Council and government owned land in the SHIP, and that suitable governance structures need to be identified to progress the Master Plan, Servicing Strategy and future implementation.

Council now seeks to build on the first phase of the Master Planning process to prepare a structure plan and clear strategic vision for the precinct to guide land use, urban structure and built form.

This report

This report is a strategic positioning of the SHIP to inform the Master Plan process. By providing an understanding of industrial land use demand, what type of industries are existing, what anchor assets could underpin expanded operations, and what market dynamics may attract new operators, this positioning report provides a base from which to develop a Master Plan response.

The report is structured across five chapters:

- **Chapter 1 – Land supply context.** Provides a brief overview of the regional industrial landscape.
- **Chapter 2 – Regional economic context.** Investigates the region's economic specialisations focused on industries most likely to occupy industrial precincts, workforce composition and the largest economic contributors to the LGA.
- **Chapter 3 – Market sounding.** Overview of stakeholder engagement with insights into local strengths and attributes.
- **Chapter 4 Competitor precincts.** Examines strengths and weaknesses of other employment precincts.
- **Chapter 5 – Land use guidance.** Combining the insights gathered from the previous chapters to propose future land use zones.

01

Land supply context

Sydney industrial zoned land

An understanding of the neighbouring industrial markets in Western Sydney helps to conceptualise Wingecarribee's strategic positioning in the wider industrial landscape. An appreciation of the Sydney industrial land supply, and in particular the Western Sydney supply provides a context for the SHIP potentially capitalise on any supply gaps.

Recent reports looking into employment lands have highlighted how limited the industrial land supply is across Metropolitan Sydney.

The Sydney Industrial and Logistics Land Supply Report, released by CBRE in July 2023, outlines that the Sydney Metropolitan region has just over 13,000ha of industrial zoned land, of which 75%, or 9,866ha, is already developed. Of the remaining 3,265 hectares of undeveloped land, only 585ha is serviced, representing just 4% of the available land.

The report also reveals that the Outer North-West, Outer South-West and Metro West (which makes up most of the Western Parkland City) has nearly 3,000ha of undeveloped industrial zoned land, but just over 10% of this land is serviced.

Further, the Industrial Development Update for Western Sydney Q1 2022, released by Colliers, outlined that the net developable industrial land in Western Sydney has declined by 9.5% since mid 2021.





Changes in employment zoned land 2016-2021 Western Parkland City

The proximity and scale of industrial land in Western Sydney positions it as the SHIP's main competitor. For this reason, comparator analysis has used Western Sydney as a baseline.

Table 1 shows the net gains, losses and overall net change of employment land in the LGAs of the Western Parkland City between 2016 and 2021.

In total, industrial land supply grew by 1,136ha across the Parkland City. Half of the LGAs (Camden, Campbelltown, Liverpool and Penrith) had a net gain in employment lands. Penrith had the largest increase at 909.9ha positioned adjacent to the Western Sydney Airport.

The Blue Mountains, Fairfield and Wollondilly had a net decrease in employment lands, while Hawkesbury had no change.

TABLE 1: NET GAINS, LOSSES AND OVERALL NET CHANGE OF EMPLOYMENT LAND IN THE LGAS OF THE WESTERN PARKLAND CITY (2016-2021)

LGA	Net Gains (ha)	Net Losses (ha)	Overall Net change (ha)
Blue Mountains	-	-3.2	-3.2
Camden	22.5	-15.6	6.9
Campbelltown	116.6	-0.5	116.1
Fairfield	7.5	-16.2	-8.7
Hawkesbury	0.8	-0.8	0.0
Liverpool	169.2	-41.4	127.8
Penrith	910.7	-0.8	909.9
Wollondilly	0.7	-10.9	-10.2
CITY TOTAL	**1,228.0**	**-89.4**	**1,138.6**

Undeveloped and developed employment lands Western Parkland City

Table 2 shows the amount of undeveloped and developed employment lands in the LGAs of the Western Parkland City for precincts greater than 5ha in 2021.

For most of the LGAs, the majority of their employment land is already developed.

The exception of large amounts of undeveloped employment land is Liverpool and Penrith is due to the Western Sydney Airport Precinct, however, this is not expected to be operational until at least 2026.

TABLE 2: UNDEVELOPED AND DEVELOPED LAND IN WESTERN PARKLANDS CITY 2021

LGA	Undeveloped (ha)	Undeveloped (%)	Developed (ha)	Developed (%)	Total (ha)
Blue Mountains	43.7	37.8%	71.9	62.2%	115.6
Camden	256	48.9%	267.7	51.1%	523.7
Campbelltown	144.9	17.9%	664	82.1%	808.9
Fairfield	118.6	11.6%	906.9	88.4%	1,025.5
Hawkesbury	38.1	16.9%	187.1	83.1%	225.2
Liverpool	2,229.2	66.9%	1,100.9	33.1%	3,330.1
Penrith	2,928.2	70.1%	1,250.5	29.9%	4,178.7
Wollondilly	173.6	59.4%	118.6	40.6%	292.2
CITY TOTAL	**5,932.3**	**56.5%**	**4,567.6**	**43.5%**	**10,499.9**

Undeveloped and serviced employment lands Western Parkland City

Table 3 shows the amount of undeveloped and serviced employment lands in the LGAs of the Western Parkland City for precincts greater than 5ha in 2021 and 2022, indicating the scale of market ready options.

In 2022, most of the LGAs in the Western Parkland City have a very limited amount of undeveloped and serviced land (less than 35ha), with only Liverpool and Penrith containing more than 100ha. The remaining LGAs only have a combined total of 96.9ha of undeveloped serviced land.

Between 2021 and 2022, half of the undeveloped and serviced employment lands in the Western City Parkland LGAs decreased, suggesting the land was taken up and developed with new supply not replenishing the pipeline.

TABLE 3: UNDEVELOPED AND SERVICED LAND IN WESTERN PARKLANDS CITY (2021-2022)

LGA	2021 Total (ha)	2022 Total (ha)	Difference (ha)
Blue Mountains	15.4	15.4	0
Camden	34.6	30.0	-4.6
Campbelltown	25.6	26.8	1.2
Fairfield	19.7	19.2	-0.5
Hawkesbury	0	0	0
Liverpool	174.2	155.2	-19
Penrith	140.6	122.6	-18
Wollondilly	5.5	5.5	0
CITY TOTAL	**415.6**	**374.7**	**-40.9**

Insights for SHIP

- Metropolitan Sydney has a very limited supply of available land that is serviced and undeveloped, only 4%.
- The Western Parkland City has large amounts of employment lands available, however most of that land is undeveloped and un-serviced.
- The majority of undeveloped land in the Liverpool and Penrith LGAs is in the Western Sydney Airport precinct, which is not expected to be operational until at least 2026. These are also in the central and northern parts of Western Sydney.
- Half of the total undeveloped and serviced employment land in the Western City Parkland LGAs decreased, suggesting the land was developed with new supply not replenishing the pipeline.
- Anecdotal evidence indicates that Western Sydney is beginning to lose out to interstate markets such as Melbourne, Brisbane and Toowoomba for large scale industrial and freight and logistics businesses, due to a lack of serviced land and high land prices in Western Sydney.
- **With the lack of available zoned and serviced employment land in Western Sydney, there is opportunity for Wingecarribee to position itself as an alternative to Western Sydney, still close to the key markets of Sydney and Canberra, particularly for businesses wanting to establish before the Aerotropolis is operational.**

  To capitalise on this opportunity, SHIP would need to focus on prioritising the servicing of land as a means to present a compelling, yet proximate, alternative to Western Sydney for target businesses.

02

Regional economic context

Industry specialisation

The regional economic context explores quantitatively the drivers of industry specialisation for Wingecarribee to understand likely target markets for first movers in the SHIP, the workforce composition to understand what sectors can be supported and where skills shortages would need to be addressed, as well as indicating what industries may be suitably targeted to help stop local economic leakage.

Location Quotient (LQ) analysis is a measure of relative industry specialisation of a local economy compared with a larger area. In this case, the Wingecarribee industry profile is compared with Western Sydney, to ascertain whether there are certain industries that are relatively more specialised.

Of most importance are the two right hand quadrants of the graph. The location quotient score directly compares the proportional size of the industry in Wingecarribee to Western Sydney. For example, an LQ 2 means that the LGA is twice as specialised as Western Sydney, or an LQ of 0.5 meaning that it is half as specialised. The top right quadrant shows industries that are both specialised and growing, while the bottom right shows specialised industries that are contracting.

Additionally, the size of the bubbles indicate the proportion of employment for the study area, and the y-axis indicates compound annual growth rate (CAGR) of the industry between 2016 and 2021.

The first LQ investigates the specialisations of all 1-digit Australian and New Zealand Standard Industrial Classification (ANSZIC) industries, the subsequent LQs explore individual industries at the 2-digit level to understand if there are specialisation of any sub-industries. For example, while Construction may only have an LQ rating of 0.5, Heavy and Civil Engineering Construction may have an LQ of 2.5, indicating that there are niche specialisations within the LGA in comparison to Western Sydney.

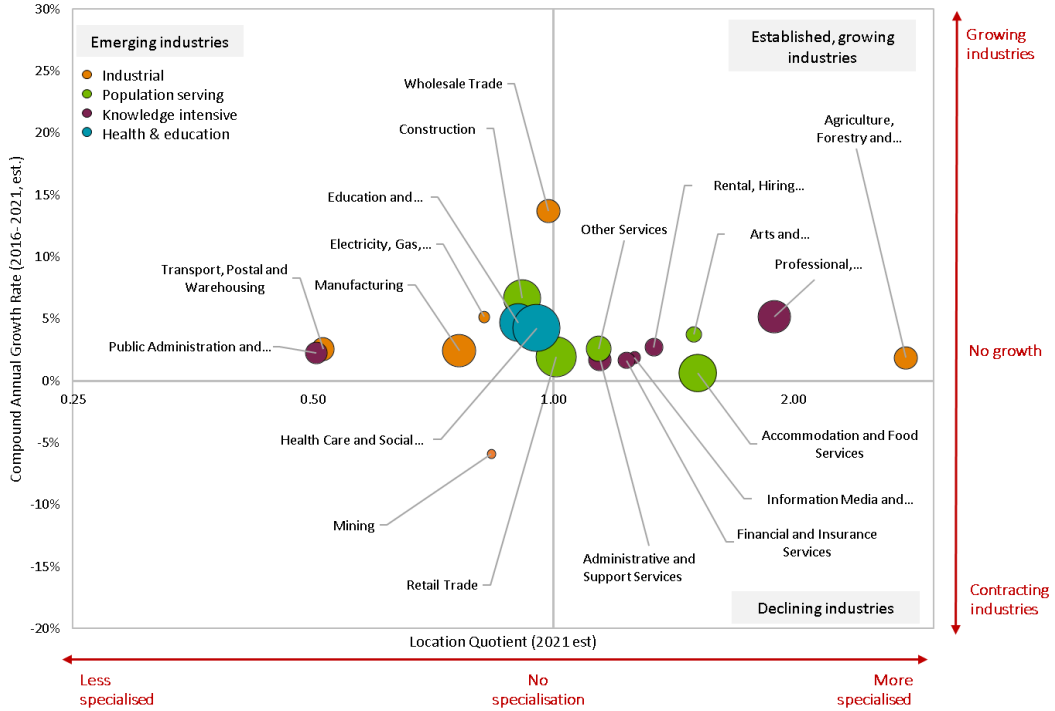
Wingecarribee x Western Sydney 1-digit ANZSIC

Compared to Western Sydney, Wingecarribee is highly specialised in Agriculture, Forestry and Fishing with an LQ of 2.77 and growing at a CAGR of 2% between 2016 and 2021. This is the only 'Industrial' industry that is specialised in comparison to Western Sydney, with Manufacturing, Mining and Transport, Postal and Warehousing less specialised.

The LGA is also specialised in Professional, Scientific and Technical Services with an LQ of 1.89. As a trend, Wingecarribee is more specialised in other Knowledge Intensive sectors including Rental, Hiring and Real Estate Services, Information, Media and Telecommunications and Financial and Insurance Services.

Despite not being specialised, Wholesale Trade grew at a rate of 14% each year between 2016 and 2021.

FIGURE 1: LOCATION QUOTIENT OF WINGECARRIBEE COMPARED TO WESTERN SYDNEY (2016-2021) POW



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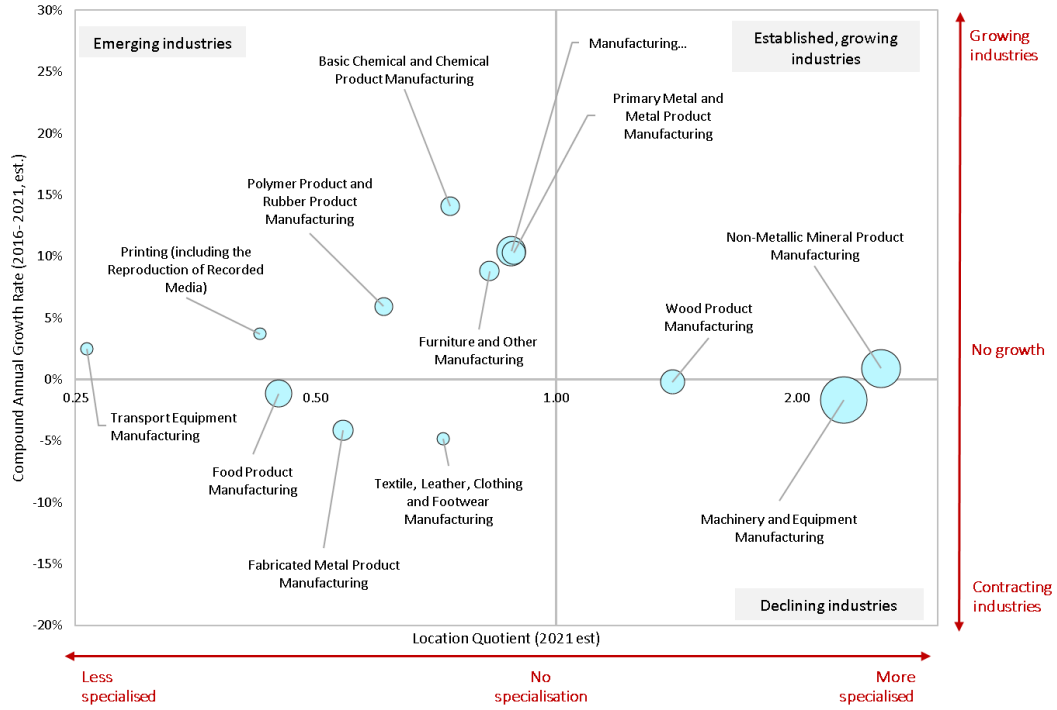
Wingecarribee x Western Sydney 2-digit ANZSIC Manufacturing

Despite not being a specialisation of Wingecarribee in comparison to Western Sydney, it is important to further investigate important industries in industrial areas to assess whether there are any specialisations or emerging industries that can be nurtured or further supported.

For the Manufacturing sector, Figure 2 indicates that Wingecarribee is specialised in four areas, including Beverage and Tobacco Product Manufacturing (this does not appear on the chart as it has an LQ of 12.46), Non-Metallic Mineral Product Manufacturing (this includes cement, ceramics, glass and lime), Machinery and Equipment Manufacturing and Wood Product Manufacturing. The high specialisation of Beverage and Tobacco Product Manufacturing is likely related to the number of distilleries in the region.

Both Beverage and Tobacco Product Manufacturing and Non-Metallic Mineral Product Manufacturing grew between 2016 and 2021, with a CAGR of 17% and 1% respectively. Whereas the other specialised Manufacturing industries stagnated and decreased, indicating that they are in decline.

FIGURE 2: LOCATION QUOTIENT OF 2 DIGIT MANUFACTURING OF WINGECARRIBEE COMPARED TO WESTERN SYDNEY (2016-2021) POW

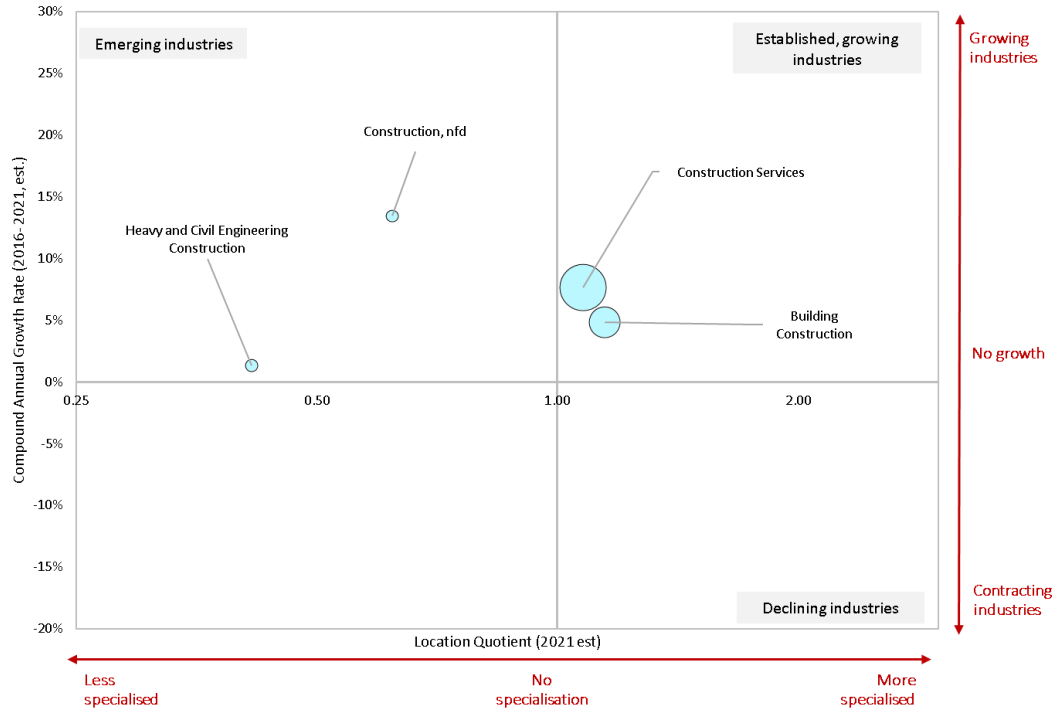


Wingecarribee x Western Sydney 2-digit ANZSIC Construction

Looking further into Construction, Figure 4 indicates that Wingecarribee is specialised in Building Construction and Construction Services in comparison to Western Sydney. This is likely driven by the presence of significant operators such as the Berrima Cement Works which contributes 60% of the cement products to the NSW market.

While the other sub-industries of Construction are not specialised, they grew still grew between 2016 and 2021, and are emerging industries for the region.

FIGURE 4: LOCATION QUOTIENT OF 2 DIGIT CONSTRUCTION WINGECARRIBEE COMPARED TO WESTERN SYDNEY (2016-2021) POW

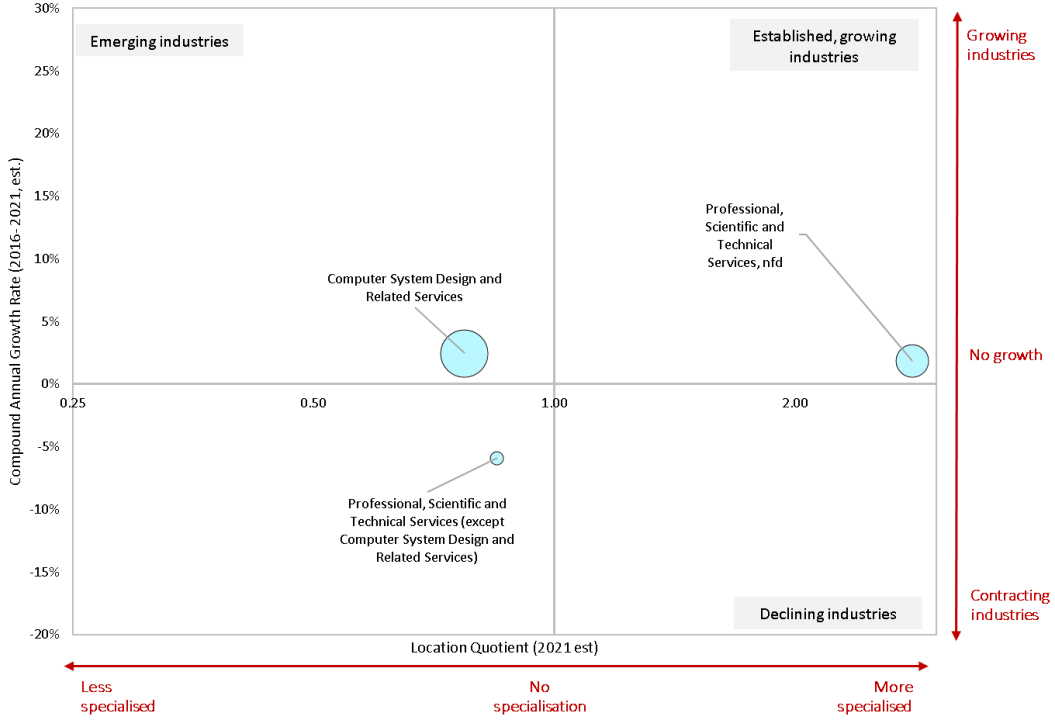


Wingecarribee x Western Sydney 2-digit ANZSIC Professional Scientific and Technical Services

Figure 5 indicates that Wingecarribee is specialised in Professional, Scientific and Technical Services 'not further defined' (nfd) compared to Western Sydney, with an LQ of 2.80 but does not help further segment the types of uses occurring in this space.

Computer System Design and Related Services is not a specialisation, however, it is shown to be an emerging industry, growing at a CAGR of 2%. It also makes up a large proportion of all Professional, Scientific and Technical Services jobs, at 65%.

FIGURE 5: LOCATION QUOTIENT OF 2 DIGIT PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES OF WINGECARRIBEE COMPARED TO WESTERN SYDNEY (2016-2021) POW



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Industry Place of Work

In 2021, the largest industries by jobs in the Wingecarribee LGA were Health Care and Social Assistance, Retail Trade and Accommodation and Food Services. The smallest industries are Knowledge Intensive industries such as Information Media and Telecommunications, Financial and Insurance Services. However, the Professional, Scientific and Technical Services represents a large proportion, at 7.2%, which is similar to the proportion of Manufacturing, at 7.4%.

Between 2016 and 2021, the Wholesale Trade industry nearly doubled, growing by 90%, this was large real growth, growing from 384 workers to 730 workers. The Construction industry also grew significantly, at 38.2%, this growth represents over 500 workers. The Mining industry was the only industry to contract between 2016 and 2021, at -26.2%.

FIGURE 6: INDUSTRY PROFILE OF WINGECARRIBEE LGA (2021) POW

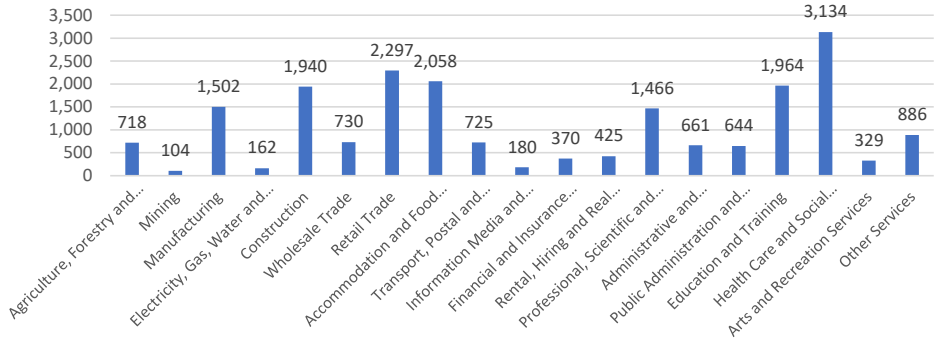
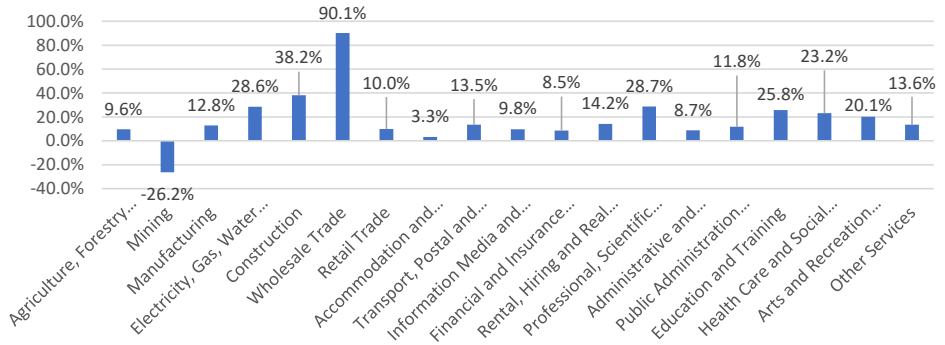


FIGURE 7: CHANGE IN INDUSTRY PROFILE OF WINGECARRIBEE LGA (2016-2021) POW



Employed residents and their Place of Work

Wingecarribee has a large self-containment rate of jobs, with 70% of employed residents working within the LGA. However, this proportion fluctuates between industries.

The industries with the highest rates of self-containment include Accommodation and Food Services, Retail Trade and Agriculture, Forestry and Fishing. This is more typical as these industries require a local workforce and often have a casual workforce.

The industries that have the lowest rates of self-containment include Mining, Public Administration and Safety and Financial and Insurance Services. Employed residents who are employed in Mining are largely going to the neighbouring LGA of Wollondilly, followed by Goulburn Mulwaree. Residents who are employed in Public Administration and Safety are leaving Wingecaribbee to a range of other areas including Camden, Campbelltown, Liverpool and Sydney. A third of residents who are employed in Financial and Insurance Services work in Sydney.

TABLE 4: EMPLOYED RESIDENTS AND LOCATION OF THEIR PLACE OF WORK (2021) PUR & POW

Industry	Bayside (NSW)	Blacktown	Camden	Campbelltown (NSW)	Goulburn Mulwaree	Liverpool	North Sydney	Sydney	Wingecarribee	Wollondilly	Wollongong	No usual address (NSW)
Agriculture, Forestry and Fishing	0%	0%	1%	1%	1%	0%	0%	0%	82%	2%	0%	9%
Mining	0%	0%	3%	0%	9%	0%	0%	0%	30%	33%	9%	1%
Manufacturing	0%	1%	2%	3%	1%	2%	0%	1%	72%	4%	2%	3%
Electricity, Gas, Water and Waste Services	0%	5%	2%	0%	0%	0%	3%	3%	62%	4%	3%	8%
Construction	0%	0%	3%	1%	1%	1%	0%	1%	57%	2%	1%	26%
Wholesale Trade	0%	2%	2%	2%	1%	2%	1%	2%	71%	1%	1%	2%
Retail Trade	0%	1%	2%	1%	1%	1%	0%	1%	84%	2%	1%	2%
Accommodation and Food Services	0%	0%	0%	0%	1%	0%	0%	1%	92%	1%	0%	1%
Transport, Postal and Warehousing	8%	2%	2%	3%	2%	3%	0%	2%	55%	3%	2%	4%
Information Media and Telecommunications	0%	0%	0%	2%	0%	0%	4%	20%	53%	0%	1%	6%
Financial and Insurance Services	0%	0%	0%	0%	0%	0%	1%	33%	51%	1%	2%	4%
Rental, Hiring and Real Estate Services	1%	0%	1%	1%	0%	1%	1%	8%	77%	1%	1%	3%
Professional, Scientific and Technical Services	0%	0%	1%	1%	1%	0%	2%	12%	67%	1%	2%	5%
Administrative and Support Services	0%	0%	1%	0%	1%	1%	1%	2%	60%	1%	1%	28%
Public Administration and Safety	0%	0%	2%	7%	7%	4%	0%	9%	43%	3%	3%	3%
Education and Training	0%	0%	2%	3%	3%	1%	0%	3%	71%	5%	2%	2%
Health Care and Social Assistance	0%	0%	2%	3%	2%	1%	0%	2%	76%	2%	2%	4%
Arts and Recreation Services	0%	0%	1%	1%	1%	1%	0%	6%	72%	2%	0%	7%
Other Services	0%	1%	2%	2%	1%	1%	0%	2%	75%	2%	1%	5%

Jobs in Wingecarribee

Figure 8 shows the split of occupations of workers in the Wingecarribee LGA. Most workers in the LGA are Professionals, followed by Technicians and Trades Workers and Managers.

Figure 9 shows the percentage change of occupation of workers between 2016 and 2021. The most significant change occurred in Professionals, which grew by 27.1%. By raw numbers, this grew by 881 jobs.

Despite representing the smallest proportion of workers in 2021, at 5.9%, Machinery Operators and Drivers grew by 21% between 2016 and 2021.

FIGURE 8: OCCUPATION PROFILE OF WORKERS IN WINGECARRIBEE LGA (2021) POW

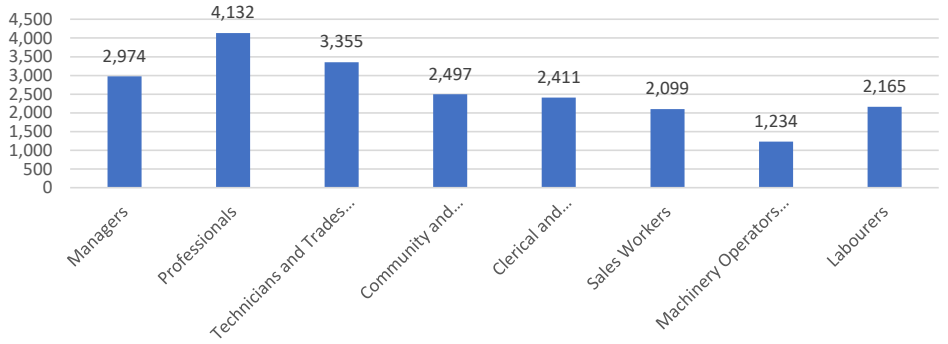
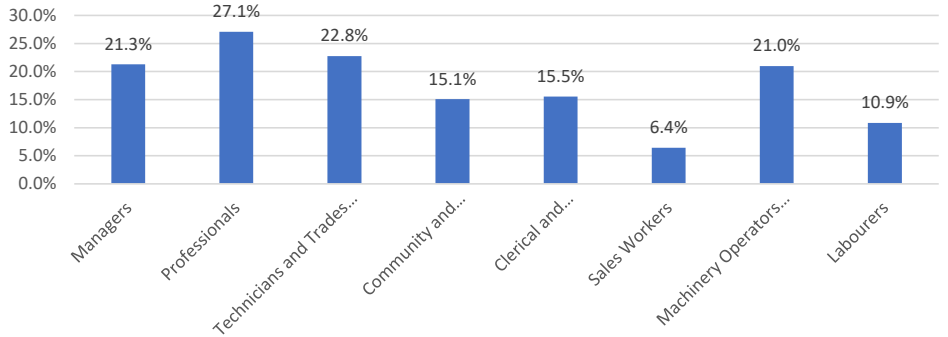


FIGURE 9: CHANGE IN OCCUPATION PROFILE OF WORKERS IN WINGECARRIBEE LGA (2016-2021) POW



Resident occupations

Figure 10 shows the split of occupations of employed residents in the Wingecarribee LGA. Similar to the proportion of workers in the LGA, most employed residents in the LGA are Professionals, followed by Mangers and Technicians and Trades Workers.

Figure 11 shows the percentage change of occupation of employed residents between 2016 and 2021. The most significant change occurred in Managers, which grew by 26.4%. By raw numbers, this grew by the same number of jobs as the change in Professionals in Wingecarribee (881) suggesting all the growth was taken up by local workers.

Employed residents working in sales only grew by 0.4% in the same 5-year time period. This is likely reflective of the change in work during the Covid period where sales stagnated or declined while managers and professional workers were able to continue or grow due to work from home practices.

FIGURE 10: OCCUPATION PROFILE OF EMPLOYED RESIDENTS IN WINGECARRIBEE LGA (2021) PUR

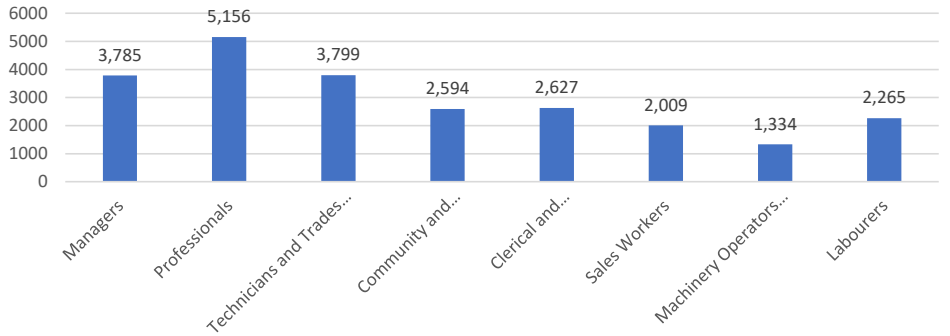
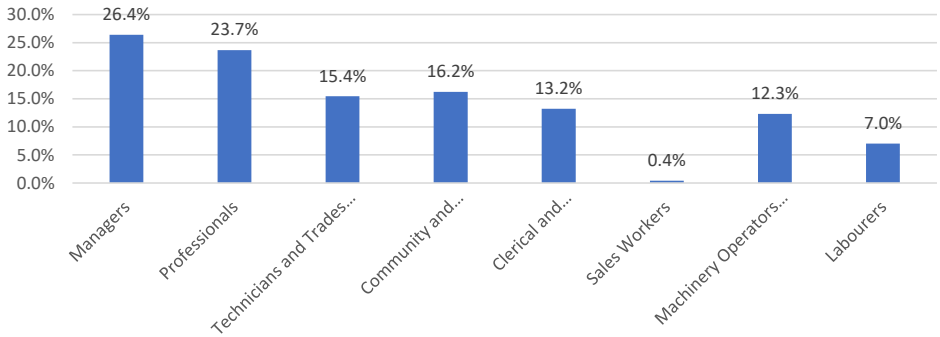


FIGURE 11: CHANGE IN OCCUPATION PROFILE OF EMPLOYED RESIDENTS IN WINGECARRIBEE LGA (2016-2021) PUR



Employment projections

Employment projections indicate that nearly all industries in the LGA are expected to increase from 2021 to 2051. The largest increase is in the Financial and Insurance Services at 69%, however it is only a small raw growth. This is a similar trend for the Arts and Recreation industry.

Professional, Scientific and Technical Services is also expected to grow by a significant amount, both in percentage terms and raw growth.

The only industry that is expected to contract is Mining, at -27%.

TABLE 4: EMPLOYMENT PROJECTS BY INDUSTRY OF WINGECARRIBEE LGA (2022)

Industry	EMP_2021	EMP_2026	EMP_2031	EMP_2036	EMP_2041	EMP_2046	EMP_2051	EMP 2021-2051
Agriculture, Forestry and Fishing	**839**	**758**	**893**	**968**	**1,051**	**1,130**	**1,190**	**42%**
Mining	137	133	126	113	103	98	99	-27%
Manufacturing	**1,850**	**1,749**	**1,951**	**2,105**	**2,268**	**2,398**	**2,515**	**36%**
Electricity, Gas, Water and Waste Services	173	188	196	208	220	233	244	41%
Construction	**2511**	**2,596**	**2,627**	**2,785**	**3,008**	**3,055**	**3,262**	**30%**
Wholesale Trade	445	456	478	508	536	564	594	33%
Retail Trade	2,691	2,796	2,811	2,947	3,153	3,224	3,458	29%
Accommodation and Food Services	2,391	2,282	2,387	2,559	2756	2,947	3,115	30%
Transport, Postal and Warehousing	877	868	916	979	1,018	1,071	1,113	27%
Information Media and Telecommunications	156	136	152	168	181	196	212	35%
Financial and Insurance Services	414	457	490	540	591	649	701	69%
Rental, Hiring and Real Estate Services	436	487	509	544	578	614	646	48%
Professional, Scientific and Technical Services	**1,882**	**2,245**	**2,274**	**2,412**	**2,596**	**2,795**	**2,985**	**59%**
Administrative and Support Services	885	961	1,022	1,093	1,166	1,238	1,301	47%
Public Administration and Safety	743	793	803	838	855	877	896	21%
Education and Training	**1,990**	**2,161**	**2,244**	**2,360**	**2,532**	**2,572**	**2,716**	**36%**
Health Care and Social Assistance	**3,589**	**3,919**	**4,189**	**4,385**	**4,721**	**5,043**	**5,327**	**48%**
Arts and Recreation Services	443	502	527	564	605	647	684	54%
Other Services	1,010	1,094	1,147	1,211	1,292	1,381	1,459	45%

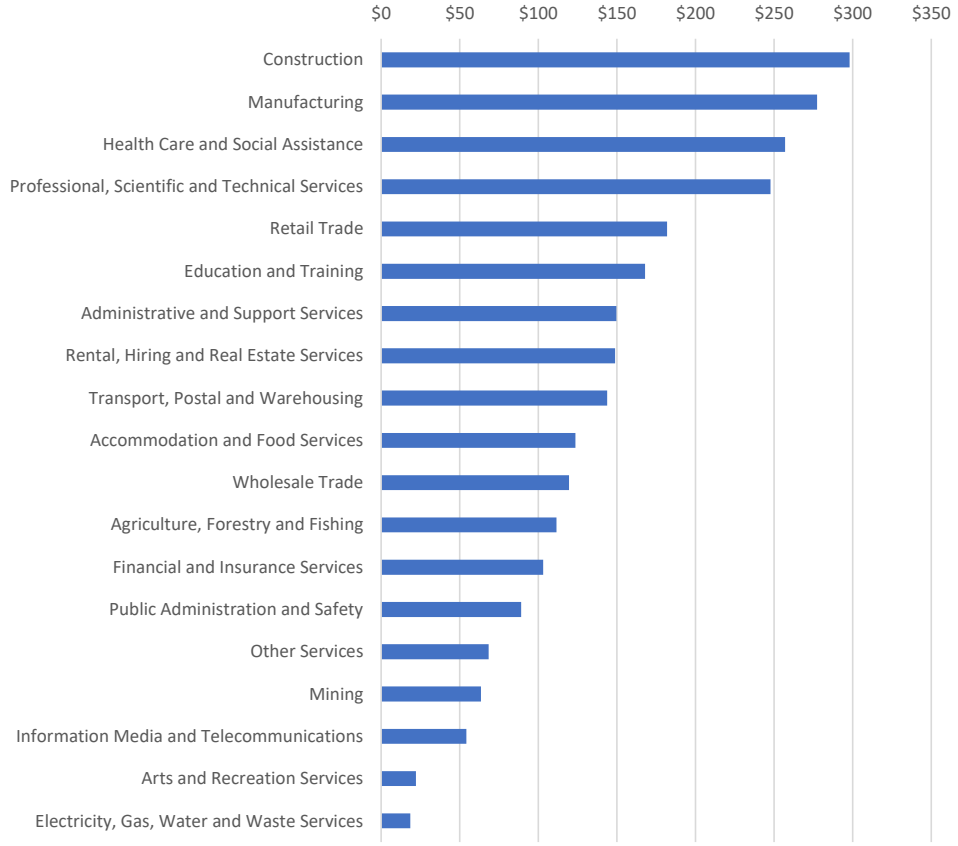
Economic contribution

Economic contribution refers to the sector breakdown of the economy and what parts of the economy are driving overall economic growth. Typically, the economic structure of a region is discussed in terms of Gross Value Added (GVA) by ANZSIC industries (an Australian Bureau of Statistics categorisation system).

By industry, Construction was the largest contributor to the Wingecarribee LGA, at $298 million, followed by Manufacturing at $277 million and Health Care and Social Assistance at $256 million.

Overall, in 2021, the Wingecarribbee economy was worth $2.7 billion, measured by Gross Regional Product (GRP).

FIGURE 12: ECONOMIC CONTRIBUTION OF WINGECARRIBEE LGA (2021)



Freight movements Wingecarribee origin

Figure 13 shows where the volume of freight movements originating in Wingecarribee travel to as their destination. The Dapto-Port Kembla SA3 receives the most amount of goods, at 879 kilo tonnes (kt), most of these goods are Machinery and Equipment headed to the port at Port Kembla. The next destination is Merrylands-Guildford, this SA3 mostly receives Cement and Concrete.

Figure 14 shows the type and volume of freight movements. The largest volume of goods that is being exported out of Wingecarribee is Cement at 786 kt, with the Berrima Concrete Works supplying 60% of all concrete product to the NSW market, followed by Machinery and Equipment at 485 kt and Non-Metallic Mineral Product at 310 kt. These top three goods make up a significant proportion of freight movements, at 61.1% of all goods transported.

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FIGURE 13: TOP 10 DESTINATIONS BY VOLUME OF FREIGHT MOVEMENTS ORIGINATING IN WINGECARRIBEE (2019)

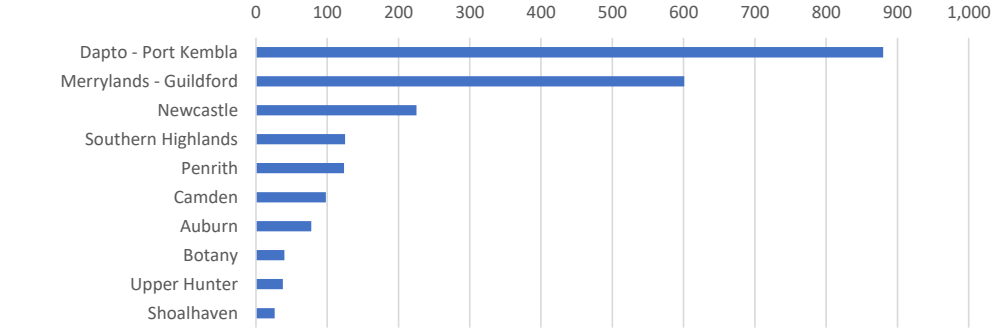
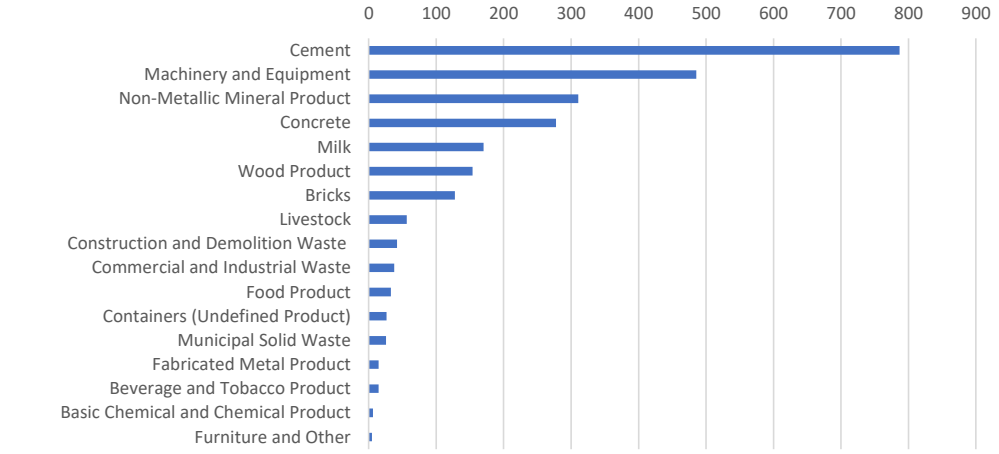


FIGURE 14: AMOUNT OF GOODS ORIGINATING IN WINGECARRIBEE (2019)



Freight Movements Wingecarribee destination

Figure 15 shows the volume and origin of freight movements arriving in Wingecarribee. The Dapto-Port Kembla SA3 provides the most amount of goods, at 292 kt, most of these goods are Machinery and Equipment followed by Wood Product and Non-Metallic Mineral Product coming from imported items arriving through Port Kembla. The next origin is Goulburn-Yass, the majority of this is Quarry (Sand and Aggregate), the third largest origin is Wollondilly, which also provides Quarry (Sand and Aggregate), predominantly feeding the concrete processing at the Berrima Concrete Works and other local concrete operators.

Figure 16 shows the type and volume of freight movements. The largest volume of goods that is being imported to Wingecarribee is Quarry (Sand and Aggregate) at 292 kt, followed by Bricks at 138 kt and Machinery and Equipment at 109 kt.

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FIGURE 15: TOP 10 DESTINATIONS BY VOLUME OF FREIGHT MOVEMENTS ARRIVING IN WINGECARRIBEE (2019)

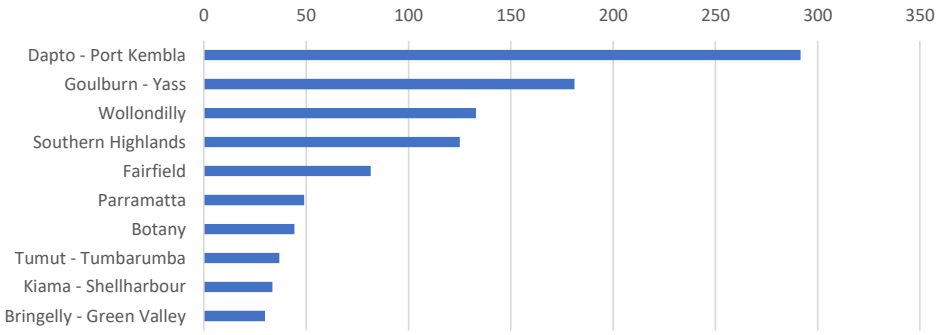
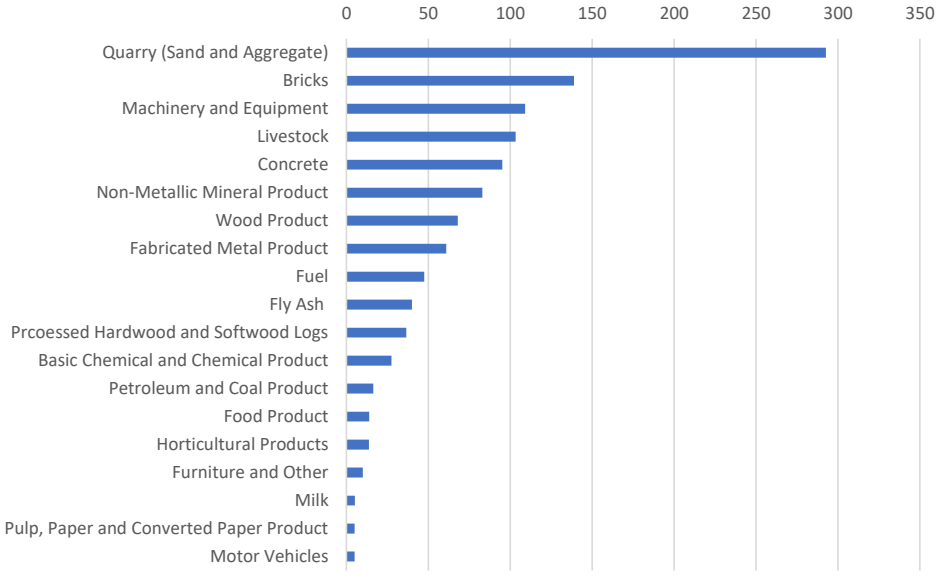


FIGURE 16: AMOUNT OF GOODS ARRIVING IN WINGECARRIBEE (2019)



Input-Output Model - Exports

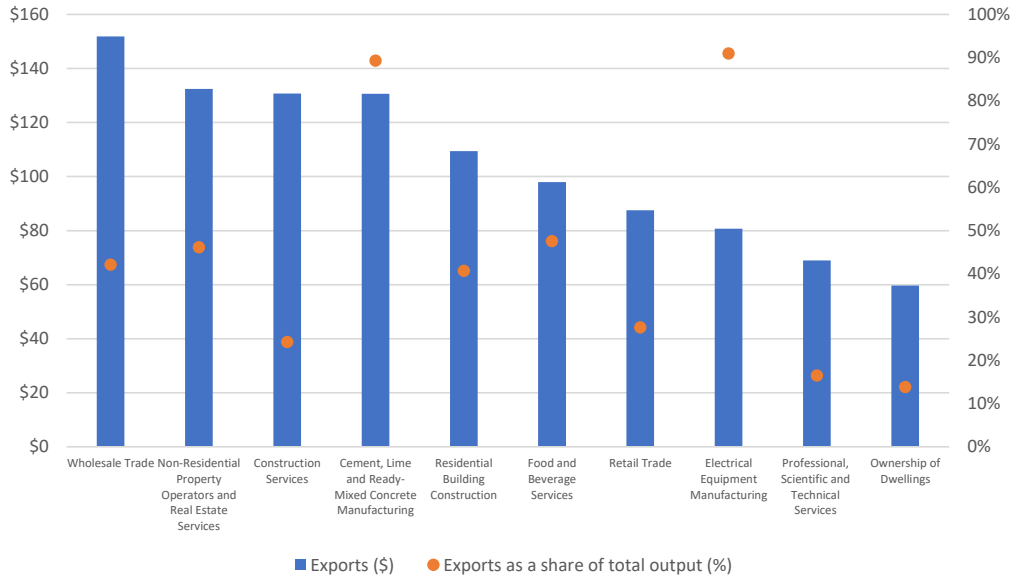
Exports refer to products or services traded to anyone from outside of the Wingecarribee LGA. This is 'new' money for the local government area, as opposed to locals spending money that circulates existing wealth.

In total, Wingecarribbee exports $1.9 billion. The data reveals that the largest sub-industry in export value is Wholesale Trade, with an export value of $151.9 million. Followed by Non-Residential Property Operators and Real Estate Services at $132.4 million and Construction Services at $130.8 million. Cement, Lime and Ready-Mixed Concrete Manufacturing also provides significant export value at $130.7 million.

Cement, Lime and Ready-Mixed Concrete Manufacturing is the fourth largest, but represents a significant amount of exports as a share of the total output, at 89%. Meaning that the majority of value from that industry comes from the export of it.

Industries related to tourism also provide export revenue for the local economy, including Retail Trade ($87.5 million), Food and Beverage Services ($98 million) and Accommodation ($46.9 million).

FIGURE 17: VALUE OF EXPORTS FROM THE WINGECARRIBEE ECONOMY BY SUB-INDUSTRY, 2021 ($ MILLIONS))



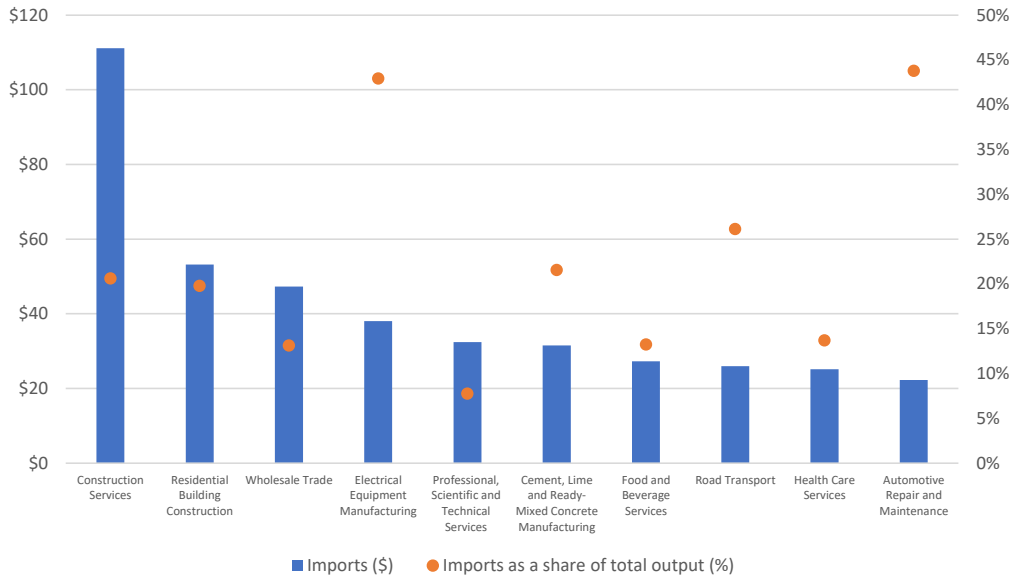
Input-Output Model - Imports

Imports are sales of goods and services from industries outside WingeCarribee's boundaries to resident households, businesses and other organisations within the area. Economic performance can be enhanced by reducing income leakage out of the region ie. reducing imports. Similarly, consumers also import goods and services, like buying clothing or products in other jurisdictions or online, or residents working or pursuing leisure activities outside the local area. These sub-industries provide an indication for focus in supply chain efficiencies or new market opportunities to localise.

The top four import sectors are all suitable industrial land uses. The most significant imports are Construction Services at $111.1 million, Residential Building Construction ($53.2 million) and Wholesale Trade ($47.3 million).

Wingecarribee currently sources around $876.1 million worth of annual imports from outside the LGA.

FIGURE 18: GOODS AND SERVICES IMPORTED BY BUSINESSES AND HOUSEHOLDS BY SUB-INDUSTRY, 2021



Insights for SHIP

- A successful precinct in the early stages of its development will be one that builds on the inherent strengths of the industries in the surrounding region. There are clear industry opportunities that exist in Wingecarribee that the SHIP can look to add value to, building on existing anchors in and around the precinct.
- Agriculture is more than twice as specialised in Wingecarribee compared with Western Sydney.
- Non-Metallic Mineral Product Manufacturing is a major specialisation of the LGA compared to Western Sydney. This includes products like cement, ceramics, glass and lime.
- While construction is not specialised, it is a large employer and a growing sector, indicating an opportunity to explore synergies with Boral's regionally significant operation. Freight movement data shows a lot of construction material entering and leaving the LGA pivoting largely on the raw inputs and outputs generated from the Cement Works. **This presents an opportunity to focus on advanced construction processes leveraging the non-mineral manufacturing sectors already present, and increasing the value-add activities around existing operators to develop a strong cluster.**
- Professional services are growing and are now one of the largest industries of employment in the LGA. It also has one of the lower levels of job self-containment, suggesting there are opportunities to localise more of this workforce moving forward. Long term, development of the SHIP may focus on industries in the region that have a higher knowledge intensive component, to capitalise on the forecast growth associated with Professional and Scientific Service jobs, projected to grow by nearly 60% to 2051.

  The SHIP can seek to exploit existing strengths with a view to enhancing its industry offer by attracting knowledge intensive jobs over the long term.
- **The top four import sectors (Construction Services, Residential Building Construction, Wholesale Trade and Electrical Equipment Manufacturing) are all suitable industrial land uses that could be explored as growth sectors in the SHIP to reduce economic leakage.**

03

Market sounding

Consultation

Five consultation sessions were held online with key stakeholders including existing SHIP operators and representatives from established local industries. This market sounding exercise is not an exhaustive engagement process. Instead, it helps to ground truth quantitiavie analysis and provides high level guidance on the motivations and drivers of key market segments or significant individual businesses.
The selection of stakeholders was derived following initial quantitative analysis into key industry specialisations and appreciation of existing anchor assets within the SHIP boundary.

Key discussion points included:

- Identification and opportunities for growth in existing sub-markets.
- Competitive advantages of the Southern Highlands and aspirations for the SHIP.
- Appetite for collaboration or inter-relationships with other sectors and operators.

Stakeholders involved in the consultation represented the following sectors:

- Local based agriculture and agribusiness
- Construction materials
- Waste and energy production
- Zero emissions transport manufacturing

Participating organisations:

- Wingecarribee council
- Feed the Future
- Boral – Berrima Cement Works
- Silverdale Farms
- True Green

Outcomes from the consultation are detailed by the following key themes on the following slides:

Innovating existing strengths	**Future needs of key industry sectors**
Role of education and training pathways	**Land ownership and governance**

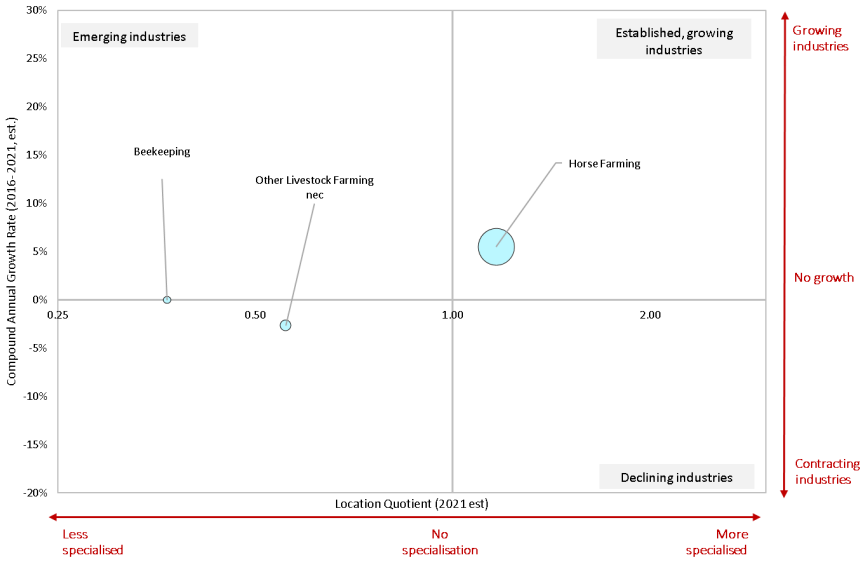
Consultation key themes

Innovating existing strengths - Equine

- The equine industry is largely mis-understood and offers new market opportunities. There is a skills shortage across the industry nationally, specifically in NSW, Qld and Vic. The industry has previously relied heavily on seasonal workers (back packers and visa workers).
- There is a significant equine industry in the Southern Highlands, with 10 major studs.
    - One of which is the top performing vendor for thoroughbred horses in Australia. This stud offers an established higher education training program for veterinary students to complete practical units.
- The agglomeration of studs could support a regionally significant training facility that would create a new market and significant job opportunities. Training facility would include gallops and straight runs for varied training.
- There may be increased demand for training facilities in the lead up to the Paris and Brisbane Olympics.
- An all weather serviced facility (see AELEC Tamworth) could double as an evacuation centre for the community.
- A multi-purpose venue to support stud sales would be regionally significant. The existing sale yards accommodate only cattle.
- Secondary tourism opportunities in pony clubs, polo-cross would be enhanced by an event space.
- The industry needs to be close to Sydney, a space with direct access to the highway, with a high amenity supportive community would provide a relocation destination for horse industry workers.
- The closest equine hospital is Hornsby Park, approximately 1 hour to transport. An equine health hub, inclusive of a hospital would provide greater confidence for the local operators and create a new industry and education pathway.

The LQ for other livestock farming shows that Equine is only marginally specialized in Wingecarribee, but from discussions during market sounding we appreciate that the type and quality of the sector is relatively unique, with opportunities for diversification and expansion.

FIGURE 5: LOCATION QUOTIENT OF 4 DIGIT OTHER LIVESTOCK FARMING WINGECARRIBEE COMPARED TO WESTERN SYDNEY (2016-2021) POW



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Consultation key themes

Innovating existing strengths - Agriculture

- Desire to protect the agricultural lands within the Southern Highlands as some of the last remaining productive lands for Sydney's food supply.
- Farmers are selling to residential developers.
- Where there is a strategic intervention to protect agricultural operations, the Southern Highlands could play a significant role in food security for Sydney.
    - There are enough operational farms in the district to support such a role. Protecting the ongoing land use for agriculture would provide stability for generational transfer and next generation to remain in the region.
    - The Southern Highlands may be well placed to support glass house production.
- Strategic intervention is needed to support agriculture to protect fresh food production for Sydney. The Southern Highlands is the last line of defense to resist urban sprawl.
- The site has significant spatial constraints including flood prone land and biodiversity conservation zones that may suit agriculture as more flexible than built form industrial uses.
- Where industrial uses are interrelated to agricultural production, the protection of farmland is a mechanism to deliver on the aspiration to preserve 'the green between'.
- The Livestock Exchange in Moss Vale is a strategic regional asset to be conserved and actively managed.
- Agriculture can provide waste materials to input to innovative circular waste to energy operations.
- The Southern Highlands is well places to support RnD/ breeding of beneficial insects for crops located elsewhere in the State, as it requires separation from the target industry to protect against cross contamination.
- The NSW agritourism planning amendment enabling farm gate operations will enable farmers to diversify and support on-site education and training programs.
- There is a growing movement nationally and locally around regenerative agricultural practices. There is currently no centre for excellence or RnD institute dedicated to regenerative agriculture Nationally. The SHIP is well positioned to host an education and training centre, with access to the higher education hubs and student populations of Sydney, Wollongong and Canberra, as well as a local highschool system that offers agriculture studies, able to provide direct access to working example farms.
- There is opportunity to support a premium food production market, potentially Southern Highlands food labelling, aided by supportive infrastructure in the SHIP. This might include innovations such as:
    - A small dairy processing facility suitable for shared operations with local dairies.
    - A small or moveable abattoir for small scale processing (see Victoria and Bega Valley model).
    - Share storage/cold storage/ packaging facility for local producers.

Consultation key themes

Innovating existing strengths – Construction materials

- The Berrima cement kiln is critical infrastructure, one of only four across the country capable of the same outputs, others located in Adelaide, Gladstone and Tasmania. Berrima produces 60% of cement products used in the state. Without this kiln process the industry would be reliant on importing clinker from overseas where safeguards are less transparent on the production methods and use of coal.
- The concrete works is a high energy consumption operation. The operator has a strong sustainability mandate which is driving innovations to increase solid waste derived fuel to offset the use of coal, exploring waste-energy recycling and possible output energy capture in the form of heat-energy.
- There is an allowance in place to use wood-chip fuel but have not yet secured a source.
- There is an allowance for use of AKF5 (pelletised used tyres). Currently sourced from a regional supplier.
- The quality and required quantities of solid waste fuel currently demands it be brought in from larger construction/commercial industrial waste contractors based in Sydney. Diverting product that would otherwise go to landfill.
- Concrete facility runs 11 months of the year 24/7. Heavily reliant on rail and truck freight. Operates a private connection to the main rail line. Inghams have an agreement to also utilise the connection.
- Operation has a highly skilled workforce, engineering based with on-site lab testing. Where there was a larger industry of similarly skilled workers (heavy engineering) the operation could reduce reliance on contractors to cover shut-down periods and more readily explore new innovative pathways.
- There are existing links between parent operator (Boral) and the UTS Innovation Hub but this mostly operates out of the Malden facility.

Consultation key themes

Role of education and training pathways

- Existing careers are limited to hospitality and aged care.
- There are existing models of on-site training for agribusiness practices and relationships with business to higher education institutions.
- Sydney university offers veterinary science, but the Camden campus only offers small animals and cattle. There is an opportunity to extend training pathways for large animals, in particular equine.
- There is currently misalignment with the Moss Vale TAFE (shared with Wollongong University) who do not offer agriculture or viticulture, despite existing local industries. Viticulture is offered in Goulburn where there is no established wine industry.
- A point of different for targeted education to be hosted in the Southern Highlands is work placement and work experience on farm.
- There is an opportunity to work collaboratively with local secondary schools to build pipeline of local workforce.

Land ownership and governance

- Lack of large developer able to initiate a holistic vision is a significant detractor of the SHIP.
- Momentum of development will require incentivizing existing land owners to actively develop.
- A streamlined DA process may be a significant lure for operators looking to locate in industrial parks.
- Large parcels may inhibit opportunities for smaller and innovative operators. Finding opportunities for smaller lots enables sustainable expansion opportunities of neighbouring operators who may otherwise be priced out of growth due to large land acquisition demands, and supports new market entrants.
- Site servicing is considered primary to provide market confidence that development will move ahead.

Opportunities for SHIP

- Become a significant contributor to Sydney's food security. Explore an agribusiness precinct and leverage existing local food producers. Explore specialistion of regenerative agriculture, leveraging existing cluster of regenerative farms.
- Promote thoroughbred horse industry with supporting infrastructure such as equine hospital and training facility. An eventing/ show venue could double as an evacuation centre for the community.
- Advocate to realign educating pathways of education institutions with existing industries – specifically equine vet science, viticulture, agriculture.
- Local agriculture could be significantly enhanced by investing in small scale food processing and exploring a premium Southern Highlands food label. Facilities such as shared storage, packing facilities, mobile abattoir could provide secondary markets for local producers.
- Beneficial bug breeding for non-local crops could create a research focus to the local agriculture cluster, able to support RnD for other regions where separation from crops is necessary to avoid contamination.
- There is no growth in clinker production volumes but there is growth in exploring alternates to traditional portland cement. Supplementary processing of alternative fuel sources could support cement kiln operations and reduce local waste. Exploring localisation of waste streams could creating secondary markets and enhance innovation practices in energy production and capture. This type of co-location could underpin a future circular economy hub within the precinct.
- Exploration of waste heat-energy transfer from kiln operations to support local grid or neighbouring operations.

04

Competitor precincts

Competitor precinct scan SHIP SWOT

Identified through a regional policy scan and appreciation of existing sector based hubs, the qualities and aspirations of the SHIP were considered alongside the following industrial precincts, selected based on likelihood of geographic competition or specialisation:

- Aerotropolis
- Poplars South Jerrabomberra
- South Goulburn Enterprise Corridor
- Parkes SAP
- Bega Circular Valley
- Wagga Wagga SAP
- Wagga Wagga AgriPark
- Central Cost Innovation District
- Orange

Matrix in full provided as attachment.

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Strengths

- In terms of scale the SHIP is large for general industrial, but compared to dedicated established precincts like SAPs is it not a significant scale. It is therefore attractive for large individual operators in general/heavy industry but perhaps less attractive for entirely new operations looking to establish a new sector base with significant growth opportunities.
- Existing Boral land owner is a significant anchor asset.
- Southern Highlands has arable soils and an emerging cluster of regenerative farming operations.
- Equine stud industry is unrivaled in NSW (possibly nationally).
- Industrial land values are the lowest in Wingecarribee compared to other identified LGAs. Still has a cost incentive.
- Proximity to Canberra and Sydney markets, especially Western Sydney.

Opportunities

- Where they can service the land they could lock in operators not that will otherwise locate to the Aerotropolis – first mover advantage.
- **Leverage** Biggest opportunities are to leverage existing industries in the local area – SGS consider to be (Equine Stud, Agriculture).
- **Stretch** the operations of the Berrima Concrete Works are opportunities to establish an Energy-Waste sector. Boral presents opportunities to create an ancillary waste recovery sector.
- **Stretch** True Green new land holding has aspiration to locate a new industry in electric vehicle manufacturing
- **Leverage** Support surrounding agricultural enterprises by providing centralized packing/storage/processing facilities.
- Need to secure food supply for the Sydney market where periurban areas have been eroded. Could position the SH as a significant contributor to food security.

Weaknesses

- SHIP does not have a specific enough guiding aspiration for what markets it seeks to attract – trying to do too much. If it spreads too thin it will end up being a general industrial area which is contrary to the aspiration.
- Insecure power supply and lack of existing infrastructure is turning new operators away. Not currently digitally connected.
- Private ownership of majority of SHIP reduces Council's ability to influence the trajectory of development.
- Large parts of the SHIP are environmentally constrained. May inhibit large operations able to maximise use of full parcels. However, may serve to enforce 'the green between'.

Threats

- Access to the railway is not direct for the SHIP – explore constraints around Boral's private connection – the eastern extent of the SHIP may be better suited for processes requiring access to rail line.
- Conflicting ambitions to develop the SHIP but retain the green and open aesthetic of the area.
- Education pathways of local institutions are not well aligned with existing industries ie. Viticulture is being taught in Goulburn where there are no vineyards.
- Agriculture/ agri tech is already identified as focus in Wagga Wagga AgriPark, Central Coast Innovation District, Aerotropolis, Orange GATE and Agricultural Institute.
- Circular Economy is identified as focus for Bega Valley LGA.
- Defence and space related industries is focus for South Jerrabombera with committed Stage 1 operators inclusive of data centre.

Summary

- There is a lack of serviced industrial land supply in Western Sydney. With well placed access to the same markets of Sydney, Canberra and the NSW south coast, Wingecarribee is well positioned to help meet some of that unmet demand.
- There are established and specialised industries within Wingecarribee from which to base innovative practice, particularly the highly specialised agriculture sector, the growth sector of non-metallic manufacturing, and the established thoroughbred horse industry. These markets demonstrate competitive advantage that SHIP could foster to establish industry clusters that can upskill the existing labour market and/or attract new operators to park.
- SHIP has a significant anchor asset in the Berrima Cement Works, underpinning a relatively strong construction sector, which present opportunities to evolve new markets around their operations.
- Due to the competitive offer of other specialised or neighbouring precincts the approach to growth in SHIP should consider what is likely in the short term that can build on current operations and infrastructure and current labour market skills. This is critical to establish a First Horizon outcome. As such, collaboration with Boral as the anchor asset, and deeper engagement with the agriculture and thoroughbred horse operators in the region should underpin the first stages of development to understand existing growth potential and or new anchor assets that may be established to underpin those sectors.
- Within these sectors innovation will occur that will govern what operators move second in the precinct and what secondary markets may be attracted to these industry clusters, Second Horizon outcomes. Flexibility and adaptability are therefore critical to maintain within the SHIP to enable the organic growth of industries. Interim uses should therefore be encouraged where they do not limit future lot arrangements or preclude the growth of other industries. For example, an initial phase may consider locating a single yet significant primary industry that can both commence operations immediately and act as a catalyst to attract complementary primary and secondary industries.
- In the long term Third Horizon, SHIP can look to developing brand new market segments around new entrants/ operators such as that proposed by True Green and electric vehicle assembly.

05

Land use guidance

Aspiration using the Three Horizons framework

The Three Horizons of Growth provides a framework so consider the staged intervention required to establishment and grow a greenfield precinct. This model helps inform how each identified target market can innovate internally to create new markets and new opportunities.

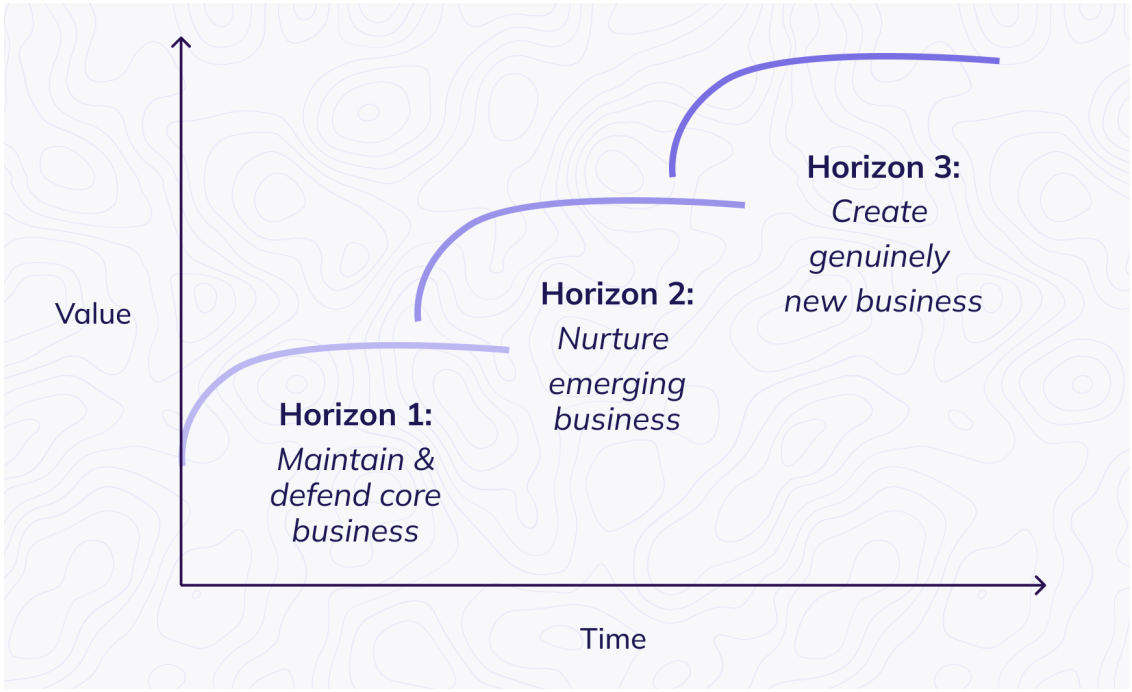
All three horizons should be considered for a healthy future, and all three horizons require equal weight.

Consolidate – Where an economy protects and builds existing core business and functions to serve existing and growing catchments.

Enhance – Where an economy seeks to leverage existing core functions to diversify into related functions, supply chains or aligned businesses. These improvements can be thought of as 'organic innovations', building on existing strengths.

Transform - Contemplates new opportunities that are not currently present but draw on the place's advantages that underpin current functions. The third horizon is where a place seeks to 'reinvent itself'.

FIGURE 19: THE THREE HORIZONS OF GROWTH, ADAPTED FROM MCKINSEY AND COMPANY



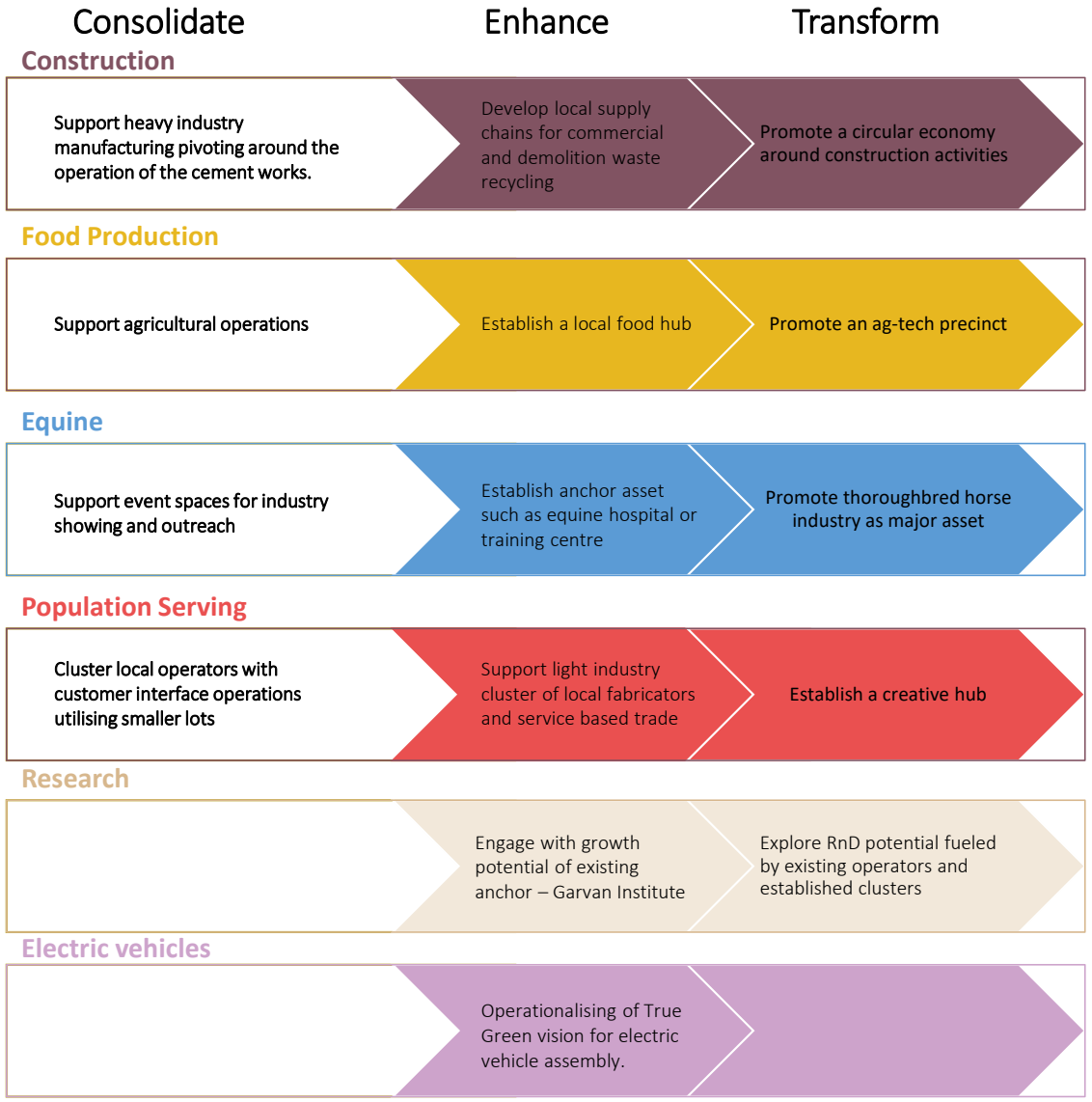
SOURCE: ADAPTED FROM MCKINSEY AND COMPANY

Staging

Advancing development within the SHIP will require first movers to gain momentum. It is suggested that shorter term goals focus on attraction and establishment of operators in existing strength industries, notably equine thoroughbred horse farming, agriculture and heavy manufacturing stemming from the operations of the Cement Works. This will enable those sectors to scale/ diversity and build community support behind local operations with local workforces.
Longer term aspirations are seen to focus on innovations that come from the agglomeration benefits of clustering these communities, or establish new anchor assets that will drive new industry attraction.

Working on a continuum of short term/ more likely consolidation that encourages organic growth and innovation within existing industries, key sectors are plotted for how they might evolve to enhance/ diversify operations and ultimately transfer to create new market opportunities. Consolidation sectors are those that have an existing presence and pose first mover advantage for SHIP. Enhance and Transform sectors are long term aspirations driven by emerging new market opportunities or new operators.

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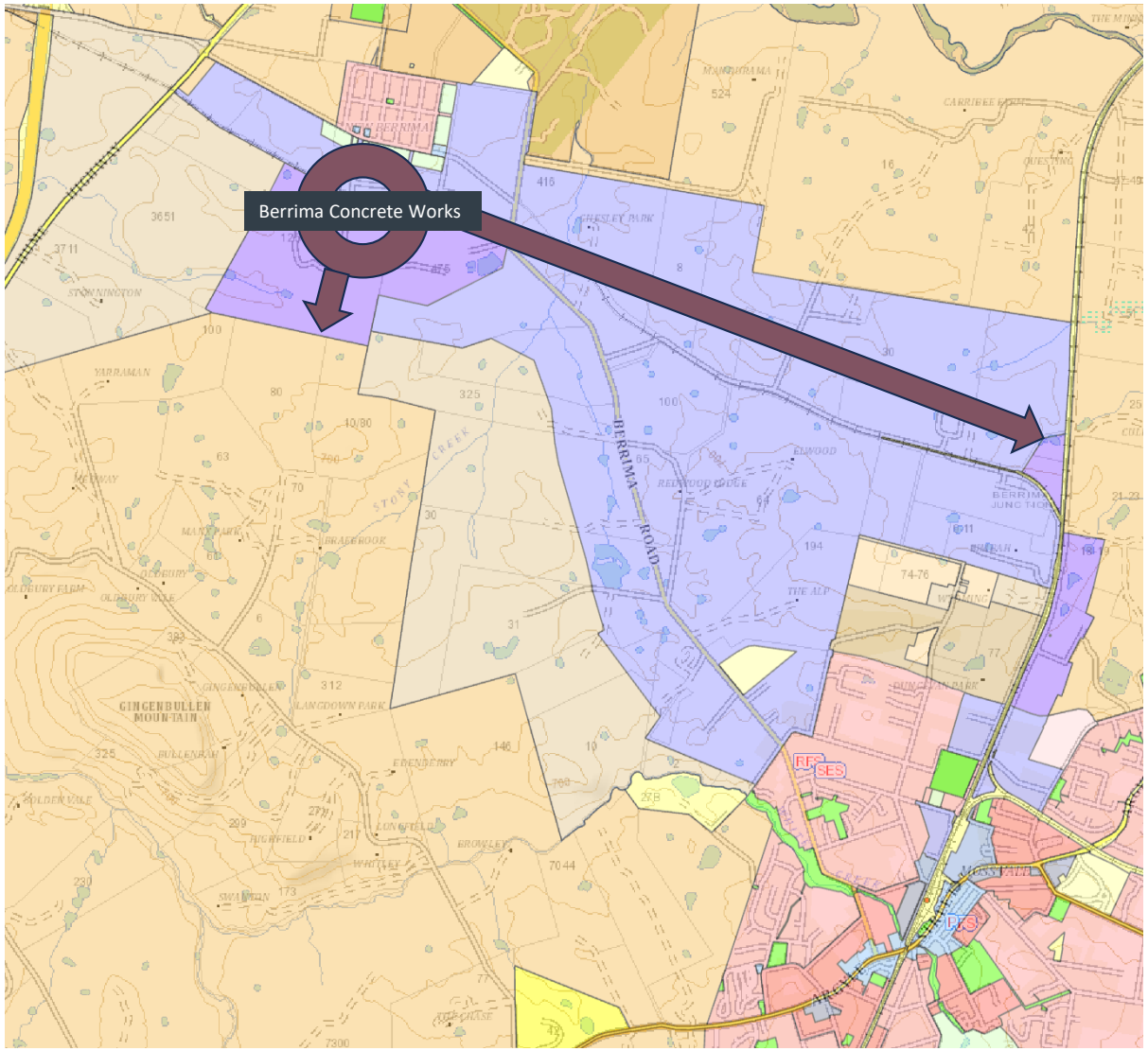


Construction industry

Short term leverage – recognition of existing innovations at the Berrima Concrete Works

Long term stretch – waste-energy zone

- Heavier or general industry uses that require significant buffers/ setbacks to co-locate around the Concrete works as an anchor asset, growing east along the rail corridor towards the OMYA facility (also E5) creating a potential corridor of related industries and separated from other use cases in the southern half of SHIP by the rail corridor forming a natural barrier/extent of encroachment.
- Growth along rail line to enable future opportunities to connect to the rail freight network.
- Opportunity to create cluster of skilled heavy manufacturing, heavy engineering workforce that could circulate between operators creating longevity of the workforce.
- Opportunity to locate industrial waste recycling to localize waste-energy inputs for the concrete works and develop new market in waste recovery.



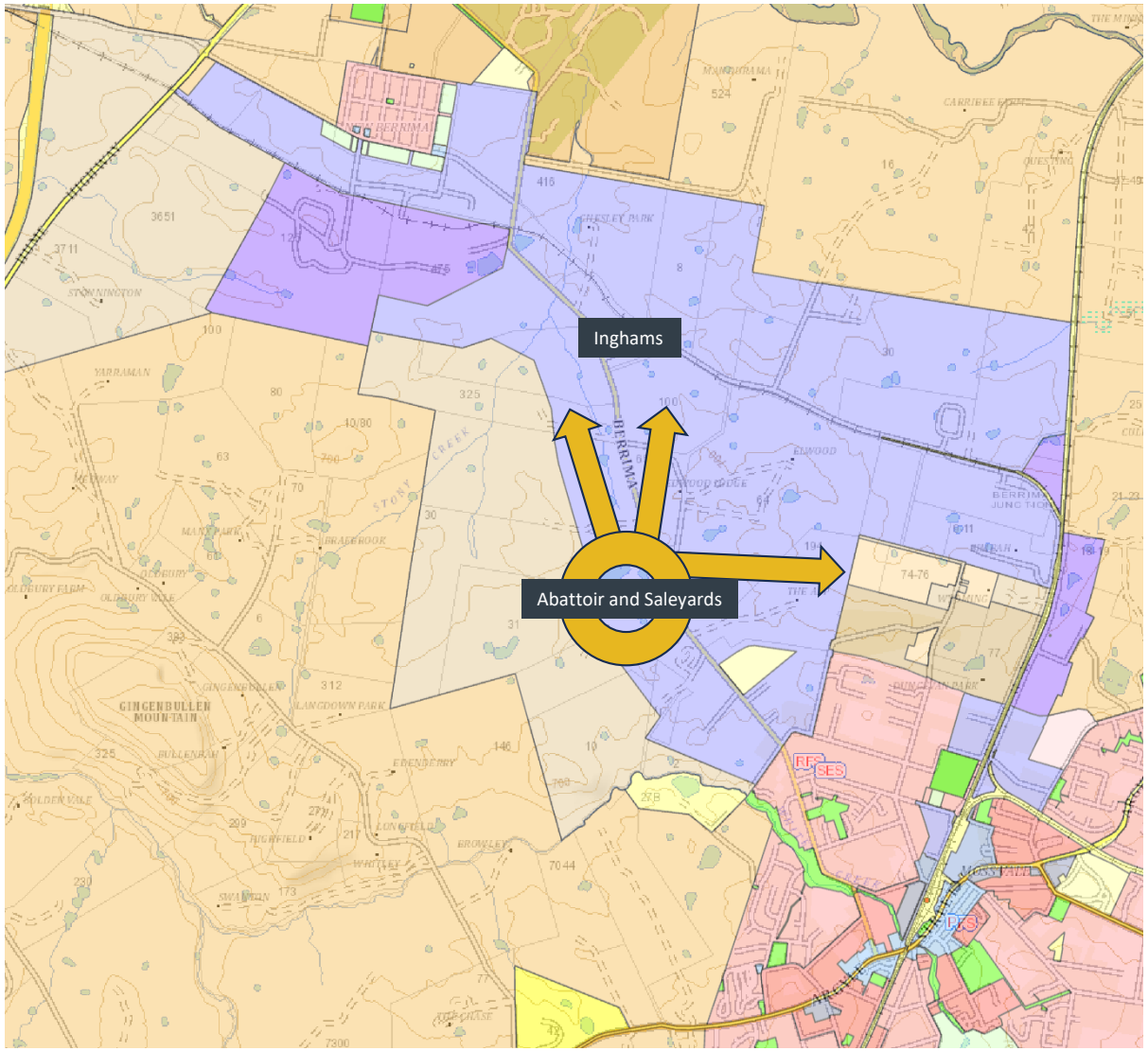
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Local food production/manufacturing

Short term leverage – Southern Highlands Food Hub

Long term stretch – Ag-tech precinct

- A food production precinct to anchor around the key assets of the saleyards and abattoir, as economic drivers and regional attractors for agricultural trade.
- Growth north along Berrima Rd to connect with existing operations at the Inghams Feedmill Berrima and east to integrate with the RU4 Primary Production Small Lots and C4 Environmental Living lots as a transect transition from small to large lot production or food manufacturing.
- Opportunity to create cluster of shared facilities to support a local food hub supporting growth of local food producers, may include operations such as cold storage, covered cropping, packaging and processing.

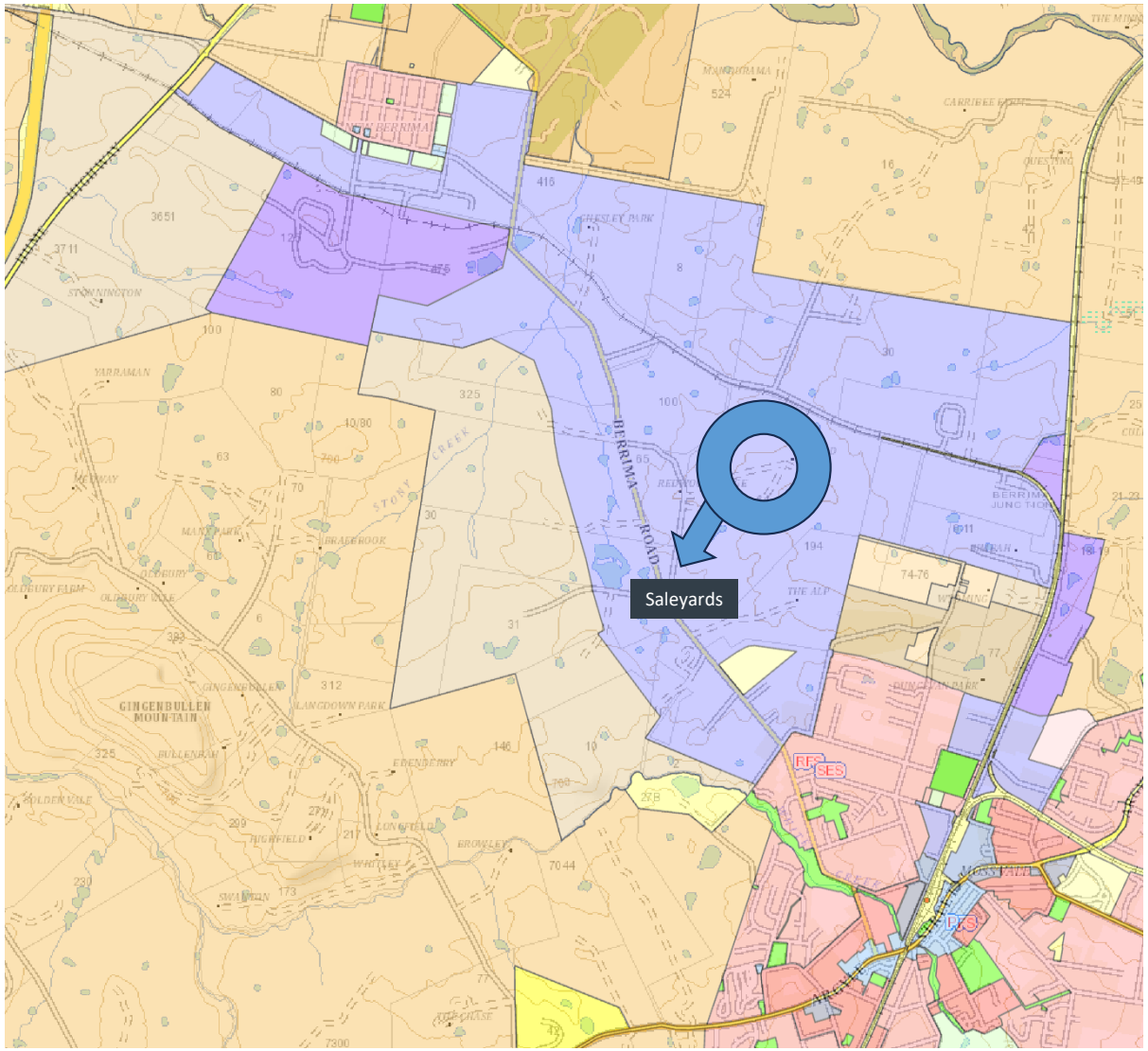


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Equine

Short term leverage – Equine veterinary hub/ specialized hospital
Long term stretch – Equine excellent hub

- Symbiotic colocation opportunities with agriculture sector, opportunities for nutrient recycling etc.
- Anchored by saleyards and access to highway from Berrima Road to enable east access to the Sydney market.
- Opportunity to provide a regionally central equine hospital and treatment facility, creating a new market of skilled workers and providing an anchor to cluster equine skills and workforce in the Southern Highlands.
- Opportunity to provide a training facility to support stud operations, introducing new skills and operators to the existing equine operations.
- Equine and agriculture may enable retention of the aspiration for 'the green between' to break up built form across the SHIP.

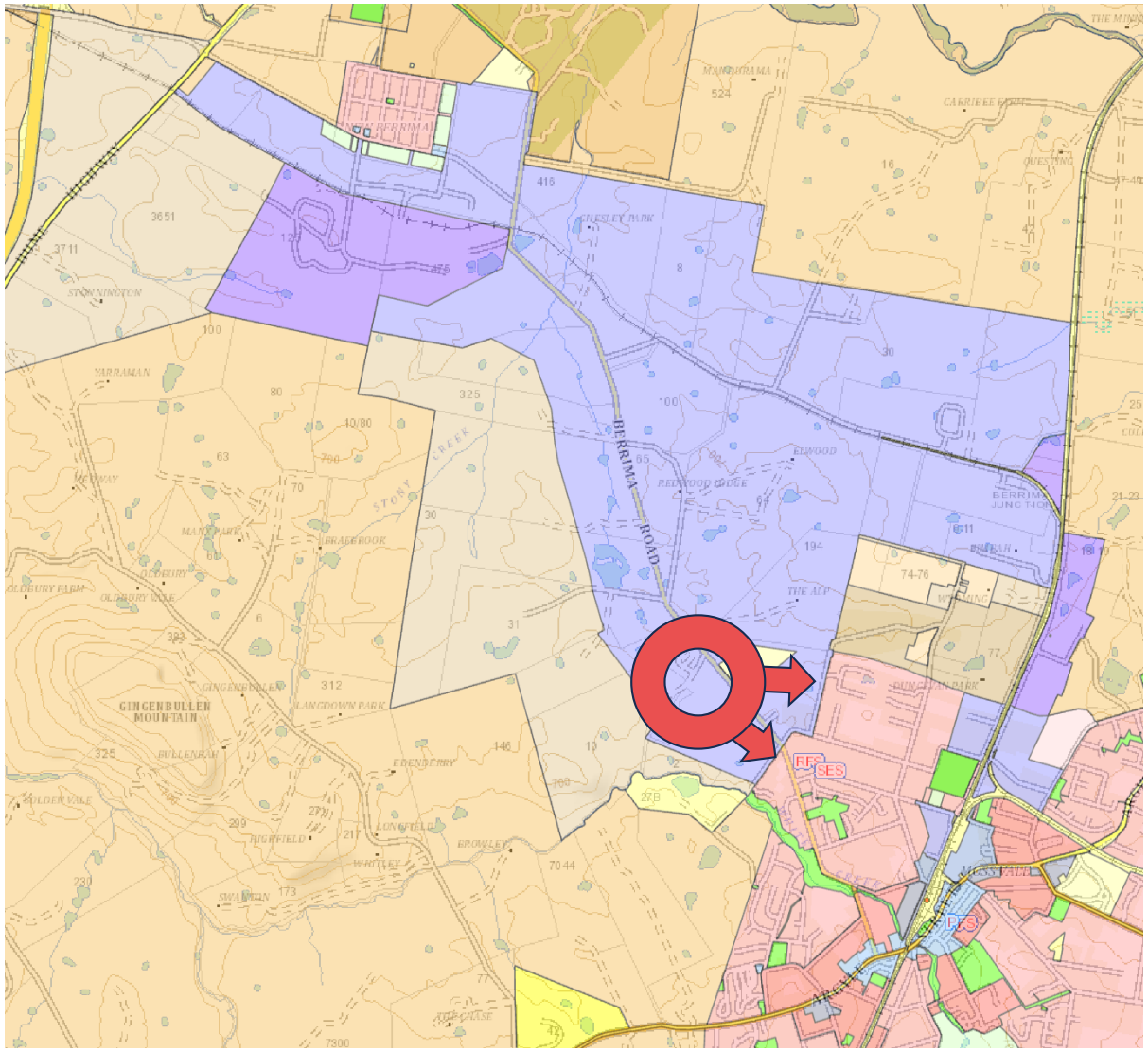


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Population serving industry

Short term leverage – Local makers/ crafters/ fabricators
Long term stretch – Creative hub

- Positioning local light industry and population serving industrial uses closest to the residential interface enables a gentle transect transition to the SHIP.
- Enables direct access for customer interfacing operations.
- May expect to support smaller tenancies for small to medium enterprises.

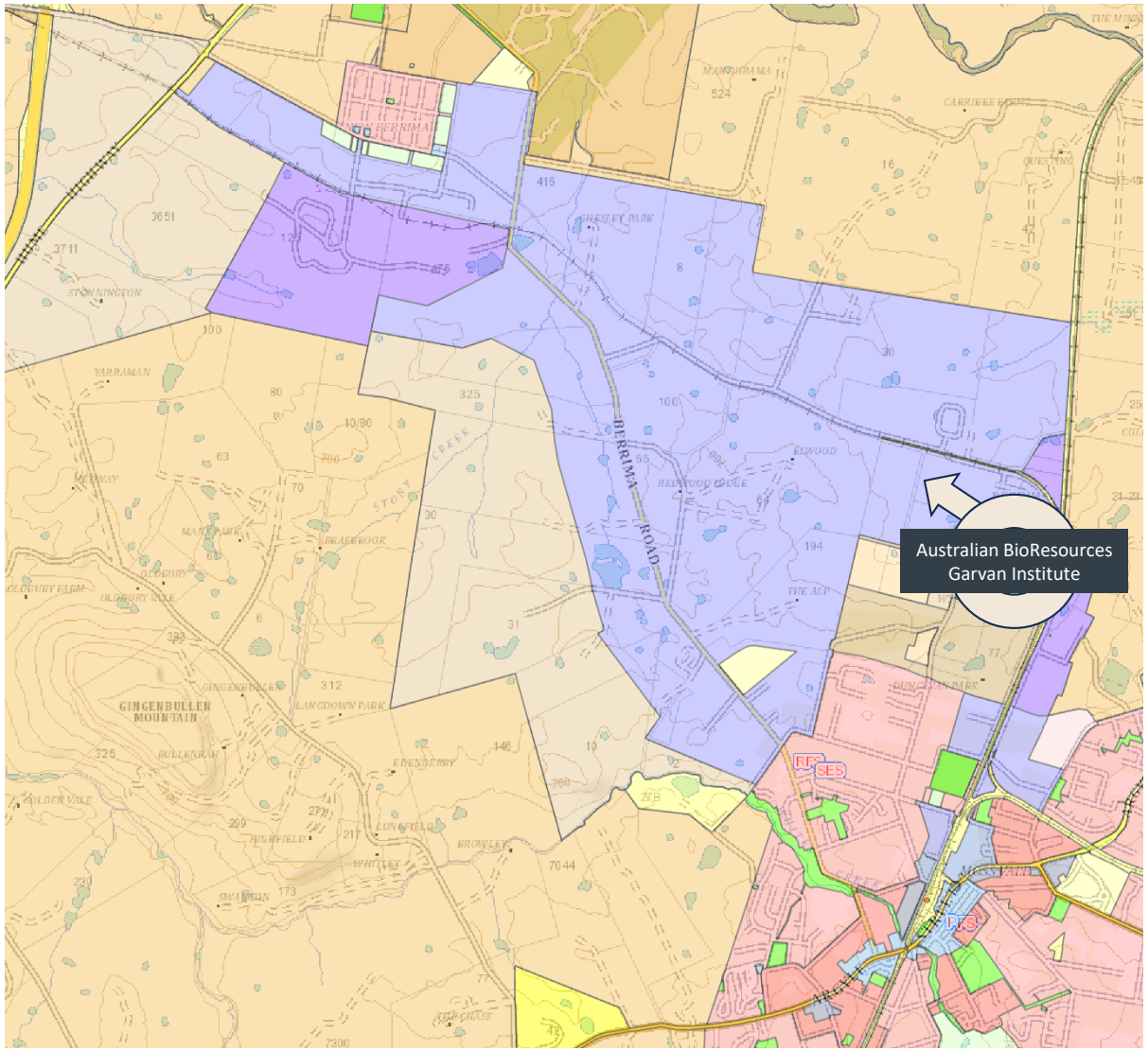


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Research sector

Long term stretch – Research hub

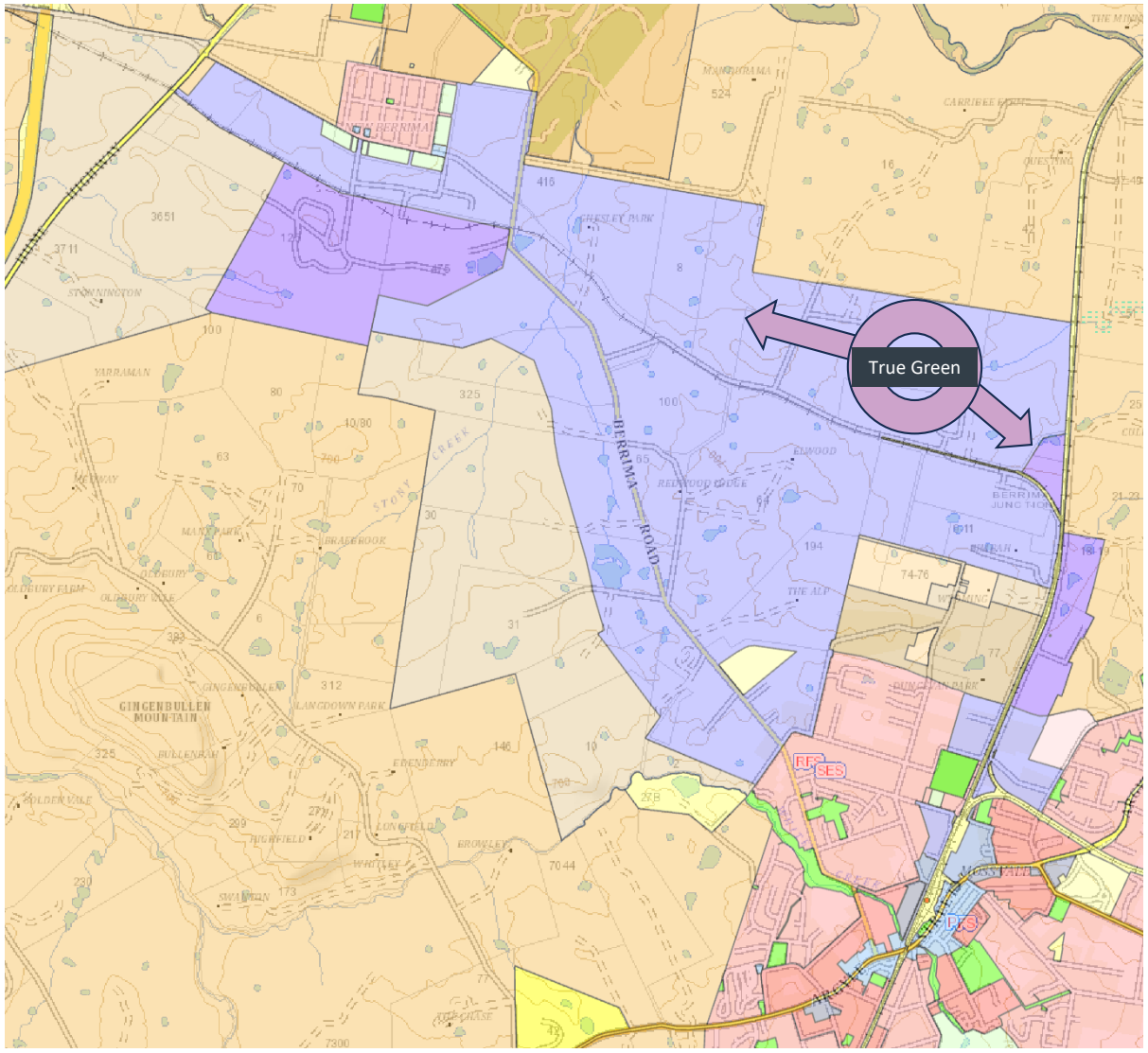
- There may be opportunities to discuss expanded operations of the Garvan Institute as anchor asset in a wider research and development precinct. The focus of the precinct may align with existing operations such as Agriculture, Horse farming, waste to energy transfer etc.



Automotive assembly

Long term stretch – Electric vehicle assembly

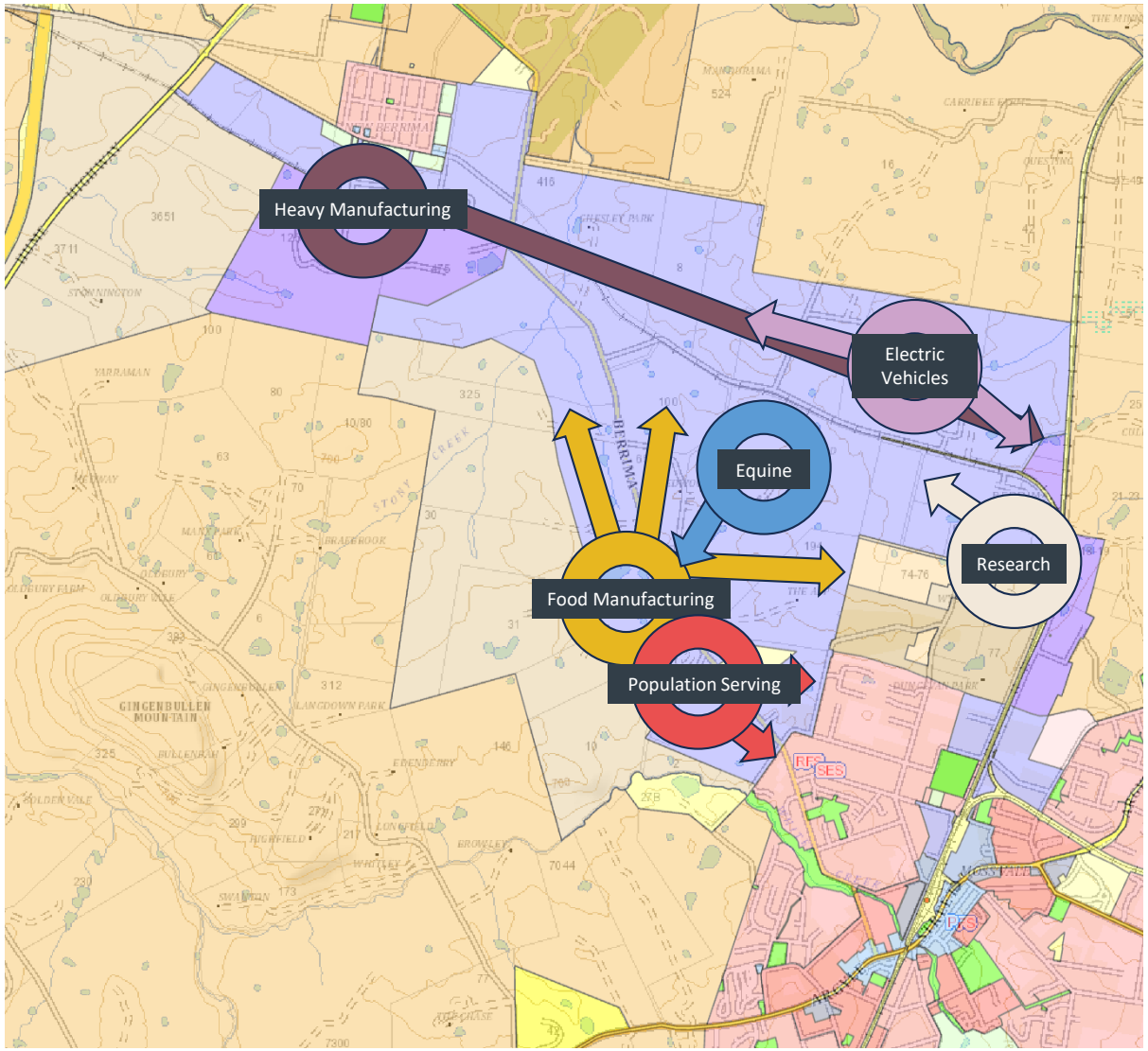
- Based on the aspirations of True Green as an anchor operator there may be a new market hub evolving around electric vehicle manufacture or assembly. This use is likely a suitable compliment to a heavy industry corridor, separated from other uses by the rail corridor.



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Proposed industry clustering

- Based on the existing strengths of the region, key existing operators and known new market operators, the following industry zones are proposed to enable a transect of use cases across the SHIP to retain required buffers around heavy industry uses and create transition zones to protect residential peripheries.
- General amenity, including services such as retail and hospitality, are proposed to be minimal within the SHIP itself, supporting trade in the edge communities of the Moss Vale Town Centre and limited services in New Berrima. This would expand trade in a way that would benefit the local community more widely and not over-stretch supply.



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Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

List of Investments

Council's investment portfolio as at 31 August 2024 consists of the following investments:

INVESTMENT PORTFOLIO AS AT 31 August 2024						
Institution	**Type**	**Amount**	**Interest Rate**	**Investment Term - Days**	**Maturity Date**	**% Investment Portfolio**
BOQ	Term Deposit	8,000,000	4.41%	731	02/09/2024	3.38%
CBA	Term Deposit	5,000,000	4.00%	720	16/09/2024	2.11%
NAB	Term Deposit	5,000,000	5.20%	365	11/09/2024	2.11%
ING	Term Deposit	5,000,000	5.35%	365	27/09/2024	2.11%
NAB	Term Deposit	2,500,000	5.25%	365	03/10/2024	1.06%
ING	Term Deposit	5,000,000	5.47%	365	01/11/2024	2.11%
Auswide	Term Deposit	8,000,000	5.50%	365	29/11/2024	3.38%
ING	Term Deposit	5,000,000	5.34%	365	04/12/2024	2.11%
BOQ	Term Deposit	5,000,000	5.35%	366	05/12/2024	2.11%
ING	Term Deposit	5,000,000	5.19%	335	16/12/2024	2.11%
NAB	Term Deposit	7,000,000	5.12%	343	07/01/2025	2.96%
NAB	Term Deposit	5,000,000	5.10%	345	16/01/2025	2.11%
NAB	Term Deposit	5,000,000	5.13%	357	30/01/2025	2.11%
ING	Term Deposit	5,000,000	5.20%	367	17/02/2025	2.11%
CBA	Term Deposit	5,000,000	4.93%	365	21/02/2025	2.11%
ING	Term Deposit	10,000,000	5.08%	364	28/02/2025	4.22%
GSB	Term Deposit	5,000,000	5.09%	365	06/03/2025	2.11%
NAB	Term Deposit	10,000,000	5.25%	367	28/04/2025	4.22%
NAB	Term Deposit	5,000,000	5.25%	322	18/03/2025	2.11%
NAB	Term Deposit	5,000,000	5.25%	350	15/04/2025	2.11%
GSB	Term Deposit	5,000,000	5.20%	356	12/05/2025	2.11%
GSB	Term Deposit	5,000,000	5.20%	365	21/05/2025	2.11%
GSB	Term Deposit	5,000,000	5.22%	313	01/04/2025	2.11%
Auswide	Term Deposit	5,000,000	5.30%	365	29/05/2025	2.11%
ING	Term Deposit	5,000,000	5.23%	731	01/06/2026	2.11%
NAB	Term Deposit	5,000,000	5.25%	365	11/06/2025	2.11%
NAB	Term Deposit	5,000,000	5.50%	362	24/06/2025	2.11%
NAB	Term Deposit	5,000,000	5.48%	356	18/06/2025	2.11%
NAB	Term Deposit	5,000,000	5.18%	727	24/06/2026	2.11%
ING	Term Deposit	8,000,000	5.35%	731	29/06/2026	3.38%
Judo	Term Deposit	5,000,000	5.50%	364	02/07/2025	2.11%
NAB	Term Deposit	5,000,000	5.33%	349	08/07/2025	2.11%
ING	Term Deposit	5,000,000	5.27%	357	22/07/2025	2.11%
Judo	Term Deposit	5,000,000	5.00%	356	29/07/2025	2.11%
AMP	Term Deposit	5,000,000	5.20%	300	12/06/2025	2.11%

Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

INVESTMENT PORTFOLIO AS AT 31 August 2024						
Institution	**Type**	**Amount**	**Interest Rate**	**Investment Term - Days**	**Maturity Date**	**% Investment Portfolio**
AMP	Term Deposit	5,000,000	4.75%	339	25/07/2025	2.11%
CBA	Term Deposit	5,000,000	4.69%	347	05/08/2025	2.11%
CBA	Term Deposit	5,000,000	4.68%	350	12/08/2025	2.11%
CBA	Term Deposit	5,000,000	4.72%	356	19/08/2025	2.11%
Judo	Term Deposit	3,000,000	5.10%	182	28/02/2025	1.27%
CBA	Call Account	19,209,074	4.35%	NA	NA	8.11%
Bendigo	Call Account	1,020,003	1.45%	NA	NA	0.43%
Bendigo	Savings acc	50	0.00%	NA	NA	0.00%
Total Investments		**$236,729,127**				100.00%

Institution Legend

AMP = AMP Limited
ANZ = Australia & New Zealand Banking Group
Auswide = Auswide Bank
BOQ = Bank of Queensland
BDCU = Berrima District Credit Union
Bendigo = Bendigo & Adelaide Bank
BankVIC = Bank Victoria
CBA = Commonwealth Bank of Australia
GSB = Great Southern Bank (formerly CUA)
IMB = IMB Bank
ING = ING Direct
ME = Members Equity Bank
MyState = MyState Bank
NAB = National Australia Bank
Newcastle = Newcastle Permanent
St George = St George Bank
WBC = Westpac Banking Corporation
Rural = Rural Bank
Judo = Judo Bank

Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

Policy Compliance

Council's Investment Policy provides clear direction for the diversification of Council's investment portfolio. This ensures credit and diversification risk is managed in accordance with the adopted risk management framework, as outlined in Council's Policy.

Individual Institution Limits

A summary of investments placed by institution is as follows:

Institution	S&P Short Term Rating	Maximum %	Actual %	Invested $	Supports Fossil Fuels	Policy Compliance
NAB	A1+	40%	29.36%	69,500,000	YES	YES
CBA	A1+	40%	18.67%	44,209,074	YES	YES
ING	A1	25%	22.39%	53,000,000	YES	YES
AMP	A2	15%	4.22%	10,000,000	YES	YES
BOQ	A2	15%	5.49%	13,000,000	YES	YES
ME (acquired by BOQ)	A2	Combined with BOQ %		0	YES	YES
Bendigo	A2	15%	0.43%	1,020,053	NO	YES
MyState	A2	15%	0.00%	0	NO	YES
Auswide	A2	15%	5.49%	13,000,000	NO	YES
GSB	A2	15%	8.45%	20,000,000	NO	YES
BankVIC	A2	15%	0.00%	0	NO	YES
Judo	A3	10%	5.49%	13,000,000	NO	YES
Total			**100.00%**	**236,729,127**		

Portfolio Credit Limits

A summary of investments placed by credit limit is as follows:

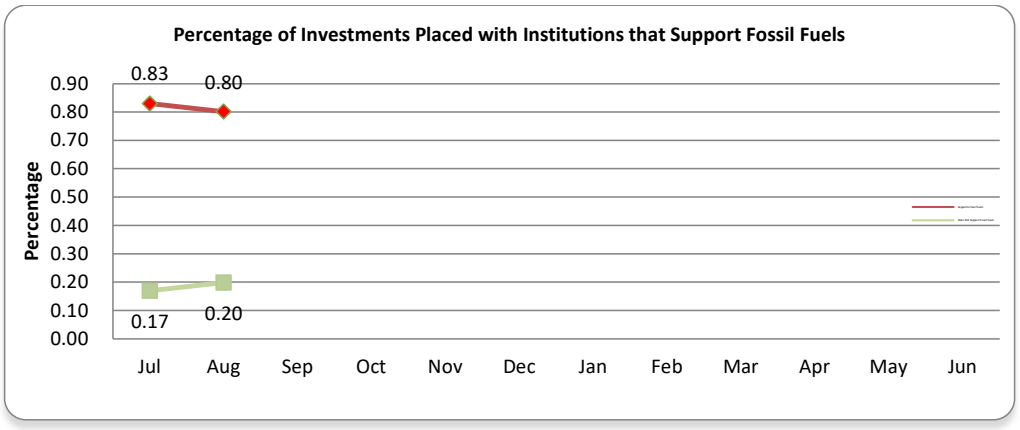
S&P Short Term Rating	Maximum %	Actual %	Invested $	Policy Compliance
A1+	100%	48.03%	113,709,074	YES
A1	80%	22.39%	53,000,000	YES
A2	60%	24.09%	57,020,053	YES
A3	20%	5.49%	13,000,000	YES
Govt	25%	0.00%	0	YES
Total		**100.00%**	**236,729,127**	

Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

Non-Fossil Fuel Investment Preferencing

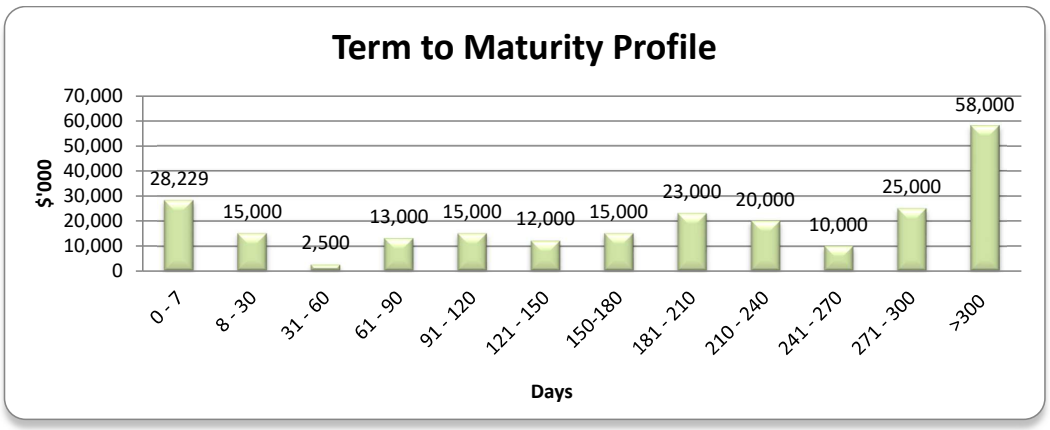
Council's adopted Investment Policy states a preference for placing funds with institutions that do not support the fossil fuel industry. The chart below identifies Council's percentage of investments placed with institutions that do not support the fossil fuel industry.

As investments mature Council will actively seek investments with institutions that do not support the fossil fuel industry, on the basis that they offer equivalent returns and are compliant with legislation and the objectives and parameters of the Investment Policy.



Term to Maturity

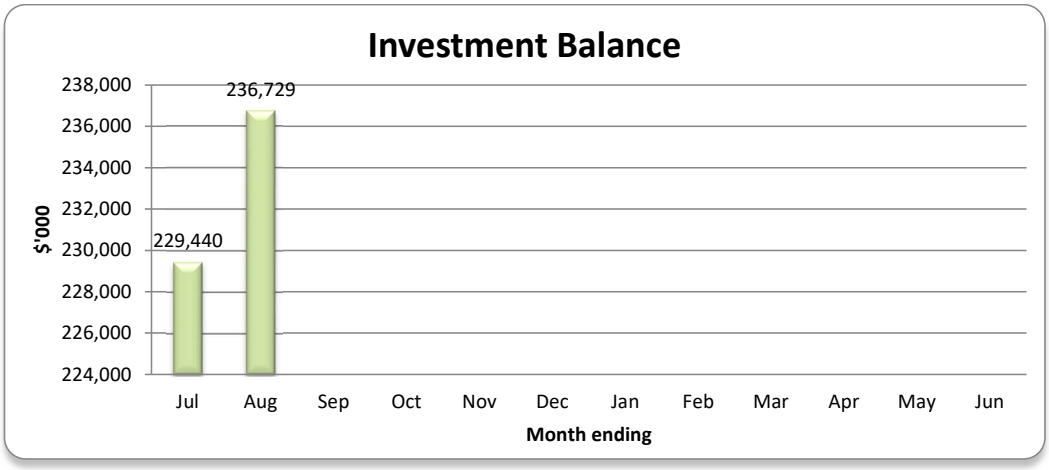
Investments have been placed giving due consideration to Council's liquidity requirements. Enough Working Capital is available to ensure Council continues to meet its ongoing cash flow requirements for operational and capital expenditure.



Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

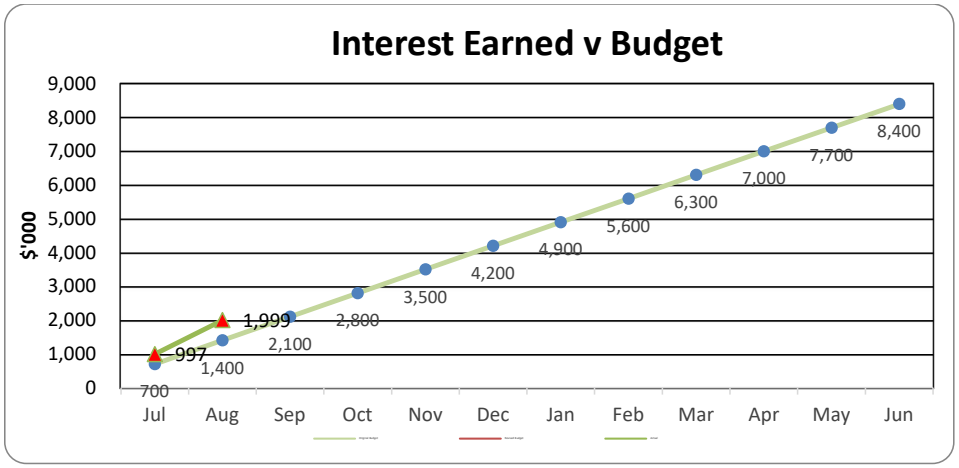
Portfolio Performance

Council's investment balance at the end of August 2024 was $236.7 million. This has increased by $7.28 million since the end of July 2024.



Interest Revenue

Council continues to seek the best available returns while managing the investment portfolio in accordance with Council's investment policy.

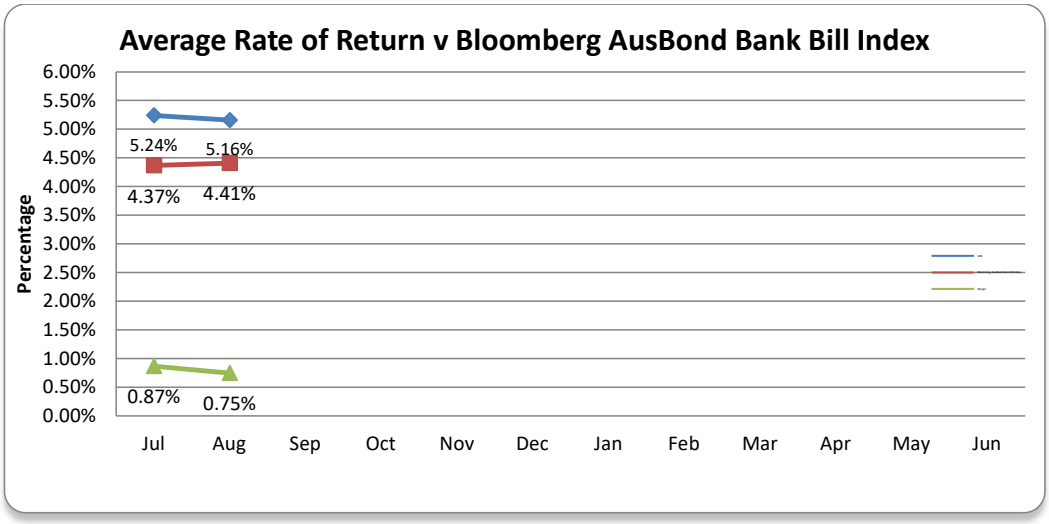


Wingecarribee Shire Council
Investment Report Summary
For the period ending 31 August 2024

Performance against Benchmark

Council's investment portfolio is benchmarked against the Bloomberg AusBond Bank Bill Index.

The average rate of return (ARR) achieved for August 2024 was 5.16% which has decreased by 0.08% since July 2024. The Bloomberg AusBond Bank Bill Index for 1 year was 4.41%. The margin against the Bloomberg AusBond Bank Bill Index was 0.75% for August 2024.



Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

List of Investments

Council's investment portfolio as at 30 September 2024 consists of the following investments:

INVESTMENT PORTFOLIO AS AT 30 September 2024						
Institution	**Type**	**Amount**	**Interest Rate**	**Investment Term - Days**	**Maturity Date**	**% Investment Portfolio**
NAB	Term Deposit	2,500,000	5.25%	365	03/10/2024	1.03%
ING	Term Deposit	5,000,000	5.47%	365	01/11/2024	2.06%
Auswide	Term Deposit	8,000,000	5.50%	365	29/11/2024	3.30%
ING	Term Deposit	5,000,000	5.34%	365	04/12/2024	2.06%
BOQ	Term Deposit	5,000,000	5.35%	366	05/12/2024	2.06%
ING	Term Deposit	5,000,000	5.19%	335	16/12/2024	2.06%
NAB	Term Deposit	7,000,000	5.12%	343	07/01/2025	2.89%
NAB	Term Deposit	5,000,000	5.10%	345	16/01/2025	2.06%
NAB	Term Deposit	5,000,000	5.13%	357	30/01/2025	2.06%
ING	Term Deposit	5,000,000	5.20%	367	17/02/2025	2.06%
CBA	Term Deposit	5,000,000	4.93%	365	21/02/2025	2.06%
ING	Term Deposit	10,000,000	5.08%	364	28/02/2025	4.13%
GSB	Term Deposit	5,000,000	5.09%	365	06/03/2025	2.06%
NAB	Term Deposit	10,000,000	5.25%	367	28/04/2025	4.13%
NAB	Term Deposit	5,000,000	5.25%	322	18/03/2025	2.06%
NAB	Term Deposit	5,000,000	5.25%	350	15/04/2025	2.06%
GSB	Term Deposit	5,000,000	5.20%	356	12/05/2025	2.06%
GSB	Term Deposit	5,000,000	5.20%	365	21/05/2025	2.06%
GSB	Term Deposit	5,000,000	5.22%	313	01/04/2025	2.06%
Auswide	Term Deposit	5,000,000	5.30%	365	29/05/2025	2.06%
ING	Term Deposit	5,000,000	5.23%	731	01/06/2026	2.06%
NAB	Term Deposit	5,000,000	5.25%	365	11/06/2025	2.06%
NAB	Term Deposit	5,000,000	5.50%	362	24/06/2025	2.06%
NAB	Term Deposit	5,000,000	5.48%	356	18/06/2025	2.06%
NAB	Term Deposit	5,000,000	5.18%	727	24/06/2026	2.06%
ING	Term Deposit	8,000,000	5.35%	731	29/06/2026	3.30%
Judo	Term Deposit	5,000,000	5.50%	364	02/07/2025	2.06%
NAB	Term Deposit	5,000,000	5.33%	349	08/07/2025	2.06%
ING	Term Deposit	5,000,000	5.27%	357	22/07/2025	2.06%
Judo	Term Deposit	5,000,000	5.00%	356	29/07/2025	2.06%
AMP	Term Deposit	5,000,000	5.20%	300	12/06/2025	2.06%
AMP	Term Deposit	5,000,000	4.75%	339	25/07/2025	2.06%

Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

INVESTMENT PORTFOLIO AS AT 31 September 2024						
Institution	**Type**	**Amount**	**Interest Rate**	**Investment Term - Days**	**Maturity Date**	**% Investment Portfolio**
AMP	Term Deposit	5,000,000	4.75%	339	25/07/2025	2.11%
CBA	Term Deposit	5,000,000	4.69%	347	05/08/2025	2.11%
CBA	Term Deposit	5,000,000	4.68%	350	12/08/2025	2.11%
CBA	Term Deposit	5,000,000	4.72%	356	19/08/2025	2.11%
Judo	Term Deposit	3,000,000	5.10%	182	28/02/2025	1.27%
CBA	Call Account	19,209,074	4.35%	NA	NA	8.11%
Bendigo	Call Account	1,020,003	1.45%	NA	NA	0.43%
Bendigo	Savings acc	50	0.00%	NA	NA	0.00%
Total Investments		**$236,729,127**				100.00%

Institution Legend

AMP = AMP Limited
ANZ = Australia & New Zealand Banking Group
Auswide = Auswide Bank
BOQ = Bank of Queensland
BDCU = Berrima District Credit Union
Bendigo = Bendigo & Adelaide Bank
BankVIC = Bank Victoria
CBA = Commonwealth Bank of Australia
GSB = Great Southern Bank (formerly CUA)
IMB = IMB Bank
ING = ING Direct
ME = Members Equity Bank
MyState = MyState Bank
NAB = National Australia Bank
Newcastle = Newcastle Permanent
St George = St George Bank
WBC = Westpac Banking Corporation
Rural = Rural Bank
Judo = Judo Bank

Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

Policy Compliance

Council's Investment Policy provides clear direction for the diversification of Council's investment portfolio. This ensures credit and diversification risk is managed in accordance with the adopted risk management framework, as outlined in Council's Policy.

Individual Institution Limits

A summary of investments placed by institution is as follows:

Institution	S&P Short Term Rating	Maximum %	Actual %	Invested $	Supports Fossil Fuels	Policy Compliance
NAB	A1+	40%	26.63%	64,500,000	YES	YES
CBA	A1+	40%	25.89%	62,701,667	YES	YES
ING	A1	25%	19.82%	48,000,000	YES	YES
AMP	A2	15%	4.13%	10,000,000	YES	YES
BOQ	A2	15%	4.13%	10,000,000	YES	YES
ME (acquired by BOQ)	A2	Combined with BOQ %		0	YES	YES
Bendigo	A2	15%	0.42%	1,021,306	NO	YES
MyState	A2	15%	0.00%	0	NO	YES
Auswide	A2	15%	5.37%	13,000,000	NO	YES
GSB	A2	15%	8.26%	20,000,000	NO	YES
BankVIC	A2	15%	0.00%	0	NO	YES
Judo	A3	10%	5.37%	13,000,000	NO	YES
Total			**100.00%**	**242,222,972**		

Portfolio Credit Limits

A summary of investments placed by credit limit is as follows:

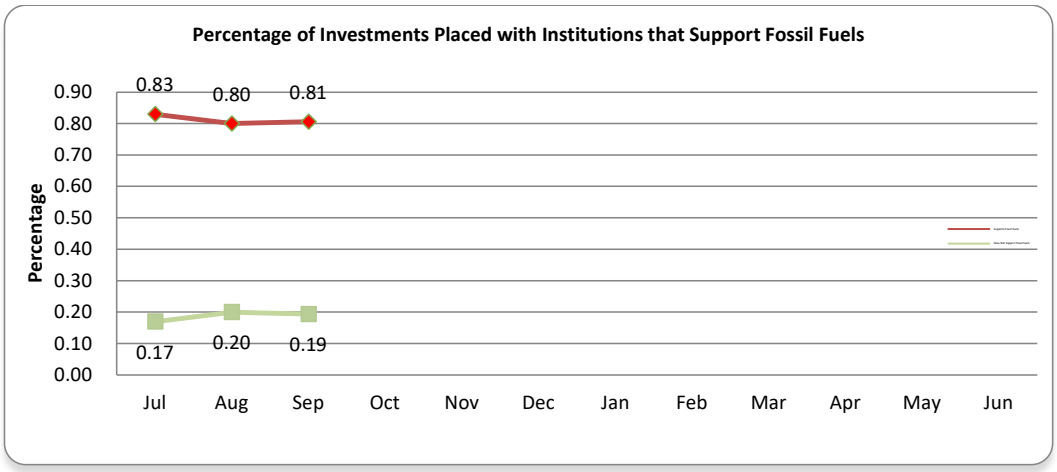
S&P Short Term Rating	Maximum %	Actual %	Invested $	Policy Compliance
A1+	100%	52.51%	127,201,667	YES
A1	80%	19.82%	48,000,000	YES
A2	60%	22.30%	54,021,306	YES
A3	20%	5.37%	13,000,000	YES
Govt	25%	0.00%	0	YES
Total		**100.00%**	**242,222,972**	

Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

Non-Fossil Fuel Investment Preferencing

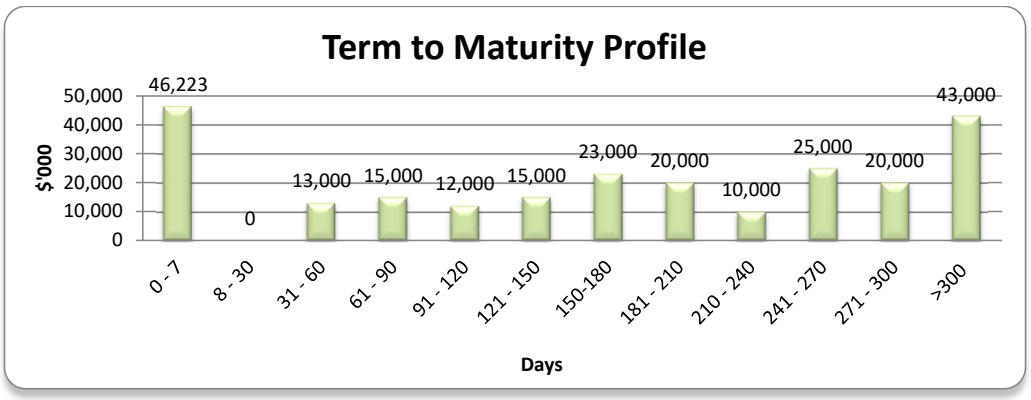
Council's adopted Investment Policy states a preference for placing funds with institutions that do not support the fossil fuel industry. The chart below identifies Council's percentage of investments placed with institutions that do not support the fossil fuel industry.

As investments mature Council will actively seek investments with institutions that do not support the fossil fuel industry, on the basis that they offer equivalent returns and are compliant with legislation and the objectives and parameters of the Investment Policy.



Term to Maturity

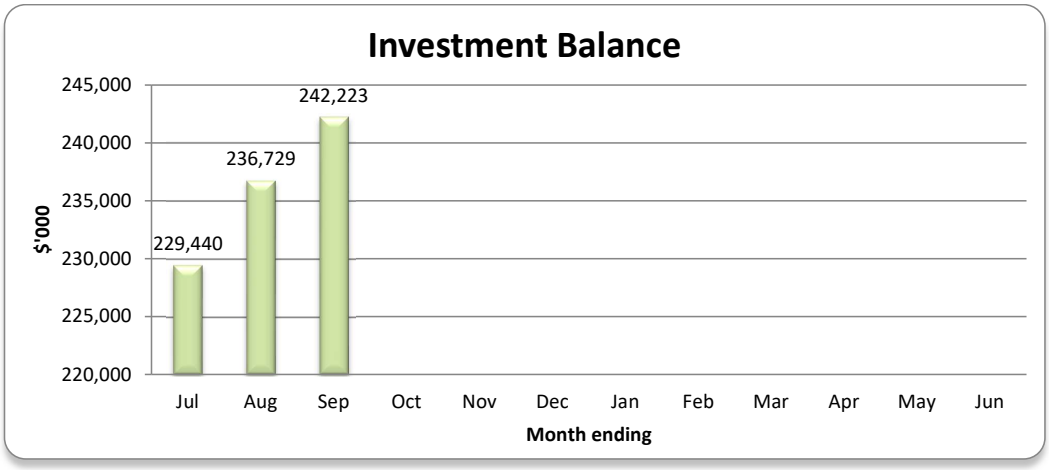
Investments have been placed giving due consideration to Council's liquidity requirements. Enough Working Capital is available to ensure Council continues to meet its ongoing cash flow requirements for operational and capital expenditure.



Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

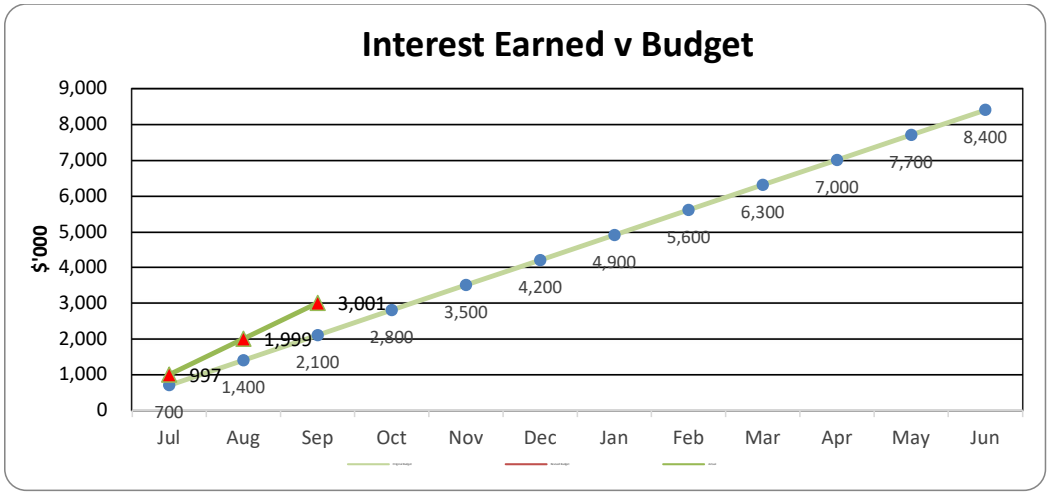
Portfolio Performance

Council's investment balance at the end of September 2024 was $242.2 million. This has increased by $5.5 million since the end of August 2024.



Interest Revenue

Council continues to seek the best available returns while managing the investment portfolio in accordance with Council's investment policy.

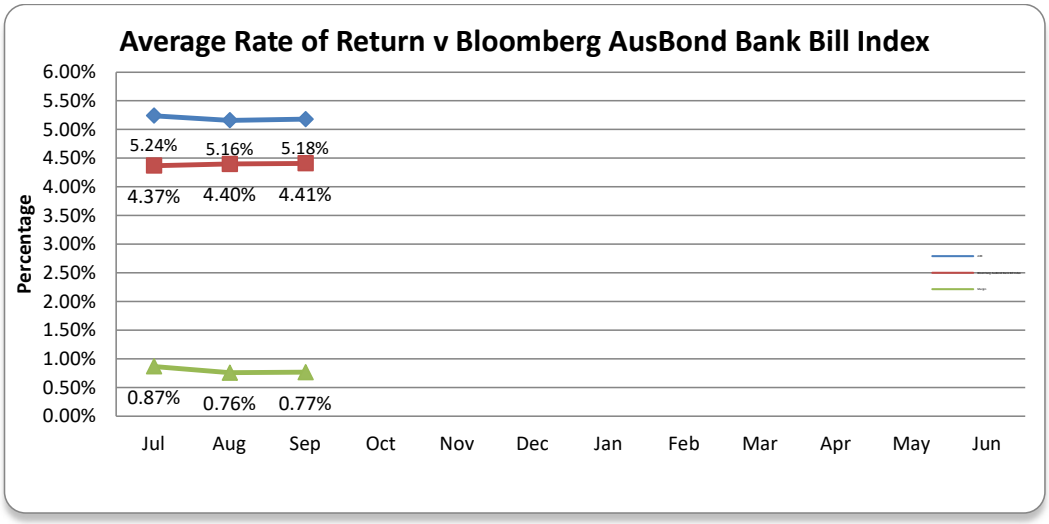


Wingecarribee Shire Council
Investment Report Summary
For the period ending 30 September 2024

Performance against Benchmark

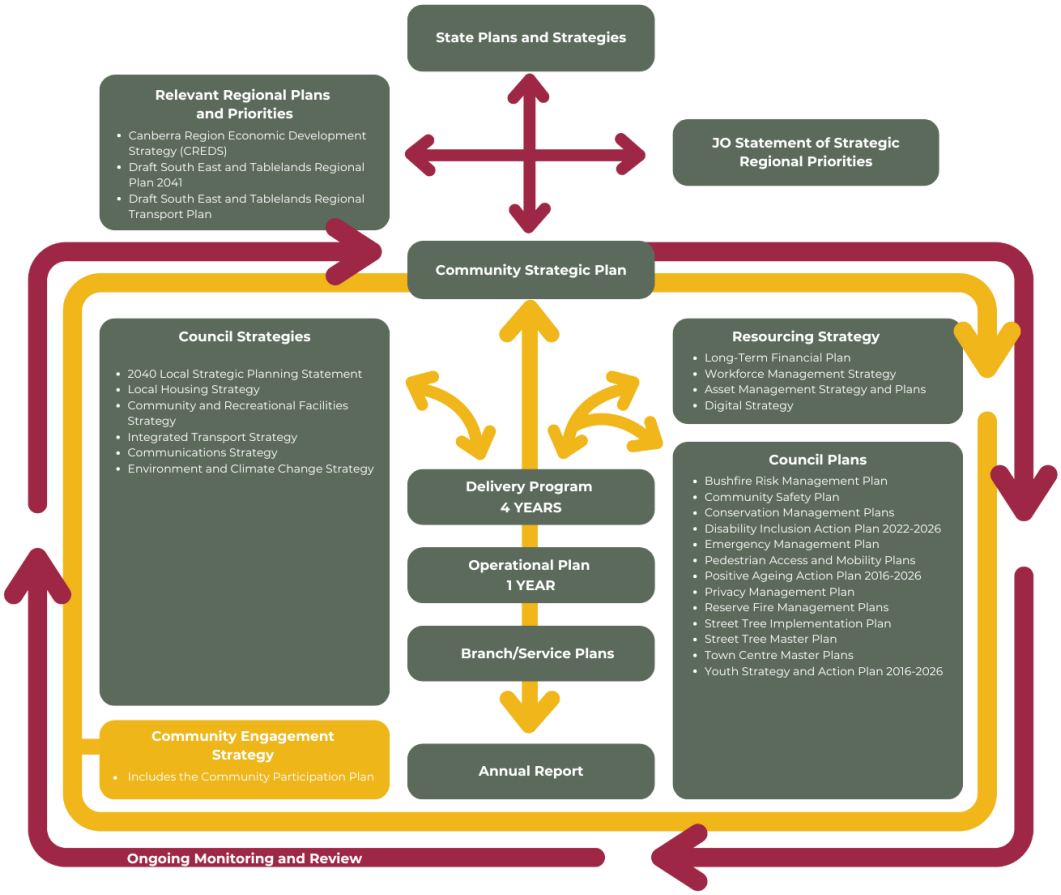
Council's investment portfolio is benchmarked against the Bloomberg AusBond Bank Bill Index.

The average rate of return (ARR) achieved for September 2024 was 5.18% which has decreased by 0.02% since August 2024. The Bloomberg AusBond Bank Bill Index for 1 year was 4.41%. The margin against the Bloomberg AusBond Bank Bill Index was 0.77% for August 2024.




Quarterly Progress Report
1 July 2024 - 30 September 2024
Wingecarribee
SHIRE COUNCIL
We're with you

Integrated Planning and Reporting Diagram



About this Report

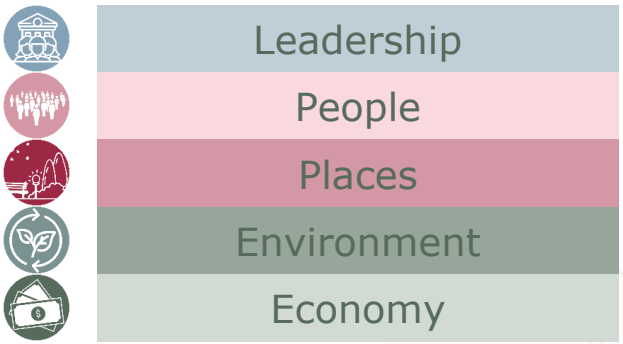
The Quarterly Review reports on Council's progress and outcomes against services and priority actions from the Delivery Program and Operational Plan. The report provides an opportunity to provide updates to the community about how we are meeting our commitments made to the community in these Plans.

Our Delivery Program is structured by Service Area and Principal Activities supporting each service. There are 15 Service Areas and 51 Principal Activities featured within in Delivery Program. Combined these reflect the full range of activities and functions of Council.

The Operational Plan outlines the priority actions and projects that will be delivered throughout the financial year and is a companion document to the Delivery Program.

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



These documents are key components of the Integrated Planning and Reporting Framework which applies to all Council's in NSW.

This Quarterly Progress Review Report provides outcomes against Council's Delivery Program and Operational Plan 2024/25 for the September Quarter. Progress for each service is reported against one of the five themes of the Community Strategic Plan. In some cases, these services and activities will be contributing to multiple themes and therefore will be presented under the best fit goal.

Service Area and Principal Activities



Civic Leadership
·General Manager's Office and Executive Leadership
·Civic Functions and Councillor Support



Information and Customer Service
·Information and Communication Technology – Corporate Systems Information and Communication
·Technology - Operations
·Corporate Information
·Facility and Bookings
·Customer Experience



People and Culture
·Human Resources
·Policy and Strategy Human Resources



Assets
·Parks and Buildings
·Roads and Drainage
·Water Assets



Development Assessment and Regulation
·Development Assessment (Including Fast Track and Portal Support)
·Development Engineering Services
·Compliance and Regulation



Environment and Sustainability
·Sustainability Services
·Natural Resources Management
·Bushland and Biosecurity



Resource Management and Waste
·Resource Recovery
·Waste Services



Strategic Outcomes
·Economic Development
·Strategy and Place
·Strategic Policy



Financial Services
·Procurement and Contracts
·Revenue
·Financial Services



Governance and Corporate Performance
·Strategy and Business Improvement
·Governance
·Integrated Risk Management



Community Life and Libraries
·Community Development
·Library Services
·Place Management
·Communications and Engagement



Project Delivery
·Project Management
·Roads and Drainage Projects



Shire Presentation
·Customer Service and Business Support
·Fleet
·Civil Construction
·Specialist Engineering
·Parks and Open Spaces
·Open Space and Buildings
·Infrastructure Maintenance



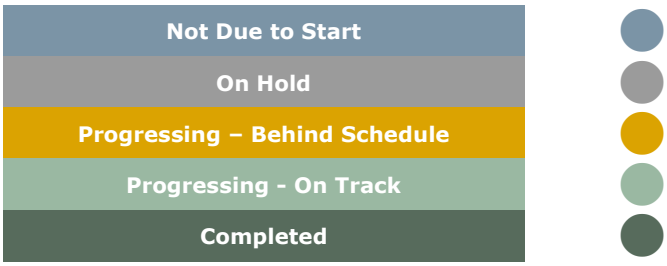
Water Services
·Depot and Maintenance Operations
·Treatment
·Water Network Operations
·Wastewater Network Operations



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

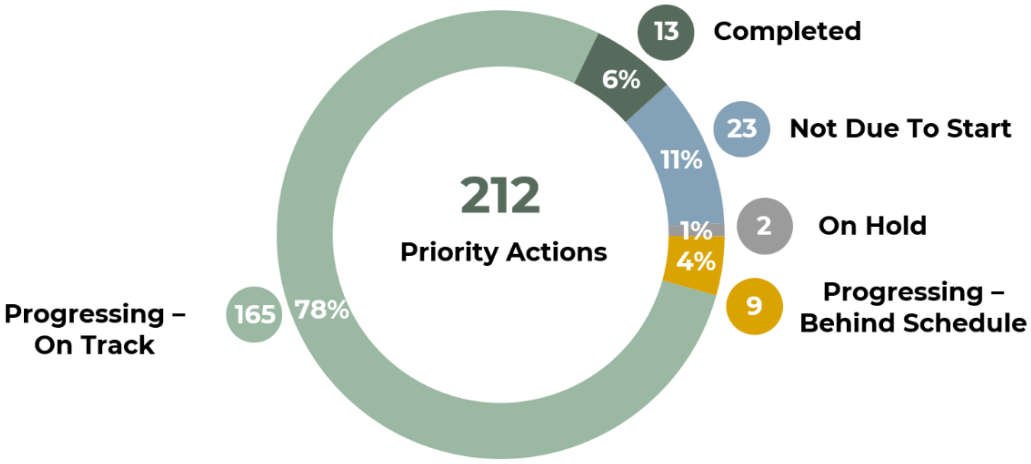
Summary of Progress

Each Priority Action progress is traffic lighted by the following status icons:



As at the end of the September Quarter of the 212 Priority Actions. 23 were 'Not Due to Start', 2 were 'On Hold', 9 were 'Progressing - Behind Schedule', 165 'Progressing – On Track', and 13 were completed.

Priority Action Overall Performance




Leadership
KATHKOSCHEL
Kindness Connects Initiative

Civic Leadership

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

The current Executive Team has been working closely with the Administrator to effectively guide the strategy and operations of the organisation in an open, effective and responsible way.

This includes determining the program of works to be delivered over the next two years and ensuring we have the necessary funding, people, assets and technological systems in place to deliver on our commitments.

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 2 Principal Activity Areas. They are:
1. The General Manager's Office and Executive Leadership 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 & 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.

General Manager's Office and Executive Leadership

Quarterly Highlight

Implementation of Council strategic priorities has continued in line with adopted plans. Service review of water services and people and culture service reviews underway. Council continues to foster strong relationships within the sector through active participation in the Country Mayors Association; Local Government NSW and Canberra Region Joint Organisation.

Operational Plan Priority Actions

Code	Action	Status	Progress
1.1 PA1	Develop a 12-month program for the onboarding and professional development of Councillors		A comprehensive program for the onboarding of councillors has been developed and is ready for implementation as soon as councillors are confirmed. The professional development of individual councillors will be ongoing and subject to their unique needs.
1.1 PA2	Continue to implement the Horizon 1 actions within the Organisational Road Map		The 11 initiatives under Horizon 1 of the Organisational Road Map are either completed or continue to be implemented. Specifically in Quarter 1 there was a focus on service reviews and the Organisational Resourcing Strategy
1.1 PA3	Continue to advocate the priorities outlined in 'Shire Priorities 2023'		Advocacy in line with the Shire Priorities document has continued. Work has commenced in a funding submission to the Federal Government for funding of the works at Mittagong Playhouse. The document will be updated in 2024/25 following the onboarding of the newly elected Council.
1.1 PA4	Work collaboratively with the Canberra Region Joint Organisation to achieve mutually beneficial outcomes		The General Manager and Administrator have actively participated in the General Managers Advisory Group and Board meetings. Projects progressed in this time include the Regional Community Strategic Plan. The General Manager also participated as a Panel member on the review of the CRJO CEO's performance review.
1.1 PA5	Partner with TAFE to pilot innovative programs for cadets, apprentices, trainees, and people transitioning to retirement (WMS)		Initial work has been undertaken on the actions and structure to support an innovative program. Next step is to engage with TAFE.
1.1 PA6	Develop and implement a Health and Wellbeing Plan (4-year Plan) (WMS)		In Q1 - Draft plan established
1.1 PA7	Develop and implement, the Employee Reward and Recognition Program (WMS)		Reviewed and updated Reward & Recognition OMS in conjunction with People & Culture Launched new staff awards program at all-staff conference

Civic Functions and Councillor Support

Quarterly Highlight

A key focus in this area is around the return of the elected Council in September 2024. A comprehensive Induction program has been developed and will be progressively rolled out to the Councillors following their election.

Operational Plan Priority Actions

Code	Action	Status	Progress
1.2 PA1	Prepare a program of Civic events in consultation with the Mayor and Councillors		A program of Civic Events has been prepared in anticipation of the Councillors and Mayor commencing their term in October 2024 where it will be further reviewed and updated in consultation.

Financial Services

Our service works to ensure that the Council is financially sustainable into the long term.

We achieve this through sound and responsible financial management and strategy.

Importantly, we work across the organisation to provide best value services to the community and a consistent, well governed approach to how we procure goods and services.

We are also responsible for managing Councils revenue streams including the issuing and collection of rates from the community.

Financial Service consists of 3 Principal Activity Areas. They are:
1. Procurement and Contracts
2. Revenue
3. Financial Services

We are 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 & trusted levels government that work together in the best interest of the Shire.

Goal 1.2 A well-informed, engaged community.

Procurement and Contracts

Quarterly Highlight

Council continues to refine its monitoring and review processes for all procurement activities conducted to ensure strict adherence with legislative requirements, policies, guidelines, and procedures.

Council is committed to maintaining all statutory documentation and registers in full compliance with legislative requirements. This includes keeping our registers up to date with all the necessary information and adhering to the disclosure mandates set forth by legislation such as the Government Information Public Access (GIPA) Act, which requires notification of every contract exceeding $150,000 (inclusive of GST) that Council enters into, ensuring full transparency regarding legislative obligations.

Operational Plan Priority Actions

Code	Action	Status	Progress
2.1 PA1	Continue to explore options to better engage with local business		Council continues to work collaboratively to engage with local business. Planning is underway to hold two (2) small business workshops (November 2024 and May 2025) to understand challenges for local businesses in procuring with Council. Council will investigate options to better utilise the Wingecarribee Shire Council website to disseminate and promote relevant procurement information to encourage and increase local vendor participation.
2.1 PA2	Deliver the outcomes of the Finance Service Review conducted in the 2023/24 Financial year		Council has delivered the following actions from the outcomes of the Finance Service Review and reported to the Audit, Risk, and Improvement Committee: * Re-evaluation of Procurement policies and thresholds. * Creation of new supplier records has transitioned to the Procurement Team. * Commenced re-establishing Centre-led procurement. * New Purchase Card guidelines and training commenced. Further work will continue in the following quarter in implementing the recommended changes.

Revenue

Quarterly Highlight

During the 1st quarter, annual rate notices were issued by the 31 July deadline required by the legislation. Additionally, water & sewerage notices were issued in August for the 1st billing period of the 2024/25 year. These combined ensure the timely collection of our major revenue streams.

Sundry debtor invoices for diverse income sources like rents, commercial waste collection fees and food shop inspection fees were issued in a timely manner to assist in maintaining a steady cashflow. This process is subject to annual audits to identify improvements and validate its effectiveness.

Furthermore, accurate maintenance of Council's databases, including owner details, mailing addresses, land valuations, and rating categories, ensures the equitable and efficient management of Rates, Water & Sewerage Revenue and assist with the timely recovery of income.

Debt recovery continues to be managed in order to maintain the excellent 4.8% collection rate achieved for the 2023/24 year, which easily surpassed the 10% benchmark set by the Office of Local Government for rural and regional Councils like Wingecarribee.

These efforts contribute significantly to the Council's financial stability.

Operational Plan Priority Actions

Code	Action	Status	Progress
2.2 PA1	Develop a program to systematically review all property categorised for rating purposes as Farmland		A review of Farmland properties including implementation of any schedule cannot be commenced until such time as the new Farmland Policy has been adopted by Council. It is anticipated that the draft Policy will be presented to Council in March 2025 for consideration for public exhibition.
2.2 PA2	Develop a program to systematically review all property categorised for rating purposes as non-rateable		A review of non-rateable properties including the implementation of a schedule will be commenced during the 2nd quarter of the 2024/25 year.

Financial Services

Quarterly Highlight

During the September Quarter, the Council has diligently managed various financial operations. In Financial Accounting, we concentrated on preparing the annual financial statements, ensuring tax compliance, and managing investments responsibly in accordance with the Long-Term Financial Plan (LTFP).

In Management Accounting, our focus was on fulfilling statutory obligations through the careful preparation and review of the annual budget, including Fees and Charges, while maintaining alignment with the LTFP.

Payroll Services continued to ensure timely payments to staff in compliance with the NSW Local Government (State) Award 2023.

In Accounts Payable, we emphasised accuracy and promptness in supplier payments, adhering to agreed terms. Together, these actions highlight the Council's commitment to responsible financial management in service of the community.

Operational Plan Priority Actions

Code	Action	Status	Progress
2.3 PA1	Review Council's Long-term Financial Plan (LTFP)* to ensure Council's ongoing financial sustainability		The LTFP is regularly reviewed in conjunction with the Quarterly Budget Review Statements (QBRS), with recommendations provided to Council to support the ongoing management and sustainability of the annual budget and LTFP.
2.3 PA2	Complete the Annual Financial Statements ready for audit within 8 weeks after year end		Draft Annual Statements were prepared and presented to the Extraordinary Audit, Risk, and Improvement Committee on 3 September 2024. The Draft Financial Statements were then tabled at an Extraordinary Council Meeting on 9 September 2024 and referred to audit. The audited financial statements, along with the auditor's report, will be presented to the public in the next quarter.
2.3 PA3	Implement Technology One, Ci Anywhere financial module as outlined in the ICT Digital Roadmap (DS)*		The project plan is being prepared to ensure the efficient and effective roll out of the project.
2.3 PA4	Proactively seek grant funding opportunities that align to Council's Operational Plan or unfunded initiatives (LTFP)		During the quarter, Council was successful in receiving $3.84 million relating to four grant applications and was notified of twelve unsuccessful grant applications totalling $6.44 million. There are currently twenty grant applications pending at the end of the quarter valued at $20.92 million.
2.3 PA5	Deliver the outcomes of the Finance Service Review conducted in the 2023/24 financial year		Actions from the 24/25 Service Review are on track, with some items completed. Finance Structure refinements have been finalised, while other areas, including financial reporting, legacy system integration and procurement processes are progressing as expected.

Governance and Corporate Performance

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

We work 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.

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

We are also responsible for our business improvement program, which aims to make services more effective, efficient and achieving better outcomes for our customers and staff.

Governance and Corporate Performance consists of 3 Principal Activity Areas. They are:
1. Strategy and Business Improvement
2. Governance
3. Integrated Risk Management

We are 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 & 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.

Strategy and Business Improvement

Quarterly Highlight

Work has been continuing with the Canberra Region Joint Organisation to develop the Regional Community Strategic Plan as well as good progress being made on the FY2023/24 Annual Report and the State of our Shire Report. It is expected that the Annual Report and State of our Shire Report is presented to the November 2024 Council Meeting in accordance with Integrated Planning & Reporting (IP&R) legislative requirements.

Every four years, in line with the local government elections, all NSW councils must review their full suite of IP&R documents to ensure plans are reflective of community aspirations and any new or emerging issues in the region. A project plan has been developed in the September 2024 quarter for current IP&R planning cycle which outlines timeframes and key milestones for Council's documents to be reviewed and updated. An IP&R Project Control Group has also been established to oversee this project. This will see the development of the Community Strategic Plan which will then inform the development of the new Delivery Program, Resourcing Strategy and Operational Plan.

Council previously developed a draft Service Review Program to be undertaken across the next four years in accordance with the Delivering Better Services Framework. This program was adopted by Council in July 2024 and subsequently noted by the Audit Risk & Improvement Committee (ARIC) in early September 2024. This will mean a more structured and consistent approach to the Service Review Program over the next four years with service reviews being prioritised around community satisfaction and importance, service performance, risk and legislative requirements associated with the service, which will ultimately provide improved outcomes for the community.

Operational Plan Priority Actions

Code	Action	Status	Progress
3.1 PA1	Prepare the State of Our Shire report as part of the review of the Community Strategic Plan		The State of the Shire Report is progressing on track with a final draft being worked on in September 2024. It is anticipated that the report will be presented to Council at the November 2024 Council meeting as an appendix to the Annual Report in accordance with timing per the IP&R Guidelines.
3.1 PA2	Develop Council's Resourcing Strategy, Delivery Program 2025-2029 and Operational Plan and Budget 2025/26		Initial work has commenced on the Integrated Planning & Reporting (IP&R) Project Plan for the 2024/25 financial year planning cycle with timeframes identified for the development Resourcing Strategy, Delivery Program and Operational Plan and Budget however the priority is to develop the Community Strategic Plan in collaboration with the Canberra Region Joint Organisation which will then inform the updated IP&R documents during 2024/25 Financial Year.
3.1 PA3	Work with the Canberra Region Joint Organisation to develop the Regional Community Strategic Plan		The Regional Community Strategic Plan is on track, with work continuing between Council and the Canberra Region Joint Organisation. The first draft was completed at end September, and a community engagement program will commence in quarter 2 following the September local government elections.

Code	Action	Status	Progress
3.1 PA4	Facilitate a program of Service Reviews to achieve best value services for the community		The Service Review Program prioritisation was adopted by Council in July 2024 and noted by ARIC in September 2024. The reviews will assess whether Council is delivering 'best value' services to the community in accordance with the 'Delivering Better Services' Framework adopted by Council in December 2023. The service areas identified for the next review are Infrastructure Maintenance, Civil Construction, Parks & Open Spaces, Aquatic Services & Tree Management which will commence in October 2024.

Governance

Quarterly Highlight

During the first quarter there were two (2) Ordinary Meetings and one (1) Extraordinary Meeting of Council. All agendas and minutes for these meetings were distributed in accordance with the Code of Meeting Practice.

The GIPA Act 2009 provides members of the public with the right to access information held by Council. There were five (5) formal GIPA application and a total of 151 informal access to information applications referred to the Governance team during the current quarter at 6 September 2024.

There was one (1) Ordinary Meeting and one (1) Extraordinary Meeting of ARIC held this quarter. The agenda and minutes were distributed in accordance with the ARIC Terms of Reference. Two (2) Internal Audit reports were considered at the September ARIC meeting.

All registers maintained by Governance were updated as required.

Council's Professional Conduct Coordinator continues to manage complaints relating to Council Staff, contractors, consultants, and volunteers in the following areas: alleged corrupt conduct, maladministration, serious and substantial waste of public money and breaches of the Code of Conduct.

Operational Plan Priority Actions

Code	Action	Status	Progress
3.2 PA1	Prepare for and facilitate the September 2024 local government elections		Relevant information, eligibility criteria and the process for inclusion on the non-residential roll provided to Customer Service staff and made available on Council's website to support the election process. The Non-Residential Roll for the 2024 Local Government Election was prepared and confirmed and liaison occurred with the NSW Electoral Commission as required.
3.2 PA2	Develop and deliver the Councillor induction program		The Councillor Induction and Onboarding Program has been prepared and was presented to the June Council Meeting. All registered candidates have been advised of the Induction and Onboarding key dates.
3.2 PA3	Develop and deliver a professional development program for Councillors		Consideration of a Professional Development Program will occur on an individual basis following discussion with each Councillor in consultation with the Mayor and General Manager following their appointment to Council.
3.2 PA4	Undertake reviews of the relevant statutory policies including - • Councillor and Staff Interaction Policy • Code of Meeting Practice • Code of Conduct • Expenses and Facilities for the Mayor and Councillors Policy		Completed the review of the Expenses and Facilities for the Mayor and Councillors Policy and Councillor and Staff Interaction Policy, which were adopted at the August Council Meeting. Commenced a review of the Code of Meeting Practice and Code of Conduct, with a view to presenting appropriate reports to Council for their adoption within 12 months of the election.

Code	Action	Status	Progress
3.2 PA5	Review delegations to ensure accountability and responsibility across the organisation		Continued the transfer of delegations to the Pulse system and prepared letters of delegations of authority for approval in respect of new staff and newly created positions.

Integrated Risk Management

Quarterly Highlight

The draft Risk Management Policy was developed in line with the guidelines issued by the Office of Local Government (OLG) and referenced to the model OLG policy. This policy defines Council's approach to risk management and outlines the key accountabilities and responsibilities for managing risk and implementing the Risk Management Framework. The draft Risk Management Policy has been internally finalised and was presented to the Audit Risk and Improvement Committee for review and feedback.

The purpose of the Risk Management Framework is to set out how risk management is embedded across Council for all operations and decision-making. The framework outlines the relevant components and arrangements that enable Council to design, implement, monitor, review and continually improve risk management across the Council. During the reporting period, a review was performed of the existing Risk Management Framework and revisions were made to ensure the document is consistent with the Australian Risk Management Standard and Council's approach to risk management. The draft Risk Management Framework is currently pending internal review.

Further, the work on the finalisation of the strategic and operational risk registers is in its final stages. Council staff along with KPMG, have been working to consolidate the operational risks, standardise the risk titles and link them to the strategic risks. Further, this information has already been input into 'Risk Hub', a system that provides standardised risk reporting and assists in monitoring of agreed risk actions.

Implementation of a quarterly review process with the Risk Owners will commence once the risk registers are finalised.

Operational Plan Priority Actions

Code	Action	Status	Progress
3.3 PA1	Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking		Preparations are underway to deliver Community Awareness Sessions as a part of Safe Work Month in October aimed to promote educational safety messages in partnership with SafeWork NSW. Work has continued on the implementation of the induction and contractor systems with testing underway to ensure the transition to the online system is successful.
3.3 PA2	Deliver projects identified in the StateCover Action Plan 2024		The WHS self-audit is in progress and the outcomes of the audit, and the associated Action Plan will be finalised in the December quarter.
3.3 PA3	Participate in the StateWide Mutual Continuous Improvement Pathway		Three self-assessments have been assigned and are due at the end of October 2024. Meetings with the relevant Owners are scheduled to complete these self-assessments.

Code	Action	Status	Progress
3.3 PA4	Continue to implement the Integrated Risk Roadmap and Action Plan		Council continues to implement the Integrated Risk Roadmap and Action Plans. A key focus on the EU action deliverables has been to review and update procedures and Operating Management Standards (OMS). Further, Risk framework documents have had a review with the draft risk policy presented at the Audit Risk and Improvement Committee. Council's strategic risks and operational risks have been documented and the reporting process is planned for implementation.

Information and Customer Service

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.

We also provide the Council with the essential technological systems and infrastructure that support the way we live, work and play.

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

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

Information and Customer Services consists of 5 Principal Activity Areas. They are:
1. Information and Communication Technology - Corporate Systems
2. Information and Communication Technology - Operations
3. Corporate Information
4. Facilities and Bookings
5. Customer Experience

We are 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 & 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.

Information and Communication Technology – Corporate Systems

Quarterly Highlight

Work continues to enhance the communities access and integrity of Council information and the ability to receive this information whenever it is needed and on any device with internet access. Council officers are looking at further enhancing the experience with additional projects aligned to the ICT Roadmap and working with the various departments to enhance their experience of our Corporate Systems.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.1 PA1	Commence implementation of the Enterprise Resource Planning Solution according to the Information Communication Technology (ICT) Roadmap (DS)		Implementation of the Enterprise Resource Planning Solution (ERP) is underway. A System Architect has been awarded and a new design of the Council's Chart of Accounts has been reviewed and adopted for implementation based on best practices. A tender process has been run for the implementation of the ERP solution is now in the selection and review process. A Procure to Pay scanning solution has been awarded though on hold while related projects are being implemented.
4.1 PA2	Investigate integrated mapping resources to enhance how the community receives information. (DS)		Discussions will commence, during the next reporting period, with our GIS Software vendor, to look at additional tools that will enhance the way we publish and collect GIS data in the field and then publish this on our website. Work has already completed for Public Land and Capital Works maps and future requests for maps to be displayed on our website will be able to utilise these new tools and make the process easier and efficient.
4.1 PA3	Review current setup of Technology One modules for efficiencies through automation (DS)		The Team is currently working with Development Assessment teams to automate some of their processes in the Property & Rating system and Planning Portal. The review of these current processes has been undertaken and presented to management and responsible Director. This is the first step towards improving efficiencies in processing applications to reduce assessment times. Work has also commenced with developing AI functions which will also work towards improving efficiencies with DA enquiries.

Information and Communication Technology – Operations

Quarterly Highlight

In the first quarter, Council continued maintaining a reliable and secure IT environment. Council officers continued strengthening and improving cybersecurity with additional server and network upgrades. Commitment to digital safety is reinforced through internal awareness campaigns, phishing simulations, and daily email digests to educate staff on cyber matters.

Council provided technical expertise and support to both internal and external stakeholders, improving service delivery, prioritising requests, and continuously seeking feedback through customer surveys.

Meanwhile, infrastructure maintained a 99% uptime, thanks to real-time monitoring and proactive maintenance, which also addresses cybersecurity threats and data protection. Compliance with patching protocols was achieved across both server and desktop environments.

Council remained proactive in maintaining secure systems by attending to reports from Cyber Security NSW for threat alerts and implementing monthly Windows patching, including third-party software and hardware driver updates. Unsupported servers that are no longer required are being decommissioned.

The rollout of new network infrastructure ensured improved connectivity between Council sites, enabling our mobile-enabled workforce to support valued external customers from anywhere. The ICT Operations team efficiently managed a high volume of tickets and calls daily, ensuring staff can provide excellent service to our customers.

Further improvements were made to audio visual hardware within Council, in particular the Council Chambers for an improved and streamlined user experience.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.2 PA1	Implement, manage and test Councils Backup and Disaster Recovery (DR) Solution in line with business continuity requirements		Councils Disaster Recovery Solution implemented. Disaster Recovery Procedures are currently being reviewed for approval.
4.2 PA2	Design, implement and maintain reliable and resilient network infrastructure		Councils core network infrastructure currently relies on wireless technology. Planning and works commenced to move this to Fiber services for improved performance, resilience, and reliability.
4.2 PA3	Centralise Councils CCTV environment to support community safety and security		CCTV Video Management System is on track. Hardware procured from central server. Build is currently in progress.
4.2 PA4	Implement efficiencies and automated solutions to streamline processes and improve upon internal services (DS)*		Upgrading the audio-visual capability in the Council Chambers has been completed to enable a simplified user experience by automating AV controls.

Corporate Information

Quarterly Highlight

Council have been maintaining accurate records, focusing on Enterprise Content Management (ECM) and guiding staff through our Business Partners with enhancing correct procedures with Subject Index's for sentencing of documents. Council remains committed to prioritising & effectively managing workloads.

External digitisation continues of Development Applications with another 500 boxes shipped offsite, with digital versions now been returned and uploaded into ECM

Operational Plan Priority Actions

Code	Action	Status	Progress
4.3 PA1	Continue sentencing and digitisation of hardcopy files to improve access to data and record keeping		This is an ongoing project with an estimated horizon of 3 years to fully complete. This quarter a further 500 boxes of physical council records were sent offsite for storage awaiting digitisation and return to council for registering into Council's electronic content management system (ECM). At time of reporting, 132 boxes of physical records had been scanned, digitised, returned to council, and uploaded into ECM.
4.3 PA2	Cleanse migrated DataWorks documents in Enterprise Content Manager (ECM)		Migration of data from the legacy Dataworks record management system to Enterprise Content Management (ECM) is ongoing.

Facilities and Bookings

Quarterly Highlight

Council has continued to ensure the effective day-to-day coordination of 355 Management Committees in accordance with the Procedure Manual. Council is actively supporting these committees by providing orientation and training, attending meetings, guiding compliance with governance, and reporting requirements, and offering advice on facility improvements.

Council managed facilities are currently operational in the Bookable system, and Halls managed by 355 committees are migrating over to the Bookable system. Council has been successful in moving Canyonleigh, East Bowral, Wingello, Moss Vale into Bookable and continues to work with the Penrose, Mittagong Memorial Hall & Yerrinbool to onboard. Exeter Hall is pending a go live date of 06 September 2024.

Hire terms and conditions for facilities currently available in the Bookable system, with further revisions planned as bookings transition for 355 Management committees into the system. This ensures consistency and efficiency for all facility and community users.

Stage 1 and 2 of the defibrillators roll out has been completed as of 04 September 2024.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.4 PA1	Continue implementation of an online booking system (Bookable) to support hirers of community facilities (DS)		The Online Booking Management system has been operational for over 1a full year and is being used by community members to hire and book their events in council-owned halls and facilities. We continue to update and enhance the system based on user requirements.

Customer Experience

Quarterly Highlight

Council recognises the importance of the customer experience and commits to continually reviewing service delivery to improve outcomes. The Visitor Management System was completed in the 2023/2024 financial year, with the concierge desk now staffed during peak periods to assist with wayfinding, provide library return assistance and support general enquiries.

Adherence to the adopted Customer Experience Charter and Standards is monitored on an ongoing basis, with each Council branch responsible for the review and completion of their allocated requests within the agreed service level. Additional Compliance request types have been added to the Customer Request Management (CRM) System to improve data management and integrity.

A key focus within the 2024/25 Financial Year is the implementation of E-Services, empowering customers to lodge and make payment for certificates and applications at any time via the Wingecarribee Shire Council website. Phase one of the project is currently underway and includes online management of rates and planning certificates. E-Services provides the community with the option to self-service, reducing wait times and creating process efficiencies.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.5 PA1	Review, implement and monitor the Customer Experience Charter		Council continues to monitor the Customer Experience Charter and Standards via the Customer Request Management (CRM) system. Additional Compliance request types have been created to categorise enquiries more effectively, which in turn supports the monitoring of requests against the relevant service level agreement.
4.5 PA2	Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding		The Visitor Management System and Concierge Desk have now been implemented within the Civic Centre. The latter is staffed during identified peak periods to assist with wayfinding and improve service timeframes. Ongoing reviews will be conducted to ensure the service meets the needs of the community.
4.5 PA3	Deliver accessible and convenient services including online payments		Council is currently undertaking phase one of the e-services project, which will facilitate the online lodgement and payment of rates and planning certificates via the Wingecarribee Shire Council website. Testing of the environment is being conducted, and a secure payment gateway established. The implementation of e-services will streamline Council processes, reduce wait times, and improve the customer experience.

Code	Action	Status	Progress
4.5 PA4	Enhance the efficiency and effectiveness of resolving customer issues during initial interaction with the Customer Experience team		The Customer Experience Team continues to develop their knowledge via the addition of online knowledgebase articles and targeted staff training. Information sharing processes have been developed between Customer Experience and the Communications branch, ensuring that information shared across all platforms is consistent and accurate.

People and Culture

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. We manage 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 2 Principal Activity Areas. They are:
1. Human Resources
2. Policy and Strategy Human Resources

We are 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 & trusted levels government that work together in the best interest of the Shire.

Goal 1.3 A leading community.

Human Resources

Quarterly Highlight

During the reporting period, the People and Culture team has been actively involved in various crucial areas to ensure the well-being of our council and its employees.

Council have initiated a soft go-live for a new e-recruitment system, currently undergoing final section of the online e-recruitment module which is the interview questions. This system will streamline recruitment and selection processes, enhancing efficiency. The team has also commenced the testing of the Pulse onboarding module.

People and Culture continue to work within the parameters of interpretation of the Local Government (State) Award and, when necessary, have sought further guidance from Local Government NSW to ensure that our practices align with regulatory standards.

Our expert advice on workforce planning and employee relations consistently adheres to the Award, legislation, and local standards. In instances requiring specialised counsel, we turn to Local Government NSW for further guidance.

People and Culture ensure that employment contracts and position descriptions are in accordance with the Local Government State Award, upholding fairness, and transparency in our employment practices.

People and Culture provide advice and support to our leadership in managing and supporting employee performance according to their role responsibilities. We also offer guidance on training where needed. To further enhance this process, People and Culture are currently reviewing a number of OMS's being Workplace Standards OMS, Grievance and Dispute Fact Finding Procedure OMS. This helps ensure our employees are equipped for success, contributing positively to the council's goals.

Operational Plan Priority Actions

Code	Action	Status	Progress
5.1 PA1	Review and update Human Resources policies and procedures		People and Culture are currently updating the relevant Operational Management Standards that comprise the People and Culture framework for Council. This is on track.
5.1 PA2	Implement the Workforce Strategy with a focus on attracting and retaining skilled staff		People and Culture continue to focus on following the Workforce Strategy in following recruitment and selection process and procedures to ensure we are attracting and retaining skilled staff.
5.1 PA3	Roll out training and education to support staff in the implementation of both current and new policies and procedures (WMS)		Training is continuing for new policies and procedures. Face to face Code of Conduct training was recently delivered to 314 staff members.
5.1 PA4	Continue to provide apprenticeship, trainee, and cadet roles to encourage youth employment and broader workforce participation (WMS)		Current Council workforce comprises of 2.8% of trainees, cadets, and apprentices. People and Culture are actively supporting branch leaders in assessing opportunities to increase entry-level roles. NSW Government funding will allow this percentage to be increased.

Policy and Strategy Human Resources

Quarterly Highlight

Council has developed and is implementing contemporary human resource practices to attract and retain a skilled workforce, including the Reward and Recognition Program, High Performance Payment Program, and an enhanced annual performance feedback development program.

A training matrix that focuses on mandatory and compliance training has been completed. The training matrix identifies required training for all positions, with a regularly published training calendar for staff.

A program of policy and procedures (Operational Management Standards) has been developed and is currently under review.

Operational Plan Priority Actions

Code	Action	Status	Progress
5.2 PA1	Identify Learning and Development Opportunities that support the ongoing implementation of our Workforce Strategy (WMS)		The training matrix is 100% complete identifying each position within Council and the required training of job holders within those positions. The training calendar for 2024-25 has been published. Training is also identified through the annual Performance Feedback Development Program which is undertaken annually between June and August. Comprehensive review of the Workforce Management Plan will highlight further areas of focus.
5.2 PA2	Develop a Diversity Workforce Management Plan (WMS)		Workforce Management Plan was reviewed as part of the Resourcing Strategy review in mid-2024. A comprehensive review is scheduled to be complete by 30 June 2025 as part of Council's overall Integrated Planning and Reporting suite of documents.


People
Certificate of Entitlement
Community Assistance Scheme

Community Life and Libraries

We support people of all ages, places, circumstances and backgrounds to fully participate in community life.

We do this through holistic strategy, planning and service provision across a range of sectors – from arts and cultural, to aged care, disability and youth services.

We deliver and assist others in organising local community events and festivals that bring people together.

We also work collaboratively with service providers, and community advocates to ensure community resilience and wellbeing. This includes working closely with First Nations peoples and organisations.

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

We support a more informed and educated community through the delivery of our Library Services, which also provide safe and welcoming community hubs. Our libraries also contribute to the vitality of the Shire through community activities and events.

The Community Life and Libraries Service consists of 4 Principal Activity Areas. They are:
1. Community Development
2. Library Services
3. Place Management
4. Communication and Engagement

We are a key contributor to the theme of 'People' in the Community Strategic Plan and support the following Goals from Wingecarribee 2041.

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

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.

Community Development

Quarterly Highlight

In the September Quarter, Council was deeply engaged in various community forums and partnerships, including the Child Youth and Family Forum, Domestic Violence Forum, and the Wingecarribee Ageing Forum. Significant initiatives included collaborating with Dementia Australia on two workshops and engaging youth through the Next Gen Wingecarribee Youth Action Plan. NAIDOC Week was a highlight, featuring a Welcome to Country, smoking ceremony, flag-raising, art exhibitions, and a community event supported by local services. Council also played a key role in inclusive arts and culture outreach, gathering community feedback to inform updates to its Arts and Culture Strategy.

Other efforts include the successful delivery of the "Get Bushfire Ready" program, the launch of the Captain Kolo animated videos, and emergency preparedness materials such as the "Your Health During a Disaster" booklet. The Community Assistance Scheme awarded grants to 25 successful applicants supporting arts, sports, and community development. Council advanced key projects like the Community Safety Plan, Play Well sports initiative, and the Reflect Reconciliation Action Plan (RAP), with two RAP working group meetings already conducted. Planning for future events and strategies also progressed, ensuring continued community engagement and safety planning in the coming quarters.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.1 PA1	Develop the Community Safety Plan to identify and address key areas of community concern		The project to develop the Community Safety Plan is progressing, with initial efforts focused on identifying key community stakeholders and beginning the creation of an engagement strategy. This quarter, the team has prioritised the Arts and Culture and Youth strategies, recognising these as critical areas of community concern. Early stakeholder mapping has begun, with community outreach planned to gather insights. An engagement strategy will be created next reporting quarter.
6.1 PA2	Investigate opportunities to welcome new residents and promote inclusivity in partnership with the Mittagong Welcome Centre		This quarter Council staff have been exploring potential grant funding streams to be able to fund the creation of new residents' kits. Next reporting quarter Council will look at potential dates for connection events to welcome new residents to the area.
6.1 PA3	Implement the Reconciliation Action Plan (RAP)		Council's Reflect Reconciliation Action Plan has been adopted and a RAP Working Group formed. This Group will provide oversight of RAP implementation across Council. 2 RAP Working Group meetings have already been held this quarter. Council has also randomly selected a representative sample of Council staff to complete a survey asking about their views on how well Council is doing in providing opportunities for and supporting Aboriginal and Torres Strait Islander people in Councils workplace.

Code	Action	Status	Progress
6.1 PA4	Review and prepare a new Arts and Culture Strategy		Results from the community and industry consultation and engagement held Quarter four of last financial year were collected and collated. They will be assessed in quarter two to inform the development of the new Arts and Culture Strategy. More events have been determined to be necessary as a result of findings so far and will be scheduled in October, including a First Nations consultation opportunity.
6.1 PA5	Deliver activities that support and promote diversity of inclusion in sport and recreation		In this quarter, project planning has been commenced for the delivery of Play Well grant funded project. An MOU has been created and signed by Disability Sports Australia for their involvement in the project to ensure our local sports clubs benefit from their expertise. This project will support local clubs and associations to address barriers to involvement in sport.
6.1 PA6	Support implementation of priority activities from the South Western Sydney Primary Health Network "Deep Dive Report" to improve outcomes for Seniors		Recommendation 3: Increase service accessibility for older people in community and residential care. Council Provided Seniors Directories to local retirement villages and services supporting older people, including Meals on Wheels and Wingecarribee Adult Day Centre. Distributed this resource and others relating to older people to the libraries across the Shire.
6.1 PA7	Commence investigation and planning for an emergency services hub in the Wingecarribee Shire		Since the 2021 Council meeting resolution, the Reconstruction Authority, in partnership with the Council, has developed a 'Pre-event Recovery Plan.' This plan outlines essential and desirable criteria for setting up a Recovery Centre or services hub. Best practices recommend establishing a services hub accessible to residents in the disaster-affected area. The plan emphasises an ADHOC approach due to the widely dispersed geographic locations of villages within the shire.
6.1 PA8	Complete the update of the Youth Strategy and Action Plan to improve outcomes in key areas including access to housing and wellbeing		Undertook community engagement activities to inform the update of the Youth Strategy/Action Plan, including consultation at Colo Vale Markets, at Bowral High and with a homeschooling network. Analysed the findings of the Next Gen Youth Action Plan online survey which has since closed, as well as findings from Youth Forum 2024 that was held in June.
6.1 PA9	Deliver an event with the local Nepalese community that supports and celebrates social cohesion		Council staff have met with Nepalese community members and supporters to ascertain potential dates for a Nepalese event in the Wingecarribee Shire. Plans are underway for delivery of this event in March 2025

Code	Action	Status	Progress
6.1 PA10	Support Southern Highlands Jazz to provide a jazz event in the villages of Yerrinbool, Canyonleigh, Balmoral Village, Penrose and Burrawang		Council has supported the Southern Highlands Jazz Group by connecting and nurturing their relationships with Village Associations. Seven Villages across Wingecarribee will enjoy the Jazz festivities including Burrawang, Penrose, Exeter, Yerrinbool, Berrima, Robertson and Wingello. Southern Highlands Jazz in the Villages will begin at Yerrinbool Village next reporting period, and the remaining six respectively into 2025.
6.1 PA11	Investigate programs that support communities in the new living areas, including Ashbourne Estate		This quarter, the team-built relationships with Ashbourne Estate staff and connected them with Community Circles Wingecarribee. Opportunities were created for community groups to use the Sales and Information Centre. Council staff are developing the Position Description for the New Living Area Officer role, which will be presented to the Consultation Committee, with the goal of commencing this financial year

Library Services

Quarterly Highlight

The library service supports an informed community and contributes to the growth and vitality of the Shire. The library provides information, education and recreation opportunities to enable lifelong learning and the development of skills through the provision of safe and inclusive learning spaces, programs, collections, information technology and displays that promote our rich cultural history.

The library has a range of resources that can be accessed in person and online and we offer innovative and educational programs that help increase reading skills while improving motor and cognitive functions.

The library works with other libraries, institutions, government agencies, businesses and non-government organisations to develop mutually beneficial relationships and agreements.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.2 PA1	Investigate, review, develop and customise the functions and features of the new Integrated Library Management System (ILMS)		Library staff are continuing to investigate and customise the new Integrated Library Management System. This has included ongoing staff training on circulation functions and shortcuts, creating lists on the library catalogue, reviewing, and developing the new overdue email notifications and implementing the new SMS texts feature.
6.2 PA2	Prepare a Public Library Infrastructure Grant 2024-2025 application to digitise the Local Studies Collections		Applications for the new Public Library Infrastructure Grants need to be submitted by the end of October 24. Library staff are currently reviewing the Local Studies collections to determine the priority for digitising.
6.2 PA3	Develop options on suitable locations for the Wingecarribee Public Libraries Local Studies collections		The review of suitable locations for the Local Studies Collection will start in Q3 after the application to digitise the local studies collection through the Public Library Infrastructure Grant 2024-25 has been submitted in October 2024.
6.2 PA4	Develop and deliver outreach activities to encourage broader participation in Library programs		The library continued to provide and deliver outreach events and programs to encourage participation and use in the library's facilities by more diverse groups and cultures. This included the Winter Magic July School Holiday program where 150 children participated, and Book Week 2024 where 79 classes with approximately 1,600 students visiting the libraries in August. The library had recorded 60 students returning to join the library up to the 2 September 24.

Code	Action	Status	Progress
6.2 PA5	Upgrade and promote the new Mobile Library to encourage broad community participation		The Mobile Library upgrade and refit using Public Library Infrastructure Grant Funding ($207,104) is currently progressing with a project manager now assigned to deliver the project in 2024-25. The project team is currently reviewing the existing Mobile Library and the new Iveco Van in preparation for more robust discussions on the features that would make this service even more inclusive, contemporary, and accessible.
6.2 PA6	Develop and deliver a program of Community Development activities to be run through the Mobile Library		Initial discussions between the Library and Community teams have provided many options on a collaborative promotion. These will be investigated further with activities planned for the second and third quarters.
6.2 PA7	Upgrade and promote the Library website to increase community participation and improve accessibility		Library staff have had initial discussions with Council's Digital Communications Team on the content and design of a new Library Website. This collaboration will examine and recommend options that will be used to create a wireframe for the new website including landing pages, links, and content. The library project team are currently reviewing two potential suppliers and other libraries websites that use these platforms.

Place Management

Quarterly Highlight

Council strengthened its support for the Southern Highlands Jazz Group by fostering connections with Village Associations, enabling seven villages across Wingecarribee to host Jazz festivities. Kicking off in Penrose, the Southern Highlands Jazz in the Villages will extend to Burrawang, Penrose, Exeter, Yerrinbool, Berrima, Robertson, and Wingello through 2025. In parallel, Council continued its village-based engagement initiatives, facilitating community feedback on various topics, the Next Gen Youth Action Plan at Colo Vale Markets, and Bushcare education in Berrima. Significant consultations were also conducted for arts, culture, and local infrastructure, ensuring ongoing collaboration with village communities.

Additionally, Council responded to the growing demand for Place Plans following the success of the Robertson Place Plan. This led to ongoing discussions with the Bundanoon subcommittee and the empowerment of village associations to develop their own community plans. Winter school holiday activities across Bundanoon and Robertson were a success, offering music and art workshops, with plans to expand these programs in spring. Council also supported the Aboriginal Community Development Officer's village tours, promoting cultural education and progressing the development of a First Nations community garden in Wingello. Ongoing communication with Village Associations, including new consultation and creative outreach services for disability and seniors, underscores Council's commitment to supporting village life across the shire.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.3 PA1	Prepare Place Profiles for Berrima, Penrose and Colo Vale		Place profiles have been developed for each village across the Wingecarribee Shire. The implementation of these on to Councils Participate Platform will progress next reporting period.
6.3 PA2	Engage with Villages to identify potential collaborative, community-based projects and resourcing opportunities		Councils Aboriginal officer has been building relationships across the shire's villages, liaising with community groups and services to identify any projects or opportunities with First Nations community. The development of an indigenous community garden in Wingello has begun. Council provided an opportunity for Village communities to restock their Village Street Library with recycled books from the Upcycle Centre. Villages including Exeter, Colo Vale, Yerrinbool, and Bundanoon participated.
6.3 PA3	Collaborate with Strategic Outcomes and the community to develop a program of place based activities		Council has established a working-group with various teams and will collaborate to identify short-term goals from the Robertson Place Plan. Next quarter, Council will facilitate a Place Plan engagement evening with Bundanoon residents. And participate in the Penrose community-led Place Plan

Communications and Engagement

Quarterly Highlight

Wingecarribee Shire Council is committed to fostering open and transparent communication with the community. Through various channels, including the Council website, social media, and local media, Council provides regular updates on services, projects, and initiatives.

To enhance community engagement, Council collaborates with stakeholders and media outlets. By developing targeted messaging and utilising platforms like "Participate Wingecarribee," the Council has successfully increased community involvement in decision-making processes.

Council staff have undergone training to improve their skills in community engagement and communication. This investment has led to more effective outreach and better communication outcomes. Additionally, the Council has developed a new Communications Strategic Framework to guide its approach to engagement and information sharing. Additionally, Council has successfully implemented a range of community engagement initiatives. These include the development of Place Profiles, which offer detailed insights into the resources and character of each village and town within the Shire, fostering a sense of belonging. Another noteworthy initiative is Kindness Connects, designed to promote positivity, and strengthen community connections.

By prioritising community engagement and effective communication, Wingecarribee Shire Council is working to create a more informed and connected community.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.4 PA1	Review the Council's Community Engagement Strategy		Council is in the process of reviewing its Community Engagement Strategy. The review aims to ensure Council's approach aligns with the evolving needs of the community. The review report will be presented at the October 2024 Council meeting.
6.4 PA2	Undertake an evaluation of Council's Communication Strategy and develop a new framework to guide communications and engagement		Council has successfully developed a new strategic framework to guide communication aligning with Council's vision of striving to make a positive impact in our community. The framework, which prioritises clear, accessible, and targeted communication, will lead to increased engagement and trust between Council and residents over the next four years through clear objectives and actions aligned with strategic themes, including sustainability, preparedness, future focus, and trust and respect.

Code	Action	Status	Progress
6.4 PA3	Implement the Communications Strategy with a focus on using clear and accessible language across all Council communication channels		Council is actively implementing the Communications Strategic Framework to improve community engagement and trust. Council is using clear language, simple sentences, and visuals to make our communications more accessible. The website features ReadSpeaker for audio descriptions and provides a translation function for eight languages. Council will continue monitoring and expanding our efforts to ensure our messages reach everyone effectively.
6.4 PA4	Implement community engagement training for staff to develop in-house skills and improve engagement and communications outcomes		Council has successfully implemented community engagement training for staff. In September, 17 staff participated in Social Pinpoint training, enhancing their skills in using Participate Wingecarribee (Council's digital community engagement platform). This investment in staff development will improve the ability to engage residents and achieve better communication outcomes. Council is committed to ongoing training to maintain high standards of community engagement.


Places
Animal Shelter & State Emergency Services

Assets

We work to ensure that our critical infrastructure including parks, buildings, roads, and drainage are sustainable, effective and supporting the community.

We also deliver on the statutory floodplain and traffic management functions of Council as well as inform and develop strategies and plans that support the needs of a changing population.

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

The Asset Service consists of 3 Principal Activity Areas. They are:
1. Parks and Buildings Asset Management
2. Roads and Drainage Asset Management
3. Water and Wastewater Asset Management

We are 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 & 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.

Parks and Buildings Asset Management

Quarterly Highlight

In this quarter, Council has continued to progress in managing and monitoring the delivery of its Parks and Buildings Capital Works Program. Some of those projects has been completed and made available for the community such the lawn and ash beams at a number of our cemeteries. Other projects are still under construction due to be deliver later in the financial year such as Civic Centre project reinvigorate, Animal Shelter/SES at Moss Vale and Yerrinbool public toilet. In addition, some projects are either in the tender process or in the design phase such as David Wood play space and the play spaces at Railway Park at Hill Top and Colo Vale.

For parks and buildings, Council has successfully completed all received requests, addressing community requests and complaints with the aim to achieve high customer satisfaction.

The management of cemeteries has seen an increased demand in the number of applications due to the aging population in the shire. Council continues to plan and develop more infrastructure, while keeping high maintenance standard, to meet that increase and provide adequate service and more options for our customers. furthermore, Council continues to fulfill its obligation to comply with CCNSW licencing requirements.

Council has successfully completed the Plans of Management for General Community Use, Parklands and Sports Fields (awaiting Crown Land approval) as well as the completion of the masterplan for Jurd and Centennial Parks.

Moreover, Council has worked successfully and promptly with various community groups in assessing, approving and completing numerous Approval To Carry Out Work on Council (ATCOW) owned land as well apply for grant funding to improve our assets to further meet the demands of our growing community and its needs for better, more enjoyable facilities

Operational Plan Priority Actions

Code	Action	Status	Progress
7.1 PA1	Update of Lackey Park Masterplan		Masterplan scheduled for revision during the March and June quarters. Revised Masterplan will be in accordance with the parameters adopted at July 2024 Council Meeting, that is it will focus on formalisation and upgrade of the sports fields (including drainage and lighting) and upgrade of amenities and improved spectator seating - all to a scale suitable for a quality local facility.
7.1 PA2	Prepare business cases for a Regional Aquatics Centre and Multipurpose Indoor Sports Centre		Council has successfully completed its Aquatics Plan and business cases for new Regional Aquatic Centre and Multipurpose Indoor Sports Facility earlier this quarter. Those business cases have been placed on public exhibition to close at the end of this quarter. Feedback is being reviewed after the closing of the public exhibition period and the outcome reported to Council. As part of the public consultation, Council has held three drop-in sessions to facilitate for additional community feedback.

Code	Action	Status	Progress
7.1 PA3	Deliver new playspaces at Centennial Park and Colo Vale Railway Park		Play space at Centennial Park, Bowral is being scoped and in the process of being sent out for quotation for design and construct. Play space at Colo Vale is has been sent out for design and construct tender which will be received shortly with the construction program for delivery to be determined. Unfortunately, Centennial Park has been put on hold due to budget constraints.
7.1 PA4	Update the accuracy and accessibility of Council's building asbestos register		Council is currently in the process of updating its register by collecting and collating information regarding any present asbestos in its buildings, internally and/or externally. This information shall include location, type, and condition of the asbestos and that it is up to date with the aim to make it accurate and readily accessible to all users, Council staff and Contractors.
7.1 PA5	Complete Masterplans for three cemeteries		Bowral, Berrima, and Bundanoon cemeteries have been selected to be planned for this financial year where basic information of its significance, infrastructure, constraints and opportunities has been collated in preparation for that masterplan. A Specialist Consultant will be engaged to produce those masterplans which will bring uniformity to our cemeteries based on ecological sustainability principles for land management.
7.1 PA6	Review and update the Public Toilet Plan to ensure levels of service are appropriate to the needs of the community		The review and update of the current strategy will assess the design and materials used in public toilets as it plays a crucial role in their overall appeal and functionality. The strategy will look into the public toilets' current condition, performance, accessibility, safety and level of service and work out an improvement plan to achieve good quality in a cost-effective approach that meets the need of the residents and the visitors of the Shire.

Roads and Drainage Asset Management

Quarterly Highlight

This quarterly report is based on our work on roads and drainage asset management. Asset Management Maturity is a key priority. The team is currently working to develop a framework for consistent assessment of road categorisation and hierarchy, which will determine the subsequent service standard (AMS).

The 24/25 FY's capital works projects are scoped. The team is providing necessary support to the project delivery team and shire presentation team in relation to the queries for the delivery of these projects.

The requests received for flood certificates and DA assessment related to flooding have been completed. Wildes Meadow Culvert flood modelling consultancy work and review of the Bowral Floodplain Risk Management Study & Plan project are currently in progress. Scheduled Traffic committee meetings are conducted, and traffic committee reports prepared to address traffic management matters across the shire.

The Council has been successful in gaining $3.43 million in funding for two projects as part of the 2024/25 Australian Government Black Spot program.

Operational Plan Priority Actions

Code	Action	Status	Progress
7.2 PA1	Develop a framework for consistent assessment of road categorisation and hierarchy, which will determine the subsequent service standard (AMS)		The roads team is currently reviewing the road hierarchy of all council roads from Conquest to compare with the road dimensions and other attributes specified in WSC standard drawing SD101. The roads that do not meet the requirements of SD101 will be identified, and a future action plan will be developed on how to deal with these non-compliances. The review of the data will be completed by mid-October 2024.
7.2 PA2	Implement the 2024/25 Road Safety program including the child restraint program, seniors safer driving sessions, and U-Turn the Wheel school events		Work is in progress in line with LGRSP funding requirements from TfNSW. The child restraint fitting program has commenced and 19 restraints were fitted over July and August. U-Turn the Wheel was successfully held in August with over 500 students from local high schools attending. A Learner Driver Workshop was conducted at Moss Vale Civic Centre on 25 August. Five people attended. A logbook run is scheduled for 22 September with 8 groups booked.
7.2 PA3	Undertake inventory data collection of drainage assets in Yerrinbool, Colo Vale and Hill Top		Using Google Earth, maps, and Street View, historical and near maps imagery, the stormwater assets inventory (pit, pipe, headwall, table drain, swale, kerb, and gutter) for Yerrinbool is partially completed with a draft map on Geocortex. A similar draft map will be completed for Hilltop and Colo Vale by the end of October 2024. Once the draft mapping is completed, a site inspection will be carried out to verify identified assets and pick up any missed assets.

Code	Action	Status	Progress
7.2 PA4	Formalise New Berrima, Bundanoon and Hill Top Drainage Masterplans to inform future development and grant funding opportunities		Focus is currently on completion of Yerrinbool Stormwater Masterplan and progressing review of Bowral Floodplain Risk Management Plan. Scoping of additional masterplans is to be completed during the December quarter, with the design process completed across the March and June quarters.
7.2 PA5	Seek and apply for 2024/25 grant funding for the following: •Get NSW Active Program •Floodplain Management Program		Applications will be submitted when these Grant Opportunities are open for applications.

Water Assets

Quarterly Highlight

Council is actively working on several important projects to improve essential services for the community now and into the future.

This includes assessing the condition of critical water mains in Yerrinbool, Colo Vale and Hill Top. Plus developing sewer master plans for Mittagong and Robertson. Council is continuously updating and improving its Geographic Information System (GIS) and Asset Management system with new and upgraded assets, processing project completions and work handovers, handling development referrals and customer complaints, and engaging with stakeholders on capital projects.

In the last quarter, Water and Wastewater Assets team successfully processed and completed the 2024 end of financial year valuations and reporting. In addition, contract completion of 10.5km of sewer main inspections and 224 manhole inspections in Bowral sewerage catchment.

Operational Plan Priority Actions

Code	Action	Status	Progress
7.3 PA1	Undertake sewer flow and rainfall gauging for Mittagong Sewerage catchment		Procurement for sewer flow monitoring and rain gauging contract is underway. RFQ closed 13 August, with contract signing expected to be finalised by mid September. It is expected the contract will run for approximately 12 weeks (weather dependent) starting in October.
7.3 PA2	Commence 2051 Master Planning for Mittagong sewerage catchment to inform future development and cater for population growth		This task is not due to start until Q4.
7.3 PA3	Review and update the the Water Supply Resilience Plan		This task is due to commence from Q2.
7.3 PA4	Implement Strategic Assets module in TechOne for water and wastewater assets to enable analysis, scenario building and modelling (AMS)		This task is not due to start until 2025. Dependent on completion of Tech1 system upgrade by Information Services.
7.3 PA5	Undertake network inspections in areas where high levels of stormwater (inflow) and groundwater (infiltration) are entering the wastewater system		Contractor engaged in June 2024 to assess condition of sewer mains and manholes in Bowral. Catchments were identified as having high I/I from modelling. Contract works have been completed with a total of 10.5km of sewer mains and 224 manholes having been inspected. A number of significant defects were found across several sewer mains, some of which have already been added to this year's sewer main renewal program. Remaining poor condition mains will be programmed for renewal in coming years.

Project Delivery

Project Delivery is responsible for delivering safe, reliable and accessible infrastructure and services across the Shire.

The types of projects delivered by the team include roads, intersections, roundabouts, carparks, pedestrian facilities, shared paths, bridges and stormwater drainage structures, pipelines, buildings and playground upgrades.

Our primary objectives are to maintain effective delivery of project milestones each year while providing positive experiences for our residents and visitors as they move around and enjoy the Shire.

The Project Delivery Service consists of 2 Principal Activity Areas. They are:
1. Project Management
2. Project Delivery - Roads and Drainage

We are 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.

Project Management

Quarterly Highlight

Progress is well underway on key actions for the FY24/25 period, including upgrades to the Bowral and Moss Vale Sewer Treatment Plants, the installation of the Bowral-to-Moss Vale water main to boost water efficiency, and the design of the Mittagong Sewer Treatment Plant. Work is also advancing on the approvals and design for the Welby Landfill closure, the Emergency Operations Centre, the Southern Highlands Regional Animal Shelter, and the construction of the Moss Vale SES facility. These efforts highlight our commitment to strengthening local infrastructure.

Council remains committed to engaging the community throughout these projects. Continuous consultation is embedded in both the design and construction phases, ensuring that projects meet community needs while being delivered on time and within budget.

Operational Plan Priority Actions

Code	Action	Status	Progress
8.1 PA1	Commence Welby Landfill remediation inclusive of enabling works for future mountain biking provisions		Council is following up with the Consultant for the following two issues: 1- Respond to EPA comments on the design drawings. 2- Provide detailed information to Aboriginal Land Council regarding the extent of works to obtain their concurrence for the works that require to be undertaken in Lot 7307.
8.1 PA2	Complete construction of the Animal Shelter and State Emergency Services Building (SES)		SES Building; Walls and Ceiling lining installation is ongoing. The front of vehicle bay cladding is ongoing. Animal Shelter; Roofing works and cladding installation ongoing. Animal Shelter and SES Carpark: concrete slabs ongoing.
8.1 PA3	Complete the design for Bowral to Moss Vale 710mm duplication water main - Stage 1		Assessment of preferred route is ongoing. Consultation with the affected landowners to commence shortly.
8.1 PA4	Deliver the Bowral Sewage Treatment Plant Upgrade		Bowral Sewer Treatment Plant construction is progressing well and is about 50% complete.
8.1 PA5	Commence construction of the Moss Vale Sewage Treatment Plant		Construction on the Moss Vale Sewer Treatment Plant has commenced, and earthworks are well underway.
8.1 PA6	Complete the design of the Mittagong Sewer Treatment Plant		The concept design of the Mittagong Sewer Treatment Plant upgrade has been completed and the detailed design has commenced.
8.1 PA7	Update the Project Management Framework to provide a consistent, and well governed approach to Council run projects		The Project Management Framework has been completed. It was presented in the Executive meeting, Managers meeting and the Audit and Risk and Improvement Committee. Sessions are scheduled to provide training and a walkthrough the framework for Council staff members.

Roads and Drainage Projects

Quarterly Highlight

Currently we have a wide range of projects at various stages of works ranging from survey, design and preconstruction activities to projects under construction. All these projects are being undertaken by a mix of internal survey and design staff and internal construction crews and also by survey and design consultants and construction contractors.

Projects currently in design phase include Bowral to Burradoo shared path, Burradoo to Eridge Park Rd shared path, Hoddle St Robertson shared path, Burradoo Rd drainage upgrade, and William St drainage upgrade.

Projects that have been designed and are in preparation for construction startup include Gascoigne St drainage, Lytton/Berrima Rd drainage, Drapers Rd drainage, and Bullio causeway upgrade.

Projects currently under construction include Priestly St bridge, Sunninghill Ave drainage and road reconstruction, and Robinson St culvert upgrade. Oxley Dr retaining wall has just been completed.

There are also a number of natural disaster funded projects that are about to commence design phase. These include Meryla Rd landslip and road repairs, and Wombeyan Caves Rd landslip and road repairs. These are significant landslips and there are a number of them along both roads.

Operational Plan Priority Actions

Code	Action	Status	Progress
8.2 PA1	Design and construct the Capital Works Program for roads and drainage		The program has commenced with projects at various stages of works ranging from survey, design, and under construction.
8.2 PA2	Construct Sunninghill Avenue, Burradoo drainage		Construction of Stage 1 works is well underway including drainage line construction and road base preparation.
8.2 PA3	Deliver Priestley Street, Mittagong creek crossing		Construction is well underway with enabling works completed and the bridge abutments poured.
8.2 PA4	Deliver Robinson Street, Mittagong creek crossing		Construction is well underway with enabling works completed and the concrete base slab poured for precast concrete box culverts to be installed.
8.2 PA5	Complete Penrose bus shelter and footpath		Construction works are expected to commence in February 2025.

Development and Regulatory Services

Our 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.

We apply NSW, regional and local planning policies to achieve sustainable development across the Shire.

We also support the safety, amenity and liveability of the Shire through our ranger and compliance services.

The Development and Regulatory Service consists of 3 Principal Activity Areas. They are:
1. Development Engineering Services
2. Development Assessment (Including Fast Track and Portal Support)
3. Compliance and Regulation

We are 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.

Development Assessment (Including Fast Track and Portal Support)

Quarterly Highlight

The dedication to providing quality planning assessment and design outcomes for landowners, customers, and the community continued. Pre-Lodgement Meetings and advice have continued to be available as a service by booking online meetings or through duty planning enquiries at the customer service desk. Online bookings and payment for inspections have been improved. Streamlined approvals, with the integration of s. 68 Local Government Act approvals with Development Application approvals are now being provided.

Council ensured that development proposals aligned with local planning objectives and considered environmental and amenity impacts.

Legal appeals on development applications were largely mediated through conciliation to achieve suitable, balanced environmental and built outcomes.

Process and policy review continued during the quarter to enable Council to improve the delivery of its development assessment and approval services. Robust assessment and positive development outcomes were achieved that align with the community's needs and aspirations. Updates to various policies are ongoing, including Council's Compliance and Enforcement Policy and Council's Bonds Policy.

Operational Plan Priority Actions

Code	Action	Status	Progress
9.1 PA1	Review and streamline development application conditions of consent		Reviews of individual conditions are undertaken in response to concerns from the community, applicants, staff, and legislative changes. Ongoing review will occur in preparation for the Development Assessment Service Review scheduled for 2025/26.
9.1 PA2	Provide efficient, timely development assessment services, including pre-DA support		DAs are being assessed in accordance with the relevant legislation. Significant recruitment has occurred in the Development Assessment Teams to provide timely development assessment services.
9.1 PA3	Undertake a heritage assessment of all development applications relating to heritage items or conservation		Heritage matters are considered in accordance with the relevant legislation and controls as part of the DA assessment process.
9.1 PA4	Conduct two community information forums per annum		The community development forums were held earlier in the year - forums will be held early in 2025

Development Engineering Services

Quarterly Highlight

Council provided vital technical expertise regarding stormwater, water, and sewer infrastructure for development applications and road works approvals. This advisory service, part of the Development Application referral process, is integral to minimising any adverse effects on public and private properties. The approach has been optimised, with all stormwater and sewer applications now being incorporated into the Development Application process, enhancing efficiency.

Rigorous civil certification inspections, encompassing various facets like roads, pavements, stormwater drainage, flood management, traffic management, and on-site detention infrastructure, maintain a professional and prompt standard. To facilitate inspections, appointments can be scheduled through Bookable upon payment of the requisite fees.

The delivery of expert advice on technical engineering matters, including compliance and enforcement, remained steady. The duty engineer service continued, to both internal and external stakeholders, ensuring robust resolution of engineering issues.

Operational Plan Priority Actions

Code	Action	Status	Progress
9.2 PA1	Provide efficient, timely assessments of applications		Assessment of Applications across all areas of the development assessment branch continued. Vacancies and additional resources are being added to improve efficiencies / assessment timeframes.

Compliance and Regulation

Quarterly Highlight

Council's Ranger Service continues to respond to complaints from the public in a prompt manner, ensuring a safe and well-maintained environment. Proactive enforcement of public places also plays a pivotal role in this process. In addition, proactive parking patrols have been undertaken utilising new parking infringement software. Also, an additional Ranger position is planned to be advertised in the second half of 2024 to enhance parking turnover management.

To maintain the commitment to compliance, Council is diligently responding to audit obligations for various systems and processes. Development compliance officers are actively addressing breaches of relevant statutory provisions and development consent conditions, ensuring adherence to the law. Furthermore, corrective actions are taken against unapproved connections to Council's water and sewer infrastructure, as well as unauthorised special crossings to the road network. Proactive investigations in these areas will begin once resources allow.

To create awareness and encourage compliance, regional campaigns such as the Regional Illegal Dumping campaign and the Onsite Sewerage Management Campaign have been initiated. These campaigns are aimed at improving the community's understanding of compliance and relevant regulations and will be rolled out as resources allow.

Lastly, expert advice on Local Government Legislation is provided to both internal and external stakeholders. Council officers promptly responds to enquiries, offering advice on relevant legislation and planning pathways.

Operational Plan Priority Actions

Code	Action	Status	Progress
9.3 PA1	Implement an inspection regime to ensure satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health		A shire-wide site register is being developed to inform the program inspections
9.3 PA2	Implement a program of food inspections		A program of food shop inspections is in place and is being implemented
9.3 PA3	Implement a swimming pool inspection program		A pool inspection program is in place and is being implemented
9.3 PA4	Undertake proactive ranger patrols in order to meet the needs of the community and council		Proactive ranger patrols are undertaken as resourcing allows

Shire Presentation

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

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

We do 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 and finally, through the provision of expert engineering advice.

We play 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.

The Shire Presentation Service consists of 7 Principal Activity Areas. They are:
1. Customer Service and Business Support
2. Fleet
3. Civil Construction
4. Specialist Engineering
5. Parks and Open Spaces
6. Open Space and Buildings (Including Aquatic and Tree Management Services)
7. Infrastructure Maintenance

We are 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 & 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.

Customer Service and Business Support

Quarterly Highlight

Over the past quarter we have seen steady response rates from the Parks and Open Spaces survey.

The Survey designed to capture the community's feedback in relation to the maintenance of the Shire's Parks and Open Space areas has provided the opportunity for the parks and open Spaces team to proactively undertake maintenance issues with the view to reducing the number of Customer Requests and developing improvements in our maintenance processes.

This information is beneficial in providing a customer centric focus to ensure our community benefits from work undertaken across the areas.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.1 PA1	Complete analysis of QR code data for Parks and Open Spaces to identify key areas of community concern		QR code responses are being analysed on a weekly basis to identify any areas of concern. Advised Parks Coordinator to undertake ad hoc inspections.
10.1 PA2	Coordinate development of key performance indicators to link team and individual progress against key strategic priorities		KPI's have been set for team - Parks and Open Spaces - CX Survey 6.3, Completion rates of CRM above 70%
10.1 PA3	Undertake customer surveys to understand and improve the level of customer satisfaction with our services		Customer experience surveys are being sent at the end of each month with responses providing areas for improvement.
10.1 PA4	Continue to refine and improve internal processes to improve the customer experience		Ongoing review of processes with staff being undertaken to ensure consistency in communication.

Fleet

Quarterly Highlight

In the past quarter, Fleet has made various improvements to our efficiency to ensure the minimisation of downtime on light and heavy fleet so as an organisation we can all reach our goals and continue to deliver service to the community. This commitment extends to after hours with continuing to providing an on-call service across council's fleet.

With significantly improved data Fleet is reviewing all plant ensuring we have the correct machine for the job, is cost effective and has appropriate utilisation. This coincides with the current Heavy plant replacements occurring with Fleet working with operational teams to make informed decision when reviewing replacements.

Furthermore, for replacements Fleet works on looking for electric and hybrid options when possible, to continue to reduce our fleets emissions. Notably we have been able to increase the light fleet with hybrid vehicles and continue to review electric plant items as the market is every growing. Fleet endeavour to keep up with current trends and implements when practicable. This also leads to upskilling in our workshop as we look to increase their skill set via training to be capable of servicing the new electric/hybrid fleet.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.2 PA1	Deliver Council's Plant replacement program to ensure operational departments are able to meet service level agreements		Specification documentation being developed in consultation with operational departments to source quotation.
10.2 PA2	Undertake apprentice recruitment to support local employment and a succession plan for Council's workshop		Currently employ one apprentice with additional apprentices subject to a service review.
10.2 PA3	Develop workshop service level agreements to meet industry benchmarks and improve financial viability		Fleet is working with other local workshops to obtain information to develop internal standards.
10.2 PA4	Improve Plant utilisation by reviewing and rationalising plant allocation and costing across all operational areas		With improved data from Teletrac Navman Fleet will be able to review utilisation of plant to assess the allocations and costing across operations.

Civil Construction

Quarterly Highlight

The first quarter has been a slow start with much of the program reliant on Stabilisation and Asphalting contracts currently in the procurement process. A major drainage project at Sunninghill Road is well underway with many other major drainage projects still within the design phase.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.3 PA1	Continue to deliver the roads capital works program to improve mobility across the Shire, including but not limited to: •Elizabeth Street, Moss Vale •Railway Parade, Mittagong •Orchid Street Colo Vale		This first Quarter has seen the procurement process underway for the stabilization contract, which is a critical operation for Reconstruction/Rehabilitation works. Other investigations and service locations are also being organized, to ensure optimum usage of Council budget in line with a level of service.
10.3 PA2	Implement two significant drainage projects within Willow Vale as part of the Capital Works Program		Both projects are nearing completion of the design phase this first quarter.

Specialist Engineering

Quarterly Highlight

Administration of natural disaster claims has progressed, but additional natural disasters have impacted progress on other areas

Operational Plan Priority Actions

Code	Action	Status	Progress
10.4 PA1	Commence delivery of Essential Public Asset Reconstruction Works on flood damaged transport infrastructure		Essential Public Asset Restoration Work sites have been commenced at several sites of natural disaster damage.
10.4 PA2	Secure reimbursement of costs incurred during Emergency Response and Reconstruction of Infrastructure damaged during the 2022 flood		We have had several successful reimbursement applications approved and payments received. This is an ongoing process and will require continued effort to submit claims and process replies to queries from TfNSW.

Parks and Open Spaces

Quarterly Highlight

During the Quarter, Council diligently upheld its responsibility to operate and maintain all parks, sports fields, public amenities, and playgrounds according to agreed service level standards under challenging weather conditions

Council remains committed to enhancing and ensuring safe, accessible open spaces for recreational activities. The inspection and maintenance of all 49 playgrounds were completed as scheduled, maintaining their high quality. Prompt resolution of any safety or accessibility concerns minimised disruptions to the public.

Throughout the Quarter, Council persistently applied Service Level Standards to the maintenance of open space assets, reaffirming our ongoing commitment to quality and efficiency.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.5 PA1	Maintain safe and accessible open space for recreational activities to encourage broad community participation		Scheduling is on track for maintenance. Parks tree pruning and mulching in various area was completed. Quick responsive action in removing illegal dumping and graffiti has been achieved.
10.5 PA2	Incorporate priorities from community surveys into the open space maintenance schedules to ensure the service is responsive to community needs		Council has responded to maintenance priorities from the community surveys which were undertaken. The drier weather is now allowing mowing and maintenance to proceed which was hampered due to a wet winter.

Open Space and Buildings (Including Aquatic and Tree Services)

Quarterly Highlight

We are making great strides in both policy and strategy for our tree management team whilst continuing on service delivery outcomes for our open space and building deliverables.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.6 PA1	Develop a Tree Management Policy and Strategy		Our engaged contractor has completed the draft framework of the Urban Tree Management Strategy, keeping us on schedule to deliver it to the incoming council by the end of 2024. The council aims to consolidate its current tree management records into a comprehensive document that addresses all tree-related issues, providing a clearer and more unified approach for our residents.
10.6 PA2	Protect our canopied spaces to minimise urban heat		The Council is addressing canopy loss concerns within its comprehensive Urban Tree Management Strategy. This strategy tackles current issues related to climate change, canopy cover, and urban heat through clear objectives and actionable plans. It provides a holistic approach for managing these challenges across the shire as we move into the next decade
10.6 PA3	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		The Council has prioritised the creation of the Urban Tree Management Strategy, Policy, and website updates to establish a clear direction for grant applications and any collaborations with third-party agencies. Once a clear vision for the future is achieved and with community consultation, we will explore financial opportunities to support the implementation of our action plans including, planting and funding partnerships with Bushcare and other volunteer agencies.
10.6 PA4	Attract funding via grants and volunteers groups to ensure prioritised Council owned buildings are meeting code and compliance the relevant legislative standards		Through close collaboration with internal teams, the Council is effectively managing compliance and maintenance expenditures by ensuring that costs are allocated to the appropriate lessor, 355 committee or licensed parties based on current agreements. As we move into the 2024/2025 financial year, we will continue to explore additional funding opportunities to support compliance measures for our buildings

Infrastructure Maintenance

Quarterly Highlight

Wingecarribee Shire Council Roads Maintenance, in an on-going capacity, manage the Shire's roads and drainage network focused primarily on the safety of road users.

Council coordinates the reactive maintenance of the Shires approximately 1200km of road and drainage network, primarily in response to ongoing customer requests.

Council continue to implement corporate strategic direction in the delivery of works in the Shire's roads and drainage network. Pursuing operational efficiencies, that will deliver improved condition of the roads and drainage network across the shire.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.7 PA1	Establish a Governance Framework to improve policies, procedures and service delivery across the Shire		Roads Maintenance Policy is awaiting reformatting into current WSC template, having completed internal consultation.


Environment
Wingecarribee
Earth Flix: Cinema 4 Change
Screening: The Koalas
For the first time in the Highlands
followed by the short documentaries:
South-East Koalas Film (LLS) and
SH Koala Conservation Project (DCCEEW)
Scan here to book the next film: River Blue
"Action comes out of brilliant movies like The Koalas" - Bob Brown AO
"You'll be charmed. You'll be dismayed. And then I bet you'll be as angry as hell" - Tim Winton AO
THE Koalas
Earth Flix – The Koalas

Environment and Sustainability

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

We support the Council and community to adopt renewable energies and reduce our environmental footprint. We achieve this 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, we actively manage the Shire's natural assets, including bushland, and encourage sustainable living, leading the Council's response on climate change and bushfire hazards.

The Environment and Sustainability Service consists of 3 Principal Activity Areas. They are:
1. Sustainability Services
2. Natural Resources Management
3. Bushland and Biosecurity

We are 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 & industry work in harmony with local community & environment.

Goal 5.3 A thriving and diverse agricultural industry.

Sustainability Services

Quarterly Highlight

The Community Emissions Action Plan (CEAP) was adopted by Council in July 2024. and the Electric Vehicle Charging Stations on Public Land Policy was endorsed for public exhibition.

The Sustainable Us program continued to empower the community with highlights including the Southern Highlands Future Forum being held for the first time in September focusing on energy efficiency, and sustainability and the Earth Flix Cinema 4 Change project, that in the September quarter delivered three environment/sustainability themed film screenings at the Empire Cinema. The film screenings of "War on Waste S2, Episode 3", "The Koalas" and "River Blue", included special guests invited to participate in discussions and community question and answer sessions about the films and their themes.

Monitoring of Council's energy consumption continues, which feeds into greenhouse gas emissions reporting. Greenhouse gas reporting for the 2023/2024 year was completed showing total emissions of 9,912 TCO2 -e which is a 57% reduction from the 2015/2016 baseline year of 23.095 TCO@-e. Council's use of 100% renewable electricity continues to have a significant impact on reducing Council's greenhouse gas emissions. During this quarter Council staff visited the Coal Loader Centre for Sustainability in North Sydney to investigate circular economy projects and sites implemented by other councils.

Council continues to collaborate with various agencies, such as the Canberra Joint Regional Organisation of Councils, the NSW Department of Planning and Environment, Sustainability Advantage, NSW Health, and Water NSW to enable the delivery of essential projects.

Operational Plan Priority Actions

Code	Action	Status	Progress
11.1 PA1	Deliver the Sustainable Us community education campaign to increase knowledge about sustainable living in the face of climate change		During the September Quarter, Council delivered three Environmentally themed films as part of the Earth Flix Cinema 4 Change series including "Your Planet Short Docs", "The Koalas and "River Blue". Council also held the first Southern Highlands Future Forum, a community information event about the future of the energy industry, including transitioning to renewables, efficiency, and the available incentives and rebates.
11.1 PA2	Conduct drinking water sampling to ensure quality compliance with NSW Health guidelines		Council collects water samples for chemical and microbiological analysis. 121 Samples were analysed during the quarter, meeting the requirements of NSW Health.
11.1 PA3	Provide solar and battery promotion programs to improve uptake in the Shire		The Southern Highlands Future Forum partnered with Win Zero, Uni of Wollongong, Endeavour Energy, local businesses, and community experts, held Sep 24. The event aimed to engage the community in the future of renewable energy and deliver information about grants and subsidies available to install solar and battery equipment at home as well as providing access to speak to EV owners and view EV's, people can also book an energy assessment for their home. Council continued the SUNSpot program.

Code	Action	Status	Progress
11.1 PA4	Support the increase in electric vehicle charging facilities across the Shire through grant applications and community support		The draft Electric Vehicle Charging Stations on Public Land Policy was publicly exhibited from 12 August to 9 September 2024. Upon adoption by Council the policy will guide planning and installation of charging infrastructure on public land.
11.1 PA5	Deliver the Project Green schools sustainability education program including the delivery of Schools Environment Day		Council's engagement program with local Schools continued to be implemented during the quarter. This included a regular newsletter to promote programs, grants, and other support that Council provides to schools. The next Schools Environment Day has been postponed until February 2025.
11.1 PA6	Monitor and report on Council's greenhouse gas emissions		Annual greenhouse gas emissions reporting for the 2023/24 financial year was completed in this quarter. Calculated emissions for the 2023/24 were a reduction of 47% based on the baseline year of 2015/2016. Fugitive emissions (methane, NOx etc) from wastewater treatment account for 67% of the emissions total and remain similar to 2015/2016 levels. All other emissions amount to 3,982 which is a 74% reduction from the 2015/216 baseline.
11.1 PA7	Scope and deliver energy efficiency and solar improvements to Council infrastructure		Council continued to work with the Canberra Region Joint Organisation (CRJO) to review and assess priority sites for Council. A grant application to the Community Energy Upgrades Fund is pending to co-fund upgrades to gas boilers at Moss Vale Aquatic Centre.
11.1 PA8	Support community sustainability activities with grants delivered through the Community Assistance Scheme		Community Assistance grants in the environment and sustainability category for the 24/25 year were provided to Win Zero to assist with funding a Virtual Energy Network (VEN) Pilot, and to Southern Highlands Australian Plant Society to assist with a Phytophthora awareness campaign.
11.1 PA9	Implementation of the Community Emissions Action Plan		Drafting of the Community Emissions Action Plan implementation plan has begun internally with initial consultation across the Environment and Sustainability Branch. Further engagement with Council staff and the community will be required to develop the actions in the plan for the near future and ongoing to get Council operations and the Wingecarribee Shire community to Net Zero.

Natural Resources Management

Quarterly Highlight

The Plan of Management for Natural Areas (Bushland and Watercourse) was adopted by Council on 7 August 2024 following the public exhibition period which closed 2 July 2024.

Species-specific projects aiming to protect and conserve local wildlife, including koalas, platypus, and eastern long-necked turtles, and plants such as the Mittagong Geebung have been actively engaged in. Council have been successful in obtaining a grant of $130,000 over three years to educate the community about the Southern Highlands Shale Forest and Woodland and to undertake conservation actions within bushland reserves which contain this critically endangered ecological community.

Through careful and ongoing management of natural areas in bushland reserves and parks across the Shire, Council is actively safeguarding biodiversity including threatened species and ecological communities. Preserving biodiversity on private lands is a top priority, and support for initiatives like Land for Wildlife and Habitat for Wildlife continued through the Private Land Conservation Plan five-year framework.

Planning and hazard reduction burns were completed to address bushfire risk, following the Bush Fire Risk Management Plan. Council is dedicated to preserving the local environment and is making steady progress in this important endeavour.

Operational Plan Priority Actions

Code	Action	Status	Progress
11.2 PA1	Plan and implement conservation actions for the Southern Highlands Shale Woodland (SHSW) including rehabilitation and new plantings		A project plan has been prepared for the next three years in partnership with DCCEEW. Exeter Public School supported a planting day at Indigo Creek Reserve at Exeter and plans are well underway for a community planting day to be held in late Spring at Bundanoon.
11.2 PA2	Support existing Land for Wildlife members and encourage new registrations by holding field days and promotion of community events		One new Land for Wildlife property was registered this quarter. A series of events and presentations were held including drone surveys on private property, a presentation for the Robertson Environment Protection Society, a check-in with Council podcast, the What's Killing Our Trees forum, the U3A talks and the screening of The Koalas and panel discussion.
11.2 PA3	Support existing Habitat for Wildlife members and encourage new registrations by holding field days and promotion of community events		There have been considerable community engagement activities this quarter, including radio interviews, podcasts, and guest presentations at various community events, including a stall at the Southern Highlands Future Forum. Four new members have signed up for Habitat for Wildlife. The Backyard Habitat Planting Guide has been updated.

Code	Action	Status	Progress
11.2 PA4	Implement key actions from the NSW Koala Strategy Regional Partnership including: •Maintain the Roadkill Mitigation Program •Koala Habitat Mapping Project		One Variable Message Sign was deployed to Tugalong Road and the roadkill mitigation communication strategy commenced. Customers calling Council will hear about how they can reduce koala and other wildlife roadkill during the breeding season. Wildlife static signs (7) were installed on priority roads across the shire. Large banners were deployed and hung on fences at two public schools, advising drivers of being in a Koala Zone. Flora survey data (100 sites) have been uploaded into BioNet.
11.2 PA5	Deliver education and training to Bushcare volunteers such as: plant ID Workshops, Apps training and Bushcare techniques		Activities have been planned, promoted, and delivered during Biodiversity month (September 2024) including two bushwalk and wildlife spotlighting evenings along the Box Vale Track in Greater Mount Alexandra Reserve, Woodlands and a guided Bioblitz in River Bend Reserve, Berrima.
11.2 PA6	Deliver biodiversity education and support to the community including: •What's Killing Our Trees information Session •Schools Environment Day •Turtle and Frog Tours at Lake Alexandra •Bird Count •Pollinator week •Bioblitzes		The Southern Highlands Australian Plant Society (SHAPS) What's Killing Our Southern Highlands Trees? event was supported by Council, as Master of Ceremonies, reviewing and printing the brochure and producing a short film. Council screened The Koalas at the Empire Cinema on 21 August 2024 to over 100 people and spoke on radio about biodiversity (Kitty with Klaws) on 5 September 2024. Two spotlighting events and a bioblitz were held in September to celebrate Biodiversity Month.
11.2 PA7	Implement biodiversity actions from Plans of Management to protect natural habitats		Threatened species and habitat has been protected during fire management work. Vegetation surveys have been completed in several reserves. Acoustic monitoring of koalas was undertaken in 2023 in several bushland reserves including Mansfield Reserve and presence/absence documented. Warren fumigation in Indigo Creek Reserve will reduce rabbit numbers in preparation for the Spring tree planting event. Camera trapping has recommenced in Gibbergunyah Reserve.
11.2 PA8	Implement priority actions from the Bush Fire Risk Management Plan to keep the Shire safe		Environmental assessments and site inspections for hazard reduction burns have been a focus this quarter. Rural Fire Fighting Fund (RFFF) application was successful for (~$100,000) for annual Asset Protection Zone program. A hazard reduction burn was completed (Mt Alex 39/40) within Greater Mount Alexandra Reserve (90 hectares). Wonson's Fire Trail network (Greater Mount Alexandra Reserve) quote is being sought to bring this to Fire Access Fire Trail (FAFT) standard.

Code	Action	Status	Progress
11.2 PA9	Implement cultural burns in Council bushland reserves to minimise bushfire risk		The Terms of Reference for the program steering committee were updated and shared with and reviewed by committee members. Plans are underway to deliver a minimum of two cultural burns in Autumn 2025 in Council owned or managed bushland reserves.

Bushland and Biosecurity

Quarterly Highlight

The WSC Biosecurity Weed Control Program 2024-2029 has been adopted by council.

During the September quarter, Council's environmental efforts remained strong, with 764.5 hours devoted to bush regeneration in natural reserves to maintain their ecological function and beauty. This is despite impacts from having less staff due to vacancies. The dedicated Bushcare Volunteers contributed 127 hours across 12 working bees, showcasing the community's commitment to environmental preservation. 97 work sessions in natural areas and the community nursery were conducted to ensure the vitality of our green spaces.

Council staff have performed 128 high risk site inspections and 154 private property inspections in various Shire areas to mitigate the risk of biosecurity threats and invasive weeds, safeguarding the Shire's natural beauty and biodiversity. During this quarter, 32km of roadsides were inspected as important risk pathways for biosecurity weeds the reduction is due to the wrong season for roadside inspections, and Council's roadside spraying program continued.

Operational Plan Priority Actions

Code	Action	Status	Progress
11.3 PA1	Supply local plants for use in Council reserve revegetation works and community projects		The Bushland Field staff have produced and provided 230 plants to the community. The Bushland Field staff did not plant any plants in bushland reserves due to the winter months being unsuitable for planting.
11.3 PA2	Investigate a model for expanding the bushcare program and increase the number of volunteers		In the past quarter we had 45 volunteers attend our bushcare working bee's totalling 127 hours over 12 working bee's.
11.3 PA3	Increase the capacity and skills of volunteers assisting the Bushcare Program		In the past quarter 45 volunteers attend bushcare working bee's totalling 127 hours over 12 working bee's. Volunteering opportunities remain high and recruitment campaigns for additional volunteers continues.
11.3 PA4	Undertake biosecurity weed inspections along high risk pathways and sites		Biosecurity surveillance is tracking well for the year to date having completed a total of 154 private land inspections and 128 High Risk Sites. Only 32kms of high-risk pathways were inspected this quarter, but this is due to the winter months not being ideal for weed growth. Inspection program will increase in the next quarter.The program is on track to achieve annual targets.
11.3 PA5	Complete weed control in high environmental value bushland reserves		Council has implemented weed control activities across 33 sites, conducting 778.5 hours of bush regeneration activities in these high value reserves.

Waste and Resource Management

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

Our services focus 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.

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

The Waste and Resource Management Service consists of 2 Principal Activity Areas. They are:
1. Resource Recovery
2. Waste Services

We are 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.

Resource Recovery

Quarterly Highlight

Waste collection services continue through existing contract arrangements. Tender process has commenced for the new contract due to start in 2026. Participation and collected volumes continue to increase through the continued Mobile Community Recycling Centre (CRC) operation collecting recyclable material from the villages and localities across the shire. For the July - Sept period Mobile CRC has collected 2 tonne of household problem waste across the villages. The Soft Plastic recycling trial continues with 1.6 tonnes of material collected in the last 3 months. The Upcycle Centre successfully diverts valuable resources from the waste stream and back into the local economy. On average the centre diverts 1 tonne of material a day from the waste stream.

Operational Plan Priority Actions

Code	Action	Status	Progress
12.1 PA1	Deliver Resource Recovery Centre (RRC) Masterplan projects including: •Wayfinding •Centre design and Development Application •Waste / litter reduction infrastructure •Site security- CCTV		Implementation of the Masterplan continues. Items actioned included the completion of site security CCTV cameras and installation of portable solar lights July 2024.
12.1 PA2	Investigate equipment to improve material recovery and efficiency		Small 3 tonne excavator with grabs to sort and recover recyclable items from mixed loads. This will also remove the manual handling and risk of injury. Bobcat- operational functions such as loading bagging machine, to load customer/ resident's trailers with saleable products I.e. Soil conditioner and cow manure. Push up waste and maintain housekeeping of site.
12.1 PA3	Implement operational changes to support the new disposal/ processing contract to ensure no adverse impacts to service levels		Waste collection direct delivery model is being implemented with organics utilisation. Bulky waste (kerbside clean up) mattress and metals recovered and being sent to Veolia Spring farm for additional processing and recovery.
12.1 PA4	Identify opportunities to increase the percentage of waste diverted from landfill		Project 24 waste disposal contract commenced in September 2024. This will increase Resource Recovery Centre diversion from landfill by 50%.
12.1 PA5	Identify resale opportunities and processing partners for recovered material to increase profitability		The Soft Plastic recycling trial continues with 1.6 tonnes of material collected in the last 3 months. The Upcycle Centre successfully diverts valuable resources from the waste stream and back into the local economy. On average the centre diverts 1 tonne of material a day from the waste stream.

Waste Services

Quarterly Highlight

Positive progress continues in the reduction of waste to landfill. During the September Quarter period 1,441 tonnes has been diverted from landfill, equates to 15.66 tonne per day. Expansion of services under the Local Government Act is in progress and due for commencement on the 1st of October 2024. Further expansion has been included in the Collections tender. Waste collection services continue through existing contract arrangements. Tender process has commenced for the new Domestic Waste Collection Contractor for the next decade which is due to start in 2026.A number of community programs have been deliver including Worm Farming, Waste Wise, Recycle Right, Sustainable Gardening, Reuse and Repurpose Workshops.

Operational Plan Priority Actions

Code	Action	Status	Progress
12.2 PA1	Deliver the Waste Educational Plan including at key community events		A number of community programs have been deliver including Worm Farming, Waste Wise, Recycle Right, Sustainable Gardening, Reuse and Repurpose Workshops
12.2 PA2	Transition the Waste disposal/ processing services to new provider		Transition to the new waste provider has occurred with all waste streams and systems in place. Council is currently exploring options with contracted partner for an increased diversion rate of the cleanup/ inert waste stream.
12.2 PA3	Develop a contract transition plan for the new kerbside collection contract to ensure services are not adversely impacted		Can not start until the Tender for the Waste Collection has completed- Expected to commence Q1 2025
12.2 PA4	Investigate and develop a plan for procurement of waste collection/ disposal services for beyond 2029		Not due to commence until 2025
12.2 PA5	Operate the community's reuse and upcycling centre, diverting waste from landfill and providing resalable items to the community		Mobile CRC is continuing to be supported by local communities. This Quarter it has been expanded to include Canyonleigh, as this is an area that currently do not receive recycling services.
12.2 PA6	Upgrade the reuse and upcycling centre to improve the customer experience and create a community space		A concept plan and strategy for increasing community visitation to the Upcycle Centre is being developed to create a community workshop space and improve the retail offering and visual merchandising.
12.2 PA7	Identify and review potential additional waste facility locations within the Shire for both collections and community drop offs		Identified site within Mittagong has been evaluated and ruled out as the land zoning will not allow the activity on site. A proposal is underway for a Container collection Facility to be located in Bundanoon for easy access for residents in the southern end of the shire

Water Services

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.

We do this through the management and maintenance of water networks, the treatment of potable water and the delivery of sewage and wastewater services.

We also work closely with the community, including local business and industry, to better protect our water supply as a precious natural resource.

The Water Services Service consists of 4 Principal Activity Areas. They are:
1. Depot and Maintenance Operations
2. Treatment
3. Water Network Operations
4. Wastewater Network Operations

We are 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 & 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.

Depot and Maintenance Operations

Quarterly Highlight

During the reporting period, Water department's electrical and mechanical maintenance teams have carried out preventive maintenance on headworks assets, adhering to the schedule. This activity is very important to ensure the continuity of water and wastewater services for the community.

The commitment extends to both preventative and reactive maintenance, ensuring the continuous delivery of operational water and wastewater services. By maintaining and repairing key infrastructure, the risk of disruptions is minimised, aiming for uninterrupted service for the community.

Water and wastewater assets and network renewal programs are proceeding on time and within allocated budget. These programs are critical for maintaining and improving the infrastructure that delivers these vital services to the community, ensuring their reliability and sustainability.

Operational Plan Priority Actions

Code	Action	Status	Progress
13.1 PA1	Inspect and replace worn out pumps in wastewater pumping stations to ensure reliable service delivery		The Replacement pump list has been identified. Procurement activity is under progress. We have replaced pump at the Robertson reuse dam pumping station.
13.1 PA2	Inspect and replace worn out pumps in water pumping stations to ensure reliable service delivery		The list for the replacement pumps has been finalised and procurement activity is under progress.
13.1 PA3	Refurbish clear water pump No 1 at Wingecarribee Water Treatment Plant		Clear water pump 3 refurbishment has been completed. Installation of the pump under progress.
13.1 PA4	Upgrade Supervisory Control and Data Acquisition (SCADA) hardware at water reservoirs to monitor our water and wastewater systems		This project has been completed.

Treatment

Quarterly Highlight

During the reporting period, water and sewer headworks teams have successfully treated drinking water and received effluent to appropriate regulatory standards. This activity is essential to ensure the health of the community and local environment.

Water headworks are progressing through the dam inspection and maintenance plan to comply with dam safety regulations and progressing through a reservoir cleaning and inspection schedule to maintain the integrity of potable water infrastructure during distribution.

Sewer headworks are processing and disposing of biosolids created during the sewer treatment process as per the appropriate guidelines. Trade waste continue to monitor and inspect local businesses with discharge approvals to ensure they are compliant within the inspection timeframe.

These services are critical to safeguard community health and the wellbeing of our local waterways.

Operational Plan Priority Actions

Code	Action	Status	Progress
13.2 PA1	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		Turbidity meters are being trialled currently. There are some issues with bubbling and magnesium build up that are being problem solved.
13.2 PA2	Inspect and replace water plant filter media as required to ensure high quality standards of treatment are maintained		Plant filter media has been inspected and assessed as not needing replacement. Internal reassessment on an ongoing basis.
13.2 PA3	Undertake regular reservoir cleaning to ensure compliance with legislation		Cleaning Schedule on track as indicated by inspection program.
13.2 PA4	Upgrade the fluoridation system of Wingecarribee Water Treatment Plant		Waiting on quotes for works to be completed.
13.2 PA5	Complete chlorination system upgrades in reservoirs to enhance water quality		Unit pre-fabrication is ongoing, concrete slab design is in progress
13.2 PA6	Support sustainable resource management by processing biosolids for beneficial reuse		Mittagong - 695 tonnes Moss Vale - 314 tonnes Bowral - 850 tonnes All biosolids sent for beneficial reuse in Gunning, NSW.
13.2 PA7	Inspect and adjust daily operations based on laboratory results, and in-house testing to ensure ongoing compliance.		This is a process that is completed on an ongoing basis at both water and wastewater treatment plants. Accredited results have indicated all results comply with EPA licences.

Code	Action	Status	Progress
13.2 PA8	Upgrade Robertson Sewer Treatment Plant inlet screen		In procurement phase
13.2 PA9	Complete the Robertson re-use dam walkway to minimise work, health and safety risks		An alternative sampling point has been identified as a safer, cheaper, and quicker alternative.

Water Network Operations

Quarterly Highlight

The Water Services Department's Asset and Water Network sections are collaborating to enhance the GIS water mapping systems, aiming to automate the display of shutdown areas during emergency water main breaks.

Operational Plan Priority Actions

Code	Action	Status	Progress
13.3 PA1	Prioritise emerging defects to ensure the reliability of the water network		The DPIE leak detection program (23/2024) identified 156 leaks within the water network. This quarter, 36% of the leaks have been repaired, resulting in a daily savings of over 900,000 litres of potable water.

Waste Water Network Operations

Quarterly Highlight

During the reporting period, Council has been dedicated to ensuring the continuity of wastewater services for the community. Council officers carried out preventive maintenance on network and headworks assets. This proactive approach has been crucial in maintaining the efficient operation of the wastewater networks and treatment process prior to environmental release of treated water.

The commitment extends to both preventative and reactive maintenance, ensuring the continuous delivery of operational wastewater services.
By maintaining and repairing key infrastructure to reduce environmental risk from overflows, and rectifying causes of network infiltration/inflow during wet weather events. Risk of disruptions are minimised, aiming for uninterrupted service for the community.

Wastewater asset renewal programs are proceeding on time and within budget. These programs are essential for maintaining and improving the infrastructure that delivers these vital services to the community, ensuring their reliability and sustainability.

Operational Plan Priority Actions

Code	Action	Status	Progress
13.4 PA1	Complete annual sewer vent shaft renewal program to ensure air is continually introduced into the network, supporting drainage to flow effectively		Vent shafts to be inspected for condition, access requirements and evaluate if stack is required to remain operational if network is vented via private drainage systems.
13.4 PA2	Identify and prioritise sewer main defects needing repair		Identified network defects are being repaired to continue efficient operation.
13.4 PA3	Perform ongoing maintenance on the wastewater network drainage systems and respond to customer requests for drainage issues i.e. blockages and overflows		Customer request attendance is ongoing. Overflows are being reported as required. Preventative maintenance on known blockage locations in the network have not been attended due to MH inspection requirements. However, MH inspections are identifying and preventing future blockages/overflows and being added to preventative maintenance list.


Economy
Tulip Time Festival Bowral

Strategic Outcomes

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.

They are key drivers 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.

The Strategic Outcomes Service consists of 3 Principal Activity Areas. They are;
1. Economic Development
2. Strategy and Place
3. Strategic Policy

We are 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 & 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 & industry work in harmony with local community & environment.

Goal 5.3 A thriving and diverse agricultural industry.

Goal 5.4 A supported and connected local business community.

Economic Development

Quarterly Highlight

Council's commitment to economic development remains strong, as we continue to drive key initiatives forward. The Southern Highlands Innovation Park Master Plan and Governance Strategy have successfully completed the public exhibition phase, and planning for the Servicing Strategy is actively progressing, marking critical steps in shaping our region's future.

The newly established Visitor Economy Advisory Panel is actively working on an action plan to bolster our visitor economy, and the development of the Economic Development Strategy Integrated Action Plan is making steady progress. These efforts reflect our strategic focus on delivering tangible outcomes that will foster a vibrant and thriving local business environment.

The foundation of our economic development strategy is built on strong partnerships with key stakeholders, including joint organisations, local businesses, surrounding councils, other levels of government, and Regional Development Australia. These collaborations are essential to driving sustainable growth, leveraging shared resources, and aligning our efforts to support the economic vitality of the Southern Highlands.

Operational Plan Priority Actions

Code	Action	Status	Progress
14.1 PA1	Prepare the Economic Development Strategy Integrated Action Plan		Council officers are developing the Economic Development Strategy Integrated Action Plan, which will set the strategic economic development objectives for the next 10 years. Officers will collaborate with incoming Councillors to align these objectives with the 2025-2029 Delivery Plan, ahead of community engagement on the strategy and development of the detailed action plan.
14.1 PA2	Prepare the Southern Highlands Innovation Park Servicing Delivery Strategy		The Southern Highlands Innovation Park Servicing Delivery Strategy is expected to begin next quarter, subject to further funding and following the adoption of the Master Plan and Governance Strategy.
14.1 PA3	Implement the Southern Highlands Innovation Park Master Plan and Governance Strategy		Council is actively monitoring grant opportunities and engaging in strategic advocacy to raise awareness of funding requirements for key infrastructure at the Southern Highlands Innovation Park (SHIP), with the Moss Vale Bypass and Berrima Road Deviation among the top five priorities. This project will commence following adoption of the SHIP masterplan and governance strategy

Strategy and Place

Quarterly Highlight

Council is continuing to work towards implementing a better place-based and community-centric planning framework, which aligns with priority actions identified in the Local Strategic Planning Statement (LSPS) and Local Housing Strategy (LHS). This transition is to ensure that both the current and future needs and aspirations of the community are addressed in a collaborative and innovative way. A number of key projects that directly align with the approved Strategic Outcomes works program have therefore progressed, with many reaching significant milestones.

Council's Place-Making Continuum was presented at the Ordinary Meeting of Council 15 May 2024 and has been developed to further guide the delivery of a holistic place-based framework for our towns and villages across the Shire. The Bowral Town Centre Master Plan aligns with the Continuum and was developed through an iterative process in partnership with the community and stakeholders. Following an eight (8) week public exhibition period the revised Master Plan was adopted by Council at its Ordinary Meeting held 17 July 2024. Master Plans for Moss Vale and Mittagong Town Centres are planned to commence subject to securing funding.

Community-led village Place Plans are being developed concurrent to the development of Master Plans for our three (3) main town centres. The Robertson Village Place Plan was adopted by Council on 17 April 2024 and is currently in the implementation phase. The Village Place Plan Program identifies Bundanoon as the next village to undergo this place-based planning process. Initial internal engagement has commenced, with external consultation anticipated to be undertaken in the short term.

Long-term housing and employment planning in the Shire has reached an important milestone, with the Draft Master Plan and supporting documents for two projects, being the Bowral South New Living Area and Southern Highlands Innovation Park, proceeding to public exhibition from 29 July to 23 September 2024. Further community, stakeholders and agency engagement has been undertaken during the public exhibition period and submissions received during this time will directly inform the subsequent review of both projects.

In addition, the Low-Density Residential Controls Review were adopted by Council at its Ordinary Meeting 17 July 2024. This body of work, in addition to the previously adopted Medium Density Study, Bowral Town Centre Master Plan and Robertson Village Place Plan, will collectively inform the comprehensive review of Council's next generation Development Control Plan.

The Draft Wingecarribee Integrated Transport Strategy was previously endorsed by Council and placed on public exhibition from 20 May to 17 June 2024. The post-exhibition review of the Draft Strategy is currently underway and is anticipated to be presented to Council to seek adoption during the next quarter.

Operational Plan Priority Actions

Code	Action	Status	Progress
14.2 PA1	Prepare the Bundanoon Place Plan		The preparation of a Place Plan for Bundanoon aligns with the Village Place Plan Program, which was presented to Council 15 May 2024. Initial engagement with Council departments, including Strategic Outcomes, Assets, Environment and Sustainability, Community Development and Tourism and Events, has been conducted and an internal project working group has been established. Broader external consultation is anticipated to commence in the short term to capture local knowledge.
14.2 PA2	Prepare the Mittagong Town Centre Master Plan		At the Ordinary Meeting of Council 16 August 2023, Council approved a works program of key strategic planning projects to implement priority actions as outlined in the Wingecarribee Local Strategic Planning Statement and Local Housing Strategy. This schedule commits Council to the development of Master Plans for the three (3) main town centres of the Shire. The preparation of a Master Plan for the Mittagong Town Centre is proposed to commence in 2024/2025, subject to securing funding.
14.2 PA3	Prepare the Moss Vale Town Centre Master Plan		At the Ordinary Meeting of Council 16 August 2023, Council approved a works program of key strategic planning projects to implement priority actions as outlined in the Wingecarribee Local Strategic Planning Statement and Local Housing Strategy. This schedule commits Council to the development of Master Plans for the three (3) main town centres of the Shire. The preparation of a Master Plan for the Moss Vale Town Centre is proposed to commence in 2025/26, subject to securing funding.
14.2 PA4	Commence a Planning Proposal for the Bowral South New Living Area and implement its Master Plan		The initiation of a Planning Proposal to seek the rezoning of the identified Bowral South New Living Area, will commence post the adoption of the Master Plan and Servicing Strategy and the preparation of a site-specific Development Control Plan and Contributions Plan. Further engagement is being undertaken during the public exhibition period of the Draft Master Plan and Servicing Strategy. Submissions made during this time will inform the post-exhibition review of this strategic body of work.

Code	Action	Status	Progress
14.2 PA5	Implement the Bowral Town Centre Masterplan		The revised Bowral TC MP was presented to the Local Planning Panel for advice on 05 July 2024 and adopted by Council at its Ordinary Meeting 17 July 2024. Short-term implementation initiatives include installation of branded smart bins and installation of traffic slow zones on Bong Bong St to enhance the pedestrian experience and safety. The implementation of place-based initiatives in the town centre will be realised via detailed engineering designs, to commence subject to securing funding.

Strategic Policy

Quarterly Highlight

Council continues to actively work on implementing and monitoring the Wingecarribee Local Strategic Planning Statement (LSPS). This is to ensure that it aligns with the community's vision for the Shire's environmental, agricultural, economic, housing, infrastructure, and character qualities. Several significant projects are completed, including adoption of the Robertson Place Plan, the Bowral Town Centre Master Plan, the Low and Medium Density Residential Development Controls Studies and the Wingecarribee Community Heritage Study. In addition, the Draft Master Plan and Governance Strategy for the Southern Highlands Innovation Park and the Draft Integrated Transport Strategy are both progressing.

In parallel with these projects, Council has also been implementing the Wingecarribee Local Housing Strategy, to deliver housing supply and diversity in conjunction with essential infrastructure. The draft Masterplan and Servicing Strategy for the Bowral South New Living Area, as identified in the Housing Strategy, are completed and on exhibition.

Council continues to actively progress Planning Proposals to facilitate implementation of adopted strategies within statutory frameworks, ensuring adherence to Departmental Guidelines and Ministerial Directions. Planning Proposals are evaluated in terms of demonstrated strategic and site specific merit with recommendations being prepared for consideration by the Local Planning Panel and Council.

Council consistently provides relevant and timely input into State and Regional policies, strategies and plans, specifically the South East & Tablelands Regional Plan, draft amendments to State Environmental Planning Policies, and regional development policies related to community interests.

Operational Plan Priority Actions

Code	Action	Status	Progress
14.3 PA1	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		The Planning proposal has been prepared and submitted to the Department of Planning, Housing & Infrastructure for a Gateway Determination.
14.3 PA2	Prepare a comprehensive Development Control Plan to guide development across the Shire		Project Plan work is underway to develop a comprehensive DCP which will consolidate and review existing provisions and explore options for making the planning provisions more accessible and user-friendly. DCP Review is expected to form a core planning reform over FY24/25 and FY25/26. Technical workshops have been initiated in the September Quarter and will continue to build the framework toward a draft DCP framework in 2025.

Business and Property

Business and Property Services is responsible for the management of Council's property portfolio and local child care services.

We are also responsible for the Shire's Animal Shelter and the Southern Region Livestock Exchange.

The service works to promote the Southern Highlands as a great place to visit and invest. We do this through the management of tourism and events and collaborating with the local and regional visitor economy.

Our property portfolio covers assets including community facilities and halls as well as commercial buildings.

Responsible and effective management of these properties helps us to provide better local community facilities and sustains Council's financial position into the long term through timely and considered investments.

The Business and Property Service consists of 5 Principal Activity Areas. They are;
1. Southern Regional Livestock Exchange
2. Property Services
3. Outside School Hours Care Service
4. Tourism and Events
5. Animal Shelter

We are 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 & 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 & industry work in harmony with local community & environment.

Goal 5.3 A thriving and diverse agricultural industry.

Southern Regional Livestock Exchange

Quarterly Highlight

The Southern Regional Livestock Exchange (SRLX) operates in strict compliance with necessary legislation and regulatory standards, ensuring the integrity of livestock sales. Work has continued throughout the first quarter with the Environmental Protection Agency (EPA) to ensure all processes at the SRLX are in line with EPA requirements. The SRLX continues to provide a refuge option for those impacted by environmental, climatic, and bio-security incidents.

Operational Plan Priority Actions

Code	Action	Status	Progress
15.1 PA1	Upgrade Saleyard Software Systems and IT infrastructure to improve and streamline processes		Saleyard software systems and technology infrastructure were upgraded in the reporting period.
15.1 PA2	Refurbish the Berrima Road exit gate to improve safety and accessibility		Quotes have been obtained for the Berrima Road exit gate refurbishment with works planned to commence in Quarter 2. The works will form part of the broader traffic management plan for the saleyards.
15.1 PA3	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		The sale yard canteen project has commenced with scope completed, RFQ planned to go to market October/November, project to commence early next year. Scoping of opportunities for the lease of the space has commenced. The half gates in the selling pen have been scoped for repair and works are planned to commence in Q3 2024. Painting of internals Q3.
15.1 PA4	Progress recommendations from the agribusiness report to increase usage and leverage off tourism opportunities		Planned to commence in Q4, 2025.

Property Services

Quarterly Highlight

Commitment to effective property management remains, ensuring that the property portfolio is managed in line with legislative and reporting requirements.

Managing Crown Land in accordance with the Crown Land Management Act, 2016 remains a priority, with Native Title assessments carried out as required.

The leasing and licensing of Council properties are managed in a timely manner and in accordance with legislative requirements.

Coordination and administering land dealings, including easements, subdivisions and consolidations are performed efficiently, providing timely reporting to Council as required.

Road closure applications are processed efficiently and in line with legislative requirements.

Land acquisitions and disposals are managed on time, with a dedication to delivering reports as required. Statutory time frames for acquisition are strictly adhered to ensuring efficient and responsibility property management.

Operational Plan Priority Actions

Code	Action	Status	Progress
15.2 PA1	Complete a review and analysis of the Mount Gibraltar telecommunications tower to improve operations and community outcomes		Council officers are undertaking a review of costs associated with operation of the tower together with income generated. Council is also arranging a site audit to identify redundant equipment which can be removed, freeing up space on the tower and reducing loading on the foundations of the tower.
15.2 PA2	Complete a review of surplus roads to reduce the need to maintain unformed roads and generate additional income (LTFP, AMS)*		Property Services have begun a review of surplus roads to reduce the need to maintain unformed roads and to generate additional revenue. Each town within the shire will be reviewed to identify surplus roads that may be available for future sale.
15.2 PA3	Develop a Property Investment Portfolio to support Council's financial and asset management goals (LTFP, AMS)		Property investment portfolio will be developed in alignment with the Property Strategy - draft to be presented to Council in quarter 3.
15.2 PA4	Develop a Property Strategy to ensure assets are being appropriately managed for the long_x0002_term benefit of the community (LTFP,AMS)		Updated Property Strategy in development - draft to be presented in quarter 3.

Outside School Hours Care Service

Quarterly Highlight

The service provides affordable outside of school hours and vacation care to families and ensuring market demand is met by providing additional access options. The service utilisation is currently slightly down on the same reporting period of the previous year, this can be attributed to the current economic distress being felt by families. Promotion of the service is being increased to attempt to attract more numbers to the before school service in particular.

For the holistic development of young children aged 5 to 12 years, recreational-based activities are offered. This includes before and after school care, as well as a comprehensive school holiday program, enriching their growth and well-being. Our focus is on ensuring that the children in our care have access to diverse and stimulating activities that promote their development in a safe and nurturing environment

Operational Plan Priority Actions

Code	Action	Status	Progress
15.3 PA1	Investigate options to increase the number of Out of School Hours care services		Engagement has commenced with St Michaels Catholic School, Mittagong, to determine the need for outside of school hours (OOSH) services with exploring options based on the proximity to the existing OOSH service at Mittagong Public School. Work is progressing.
15.3 PA2	Deliver activities for Out of School Hours Educators Day		Students were involved in a range of activities to acknowledge and pay gratitude to our amazing educators including; creating thank you and gratitude cards, preparing and arranging flowers for educators and presenting small gifts wrapped by the students.

Tourism and Events

Quarterly Highlight

The Southern Highlands Escape Tourism Brochure for 2024/25 was successfully published in July. In conjunction with this, the Visitor Economy Advisory Panel was established, consisting of nine members representing key sectors within the tourism economy.

Planning for the 2024 Tulip Time Festival, scheduled from September 12 to 30, is well underway. This year's program features several new events, including the Wingecarribee Shire Residents' Day on September 12 and Dogs Day Out on September 30. Additionally, 'Tulips After Dark' will take place on the evenings of September 20, 21, 27, and 28. Corbett Gardens will also host the Tulip Time Garden Party during the October Long Weekend.

In preparation for these and other events, we collaborated with several organisations, including the Southern Highlands Writers' Festival, A Day on the Green, AgriTourism Summit, Bowral Classic, and Ngununggula Art Gallery.

To further support these initiatives, a marketing agency was engaged to drive the promotion of the region, including the Tulip Time Festival, local tourism businesses, and activations. Performances at Bowral Memorial Hall, featuring both local and touring artists, continued to attract strong audience numbers.

Operational Plan Priority Actions

Code	Action	Status	Progress
15.4 PA1	Establish a Visitor Economy Advisory Panel (VEAP) to provide expert advice on tourism and events		The Visitor Economy Advisory Panel has been established, comprising nine members who represent various sectors within the tourism economy.
15.4 PA2	Review signature events for the Southern Highlands in consultation with the Visitor Economy Advisory Panel (VEAP)		Event review scheduled for 2025
15.4 PA3	Undertake upgrades to the Visitor Information Centre to improve the customer experience and sense of place		A scope of works for procurement of a consultant to implement the outcomes of the Visitor Servicing review for the Centre is in development.
15.4 PA4	Investigate development of a local produce brand to promote Southern highlands producers		Plans are being scoped for an online shop to be integrated into refreshed visitsouthernhighlands.com.au website in 2025 that we feature a variety of locally produced goods.
15.4 PA5	Introduce volunteering opportunities at the Visitor Information Centre		Council's Volunteer Management Framework is in develop and will be used to support this initiative and options are being explored.
15.4 PA6	Prepare a program for Bowral Memorial Hall that promotes community, commercial and cultural events and maximises utilisation		Utliisation of the venue by local and professional performing arts groups continues. Performances by touring artists continue to be very popular with comedian Anh Do sold-out and scheduled return for a second performance in November.

Code	Action	Status	Progress
15.4 PA7	Continue implementation of findings from the Destination Southern Highlands Servicing Review		Scoping of opportunities for volunteer support at Visitor Centre are in infancy and will be in alignment with updated Volunteer Management Framework. Procurement scoping has commenced for consultant for options for design/layout of Visitor Centre. Visitor Economy Advisory Panel established.

Animal Shelter

Quarterly Highlight

The Wingecarribee Animal Shelter (WAS) conducts activities under the Companion Animals Act. In the reporting period the commitment to re-homing animals continued to show strong results with 37 dogs and 19 cats re-homed or adopted over the reporting period.

The service cannot be provided without the valuable assistance of the shelter volunteers. Volunteering creates opportunities to leverage the wide range of skills and interests of the community ensuring a fulfilling experience for a wide range of community members. The primary objective is to safeguard and care for four-legged friends while promoting a sense of community engagement.

An updated memorandum of understanding has been developed with the Friends of the Wingecarribee Animal Shelter to further strengthen the relationship and identify opportunities to work closely together with clearly defined responsibilities.

Operational Plan Priority Actions

Code	Action	Status	Progress
15.5 PA1	Establish operations at the new Animal Shelter in Moss Vale		The new animal shelter build is progressing to timelines and expected completion date of early November. Policies, procedures and operating plan are being compiled. A bump out - bump in schedule is being compiled for seamless transition into the new facility.
15.5 PA2	Deliver community education programs on responsible pet ownership including desexing, microchipping and registration		Community education programs are being developed in conjunction with the rangers team and Friends of the Wingecarribee Animal Shelter. The programs will look to provide outreach opportunities to deliver microchipping and registration in areas of the Shire that have the greatest number of animal intakes.

Quarterly Progress Report | September 2024

Version v4 20241018

Availability
Progress Reports are available on Council's website.

https://www.wsc.nsw.gov.au/Council/Policies-Strategies-and-Reports/Council-Reports/Progress-Reports

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Wingecarribee
SHIRE COUNCIL

Quarterly Budget Review Statement

2024/25

SEPTEMBER QUARTER

STATUTORY REPORTS



We're with you

WINGECARRIBEE SHIRE COUNCIL

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

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WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

Introduction

Clause 203(1) of the Local Government (General) Regulation 2021 (the Regulation) requires Council's Responsible Accounting Officer to prepare and submit a Quarterly Budget Review Statement (QBRS) to Council. The QBRS must show, by reference to the estimated income and expenditure that is set out in the Operational Plan, a revised estimate of income and expenditure for the year.

Council's Operational Plan sets out the achievements, goals and revenue policy, including estimates of income and expenditure. The QBRS plays an important role in monitoring Council's progress against the plan and ongoing management of the annual budget.

The QBRS is the mechanism whereby Councillors and the community are informed of Council's progress against the Operational Plan (original budget) and the recommended changes and reasons for major variances.

The QBRS is composed of the following Statements:

1 Responsible Accounting Officer Statement
2 Income and Expenses Budget Review Statement
3 Capital Budget Review Statement
4 Cash and Investments Budget Review Statement
5 Service Activity Statements
6 Budget Review Contracts and Other Expenses

A standard set of budget review statements will assist Council in meeting its charter with regard to its finances and related responsibilities in respect of its Operational Plan. Further information on these statements are set out below.

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

1. Responsible Accounting Officer Statement

The Regulation requires that a budget review statement must include or be accompanied by a report as to whether or not the Responsible Accounting Officer believes that the QBRS indicates that Council's financial position is satisfactory, having regard to the original estimate of income and expenditure. If Council's financial position is considered by the Responsible Accounting Officer to be unsatisfactory, then recommendations for remedial action must be included.

2. Income and Expenses Budget Review Statement

This statement sets out the details of variations between Council's revised operating budget and the proposed budget as part of the September 2024 Quarterly Budget Review.

3. Capital Budget Review Statement

This statement sets out the details of variations between Council's revised capital budget and the September 2024 Quarterly Budget Review.

4. Cash and Investments Budget Review Statement

This statement shows the original budgeted cash and investment position and projected year-end position. This statement also includes detail on the transfers to and from Council's reserves.

5. Budget Review Contracts and Other Expenses

Councillors are provided with information regarding tenders in the Annual Report. However, Councillors should be made aware of other material contracts entered into by Council and details of other expenses that are of particular interest. To this end a contract listing and details of legal fees and consultancy expenses are included in the QBRS.

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

1. Responsible Accounting Officer Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25

The following statement is made in accordance with clause 203(2) of the Local Government (General) Regulation 2021.

It is my opinion that the Quarterly Budget Review Statement for Wingecarribee Shire Council for the quarter ending 30 September 2024 indicates that Council's projected financial position at 30 June 2025 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Name: Pav Kuzmanovski
Responsible Accounting Officer, Wingecarribee Shire Council

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Council Consolidated

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actuals Expenditure 2024/25
Income						
Rates & Annual Charges	99,465,038	-	99,465,038	20,000	99,485,038	75,656,962
User Charges & Fees	26,166,233	-	26,166,233	(940,000)	25,226,233	3,903,061
Interest & Investments Revenue	8,400,000	-	8,400,000		8,400,000	3,090,630
Other Revenues	3,453,616	111,143	3,564,759	160,965	3,725,724	1,085,973
Grants & Contribution - Operating	11,718,705	167,071	11,885,776	(1,214,090)	10,671,686	1,069,917
Grants & Contribution - Capital	36,816,298	2,267,411	39,083,709	1,950,517	41,034,226	6,066,486
				-		
Total Income	**186,019,889**	**2,545,625**	**188,565,514**	**(22,608)**	**188,542,906**	**90,873,029**
Expenses						
Employee Costs	50,395,602	-	50,395,602	(1,450,093)	48,945,509	12,532,041
Borrowing Costs	730,272	-	730,272	-	730,272	48,927
Materials & Contracts	56,427,316	1,653,075	58,080,391	2,208,156	60,288,546	14,006,266
Depreciation	50,719,652	-	50,719,652	-	50,719,652	13,119,286
Other Expenses	3,579,183	-	3,579,183	189,737	3,768,920	1,161,611
Total Expenses	**161,852,025**	**1,653,075**	**163,505,099**	**947,800**	**164,452,900**	**40,868,131**
Net Operating Result	**24,167,864**	**892,550**	**25,060,415**	**(970,408)**	**24,090,007**	**50,004,898**
Net Operating Result before Capital Income	**(12,648,434)**	**(1,374,861)**	**(14,023,294)**	**(2,920,925)**	**(16,944,219)**	**43,938,412**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	491.3
Headcount (excluding casuals)	497.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Reconciliation to Budget

Net Operating Result for the year (as above)	24,167,864	892,550	25,060,415	(970,408)	24,090,007	50,004,898
Less:						
Capital Purchases	105,252,461	15,951,136	121,203,597	914,001	122,117,598	12,203,680
Loan Principal Repayments	2,082,269	-	2,082,269	-	2,082,269	(808,408)
Transfer to Reserve	71,606,693	-	71,606,693	(1,751,000)	69,855,693	16,858,594
Add:						
Disposal Assets		-	-	-	-	-
Proceeds from Sale of Assets	2,078,900	-	2,078,900	-	2,078,900	-
Transfers from Reserve	81,454,347	15,058,586	96,512,933	133,409	96,646,342	960,267
New Borrowings	20,575,000	-	20,575,000	-	20,575,000	-
Depreciation Contra (Non Cash)	50,719,652	-	50,719,652	-	50,719,652	13,119,286
Budget Surplus/Deficit Result	**54,340**	**-**	**54,340**	**-**	**54,340**	**35,830,585**

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Council Consolidated

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

Income	**Budget Change $**	**F/U**
Rates & Annual Charges A net increase of Rates & Annual Charges due to: $20K increase in rates and annual charges income due to a net reduction in pensioner subsidies to be paid.	**20,000**	***F***
User Charges & Fees A net decrease in User Charges and Fees due to: $60K increase in income for cemetery fees due to higher than anticipated revenue based on current projections. $1M decrease in Development Assessment income not forecast to be determined during the year based on revised forecasts.	**(940,000)**	***U***
Other Revenues A net increase in Other Revenues due to: $145K increase in income relating to a rebate relating to Council's Workers Compensation premium. $15K increase in legal recovery fees relating to Development Assessment.	**160,965**	***F***
Grants & Contribution - Operating A net decrease in Operating Grants & Contributions is due to: $1.096M decrease of Regional Roads Block Grant brought to account during the 2023/24 financial year offset by reserve funding $185K decrease in Financial Assistance Grant to align to advice received by Office of Local Government $30K increase in SOS Southern Highlands Shale Woodlands grant funds offset by associated increase in Materials and Services $37K increase of Road Safety Officer Grant Budget to reflect actual grants received	**(1,214,090)**	***U***
Grants & Contribution - Capital A net decrease in Capital Grants & Contributions is due to: $49K decrease relating to the deferral of the Extension of Burradoo Cycleway project into 2025/26 offset by reduction in capital expenditure $1.2M increase of Roads to Recovery Grant (Belanglo Rd Rehabilitation) offset by increase in capital expenditure $0.8M increase of Roads to Recovery Grant (Elizabeth Street Moss Vale Rehabilitation) offset by increase in capital expenditure	**1,950,517**	***F***

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Council Consolidated

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Expenses	**$**	**F/U**
Employee Costs	**(1,450,093)**	***F***
A net decrease in Salaries and Wages is due to:		
$1.57M decrease from vacancies and forecast savings as follows (Listed by Org Level 3 - Manager Level):		
- $102K in Strategic Outcomes		
- $57K in Finance		
- $10K in Corporate Strategy and Resourcing Salaries		
- $80K in ICT and Customer Services Salaries		
- $56K in Corporate Strategy and Performance Salaries		
- $32K in Business and Property Services Salaries		
- $139K in People and Culture Salaries		
- $72K in Assets Salaries		
- $310K in Shire Presentation Salaries		
- $50K in Community, Life and Libraries Salaries		
- $542K in Development and Regulations Services Salaries		
- $146K in Waste and Resource Management Services		
$145K reduction of salary vacancy factor (credit) incorporated to inherent savings throughout the year.		
Borrowing Costs	**-**	***NA***
No budget adjustments proposed for Borrowing Costs.		
Materials & Contracts	**2,208,156**	***U***
A net increase in Materials and Contracts due to:		
$1M increase in Development Assessment Legal Costs forecast to be incurred during the year.		
$1.5M increase in Development Assessment Contractor and Consultant Budget forecast to be utilised during the financial year.		
$20K decrease in Bank Fees related to savings from existing banking provider		
$35K decrease in Tourism expenditure used to partially fund increase in Salaries and Wages (extra 0.2 Full Time Equivalent).		
$196K decrease in Shire Presentation contractors relating to SRV Reserve reallocation to align SRV expenditure trajectory		
$50K increase for Verge Mowing incorrectly budgeted in the Original Budget.		
$9K increase for Water Services Review		
$30K increase for the SOS Southern Highlands Shale Woodlands expenditure offset by associated increase in Operating Grants and Contributions		
Depreciation	**-**	***NA***
No proposed budget adjustments to depreciation.		
Other Expenses	**189,737**	***U***
A net increase in Other Expenses due to:		
$355K increase for Waste Levy costs relating to legacy EPA order relating to stock reset levy		
$78K reduction in Emergency Services Levy Contribution to align to advice provided by NSW Revenue		
$57K reduction in Rural Fire Service Contribution to align to advice provided by NSW Revenue		
$30K reduction in contribution to Bradman Oval to align with maintenance agreement		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.2 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25 **1**
Income & Expenses - General Fund

	Original [1] Budget 2023/24	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2023/24	YTD Actuals Expenditure 2024/25
Income						
Rates & Annual Charges	73,483,858	-	73,483,858	20,000	73,503,858	73,444,757
User Charges & Fees	14,604,933	-	14,604,933	(940,000)	13,664,933	2,611,988
Interest & Investments Revenue	3,024,323	-	3,024,323	0	3,024,323	1,243,197
Other Revenues	3,144,251	111,143	3,255,394	160,965	3,416,359	881,263
Grants & Contribution - Operating	11,718,705	167,071	11,885,776	(1,214,090)	10,671,686	1,069,917
Grants & Contribution - Capital	9,216,298	2,267,411	11,483,709	1,950,517	13,434,226	2,449,419
Total Income	**115,192,368**	**2,545,625**	**117,737,993**	**(22,608)**	**117,715,385**	**81,700,541**
Expenses						
Employee Costs	42,124,612	-	42,124,612	(1,450,093)	40,674,520	10,594,296
Borrowing Costs	721,325	-	721,325	-	721,325	45,721
Materials & Contracts	36,557,489	1,653,075	38,210,564	2,199,177	40,409,741	9,548,835
Depreciation	31,640,583	-	31,640,583	-	31,640,583	7,915,903
Other Expenses	3,565,913	-	3,565,913	189,737	3,755,650	1,150,227
Total Expenses	**114,609,922**	**1,653,075**	**116,262,997**	**938,822**	**117,201,818**	**29,254,982**
Net Operating Result	**582,446**	**892,550**	**1,474,997**	**(961,429)**	**513,567**	**52,445,559**
Net Operating Result before Capital Income	**(8,633,852)**	**(1,374,861)**	**(10,008,712)**	**(2,911,946)**	**(12,920,659)**	**49,996,140**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	426.6
Headcount (excluding casuals)	442.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Reconciliation to Budget

Net Operating Result for the year (as above)	582,446	892,550	1,474,997	(961,429)	513,567	52,445,559
Less:						
Capital Purchases	42,584,132	13,597,231	56,181,363	27,001	56,208,364	6,793,450
			-		-	
Loan Principal Repayments	1,460,652	-	1,460,652	-	1,460,652	(985,888)
Transfer to Reserve	26,938,225	-	26,938,225	(1,751,000)	25,187,225	16,858,594
Add:						
Disposal Assets		-	-	-	-	-
Proceeds from Sale of Assets	1,771,900	-	1,771,900	-	1,771,900	
Transfers from Reserve	37,042,419	12,704,681	49,747,100	(762,569)	48,984,530	960,267
New Borrowings			-	-	-	-
Depreciation Expense	31,640,583	-	31,640,583	-	31,640,583	7,915,903
					-	
Budget Surplus/Deficit Result	**54,340**	**-**	**54,340**	**0.18000**	**54,341**	**38,655,574**

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.2 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - General Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Income	**$**	**F/U**
Rates & Annual Charges	**20,000**	***NA***
A net increase of Rates & Annual Charges due to:		
$20K increase in rates and annual charges income due to a net reduction in pensioner subsidies to be paid.		
User Charges & Fees	**(940,000)**	***U***
A net decrease in User Charges and Fees due to:		
$60K increase in income for cemetery fees due to higher than anticipated revenue based on current projections.		
$1M decrease in Development Assessment income not forecast to be determined during the year based on revised forecasts.		
Other Revenues	**160,965**	***F***
A net decrease in Operating Grants & Contributions is due to:		
$145K increase in income relating to a rebate relating to Council's Workers Compensation premium.		
$15K increase in legal recovery fees relating to Development Assessment.		
Grants & Contribution - Operating	**(1,214,090)**	***U***
A net decrease in Operating Grants & Contributions is due to:		
$1.096M decrease of Regional Roads Block Grant brought to account during the 2023/24 financial year offset by reserve funding		
$185K decrease in Financial Assistance Grant to align to advice received by Office of Local Government		
$30K increase in SOS Southern Highlands Shale Woodlands grant funds offset by associated increase in Materials and Services		
$37K increase of Road Safety Officer Grant Budget to reflect actual grants received		
Grants & Contribution - Capital	**1,950,517**	***F***
A net decrease in Capital Grants & Contributions is due to:		
$49K decrease relating to the deferral of the Extension of Burradoo Cycleway project into 2025/26 offset by reduction in		
$1.2M increase of Roads to Recovery Grant (Belanglo Rd Rehabilitation) offset by increase in capital expenditure		
$0.8M increase of Roads to Recovery Grant (Elizabeth Street Moss Vale Rehabilitation) offset by increase in capital		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.2 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - General Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Expenses	**$**	**F/U**
Employee Costs	**(1,450,093)**	***F***

A net decrease in Salaries and Wages is due to:

$1.57M decrease from vacancies and forecast savings as follows (Listed by Org Level 3 -
- $102K in Strategic Outcomes
- $57K in Finance
- $10K in Corporate Strategy and Resourcing Salaries
- $80K in ICT and Customer Services Salaries
- $56K in Corporate Strategy and Performance Salaries
- $32K in Business and Property Services Salaries
- $139K in People and Culture Salaries
- $72K in Assets Salaries
- $310K in Shire Presentation Salaries
- $50K in Community, Life and Libraries Salaries
- $542K in Development and Regulations Services Salaries
- $146K in Waste and Resource Management Services

$145K reduction of salary vacancy factor (credit) incorporated to inherent savings

Materials & Contracts	**2,199,177**	***U***

A net increase in Materials and Contracts due to:
$1M increase in Development Assessment Legal Costs forecast to be incurred during the year.
$1.5M increase in Development Assessment Contractor and Consultant Budget forecast to be utilised
$20K decrease in Bank Fees related to savings from existing banking provider
$35K decrease in Tourism expenditure used to partially fund increase in Salaries and Wages (extra 0.2 Full
$196K decrease in Shire Presentation contractors relating to SRV Reserve reallocation to align SRV
$50K increase for Verge Mowing incorrectly budgeted in the Original Budget.
$30K increase for the SOS Southern Highlands Shale Woodlands expenditure offset by associated increase in Operating Grants and Contributions

Other Expenses	**189,737**	***U***

A net increase in Other Expenses due to: 0 0 0
$355K increase for Waste Levy costs relating to legacy EPA order relating to stock reset levy
$78K reduction in Emergency Services Levy Contribution to align to advice provided by NSW Revenue
$57K reduction in Rural Fire Service Contribution to align to advice provided by NSW Revenue
$30K reduction in contribution to Bradman Oval to align with maintenance agreement

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.3 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Fund

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actuals Expenditure 2024/25
Income						
Rates & Annual Charges	4,535,047	-	4,535,047	-	4,535,047	329,225
User Charges & Fees	10,064,550	-	10,064,550	-	10,064,550	1,143,848
Interest & Investments Revenue	2,931,200	-	2,931,200	-	2,931,200	1,006,304
Other Revenues	301,287	-	301,287	-	301,287	237,603
Grants & Contribution - Operating	-	-	-	-	-	2,622,188
Grants & Contribution - Capital	1,500,000	-	1,500,000	-	1,500,000	-
Total Income	**19,332,084**	**-**	**19,332,084**	**-**	**19,332,084**	**5,339,168**
Expenses						
Employee Costs	3,980,118	-	3,980,118	-	3,980,118	1,171,631
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	7,915,944	-	7,915,944	8,978	7,924,922	1,789,693
Depreciation	8,365,976	-	8,365,976	-	8,365,976	2,281,630
Other Expenses	-	-	-	-	-	8,850
Total Expenses	**20,262,038**	**-**	**20,262,038**	**8,978**	**20,271,016**	**5,251,804**
Net Operating Result	**(929,954)**	**-**	**(929,954)**	**(8,978)**	**(938,932)**	**87,364**
Net Operating Result before Capital Income	**(2,429,954)**	**-**	**(2,429,954)**	**(8,978)**	**(2,438,932)**	**87,364**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	27.0
Headcount (excluding casuals)	27.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Reconciliation to Budget

Net Operating Result for the year (as above)	(929,954)	-	(929,954)	(8,978)	(938,932)	87,364
Less:						
Capital Purchases	9,890,000	1,060,092	10,950,092	887,000	11,837,092	663,074
Loan Principal Repayments	-	-	-	-	-	-
Transfer to Reserve	8,118,711	-	8,118,711	-	8,118,711	-
					-	
Add:					-	
Disposal Assets		-	-	-	-	-
Proceeds from Sale of Assets	211,500	-	211,500	-	211,500	
Transfers from Reserve	10,361,189	1,060,092	11,421,281	895,978	12,317,259	-
New Borrowings			-	-	-	
Depreciation Expense	8,365,976	-	8,365,976	-	8,365,976	2,281,630
Budget Surplus/Deficit Result	**-** **0**	**-**	**-**	**-**	**-**	**1,705,920**

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.3 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Income	**$**	**F/U**
Rates & Annual Charges	**-**	***NA***
No budget adjustments proposed for Rates & Annual Charges.		
User Charges & Fees	**-**	***NA***
No budget adjustments proposed for User Charges & Fees.		
Interest & Investments Revenue	**-**	***NA***
No budget adjustments proposed for Interest & Investments Revenue.		
Other Revenues	**-**	***NA***
No budget adjustments proposed for Other Revenues.		
Grants & Contribution - Operating	**-**	***NA***
No budget adjustments proposed for Grants & Contribution - Operating.		
Grants & Contribution - Capital	**-**	***NA***
No budget adjustments proposed for Grants & Contribution - Capital.		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.3 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Expenses	**$**	**F/U**
Employee Costs	**-**	***NA***
No budget adjustments proposed for Employee Costs.		
Borrowing Costs	**-**	***NA***
No budget adjustments proposed for Borrowing Costs.		
Materials & Contracts	**8,978**	***U***
A net increase in Materials and Contracts due to:		
$9K increase for Water Services Review		
Depreciation	**-**	***NA***
No budget adjustments proposed for Depreciation.		
Other Expenses	**-**	***NA***
No budget adjustments proposed for Other Expenses.		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.4 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25 **3**
Income & Expenses - Sewer Fund

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actuals Expenditure 2024/25
Income						
Rates & Annual Charges	21,446,133	-	21,446,133	-	21,446,133	1,882,980
User Charges & Fees	1,496,750	-	1,496,750	-	1,496,750	147,225
Interest & Investments Revenue	2,444,477	-	2,444,477	-	2,444,477	841,128
Other Revenues	8,077	-	8,077	-	8,077	(32,892)
Grants & Contribution - Operating	-	-	-	-	-	994,879
Grants & Contribution - Capital	26,100,000	-	26,100,000	-	26,100,000	
Total Income	**51,495,437**	**-**	**51,495,437**	**-**	**51,495,437**	**3,833,320**
Expenses						
Employee Costs	4,290,872	-	4,290,872	-	4,290,872	766,114
Borrowing Costs	8,947	-	8,947	-	8,947	3,207
Materials & Contracts	11,953,882	-	11,953,882	-	11,953,882	2,667,737
Depreciation	10,713,093	-	10,713,093	-	10,713,093	2,921,753
Other Expenses	13,270	-	13,270	-	13,270	2,534
Total Expenses	**26,980,063**	**-**	**26,980,063**	**-**	**26,980,063**	**6,361,345**
Net Operating Result	**24,515,373**	**-**	**24,515,373**	**-**	**24,515,373**	**(2,528,025)**
Net Operating Result before Capital Income	**(1,584,627)**	**-**	**(1,584,627)**	**-**	**(1,584,627)**	**(2,528,025)**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	28.0
Headcount (excluding casuals)	28.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Reconciliation to Budget

Net Operating Result for the year (as above)	24,515,373	-	24,515,373	-	24,515,373	(2,528,025)
Less:						
Capital Purchases	52,778,329	1,293,813	54,072,142	-	54,072,142	4,747,155
					-	
Loan Principal Repayments	621,618	-	621,618	-	621,618	177,480
Transfer to Reserve	13,974,757	-	13,974,757	-	13,974,757	-
Add:						
Disposal Assets		-	-	-	-	-
Proceeds from Sale of Assets	95,500	-	95,500	-	95,500	
Transfers from Reserve	32,050,738	1,293,813	33,344,551	-	33,344,551	-
New Borrowings			-	-	-	
Depreciation Expense	10,713,093	-	10,713,093	-	10,713,093	2,921,753
Budget Surplus/Deficit Result	**-**	**-**	**-**	**-**	**-**	**- 4,530,907**

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.4 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Sewer Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Income	**$**	**F/U**
Rates & Annual Charges	**-**	***NA***
No budget adjustments proposed for Rates & Annual Charges.		
User Charges & Fees	**-**	***NA***
No budget adjustments proposed for User Charges & Fees.		
Interest & Investments Revenue	**-**	***NA***
No budget adjustments proposed for Interest & Investments Revenue.		
Other Revenues	**-**	***NA***
No budget adjustments proposed for Other Revenues.		
Grants & Contribution - Operating	**-**	***NA***
No budget adjustments proposed for Grants & Contribution - Operating.		
Grants & Contribution - Capital	**-**	***NA***
No budget adjustments proposed for Grants & Contribution - Capital.		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

2.4 Income & Expenses Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Sewer Fund

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change	
Expenses	**$**	**F/U**
Employee Costs	**-**	***NA***
No budget adjustments proposed for Employee Costs.		
Borrowing Costs	**-**	***NA***
No budget adjustments proposed for Borrowing Costs.		
Materials & Contracts	**-**	***NA***
No budget adjustments proposed for Materials & Contracts.		
Depreciation	**-**	***NA***
No budget adjustments proposed for Depreciation.		
Other Expenses	**-**	***NA***
No budget adjustments proposed for Other Expenses.		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

3. Capital Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Capital Budget - Council Consolidated

	Original Budget 2024/25	Approved Changes: Budget Carryovers	Approved Changes: Revised Budget[3]	Recommended changes for Council Resolution	Projected Year End Result 2024/25
Capital Expenditure					
New Assets					
Plant & Equipment	2,335,000	666,036	3,001,036	**(460,000)**	2,541,036
Land	3,889,000	32,447	3,921,447	**-**	3,921,447
Buildings and Other Structures	9,263,646	5,899,013	15,162,659	**700,591**	15,863,250
Bridges	2,849,000	353,173	3,202,173	**-**	3,202,173
Footpaths	650,000	22,134	672,134	**(545,000)**	127,134
Roads	11,394,486	3,467,470	14,861,956	**1,895,306**	16,757,262
Stormwater Drainage	7,180,000	2,871,157	10,051,157	**(1,513,896)**	8,537,261
Other Infrastructure	-	-	-	**-**	-
Open Space/Recreational Assets	-	-	-	**-**	-
Water Supply Network	6,995,000	1,060,092	8,055,092	**887,000**	8,942,092
Sewerage Network	49,568,329	1,293,813	50,862,142	**-**	50,862,142
Other Assets	40,000	-	40,000	**-**	40,000
Renewal Assets					
Plant & Equipment	5,617,000	-	5,617,000	**-**	5,617,000
Land	-	-	-	**-**	-
Buildings and Other Structures	177,000	116,653	293,653	**(50,000)**	243,653
Bridges	-	141,408	141,408	**-**	141,408
Footpaths	-	-	-	**-**	-
Roads	0	-	-	**-**	-
Stormwater Drainage	-	-	-	**-**	-
Other Infrastructure	-	-	-	**-**	-
Open Space/Recreational Assets	-	-	-	**-**	-
Water Supply Network	2,250,000	-	2,250,000	**-**	2,250,000
Sewerage Network	2,860,000	-	2,860,000	**-**	2,860,000
Other Assets	184,000	27,740	211,740	**-**	211,740
Total Capital Expenditure	**105,252,461**	**15,951,136**	**121,203,597**	**914,001**	**122,117,598**
Capital Funding					
General Revenue	(3,319,474)	(1,159,058)	(4,478,532)	**1,557,458**	(2,921,074)
Sale of Assets	(2,078,900)	-	(2,078,900)	**-**	(2,078,900)
Grants & Contributions	(33,052,631)	(2,403,138)	(35,455,769)	**(1,950,517)**	(37,406,286)
Special rate Variation (SRV)	(12,230,493)	(4,395,302)	(16,625,795)	**(26,345)**	(16,652,140)
Other Reserves	(7,843,451)	(4,518,186)	(12,361,637)	**(1,295,000)**	(13,656,637)
Developer Contributions	(9,161,250)	(1,539,799)	(10,701,049)	**2,500,350**	(8,200,699)
Stormwater Management Charge	-	-	-	**(812,947)**	(812,947)
Borrowings	(20,575,000)	-	(20,575,000)	**-**	(20,575,000)
Water Fund	(9,344,125)	(1,060,092)	(10,404,217)	**(887,000)**	(11,291,217)
Sewer Fund	(7,647,137)	(875,561)	(8,522,698)	**-**	(8,522,698)
Total Capital Funding	**(105,252,461)**	**(15,951,136)**	**(121,203,597)**	**(914,001)**	**(122,117,598)**
Net Capital Funding - Surplus/(Deficit)	**-**	**-**	**0**	**-**	**0**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

3. Capital Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Capital Budget - Council Consolidated

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change $	F/U
Plant & Equipment	**(460,000)**	***F***
A net decrease of for Office, Plant & Equipment is due to: $60K reduction in Keyless entry for Community Halls deferred into the 205/26 financial year $400K reduction for TechOne Assets Module (Configuration) to align with project cash flows		
Buildings and Other Structures	**650,591**	***U***
The net increase for Buildings & Other Structures is due to: $296K decrease for Stafford Cottage Roof & Floor Renewal Project rephasing to 2025/26 $200K decrease for Sportsfield Lighting Renewal - Church Road Oval - rephasing to 2025/26 $190K decrease Centennial Park Bowral Renewal Project used to fund increase costs associated with David Woods Adventure Playground $150K decrease for RRC Buildings upgrade deferred rephasing to 2025/26 $128K decrease for Yerrinbool Public Toilets (Design) project as savings to the project $50K decrease for Pools Equipment/Building Infrastructure Capital to align to replacement schedule. $40K decrease for Robertson – Ash Placements (granite wall) to be rephased into 2025/26 $20K increase for Sportsfield and Reserve Park Furniture Renewal to align with revised forecast $50K increase for design of Mittagong Visitor Centre Upgrade not included in original budget $75K increase for Saleyards (SRLX) Canteen Fit out funded by reserve $190K increase for David Wood Adventure Playground project to reflect the increase costs of this project $1.37M increase for Civic Centre Back Office Refurbishment (Council meeting 17 July 2024) offset by loan borrowings.		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

3. Capital Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Capital Budget - Council Consolidated

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

	Budget Change $	F/U
Footpaths	**(545,000)**	***F***
The proposed net decrease for Footpaths is due to:		
$230K decrease for new footpath: Crimea St Willow Vale phasing adjustment		
$75K decrease for Footpath renewal Spring Street Illawarra Highway Rail phasing adjustment		
$75K decrease for new footpath: Railway St Moss Vale phasing adjustment		
$50K decrease for new footpath: New Berrima to Berrima (Design) phasing adjustment		
$40K decrease for Footpath renewal Bendooley St Bowral phasing adjustments		
$30K decrease for new footpath: Exeter train Station (Design) phasing adjustment		
$25K decrease for new footpath: Bendooley St Bowral phasing adjustment		
$20K decrease for Footpath renewal Kangaloon Road Illawarra Highway phasing adjustment		
Roads	**1,895,306**	***U***
The net increase or Roads is due to:		
$5K decrease for Penrose Bus Shelter Design as savings		
$50K decrease for Kerb Ramp renewal- Old Hume Hwy Mittagong phasing adjustment		
$49K decrease for Burradoo Cycleway extension as project is deferred (funded by Capital Grants)		
$800K increase for Elizabeth Street Moss Vale Road Rehabilitation project funded by Roads to Recovery grant		
$1.2M increase for Belanglo Road Rehabilitation project funded by Roads to Recovery grant		

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

3. Capital Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Capital Budget - Council Consolidated

This statement sets out the details of variations between Council's Revised Budget and the Projected Year End Result as part of the Quarterly Budget Review.

Note that for budgetary changes: **F** = favourable budget change, **U** = unfavourable budget change, **NA** = not applicable.

Stormwater Drainage The net decrease of Stormwater Drainage is due to: $610K decrease from Design of Drainage Hood Cook St Option 3 reallocated to other Stormwater Projects $584K decrease for the Design of Bessemer Street drainage project rephasing to 2025/26 $250K decrease for the Construct of Gascoigne St Drainage funding reallocation $110K increase of Berrima Rd & Lytton Road Stormwater Renewal project funded by savings from other Stormwater related projects $150K decrease for the Stormwater Pit and Pipe Renewal reallocated to Bessemer Street $200K decrease for Drapers Rd stormwater upgrade rephasing to align cash flows with project $50K increase for the Gib West Firetrail Stormwater Pipe Renewal reallocated from Stormwater Renewal project $50K increase for the Railway Parade Swale Works funded from Stormwater Renewal project savings $50K increase for the Harmen Street Swale Works funded from Stormwater Renewal project savings $188K decrease for the Design Culvert 5A Burradoo Rd project rephasing to 2025/26 $8K Increase for the Penrose Rd Drainage and Retford Park Detention basin funded by reserves $200K Increase for the Priestly Street Culvert funded by savings with the Stormwater program	**(1,513,896)**	***F***
Water Supply Network The net increase of Water Supply Network assets is due to: $787K Increase for Water Supply Zone Control Valves Budget as per 26 June 2024 Council Meeting $100K increase for replacement of fish filter, plus delivery of agreed original scope for Water Treatment Plant Asset renewal funded by the Water Fund	**887,000**	***U***

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

4. Cash & Investment Budget Review Statement
Budget Review for the Quarter ended 30 September - Financial Year 2024/25

Statements:

Investments
Investments have been made in accordance with Council's Investment Policy.

Cash
This cash at bank amount has been reconciled to Council's physical bank statements.
The date of completion of this bank reconciliation is 30/09/2024.

Reconciliation Status
The year to date cash & investment figure reconciles to the actual balances held as follows:

		$
Cash at Bank (as per bank statements)		44,805,687
Investments on Hand		198,500,000
less: Unpresented Cheques	(Timing Difference)	(19,977)
add: Undeposited Funds	(Timing Difference)	36,261
Reconciled Cash at Bank & Investments		243,321,971

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

5. Budget Review Contracts and Other Expenses
Budget Review for the Quarter ended 30 September - Financial Year 2024/25

Part B - Consultancy & Legal expenses

Expense	Original Budget 2024/25	Approved Changes: Budget Carryovers	Approved Changes: Sept Review	Approved Changes: Dec Review	Revised Budget[3]	Recommended changes for Council Resolution	Projected Year End Result 2024/25	Actual YTD 2024/25
Consultancies	1,057,710	-	-	-	1,057,710	(1,022)	1,056,688	140,575
Legal Fees	572,000	-	-	-	572,000	550,000	1,122,000	306,968

Definition of a consultant:
A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Legal Fees includes legal services relating to planning and development, regulatory compliance and general administrative matters. This figure also includes costs associated with debt recovery activities.

Notes:
1. Original Budget was adopted by Council on 28 June 2023 MN 2023/422
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2023/24 financial year

5. Budget Review Contracts and Other Expenses
Budget Review for the Quarter ended 30 September - Financial Year 2024/25

Councillors are provided with information regarding tenders in the Annual Report. However, Councillors should be made aware of other material contracts entered into by Council and details of other expenses that are of particular interest. To this end a contract listing and details of legal fees and consultancy expenses are included in the QBRS.

Part A lists contracts (other than employment contracts and contracts entered into from Council's preferred suppliers list) that:
- were entered into during the quarter ending 30 September 2024; and
- have a value equal to or greater than $50,000.

Part B of the report shows expenditure as at 30 September 2024 for:
- consultancies; and
- legal fees.

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail and purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)
Stormwater Drainage Works - Sunninghill Avenue, Burradoo	First Choice Earthworks Pty Ltd	$ 101,488.69	30/09/2024	3 month Contract Period	Y
Road Slip Repairs - Design	Stantec Australia Pty Ltd	$ 416,827.71	23/09/2024	5 month Contract Period	Y
Water Main Renewal – Douglas Road, Moss Vale	KHP Civil Pty Ltd	$ 60,460.00	07/10/2024	3 month Contract Period	Y
Temporary Sewer Flow Monitoring and Rain Gauging	The Trustee for the Elite Family Trust	$ 193,080.80	17/09/2024	4 month Contract period	Y
Mittagong STP Upgrade - REF	Public Works Advisory	$ 79,040.50	05/09/2024	8 month Contract period	Y
Disposal of General Solid Waste (Non-putrescible) and Asbestos	Bowral Waste Centre Pty Ltd	$ 240,000.00	30/08/2024	3 month Contract Period	Y
Water Trunk Main Upsizing – Berrima Road, Moss Vale	Killard Infrastructure Pty Ltd	$ 389,623.00	05/09/2024	2 month Contract period	Y
Marketing services for Destination Southern Highlands, Tulip Time and Food & Wine Festival	BBR Agency Pty Ltd	$ 50,000.00	05/08/2024	5 month Contract Period	Y
Wastewater Rising Main Upsizing – Ellsmore Road Bundanoon	Dannik Civil Pty Ltd	$ 349,748.00	26/08/2024	3 month Contract Period	Y
Civic Centre Furniture Removal	Swarm Investments Pty Ltd	$ 82,280.00	02/09/2024	6 month Contract period	Y
The supply, print, installation, and ongoing management of light pole banner programmes	Bay Media Australia Pty Ltd	$ 50,682.50	01/08/2024	1 year contract period	Y
Project Reinvigorate – Moss Vale Civic Centre Internal Refurbishment	Trinity Quality Interiors Pty Ltd	$ 4,323,949.30	23/07/2024	8 month Contract period	Y
AI solution to streamline pre-lodgement in the development application space	Adaptovate Consulting Pty Ltd	$ 190,000.00	22/07/2024	11 month Contract period	Y
Water Zone Control Valves - Construction	Killard Infrastructure Pty Ltd	$ 1,725,920.82	05/08/2024	6 month Contract period	Y
Project management for natural disaster recovery works	Damage Control Project Management	$ 110,000.00	05/04/2024	6 month Contract period	Y
Moss Vale Road Intersection Upgrade - Construction	Fulton Hogan Industries Pty Ltd	$ 1,984,030.07	29/07/2024	6 month Contract period	Y
Chemical Bulk Order for Hydrated Lime 2024/25	Boral	$ 154,654.50	01/07/2024	1 year Contract period	Y
Annual Raw Water Supply from Wingecarribee Dam	Water NSW	$ 1,500,000.00	01/07/2024	1 Year Contract Period	Y

Notes:
1. Minimum reporting level is the lesser of 1% of estimated income from continuing operations of Council or $50,000.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Suppliers List with prior Council approvals.

Wingecarribee SHIRE COUNCIL

Quarterly Budget Review Statement

2024/25

SEPTEMBER QUARTER

NON STATUTORY REPORTS



We're with you

WINGECARRIBEE SHIRE COUNCIL

WINGECARRIBEE SHIRE COUNCIL
QUARTERLY BUDGET REVIEW STATEMENT
for the 2024/25 financial year

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WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - General Manager **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Other Revenues	28,159	-	28,159	-	28,159	3,840
Internal Income	3,581,778	-	3,581,778	-	3,581,778	895,445
Total Income	**3,609,937**	**-**	**3,609,937**	**-**	**3,609,937**	**899,285**
Expenses						
Employee Costs	2,103,744	-	2,103,744	(10,140)	2,093,604	608,209
Materials & Contracts	1,099,010	-	1,099,010	-	1,099,010	127,037
Other Expenses	10,000	-	10,000	-	10,000	-
Internal Expenses	944,823	-	944,823	-	944,823	236,206
Total Expenses	**4,157,577**	**-**	**4,157,577**	**(10,140)**	**3,038,427**	**971,452**
Net Operating Result	**(547,640)**	**-**	**(547,640)**	**10,140**	**571,510**	**(72,167)**
Net Operating Result before Capital Income	**(547,640)**	**-**	**(547,640)**	**10,140**	**571,510**	**(72,167)**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	10
Budgeted Headcount (excluding casuals)	10
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	9

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description

This service captures the following activities:
- General Manager
- Director Communities & Place
- Director Corporate Strategy & Resourcing
- Director Service & Project Delivery
- Civic Functions and Councillor Support

Financial Commentary

Reallocation of salary expenses to reflect work performed on the Enforceable Undertaking.	(10,140)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - General Manager
General Manager **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Other Revenues	26,000	-	26,000	-	26,000	-
Internal Income	1,429,673	-	1,429,673	-	1,429,673	357,418
Total Income	**1,455,673**	**-**	**1,455,673**	**-**	**1,455,673**	**357,418**
Expenses						
Employee Costs	851,504	-	851,504	-	851,504	236,137
Materials & Contracts	61,600	-	61,600	-	61,600	12,421
Other Expenses	5,000	-	5,000	-	5,000	-
Internal Expenses	35,491	-	35,491	-	35,491	8,873
Total Expenses	**953,595**	**-**	**953,595**	**-**	**953,595**	**257,431**
Net Operating Result	**502,078**	**-**	**502,078**	**-**	**502,078**	**99,987**
Net Operating Result before Capital Income	**502,078**	**-**	**502,078**	**-**	**502,078**	**99,987**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	4.0
Budgeted Headcount (excluding casuals)	4.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	3.0

Financial Commentary
No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Community and Places
Director - Community & Places **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Internal Income	715,363	-	715,363	-	715,363	178,841
Total Income	**715,363**	**-**	**715,363**	**-**	**715,363**	**178,841**
Expenses						
Employee Costs	422,475	-	422,475	-	422,475	109,593
Materials & Contracts	3,447	-	3,447	-	3,447	338
Internal Expenses	289,441	-	289,441	-	289,441	72,360
Total Expenses	**715,363**	**-**	**715,363**	**-**	**715,363**	**182,291**
Net Operating Result	**0**	**-**	**0**	**-**	**0**	**(3,451)**
Net Operating Result before Capital Income	**0**	**-**	**0**	**-**	**0**	**(3,451)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2
Budgeted Headcount (excluding casuals)	2
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Corporate Strategy and Resourcing
Director - Corporate Strategy & Resourcing **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Internal Income	711,609	-	711,609	-	711,609	177,902
Total Income	**711,609**	**-**	**711,609**	**-**	**711,609**	**177,902**
Expenses						
Employee Costs	405,697	-	405,697	(10,140)	395,557	100,326
Materials & Contracts	2,000	-	2,000	-	2,000	210
Internal Expenses	303,912	-	303,912	-	303,912	75,978
Total Expenses	**711,609**	**-**	**711,609**	**(10,140)**	**701,469**	**176,514**
Net Operating Result	**0**	**-**	**0**	**10,140**	**10,140**	**1,388**
Net Operating Result before Capital In	**0**	**-**	**0**	**10,140**	**10,140**	**1,388**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2
Budgeted Headcount (excluding casuals)	2
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2

Financial Commentary

Reallocation of salary expenses to reflect work performed on the Enforceable Undertaking.	(10,140)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Service and Project Delivery
Director - Service & Project Delivery **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Internal Income	725,133	-	725,133	-	725,133	181,283
Total Income	**725,133**	**-**	**725,133**	**-**	**725,133**	**181,283**
Expenses						
Employee Costs	424,069	-	424,069	-	424,069	108,216
Internal Expenses	301,064	-	301,064	-	301,064	75,266
Total Expenses	**725,133**	**-**	**725,133**	**-**	**725,133**	**183,842**
Net Operating Result	**0**	**-**	**0**	**-**	**0**	**(2,559)**
Net Operating Result before Capital Income	**0**	**-**	**0**	**-**	**0**	**(2,559)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2
Budgeted Headcount (excluding casuals)	2
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Civic Functions and Councillor Support
General Manager **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Other Revenues	2,159	-	2,159	-	2,159	3,840
Total Income	**2,159**	**-**	**2,159**	**-**	**2,159**	**3,840**
Expenses						
Employee Costs	-	-	-	-	-	53,936
Materials & Contracts	1,031,963	-	1,031,963	-	1,031,963	113,708
Other Expenses	5,000	-	5,000	-	5,000	-
Internal Expenses	14,915	-	14,915	-	14,915	3,729
Total Expenses	**1,051,878**	**-**	**1,051,878**	**-**	**1,051,878**	**171,372**
Net Operating Result	**(1,049,719)**	**-**	**(1,049,719)**	**-**	**(1,049,719)**	**(167,532)**
Net Operating Result before Capital	**(1,049,719)**	**-**	**(1,049,719)**	**-**	**(1,049,719)**	**(167,532)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	-
Budgeted Headcount (excluding casuals)	-
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	-

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Financial Services **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	61,315,600	-	61,315,600	20,000	61,335,600	61,162,657
User Charges & Fees	222,300	-	222,300	-	222,300	67,347
Interest & Investments Revenue	2,150,000	-	2,150,000	-	2,150,000	1,064,864
Other Revenues	-	-	-	-	-	54,072
Grants & Contribution - Operating	7,018,605	-	7,018,605	(185,471)	6,833,134	250,827
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	3,517,626	-	3,517,626	-	3,517,626	879,407
Total Income	**74,224,131**	**-**	**74,224,131**	**(165,471)**	**74,058,660**	**63,479,173**
Expenses						
Employee Costs	4,059,682	-	4,059,682	88,450	4,148,132	-
Borrowing Costs	720,205	-	720,205	-	720,205	1,157,414
Materials & Contracts	1,485,249	-	1,485,249	(20,000)	1,465,249	53,406
Depreciation	500,000	-	500,000	-	500,000	310,047
Other Expenses	1,395,000	-	1,395,000	(135,263)	1,259,737	310,047
Internal Expenses	390,967	-	390,967	-	390,967	97,742
Total Expenses	**8,551,103**	**-**	**8,551,103**	**(66,813)**	**8,484,291**	**1,928,655**
Net Operating Result	**65,673,028**	**-**	**65,673,028**	**(98,658)**	**65,574,369**	**61,550,518**
Net Operating Result before Capital Income	**65,673,028**	**-**	**65,673,028**	**(98,658)**	**65,574,369**	**61,550,518**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	24.50	
Headcount (excluding casuals)	26.00	133,626
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	21.50	232,284

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:
- Chief Financial Officer
- Emergency Services
- Corporate Finance
- Financial Services Operations
- Procurement & Contracts
- Revenue

Financial Commentary

Income Changes	
Reduction in pensioner subsidies due to a decrease in the amount required to be paid	20,000
Decrease in Financial Assistance Grant to align to advice received by Office of Local Government	(185,471)
Expense Changes	
Reduction in Vacancy Factor	145,128
Decrease from vacancies and forecast salary savings	(56,678)
	88,450
Reduction in Bank Fee Charges Budget to reflect actuals	(20,000)
Reduction in Emergency Services Bushfire Levy Contribution to align to advice from NSW Revenue	(57,241)
Reduction in Emergency Services SES Levy Contribution to align to advice from NSW Revenue	(71,395)
Reduction in Emergency Services Fire & Rescue Levy Contribution to align to advice from NSW Revenue	(6,627)
	(135,263)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Chief Financial Officer
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Other Revenues	-	-	-	-	-	118
Internal Income	1,298,626	-	1,298,626	-	1,298,626	324,657
Total Income	**1,298,626**	**-**	**1,298,626**	**-**	**1,298,626**	**324,775**
Expenses						
Employee Costs	318,910	-	318,910	(56,678)	262,232	85,728
Materials & Contracts	167,000	-	167,000	-	167,000	(61,937)
Internal Expenses	202,321	-	202,321	-	202,321	50,580
Total Expenses	**688,231**	**-**	**688,231**	**(56,678)**	**631,553**	**74,371**
Net Operating Result	**610,395**	**-**	**610,395**	**56,678**	**667,073**	**250,403**
Net Operating Result before Capital	**610,395**	**-**	**610,395**	**56,678**	**667,073**	**250,403**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2.0
Headcount (excluding casuals)	2.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	1.0

Financial Commentary

Decrease from vacancies and forecast savings	(56,678)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Emergency Services
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Other Revenues	-	-	-	-	-	(673)
Grants & Contribution - Operating	317,853	-	317,853	-	317,853	-
Total Income	**317,853**	**-**	**317,853**	**-**	**317,853**	**(673)**
Expenses						
Employee Costs	20,000	-	20,000	-	20,000	2,918
Materials & Contracts	325,315	-	325,315	-	325,315	82,094
Depreciation	500,000	-	500,000	-	500,000	166,663
Other Expenses	1,395,000	-	1,395,000	(135,263)	1,259,737	314,934
Internal Expenses	18,462	-	18,462	-	18,462	4,616
Total Expenses	**2,258,777**	**-**	**2,258,777**	**(135,263)**	**2,123,515**	**571,224**
Net Operating Result	**(1,940,924)**	**-**	**(1,940,924)**	**135,263**	**(1,805,662)**	**(571,898)**
Net Operating Result before Capital Income	**(1,940,924)**	**-**	**(1,940,924)**	**135,263**	**(1,805,662)**	**(571,898)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	-
Headcount (excluding casuals)	-
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	-

Financial Commentary

Reduction in Emergency Services Bushfire Levy Contribution to align to advice from NSW Revenue	(57,241)
Reduction in Emergency Services SES Levy Contribution to align to advice from NSW Revenue	(71,395)
Reduction in Emergency Services Fire & Rescue Levy Contribution to align to advice from NSW Revenue	(6,627)
	(135,263)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Corporate Finance
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Interest & Investments Revenue	2,000,000	-	2,000,000	-	2,000,000	1,003,631
Grants & Contribution - Operating	6,700,752	-	6,700,752	(185,471)	6,515,281	250,827
Internal Income	2,219,000	-	2,219,000	-	2,219,000	554,750
Total Income	**10,919,752**	**-**	**10,919,752**	**(185,471)**	**10,734,281**	**1,809,207**
Expenses						
Employee Costs	(380,000)	-	(380,000)	145,128	(234,872)	534
Borrowing Costs	720,205	-	720,205	-	720,205	53,406
Materials & Contracts	100,000	-	100,000	-	100,000	11,007
Total Expenses	**440,205**	**-**	**440,205**	**145,128**	**585,333**	**64,947**
Net Operating Result	**10,479,547**	**-**	**10,479,547**	**(330,599)**	**10,148,948**	**1,744,261**
Net Operating Result before Capital Income	**10,479,547**	**-**	**10,479,547**	**(330,599)**	**10,148,948**	**1,744,261**
Principal Loan Repayments						
Principal Loan Repayments	1,483,982	-	1,483,982	-	1,483,982	(942,334)
Total Principal Loan Repayments	**1,483,982**	**-**	**1,483,982**	**-**	**1,483,982**	**(942,334)**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	-
Headcount (excluding casuals)	-
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	-

Financial Commentary

Decrease in Financial Assistance Grant to align to advice received by Office of Local Government	(185,471)
Reduction in Vacancy Factor	145,128

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Financial Services Operations
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Total Income	**-**	**-**	**-**	**-**	**-**	**-**
Expenses						
Employee Costs	1,499,325	-	1,499,325	-	1,499,325	408,607
Materials & Contracts	65,467	-	65,467	-	65,467	99,790
Internal Expenses	57,004	-	57,004	-	57,004	14,251
Total Expenses	**1,621,795**	**-**	**1,621,795**	**-**	**1,621,795**	**522,648**
Net Operating Result	**(1,621,795)**	**-**	**(1,621,795)**	**-**	**(1,621,795)**	**(522,648)**
Net Operating Result before Capital Income	**(1,621,795)**	**-**	**(1,621,795)**	**-**	**(1,621,795)**	**(522,648)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	12.5
Headcount (excluding casuals)	14.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	12.5

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Procurement and Contracts
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Total Income	**-**	**-**	**-**	**-**	**-**	**-**
Expenses						
Employee Costs	379,162	-	379,162	-	379,162	96,226
Materials & Contracts	21,000	-	21,000	-	21,000	14,063
Internal Expenses	18,330	-	18,330	-	18,330	4,583
Total Expenses	**418,492**	**-**	**418,492**	**-**	**418,492**	**114,872**
Net Operating Result	**(418,492)**	**-**	**(418,492)**	**-**	**(418,492)**	**(114,872)**
Net Operating Result before Capital Income	**(418,492)**	**-**	**(418,492)**	**-**	**(418,492)**	**(114,872)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	3.0
Headcount (excluding casuals)	3.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Revenue
Financial Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	61,315,600	-	61,315,600	20,000	61,335,600	61,162,657
User Charges & Fees	222,300	-	222,300	-	222,300	67,348
Interest & Investments Revenue	150,000	-	150,000	-	150,000	61,233
Other Revenues	-	-	-	-	-	54,627
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**61,687,900**	**-**	**61,687,900**	**20,000**	**61,707,900**	**61,345,865**
Expenses						
Employee Costs	722,960	-	722,960	-	722,960	154,795
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	741,000	-	741,000	(20,000)	721,000	65,238
Depreciation	-	-	-	-	-	-
Other Expenses	60,000	-	60,000	-	60,000	29,270
Internal Expenses	37,846	-	37,846	-	37,846	9,462
Total Expenses	**1,561,806**	**-**	**1,561,806**	**(20,000)**	**1,541,806**	**258,765**
Net Operating Result	**60,126,094**	**-**	**60,126,094**	**40,000**	**60,166,094**	**61,087,100**
Net Operating Result before Capital Income	**60,126,094**	**-**	**60,126,094**	**40,000**	**60,166,094**	**61,087,100**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment	
Budgeted Full Time Equivalents (excluding Casuals)	7.0
Headcount (excluding casuals)	7.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	6.0

Financial Commentary

Reduction in pensioner subsidies due to a decrease in the amount required to be paid	20,000
Reduction in Bank Fee Charges Budget to reflect actuals	(20,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Strategic Outcomes

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25
Income					
Rates & Annual Charges	-	-	-	-	-
User Charges & Fees	275,000	-	275,000	-	275,000
Interest & Investments Revenue	2,700,000	-	2,700,000	-	2,700,000
Other Revenues	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-
Grants & Contribution - Capital	5,270,000	-	5,270,000	-	5,270,000
Internal Income	-	-	-	-	-
Total Income	**8,245,000**	**-**	**8,245,000**	**-**	**8,245,000**
Expenses					
Employee Costs	1,142,436	-	1,142,436	(102,000)	1,040,436
Borrowing Costs	-	-	-	-	-
Materials & Contracts	270,500	313,559	584,059	-	584,059
Depreciation	-	-	-	-	-
Other Expenses	26,500	-	26,500	-	26,500
Internal Expenses	346,190	-	346,190	-	346,190
Total Expenses	**1,785,626**	**313,559**	**2,099,185**	**(102,000)**	**1,997,185**
Net Operating Result	**6,459,375**	**(313,559)**	**6,145,816**	**102,000**	**6,247,816**
Net Operating Result before Capital Income	**1,189,374**	**(313,559)**	**875,815**	**102,000**	**977,815**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	8.4
Headcount (excluding casuals)	9.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	5.4

Notes:
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2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Financial Commentary
Decrease from vacancies and forecast salary savings

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Strategic Outcomes

Strategic Outcomes — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	275,000	-	275,000	-	275,000	107,594
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**275,000**	**-**	**275,000**	**-**	**275,000**	**107,594**
Expenses						
Employee Costs	279,704	-	279,704	-	279,704	75,266
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	97,000	-	97,000	-	97,000	62,286
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	327,840	-	327,840	-	327,840	81,960
Total Expenses	**704,544**	**-**	**704,544**	**-**	**704,544**	**219,512**
Net Operating Result	**(429,544)**	**-**	**(429,544)**	**-**	**(429,544)**	**(111,917)**
Net Operating Result before Capital Income	**(429,544)**	**-**	**(429,544)**	**-**	**(429,544)**	**(111,917)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.6
Headcount (excluding casuals)	2.0
Net Operating Result for the year (as above)	1.6

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Economic Development
Strategic Outcomes **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	(2,188)
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**(2,188)**
Expenses						
Employee Costs	127,384	-	127,384	(102,000)	25,384	25,531
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	28,500	-	28,500	-	28,500	12,400
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	2,700	-	2,700	-	2,700	675
Total Expenses	**158,584**	**-**	**158,584**	**(102,000)**	**56,584**	**38,606**
Net Operating Result	**(158,584)**	**-**	**(158,584)**	**102,000**	**(56,584)**	**(40,794)**
Net Operating Result before Capital Income	**(158,584)**	**-**	**(158,584)**	**102,000**	**(56,584)**	**(40,794)**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.0
Budgeted Headcount (excluding casuals)	1.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	-

Financial Commentary

Decrease from vacancies and forecast salary savings	(102,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Strategic Policy
Strategic Outcomes **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	256,968	-	256,968	-	256,968	74,091
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	111,782	111,782	-	111,782	33,356
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	5,469	-	5,469	-	5,469	1,367
Total Expenses	**262,437**	**111,782**	**374,219**	**-**	**374,219**	**108,814**
Net Operating Result	**(262,437)**	**(111,782)**	**(374,219)**	**-**	**(374,219)**	**(108,814)**
Net Operating Result before Capital	**(262,437)**	**(111,782)**	**(374,219)**	**-**	**(374,219)**	**(108,814)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.8
Budgeted Headcount (excluding casuals)	2.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	1.8

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Strategy and Place

Strategic Outcomes — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	2,700,000	-	2,700,000	0	2,700,000	450,000
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	5,270,000	-	5,270,000	-	5,270,000	5,296,627
Internal Income	-	-	-	-	-	-
Total Income	**7,970,000**	**-**	**7,970,000**	**0**	**7,970,000**	**5,746,627**
Expenses						
Employee Costs	478,380	-	478,380	-	478,380	68,824
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	145,000	201,777	346,777	-	346,777	42,495
Depreciation	-	-	-	-	-	-
Other Expenses	26,500	-	26,500	-	26,500	-
Internal Expenses	10,181	-	10,181	-	10,181	2,545
Total Expenses	**660,061**	**201,777**	**861,838**	**-**	**861,838**	**113,865**
Net Operating Result	**7,309,939**	**(201,777)**	**7,108,162**	**0**	**7,108,162**	**5,632,762**
Net Operating Result before Capital Income	**2,039,939**	**(201,777)**	**1,838,162**	**0**	**1,838,162**	**336,135**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	4.0
Budgeted Headcount (excluding casuals)	4.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Community Life & Libraries **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	11,300	-	11,300	-	11,300	5,862
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	5,300	-	5,300	-	5,300	420
Grants & Contribution - Operating	268,564	3,634	272,198	-	272,198	69,423
Grants & Contribution - Capital	40,000	7,355	47,355	-	47,355	4,452
Internal Income	-	-	-	-	-	-
Total Income	**325,164**	**10,989**	**336,153**	**-**	**336,153**	**80,156**
Expenses						
Employee Costs	2,584,870	-	2,584,870	(50,000)	2,534,870	-
Borrowing Costs	-	-	-	-	-	677,464
Materials & Contracts	700,047	93,965	794,012	-	794,012	-
Depreciation	150,000	-	150,000	-	150,000	456,110
Other Expenses	793,100	-	793,100	-	793,100	-
Internal Expenses	411,784	-	411,784	-	411,784	102,946
Total Expenses	**4,639,801**	**93,965**	**4,733,766**	**(50,000)**	**4,683,766**	**1,236,520**
Net Operating Result	**(4,314,637)**	**(82,976)**	**(4,397,613)**	**50,000**	**(4,347,613)**	**(1,156,364)**
Net Operating Result before Capital Income	**(4,354,637)**	**(90,331)**	**(4,444,968)**	**50,000**	**(4,394,968)**	**(1,160,815)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Buildings and Other Structures	15,000	106,355	121,355	-	121,355	4,730
Total Capital Expenditure	**15,000**	**106,355**	**121,355**	**-**	**121,355**	**4,730**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	21.6
Headcount (excluding casuals)	26.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	20.2

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:
- Community Life & Libraries
- Communications & Engagement
- Community Development
- Library Services

Financial Commentary
Decrease from vacancies and forecast salary savings (50,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Community Life and Libraries
Community Life & Libraries — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	236,008	-	236,008	-	236,008	60,699
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	193,380	-	193,380	-	193,380	48,345
Total Expenses	**429,388**	**-**	**429,388**	**-**	**429,388**	**109,044**
Net Operating Result	**(429,388)**	**-**	**(429,388)**	**-**	**(429,388)**	**(109,044)**
Net Operating Result before Capital	**(429,388)**	**-**	**(429,388)**	**-**	**(429,388)**	**(109,044)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Communication and Engagement
Community Life & Libraries — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	275
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**275**
Expenses						
Employee Costs	466,957	-	466,957	-	466,957	119,842
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	246,655	-	246,655	-	246,655	138,884
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	9,938	-	9,938	-	9,938	2,485
Total Expenses	**723,550**	**-**	**723,550**	**-**	**723,550**	**261,210**
Net Operating Result	**(723,550)**	**-**	**(723,550)**	**-**	**(723,550)**	**(260,936)**
Net Operating Result before Capital Income	**(723,550)**	**-**	**(723,550)**	**-**	**(723,550)**	**(260,936)**
Capital Expenditure						
Plant & Equipment	15,000	69,000	84,000	-	84,000	4,000
Total Capital Expenditure	**15,000**	**69,000**	**84,000**	**-**	**84,000**	**4,000**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	
Budgeted Headcount (excluding casuals)	3
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	3
	3

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Community Development
Community Life & Libraries — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	136
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	98,564	3,634	102,198	-	102,198	69,423
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**98,564**	**3,634**	**102,198**	**-**	**102,198**	**69,559**
Expenses						
Employee Costs	600,707	-	600,707	(50,000)	550,707	164,691
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	201,492	86,062	287,554	-	287,554	200,182
Depreciation	-	-	-	-	-	-
Other Expenses	793,100	-	793,100	-	793,100	592,491
Internal Expenses	96,828	-	96,828	-	96,828	24,207
Total Expenses	**1,692,128**	**86,062**	**1,778,190**	**(50,000)**	**1,728,190**	**981,570**
Net Operating Result	**(1,593,564)**	**(82,428)**	**(1,675,992)**	**50,000**	**(1,625,992)**	**(912,011)**
Net Operating Result before Capital	**(1,593,564)**	**(82,428)**	**(1,675,992)**	**50,000**	**(1,625,992)**	**(912,011)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.4
Budgeted Headcount (excluding casuals)	5.4
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	5.4

Financial Commentary

Decrease from vacancies and forecast salary savings	(50,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Library Services
Community Life & Libraries — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	11,300	-	11,300	-	11,300	5,451
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	5,300	-	5,300	-	5,300	420
Grants & Contribution - Operating	170,000	-	170,000	-	170,000	-
Grants & Contribution - Capital	40,000	7,355	47,355	-	47,355	4,452
Internal Income	-	-	-	-	-	-
Total Income	**226,600**	**7,355**	**233,955**	**-**	**233,955**	**10,322**
Expenses						
Employee Costs	1,281,198	-	1,281,198	-	1,281,198	332,232
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	251,900	7,903	259,803	-	259,803	117,044
Depreciation	150,000	-	150,000	-	150,000	40,909
Other Expenses	-	-	-	-	-	-
Internal Expenses	111,638	-	111,638	-	111,638	27,910
Total Expenses	**1,794,736**	**7,903**	**1,802,639**	**-**	**1,802,639**	**518,095**
Net Operating Result	**(1,568,136)**	**(548)**	**(1,568,684)**	**-**	**(1,568,684)**	**(507,773)**
Net Operating Result before Capital Income	**(1,608,136)**	**(7,903)**	**(1,616,039)**	**-**	**(1,616,039)**	**(512,224)**
Capital Expenditure						
Plant & Equipment	-	37,355	37,355	-	37,355	730
Other Assets	184,000	27,740	211,740	-	211,740	42,020
Total Capital Expenditure	**184,000**	**65,095**	**249,095**	**-**	**249,095**	**42,750**

Notes:

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3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	13
Budgeted Headcount (excluding casuals)	16
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	10

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Development Assessment & Regulation — **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	4,310,074	-	4,310,074	(1,000,000)	3,310,074	376,759
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	425,200	-	425,200	15,000	440,200	70,052
Grants & Contribution - Operating	132,000	30,783	255,132	-	255,132	(110,000)
Grants & Contribution - Capital	-	1,492,730	5,970,920	-	5,970,920	-
Internal Income	149,520	-	4,627,710	-	4,627,710	37,380
Total Income	**5,016,794**	**1,523,513**	**15,589,036**	**(985,000)**	**14,604,036**	**374,192**
Expenses						
Employee Costs	6,501,650	-	6,501,650	(541,722)	5,959,928	987,142
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	1,046,424	11,849	1,058,273	2,500,000	3,558,273	941,877
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	650,311	-	650,311	-	650,311	81,289
Total Expenses	**8,198,385**	**11,849**	**8,210,234**	**1,958,278**	**10,168,512**	**2,010,308**
Net Operating Result	**(3,181,591)**	**1,511,664**	**7,378,802**	**(2,943,278)**	**4,435,524**	**(1,636,116)**
Net Operating Result before Capital Income	**(3,181,591)**	**18,934**	**1,407,882**	**(2,943,278)**	**(1,535,396)**	**(1,636,116)**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	39.6
Headcount (excluding casuals)	40.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	32.0

Notes:
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Service Description
This service captures the following activities:
- Development Assessment & Regulation
- Compliance and Regulation
- Development Engineering Services
- Development Assessment
- Fast Track Assessment
- Development Assessment & Regulation Support Services
- Health and Building

Financial Commentary

Income Changes

Decrease in Development Assessment income not forecast to be determined during the year.	(1,000,000)
Increase in legal recovery fees relating to Development Assessment.	15,000

Expense Changes

Decrease from vacancies and forecast salary savings	(541,722)
Increase in Development Assessment Contractor and Consultant Budget forecast to be utilised during the financial year.	1,500,000
Increase in Development Assessment Legal Costs forecast to be incurred during the year.	1,000,000
	2,500,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Development Assessment and Regulations
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	(110,000)
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**(110,000)**
Expenses						
Employee Costs	723,648	-	723,648	(5,950)	717,698	63,044
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	2,100
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	207,138	-	207,138	-	207,138	51,785
Total Expenses	**930,786**	**-**	**930,786**	**(5,950)**	**924,836**	**116,928**
Net Operating Result	**(930,786)**	**-**	**(930,786)**	**5,950**	**(924,836)**	**(226,928)**
Net Operating Result before Capital Income	**(930,786)**	**-**	**(930,786)**	**5,950**	**(924,836)**	**(226,928)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.0
Budgeted Headcount (excluding casuals)	1.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	1.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(5,950)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Compliance and Regulation
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	66,224	-	66,224	-	66,224	11,500
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	398,100	-	398,100	-	398,100	59,735
Grants & Contribution - Operating	32,000	-	32,000	-	32,000	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**496,324**	**-**	**496,324**	**-**	**496,324**	**71,235**
Expenses						
Employee Costs	2,036,833	-	2,036,833	(227,378)	1,809,455	199,524
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	66,724	-	66,724	-	66,724	37,929
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	211,138	-	211,138	-	211,138	52,785
Total Expenses	**2,314,695**	**-**	**2,314,695**	**(227,378)**	**2,087,317**	**290,238**
Net Operating Result	**(1,818,371)**	**-**	**(1,818,371)**	**227,378**	**(1,590,993)**	**(219,002)**
Net Operating Result before Capital Income	**(1,818,371)**	**-**	**(1,818,371)**	**227,378**	**(1,590,993)**	**(219,002)**

Notes:

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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	15.0
Budgeted Headcount (excluding casuals)	15.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	9.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(227,379)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Development Engineering Services
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	40,676
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	149,520	-	149,520	-	149,520	37,380
Total Income	**149,520**	**-**	**149,520**	**-**	**149,520**	**78,056**
Expenses						
Employee Costs	706,976	-	706,976	(48,132)	658,844	144,929
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	219,959
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	113,744	-	113,744	-	113,744	28,436
Total Expenses	**820,720**	**-**	**820,720**	**(48,132)**	**772,588**	**393,324**
Net Operating Result	**(671,200)**	**-**	**(671,200)**	**48,132**	**(623,068)**	**(315,268)**
Net Operating Result before Capital	**(671,200)**	**-**	**(671,200)**	**48,132**	**(623,068)**	**(315,268)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.0
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	5.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(48,132)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Fast Track Assessment
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	378,996	-	378,996	(7,881)	371,115	102,010
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	20,426
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	53,573	-	53,573	-	53,573	13,393
Total Expenses	**432,569**	**-**	**432,569**	**(7,881)**	**424,688**	**135,829**
Net Operating Result	**(432,569)**	**-**	**(432,569)**	**7,881**	**(424,688)**	**(135,829)**
Net Operating Result before Capital Income	**(432,569)**	**-**	**(432,569)**	**7,881**	**(424,688)**	**(135,829)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	3.0
Budgeted Headcount (excluding casuals)	3.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	1.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(7,881)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Development Assessment
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	4,243,850	-	4,243,850	(1,000,000)	3,243,850	251,617
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	27,100	-	27,100	15,000	42,100	10,317
Grants & Contribution - Operating	100,000	-	100,000	-	100,000	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**4,370,950**	**-**	**4,370,950**	**(985,000)**	**3,385,950**	**261,935**
Expenses						
Employee Costs	908,701	-	908,701	(99,122)	809,579	143,504
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	979,700	-	979,700	2,500,000	3,479,700	590,440
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	64,718	-	64,718	-	64,718	16,180
Total Expenses	**1,953,119**	**-**	**1,953,119**	**2,400,878**	**4,353,997**	**750,123**
Net Operating Result	**2,417,831**	**-**	**2,417,831**	**(3,385,878)**	**(968,047)**	**(488,188)**
Net Operating Result before Capital Income	**2,417,831**	**-**	**2,417,831**	**(3,385,878)**	**(968,047)**	**(488,188)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.0
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	3.0

Financial Commentary

Income Changes

decrease in Development Assessment income not forecast to be determined during the year.	(1,000,000)
increase in legal recovery fees relating to Development Assessment.	15,000

Expense Changes

Decrease from vacancies and forecast salary savings	(99,122)
increase in Development Assessment Contractor and Consultant Budget forecast to be utilised during the financial year.	1,500,000
increase in Development Assessment Legal Costs forecast to be incurred during the year.	1,000,000
	2,500,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Development Assessment and Regulation Support Services
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	30,783	30,783	-	30,783	-
Grants & Contribution - Capital	-	1,492,730	1,492,730	-	1,492,730	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**1,523,513**	**1,523,513**	**-**	**1,523,513**	**-**
Expenses						
Employee Costs	834,117	-	834,117	(53,427)	780,690	194,623
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	11,849	11,849	-	11,849	-
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	-	-	-	-	-	-
Total Expenses	**834,117**	**11,849**	**845,966**	**(53,427)**	**792,539**	**194,623**
Net Operating Result	**(834,117)**	**1,511,664**	**677,547**	**53,427**	**730,974**	**(194,623)**
Net Operating Result before Capital	**(834,117)**	**18,934**	**(815,183)**	**53,427**	**(761,756)**	**(194,623)**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.0
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	3.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(54,327)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Health and Building
Development Assessment & Regulation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	72,966
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**72,966**
Expenses						
Employee Costs	912,380	-	912,380	(99,832)	812,548	139,508
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	71,023
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	-	-	-	-	-	-
Total Expenses	**912,380**	**-**	**912,380**	**(99,832)**	**812,548**	**210,531**
Net Operating Result	**(912,380)**	**-**	**(912,380)**	**99,832**	**(812,548)**	**(137,566)**
Net Operating Result before Capital	**(912,380)**	**-**	**(912,380)**	**99,832**	**(812,548)**	**(137,566)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.0
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	3.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(99,832)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Environment & Sustainability — **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	3,646	-	3,646	-	3,646	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	229,149	32,654	359,765	30,000	389,765	44,649
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**232,795**	**32,654**	**363,411**	**30,000**	**393,411**	**44,649**
Expenses						
Employee Costs	1,948,503	-	1,948,503	-	1,948,503	471,016
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	709,718	302,734	1,920,654	30,000	1,950,654	58,695
Depreciation	-	-	-	-	-	-
Other Expenses	16,000	-	16,000	-	16,000	-
Internal Expenses	355,826	-	355,826	-	355,826	88,957
Total Expenses	**3,030,047**	**302,734**	**4,240,983**	**30,000**	**4,270,983**	**618,668**
Net Operating Result	**(2,797,252)**	**(270,080)**	**(3,877,572)**	**-**	**(3,877,572)**	**(574,019)**
Net Operating Result before Capital Income	**(2,797,252)**	**(270,080)**	**(3,877,572)**	**-**	**(3,877,572)**	**(574,019)**
Capital Expenditure						
Plant & Equipment	-	4,944	19,776	-	19,776	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	50,000	50,000	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Total Capital Expenditure	**-**	**4,944**	**19,776**	**50,000**	**69,776**	**-**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	18.0
Headcount (excluding casuals)	18.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	14.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:

Financial Commentary

Increase for the Gib West Firetrail Stormwater Pipe Renewal reallocated from Stormwater Renewal project	50,000
Increase in SOS Southern Highlands Shale Woodlands grant funds offset by associated increase in materials and services	30,000
Increase in SOS Southern Highlands Shale Woodlands materials and services offset by associated increase in grant funds	30,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Environment and Sustainability
Environment & Sustainability **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	189,727	-	189,727	-	189,727	48,735
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	27,570	-	27,570	-	27,570	2,941
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	194,567	-	194,567	-	194,567	48,642
Total Expenses	**411,864**	**-**	**411,864**	**-**	**411,864**	**100,318**
Net Operating Result	**(411,864)**	**-**	**(411,864)**	**-**	**(411,864)**	**(100,318)**
Net Operating Result before Capital	**(411,864)**	**-**	**(411,864)**	**-**	**(411,864)**	**(100,318)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	50,000	50,000	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**-**	**-**	**50,000**	**50,000**	**-**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

increase for the Gib West Firetrail Stormwater Pipe Renewal reallocated from Stormwater Renewal project	50,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Bushland and Biosecurity
Environment & Sustainability **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	3,646	-	3,646	-	3,646	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**3,646**	**-**	**3,646**	**-**	**3,646**	**-**
Expenses						
Employee Costs	658,152	-	658,152	-	658,152	188,113
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	120,917	-	120,917	-	120,917	5,250
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	89,550	-	89,550	-	89,550	22,388
Total Expenses	**868,619**	**-**	**868,619**	**-**	**868,619**	**215,750**
Net Operating Result	**(864,972)**	**-**	**(864,972)**	**-**	**(864,972)**	**(215,750)**
Net Operating Result before Capital	**(864,972)**	**-**	**(864,972)**	**-**	**(864,972)**	**(215,750)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**-**	**-**	**-**	**-**	**-**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Natural Resources Projects
Environment & Sustainability **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	229,149	32,654	261,803	30,000	291,803	44,649
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**229,149**	**32,654**	**261,803**	**30,000**	**291,803**	**44,649**
Expenses						
Employee Costs	566,987	-	566,987	-	566,987	147,426
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	453,714	263,255	716,969	30,000	746,969	44,864
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	60,352	-	60,352	-	60,352	15,088
Total Expenses	**1,081,053**	**263,255**	**1,344,308**	**30,000**	**1,374,308**	**207,378**
Net Operating Result	**(851,905)**	**(230,601)**	**(1,082,506)**	**-**	**(1,082,506)**	**(162,729)**
Net Operating Result before Capital	**(851,905)**	**(230,601)**	**(1,082,506)**	**-**	**(1,082,506)**	**(162,729)**
Capital Expenditure						
Plant & Equipment	-	4,944	4,944	-	4,944	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**4,944**	**4,944**	**-**	**4,944**	**-**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

Increase in SOS Southern Highlands Shale Woodlands grant funds offset by associated increase in materials and services	30,000
Increase in SOS Southern Highlands Shale Woodlands materials and services offset by associated increase in grant funds	30,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Sustainability Services
Environment & Sustainability Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	533,637	-	533,637	-	533,637	86,743
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	107,517	39,479	146,996	-	146,996	5,640
Depreciation	-	-	-	-	-	-
Other Expenses	16,000	-	16,000	-	16,000	3,000
Internal Expenses	11,357	-	11,357	-	11,357	2,839
Total Expenses	**668,511**	**39,479**	**707,990**	**-**	**707,990**	**98,222**
Net Operating Result	**(668,511)**	**(39,479)**	**(707,990)**	**-**	**(707,990)**	**(98,222)**
Net Operating Result before Capital Income	**(668,511)**	**(39,479)**	**(707,990)**	**-**	**(707,990)**	**(98,222)**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.0
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2.0

Financial Commentary
No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Waste and Resource Management **Org Level 3**

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	11,973,000	-	11,973,000	-	11,973,000	12,282,101
User Charges & Fees	4,354,560	-	4,354,560	-	4,354,560	780,404
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	909,275	-	909,275	-	909,275	184,452
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	7,360,067	-	7,360,067	-	7,360,067	1,840,017
Total Income	**24,596,902**	**-**	**24,596,902**	**-**	**24,596,902**	**15,086,974**
Expenses						
Employee Costs	2,382,805	-	2,382,805	(146,000)	2,236,805	518,775
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	12,754,009	-	12,754,009	-	12,754,009	1,124,461
Depreciation	-	-	-	-	-	-
Other Expenses	1,105,000	-	1,105,000	93,192	1,198,192	93,192
Internal Expenses	7,952,521	-	7,952,521	-	7,952,521	1,988,130
Total Expenses	**24,194,334**	**-**	**24,194,334**	**(52,808)**	**24,141,526**	**3,724,558**
Net Operating Result	**402,568**	**-**	**402,568**	**52,808**	**455,376**	**11,362,415**
Net Operating Result before Capital Income	**402,568**	**-**	**402,568**	**52,808**	**455,376**	**11,362,415**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	200,000	54,301	417,204	(150,000)	267,204	10,715
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**200,000**	**54,301**	**417,204**	**(150,000)**	**267,204**	**10,715**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	22.0
Headcount (excluding casuals)	22.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	18.0

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description

This service captures the following activities:

- Environment & Sustainability
- Bushland and Biosecurity
- Natural Resources Projects
- Sustainability Services

Financial Commentary

Decrease from vacancies and forecast salary savings	(146,000)
decrease for RRC Buildings upgrade deferred rephasing to 2025/26	(150,000)
EPA Waste Levy - Domestic Waste Levy Funded Component	93,192

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Waste and Resource Management
Waste and Resource Management **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	415,687	-	415,687	-	415,687	103,922
Total Income	**415,687**	**-**	**415,687**	**-**	**415,687**	**103,922**
Expenses						
Employee Costs	210,815	-	210,815	(146,000)	64,815	8,593
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	204,871	-	204,871	-	204,871	51,218
Total Expenses	**415,686**	**-**	**415,686**	**(146,000)**	**269,686**	**59,810**
Net Operating Result	**1**	**-**	**1**	**146,000**	**146,001**	**44,111**
Net Operating Result before Capital	**1**	**-**	**1**	**146,000**	**146,001**	**44,111**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.0
Budgeted Headcount (excluding casuals)	1.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	1.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(146,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Resource Recovery
Waste and Resource Management **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	3,968,560	-	3,968,560	-	3,968,560	714,215
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	464,775	-	464,775	-	464,775	106,097
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	6,856,680	-	6,856,680	-	6,856,680	1,714,170
Total Income	**11,290,015**	**-**	**11,290,015**	**-**	**11,290,015**	**2,534,482**
Expenses						
Employee Costs	1,155,925	-	1,155,925	-	1,155,925	266,368
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	7,420,658	-	7,420,658	-	7,420,658	980,720
Depreciation	-	-	-	-	-	-
Other Expenses	1,105,000	-	1,105,000	-	1,105,000	125,360
Internal Expenses	743,547	-	743,547	-	743,547	185,887
Total Expenses	**10,425,130**	**-**	**10,425,130**	**-**	**10,425,130**	**1,558,334**
Net Operating Result	**864,885**	**-**	**864,885**	**-**	**864,885**	**976,147**
Net Operating Result before Capital Income	**864,885**	**-**	**864,885**	**-**	**864,885**	**976,147**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	200,000	54,301	254,301	(150,000)	104,301	10,715
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**200,000**	**54,301**	**254,301**	**(150,000)**	**104,301**	**10,715**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	13.0
Budgeted Headcount (excluding casuals)	13.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	12.0

Financial Commentary

decrease for RRC Buildings upgrade deferred rephasing to 2025/26	(150,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Waste Services
Waste and Resource Management **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	11,973,000	-	11,973,000	-	11,973,000	12,282,101
User Charges & Fees	386,000	-	386,000	-	386,000	66,189
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	444,500	-	444,500	-	444,500	78,356
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	87,700	-	87,700	-	87,700	21,925
Total Income	**12,891,200**	**-**	**12,891,200**	**-**	**12,891,200**	**12,448,570**
Expenses						
Employee Costs	1,016,065	-	1,016,065	-	1,016,065	243,815
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	5,333,351	-	5,333,351	-	5,333,351	143,741
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	93,192	93,192	0
Internal Expenses	7,004,103	-	7,004,103	-	7,004,103	1,751,026
Total Expenses	**13,353,518**	**-**	**13,353,518**	**93,192**	**13,446,710**	**2,138,582**
Net Operating Result	**(462,318)**	**-**	**(462,318)**	**(93,192)**	**(555,510)**	**10,309,988**
Net Operating Result before Capital Income	**(462,318)**	**-**	**(462,318)**	**(93,192)**	**(555,510)**	**10,309,988**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	8.0
Budgeted Headcount (excluding casuals)	8.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	5.0

Financial Commentary

EPA Waste Levy - Domestic Waste Levy Funded Component	93,192

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Business & Property Services
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	2,513,868	-	2,513,868	-	2,513,868	1,094,124
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	1,239,052	-	1,239,052	-	1,239,052	598,521
Grants & Contribution - Operating	306,763	-	306,763	-	306,763	83,312
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**4,059,684**	**-**	**4,059,684**	**-**	**4,059,684**	**1,775,958**
Expenses						
Employee Costs	2,411,070	-	2,411,070	(6,668)	2,404,402	645,825
Borrowing Costs	-	-	-	-	-	(5,318)
Materials & Contracts	1,216,057	71,444	1,501,831	(35,000)	1,466,831	340,988
Depreciation	-	-	-	-	-	-
Other Expenses	8,740	-	8,740	-	8,740	-
Internal Expenses	378,090	-	378,090	-	378,090	94,523
Total Expenses	**4,013,957**	**71,444**	**4,299,732**	**(41,668)**	**4,258,064**	**1,076,017**
Net Operating Result	**45,727**	**(71,444)**	**(240,048)**	**41,668**	**(198,380)**	**699,940**
Net Operating Result before Capital Income	**45,727**	**(71,444)**	**(240,048)**	**41,668**	**(198,380)**	**699,940**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	92,461
Footpaths	143,751	-	143,751	-	143,751	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**143,751**	**-**	**143,751**	**-**	**143,751**	**92,461**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	21.1
Headcount (excluding casuals)	24.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	16.5

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:
- Business & Property Services
- Animal Shelter
- Outside School Hours Care Services
- Property Services
- Southern Regional Livestock Exchange
- Tourism & Events

Financial Commentary
Income Changes

Decrease from vacancies and forecast salary savings	(6,668)

Expense Changes

Decrease in Materials & Contract expenditure reallocated to support fulltime position - no net impact	(6,000)
Decrease in Tulip Time Materials and Contracts expenditure reallocated to support fulltime position - no net impact	(19,000)
Decrease in Bowral Memorial Hall Cleaning Budget reallocated to support full-time position - no net impact	(10,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Business and Property
Business & Property Services — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	15,375
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**15,375**
Expenses						
Employee Costs	213,113	-	213,113	-	213,113	58,180
Borrowing Costs	-	-	-	-	-	(5,318)
Materials & Contracts	2,000	-	2,000	-	2,000	120
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	189,187	-	189,187	-	189,187	47,297
Total Expenses	**404,300**	**-**	**404,300**	**-**	**404,300**	**100,279**
Net Operating Result	**(404,300)**	**-**	**(404,300)**	**-**	**(404,300)**	**(84,904)**
Net Operating Result before Capital	**(404,300)**	**-**	**(404,300)**	**-**	**(404,300)**	**(84,904)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1
Budgeted Headcount (excluding casuals)	1
Actual Full Time Equivalent as at the end of the Period (excluding Casua	-

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Animal Shelter
Business & Property Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	109,400	-	109,400	-	109,400	18,017
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	18
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**109,400**	**-**	**109,400**	**-**	**109,400**	**18,035**
Expenses						
Employee Costs	445,459	-	445,459	(3,000)	442,459	112,888
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	168,996	-	168,996	-	168,996	21,210
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	24,926	-	24,926	-	24,926	6,232
Total Expenses	**639,381**	**-**	**639,381**	**(3,000)**	**636,381**	**140,330**
Net Operating Result	**(529,981)**	**-**	**(529,981)**	**3,000**	**(526,981)**	**(122,295)**
Net Operating Result before Capital	**(529,981)**	**-**	**(529,981)**	**3,000**	**(526,981)**	**(122,295)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.2
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	5.2

Financial Commentary

Decrease from vacancies and forecast salary savings	(3,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Outside School Hours Care Service
Business & Property Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	205,969	-	205,969	-	205,969	40,746
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	306,763	-	306,763	-	306,763	83,312
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**512,732**	**-**	**512,732**	**-**	**512,732**	**124,058**
Expenses						
Employee Costs	408,119	-	408,119	-	408,119	88,191
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	47,300	-	47,300	-	47,300	8,651
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	51,221
Internal Expenses	7,737	-	7,737	-	7,737	1,934
Total Expenses	**463,156**	**-**	**463,156**	**-**	**463,156**	**149,998**
Net Operating Result	**49,577**	**-**	**49,577**	**-**	**49,577**	**(25,939)**
Net Operating Result before Capital Income	**49,577**	**-**	**49,577**	**-**	**49,577**	**(25,939)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	3.3
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	1.5

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Property Services
Business & Property Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	92,835	-	92,835	-	92,835	14,068
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	1,176,852	-	1,176,852	-	1,176,852	573,717
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**1,269,687**	**-**	**1,269,687**	**-**	**1,269,687**	**587,785**
Expenses						
Employee Costs	299,305	-	299,305	-	299,305	89,755
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	112,843	-	112,843	-	112,843	22,252
Depreciation	-	-	-	-	-	-
Other Expenses	7,700	-	7,700	-	7,700	-
Internal Expenses	65,109	-	65,109	-	65,109	16,277
Total Expenses	**484,957**	**-**	**484,957**	**-**	**484,957**	**128,284**
Net Operating Result	**784,730**	**-**	**784,730**	**-**	**784,730**	**459,501**
Net Operating Result before Capital	**784,730**	**-**	**784,730**	**-**	**784,730**	**459,501**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	92,461
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**-**	**-**	**-**	**-**	**92,461**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	
Budgeted Headcount (excluding casuals)	2.3
Actual Full Time Equivalent as at the end of the Period (excluding Casua	3.0
	2.4

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Southern Regional Livestock Exchange
Business & Property Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	1,086,065	-	1,086,065	-	1,086,065	335,278
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	8,000	-	8,000	-	8,000	326
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**1,094,065**	**-**	**1,094,065**	**-**	**1,094,065**	**335,605**
Expenses						
Employee Costs	280,227	-	280,227	-	280,227	60,782
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	187,485	-	187,485	-	187,485	111,663
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	(0)
Internal Expenses	-	-	-	-	-	-
Total Expenses	**467,712**	**-**	**467,712**	**-**	**467,712**	**172,445**
Net Operating Result	**626,353**	**-**	**626,353**	**-**	**626,353**	**163,159**
Net Operating Result before Capital	**626,353**	**-**	**626,353**	**-**	**626,353**	**163,159**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	143,751	-	143,751	-	143,751	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**143,751**	**-**	**143,751**	**-**	**143,751**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	3.0
Budgeted Headcount (excluding casuals)	3.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	2.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Tourism and Events
Business & Property Services — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	1,019,600	-	1,019,600	-	1,019,600	686,015
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	54,200	-	54,200	-	54,200	9,085
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**1,073,800**	**-**	**1,073,800**	**-**	**1,073,800**	**695,100**
Expenses						
Employee Costs	764,847	-	764,847	(3,668)	761,179	236,028
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	697,433	71,444	768,877	(35,000)	733,877	177,092
Depreciation	-	-	-	-	-	-
Other Expenses	1,040	-	1,040	-	1,040	2,909
Internal Expenses	91,131	-	91,131	-	91,131	22,783
Total Expenses	**1,554,452**	**71,444**	**1,625,895**	**(38,668)**	**1,587,227**	**438,812**
Net Operating Result	**(480,652)**	**(71,444)**	**(552,095)**	**38,668**	**(513,427)**	**256,288**
Net Operating Result before Capital	**(480,652)**	**(71,444)**	**(552,095)**	**38,668**	**(513,427)**	**256,288**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.2
Budgeted Headcount (excluding casuals)	7.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	6.2

Financial Commentary

Decrease from vacancies and forecast salary savings	(3,668)
Decrease in Materials & Contract expenditure reallocated to support fulltime position - no net impact	(6,000)
Decrease in Tulip Time Materials and Contracts expenditure realloacted to support fulltime position - no net impact	(19,000)
Decrease in Bowral Memorial Hall Cleaning Budget reallocated to support full-time position - no net impact	(10,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - People & Culture
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	10,000	-	10,000	-	10,000	3,956
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	385,534	-	385,534	-	385,534	96,384
Total Income	**395,534**	**-**	**395,534**	**-**	**395,534**	**100,339**
Expenses						
Employee Costs	568,039	-	568,039	(119,078)	448,961	104,662
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	525,140	-	525,140	-	525,140	150,304
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	351,239	-	351,239	-	351,239	87,810
Total Expenses	**1,444,418**	**-**	**1,444,418**	**(119,078)**	**1,325,340**	**342,776**
Net Operating Result	**(1,048,884)**	**-**	**(1,048,884)**	**119,078**	**(929,806)**	**(242,437)**
Net Operating Result before Capital Income	**(1,048,884)**	**-**	**(1,048,884)**	**119,078**	**(929,806)**	**(242,437)**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	9.0
Headcount (excluding casuals)	9.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	7.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:
People & Culture
Policy and Strategy Human Resources

Financial Commentary

Decrease from vacancies and forecast salary savings	(119,078)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - People and Culture
People & Culture — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	385,534	-	385,534	-	385,534	96,384
Total Income	**385,534**	**-**	**385,534**	**-**	**385,534**	**96,384**
Expenses						
Employee Costs	322,935	-	322,935	-	322,935	84,322
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	76,140	-	76,140	-	76,140	44,641
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	343,971	-	343,971	-	343,971	85,993
Total Expenses	**743,046**	**-**	**743,046**	**-**	**743,046**	**214,956**
Net Operating Result	**(357,512)**	**-**	**(357,512)**	**-**	**(357,512)**	**(118,572)**
Net Operating Result before Capital	**(357,512)**	**-**	**(357,512)**	**-**	**(357,512)**	**(118,572)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**-**	**-**	**-**	**-**	**-**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Policy & Strategy Human Resources
People & Culture — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	10,000	-	10,000	-	10,000	3,956
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**10,000**	**-**	**10,000**	**-**	**10,000**	**3,956**
Expenses						
Employee Costs	245,103	-	245,103	(119,078)	126,025	20,340
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	449,000	-	449,000	-	449,000	105,663
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	7,268	-	7,268	-	7,268	1,817
Total Expenses	**701,371**	**-**	**701,371**	**(119,078)**	**582,293**	**127,821**
Net Operating Result	**(691,371)**	**-**	**(691,371)**	**119,078**	**(572,293)**	**(123,865)**
Net Operating Result before Capital	**(691,371)**	**-**	**(691,371)**	**119,078**	**(572,293)**	**(123,865)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

Decrease from vacancies and forecast salary savings	(119,078)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Governance & Corporate Performance
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	2,000	-	2,000	-	2,000	(611)
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	84,000	111,143	528,572	145,965	674,537	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	2,774,788	-	2,774,788	-	2,774,788	693,697
Total Income	**2,860,788**	**111,143**	**3,305,360**	**145,965**	**3,451,325**	**693,086**
Expenses						
Employee Costs	4,046,472	-	4,046,472	(56,110)	3,990,362	999,711
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	2,591,521	677,528	5,301,634	-	5,301,634	2,084,359
Depreciation	-	-	-	-	-	-
Other Expenses	300	-	300	-	300	75
Internal Expenses	222,673	-	222,673	-	222,673	55,668
Total Expenses	**6,860,965**	**677,528**	**9,571,078**	**(56,110)**	**9,514,968**	**3,139,813**
Net Operating Result	**(4,000,177)**	**(566,385)**	**(6,265,718)**	**202,075**	**(6,063,643)**	**(2,446,727)**
Net Operating Result before Capital Income	**(4,000,177)**	**(566,385)**	**(6,265,718)**	**202,075**	**(6,063,643)**	**(2,446,727)**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	15.0
Headcount (excluding casuals)	15.0
Actual Full Time Equivalent as at the end of the Period (exclu	10.0

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description
This service captures the following activities:
- Governance & Corporate Performance
- Governance
- Integrated Risk Management
- Strategy & Business Improvement

Financial Commentary

Decrease from vacancies and forecast salary savings	(56,110)
Increase in income relating to a rebate for Council's Workers Compensation Premium	145,965

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Governance and Corporate Performance
Governance & Corporate Performance — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	2,000	-	2,000	-	2,000	573
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	574,789	-	574,789	-	574,789	143,697
Total Income	**576,789**	**-**	**576,789**	**-**	**576,789**	**144,270**
Expenses						
Employee Costs	322,759	-	322,759	(10,165)	312,594	87,390
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	27,500	-	27,500	-	27,500	5,565
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	191,093	-	191,093	-	191,093	47,773
Total Expenses	**541,352**	**-**	**541,352**	**(10,165)**	**531,187**	**140,729**
Net Operating Result	**35,438**	**-**	**35,438**	**10,165**	**45,603**	**3,541**
Net Operating Result before Capital Income	**35,438**	**-**	**35,438**	**10,165**	**45,603**	**3,541**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2.0
Budgeted Headcount (excluding casuals)	2.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(10,165)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Governance
Governance & Corporate Performance **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	582,802	-	582,802	-	582,802	100,359
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	360,580	-	360,580	-	360,580	67,504
Depreciation	-	-	-	-	-	-
Other Expenses	300	-	300	-	300	100
Internal Expenses	12,403	-	12,403	-	12,403	3,101
Total Expenses	**956,085**	**-**	**956,085**	**-**	**956,085**	**171,063**
Net Operating Result	**(956,085)**	**-**	**(956,085)**	**-**	**(956,085)**	**(171,063)**
Net Operating Result before Capital	**(956,085)**	**-**	**(956,085)**	**-**	**(956,085)**	**(171,063)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.0
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	3.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Integrated Risk Management
Governance & Corporate Performance **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	(1,184)
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	84,000	111,143	195,143	145,965	341,108	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	2,199,999	-	2,199,999	-	2,199,999	550,000
Total Income	**2,283,999**	**111,143**	**2,395,142**	**145,965**	**2,541,107**	**548,816**
Expenses						
Employee Costs	2,869,503	-	2,869,503	(45,945)	2,823,558	706,440
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	1,943,440	538,047	2,481,487	-	2,481,487	1,932,005
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	13,919	-	13,919	-	13,919	3,480
Total Expenses	**4,826,862**	**538,047**	**5,364,909**	**(45,945)**	**5,318,964**	**2,641,924**
Net Operating Result	**(2,542,863)**	**(426,904)**	**(2,969,767)**	**191,910**	**(2,777,857)**	**(2,093,108)**
Net Operating Result before Capital Income	**(2,542,863)**	**(426,904)**	**(2,969,767)**	**191,910**	**(2,777,857)**	**(2,093,108)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.0
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	4.0

Financial Commentary

Increase in income relating to a rebate for Council's Workers Compensation Premium	145,965
Decrease from vacancies and forecast salary savings	(45,945)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Strategy and Business Improvement
Governance & Corporate Performance **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	271,408	-	271,408	-	271,408	105,522
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	260,000	139,481	399,481	-	399,481	79,285
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	5,258	-	5,258	-	5,258	1,315
Total Expenses	**536,667**	**139,481**	**676,148**	**-**	**676,148**	**186,122**
Net Operating Result	**(536,667)**	**(139,481)**	**(676,148)**	**-**	**(676,148)**	**(186,122)**
Net Operating Result before Capital	**(536,667)**	**(139,481)**	**(676,148)**	**-**	**(676,148)**	**(186,122)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2.0
Budgeted Headcount (excluding casuals)	2.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	1.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Information & Customer Services
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	650	-	650	-	650	171
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	15,835	-	15,835	-	15,835	4,002
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	1,415,315	-	1,415,315	-	1,415,315	353,829
Total Income	**1,431,800**	**-**	**1,431,800**	**-**	**1,431,800**	**358,002**
Expenses						
Employee Costs	3,773,539	-	3,773,539	(79,326)	3,694,213	992,513
Borrowing Costs	-	-	-	-	-	(2,894)
Materials & Contracts	4,474,190	87,033	4,822,321	-	4,822,321	2,597,433
Depreciation	300,000	-	300,000	-	300,000	-
Other Expenses	65,500	-	65,500	-	65,500	-
Internal Expenses	331,235	-	331,235	-	331,235	82,809
Total Expenses	**8,944,464**	**87,033**	**9,292,595**	**(79,326)**	**9,213,269**	**3,669,861**
Net Operating Result	**(7,512,665)**	**(87,033)**	**(7,860,795)**	**79,326**	**(7,781,469)**	**(3,311,859)**
Net Operating Result before Capital Income	**(7,512,665)**	**(87,033)**	**(7,860,795)**	**79,326**	**(7,781,469)**	**(3,311,859)**
Capital Expenditure						
Plant & Equipment	2,320,000	554,737	4,538,948	(460,000)	4,078,948	344,345
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**2,320,000**	**554,737**	**4,538,948**	**(460,000)**	**4,078,948**	**344,345**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	36.4
Headcount (excluding casuals)	39.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	31.1

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description

This service captures the following activities:
- Chief Information Officer
- Facilities & Bookings
- Corporate Information
- Customer experience
- Information & Communication Technology Operations
- Corporate Systems

Financial Commentary

Decrease from vacancies and forecast salary savings	(79,326)
Reduction in keyless entry for Community Halls deferred into the 2025/26 financial year	(60,000)
Reduction for TechOne Assets Module (Configuration) to align with project cash flows	(400,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Chief Information Officer
Information & Customer Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	1,415,315	-	1,415,315	-	1,415,315	353,829
Total Income	**1,415,315**	**-**	**1,415,315**	**-**	**1,415,315**	**353,829**
Expenses						
Employee Costs	477,808	-	477,808	(29,326)	448,482	122,759
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	5,700	-	5,700	-	5,700	789
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	221,529	-	221,529	-	221,529	55,382
Total Expenses	**705,037**	**-**	**705,037**	**(29,326)**	**675,711**	**178,930**
Net Operating Result	**710,278**	**-**	**710,278**	**29,326**	**739,604**	**174,899**
Net Operating Result before Capital	**710,278**	**-**	**710,278**	**29,326**	**739,604**	**174,899**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.0
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	5.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(29,326)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Facilities and Bookings
Information & Customer Services Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	1,618
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**1,618**
Expenses						
Employee Costs	121,928	-	121,928	(50,000)	71,928	54,626
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	87,033	87,033	-	87,033	3,414
Depreciation	-	-	-	-	-	-
Other Expenses	65,500	-	65,500	-	65,500	3,863
Internal Expenses	3,670	-	3,670	-	3,670	918
Total Expenses	**191,098**	**87,033**	**278,131**	**(50,000)**	**228,131**	**62,820**
Net Operating Result	**(191,098)**	**(87,033)**	**(278,131)**	**50,000**	**(228,131)**	**(61,202)**
Net Operating Result before Capital Income	**(191,098)**	**(87,033)**	**(278,131)**	**50,000**	**(228,131)**	**(61,202)**

Notes:
1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2.6
Budgeted Headcount (excluding casuals)	3.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	1.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(50,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Corporate Information
Information & Customer Services — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	647,913	-	647,913	-	647,913	143,001
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	232,350	-	232,350	-	232,350	70,836
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	20,244	-	20,244	-	20,244	5,061
Total Expenses	**900,507**	**-**	**900,507**	**-**	**900,507**	**218,898**
Net Operating Result	**(900,507)**	**-**	**(900,507)**	**-**	**(900,507)**	**(218,898)**
Net Operating Result before Capital	**(900,507)**	**-**	**(900,507)**	**-**	**(900,507)**	**(218,898)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	7.0
Budgeted Headcount (excluding casuals)	7.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	6.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Customer Experience
Information & Customer Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	650	-	650	-	650	(1,447)
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	15,835	-	15,835	-	15,835	3,486
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**16,485**	**-**	**16,485**	**-**	**16,485**	**2,039**
Expenses						
Employee Costs	1,005,054	-	1,005,054	-	1,005,054	267,544
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	85,780	-	85,780	-	85,780	20,544
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	20,718	-	20,718	-	20,718	5,180
Total Expenses	**1,111,552**	**-**	**1,111,552**	**-**	**1,111,552**	**293,267**
Net Operating Result	**(1,095,067)**	**-**	**(1,095,067)**	**-**	**(1,095,067)**	**(291,228)**
Net Operating Result before Capital	**(1,095,067)**	**-**	**(1,095,067)**	**-**	**(1,095,067)**	**(291,228)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	11.9
Budgeted Headcount (excluding casuals)	14.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	10.1

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Information and Communication Technology Operations
Information & Customer Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	516
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**516**
Expenses						
Employee Costs	781,655	-	781,655	-	781,655	211,531
Borrowing Costs	-	-	-	-	-	(2,894)
Materials & Contracts	1,248,360	-	1,248,360	-	1,248,360	241,091
Depreciation	300,000	-	300,000	-	300,000	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	49,409	-	49,409	-	49,409	12,352
Total Expenses	**2,379,424**	**-**	**2,379,424**	**-**	**2,379,424**	**462,080**
Net Operating Result	**(2,379,424)**	**-**	**(2,379,424)**	**-**	**(2,379,424)**	**(461,564)**
Net Operating Result before Capital	**(2,379,424)**	**-**	**(2,379,424)**	**-**	**(2,379,424)**	**(461,564)**
Capital Expenditure						
Plant & Equipment	325,000	52,800	377,800	-	377,800	11,800
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**325,000**	**52,800**	**377,800**	**-**	**377,800**	**11,800**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.0
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	5.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Corporate Systems
Information & Customer Services — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	739,181	-	739,181	-	739,181	193,053
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	2,902,000	-	2,902,000	-	2,902,000	2,260,760
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	15,665	-	15,665	-	15,665	3,916
Total Expenses	**3,656,846**	**-**	**3,656,846**	**-**	**3,656,846**	**2,457,729**
Net Operating Result	**(3,656,846)**	**-**	**(3,656,846)**	**-**	**(3,656,846)**	**(2,457,729)**
Net Operating Result before Capital	**(3,656,846)**	**-**	**(3,656,846)**	**-**	**(3,656,846)**	**(2,457,729)**
Capital Expenditure						
Plant & Equipment	1,995,000	501,937	2,496,937	(460,000)	2,036,937	332,545
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**1,995,000**	**501,937**	**2,496,937**	**(460,000)**	**2,036,937**	**332,545**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
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3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.9
Budgeted Headcount (excluding casuals)	6.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	6.0

Financial Commentary

Reduction in keyless entry for Community Halls deferred into the 2025/26 financial year	(60,000)
Reduction for TechOne Assets Module (Configuration) to align with project cash flows	(400,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Assets
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	(165,463)	-	(165,463)	-	(165,463)	(104,558)
User Charges & Fees	421,632	-	421,632	60,000	481,632	139,115
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	155,137	-	155,137	37,381	192,518	15,338
Grants & Contribution - Capital	-	588,855	2,355,420	-	2,355,420	-
Internal Income	605,771	-	2,372,336	-	2,372,336	151,443
Total Income	**1,017,077**	**588,855**	**5,139,062**	**97,381**	**5,236,443**	**201,337**
Expenses						
Employee Costs	-	-	-	-	-	-
Borrowing Costs	3,497,448	-	3,497,448	(72,499)	3,424,949	841,355
Materials & Contracts	-	-	-	-	-	-
Depreciation	2,185,903	-	2,185,903	-	2,185,903	620,058
Other Expenses	37,326,559	-	37,326,559	-	37,326,559	-
Internal Expenses	1,902,928	-	1,902,928	-	1,902,928	475,732
Total Expenses	**44,912,838**	**-**	**44,912,838**	**(72,499)**	**44,840,339**	**1,937,146**
Net Operating Result	**(43,895,760)**	**588,855**	**(39,773,775)**	**169,880**	**(39,603,895)**	**(1,735,808)**
Net Operating Result before Capital Income	**(43,895,760)**	**-**	**(42,129,195)**	**169,880**	**(41,959,315)**	**(1,735,808)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	157,500	615,440	2,619,260	(40,000)	2,579,260	111,695
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	12,000	48,000	-	48,000	12,000
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	200,000	-	200,000	-	200,000	25,585
Sewerage Network	350,000	-	350,000	-	350,000	6,366
Other Assets	40,000	-	40,000	-	40,000	1,505
Total Capital Expenditure	**747,500**	**627,440**	**3,257,260**	**(40,000)**	**3,217,260**	**157,151**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	25.2
Headcount (excluding casuals)	27.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	24.6

Notes:

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Service Description

This service captures the following activities:

- Assets
- Parks & Buildings Assets
- Roads & Drainage Assets
- Water Assets including Wastewater

Financial Commentary

Increase in income for cemetery fees	60,000
Decrease from vacancies and forecast salary savings	(72,499)
Decrease for Robertson – Ash Placements (granite wall) to be rephased into 2025/26	(40,000)
Increase of Road Safety Officer Grant Budget to reflect actual grant received.	37,381

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Assets
Assets — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	605,771	-	605,771	-	605,771	151,443
Total Income	**605,771**	**-**	**605,771**	**-**	**605,771**	**151,443**
Expenses						
Employee Costs	400,021	-	400,021	-	400,021	113,276
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	70,000	-	70,000	-	70,000	900
Depreciation	29,120,583	-	29,120,583	-	29,120,583	7,280,146
Other Expenses	-	-	-	-	-	-
Internal Expenses	205,751	-	205,751	-	205,751	51,438
Total Expenses	**29,796,355**	**-**	**29,796,355**	**-**	**29,796,355**	**7,445,759**
Net Operating Result	**(29,190,584)**	**-**	**(29,190,584)**	**-**	**(29,190,584)**	**(7,294,316)**
Net Operating Result before Capital	**(29,190,584)**	**-**	**(29,190,584)**	**-**	**(29,190,584)**	**(7,294,316)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	2.6
Budgeted Headcount (excluding casuals)	3.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	3.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Park and Building Assets
Assets — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	390,000	-	390,000	60,000	450,000	132,437
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	588,855	588,855	-	588,855	-
Internal Income	-	-	-	-	-	-
Total Income	**390,000**	**588,855**	**978,855**	**60,000**	**1,038,855**	**132,437**
Expenses						
Employee Costs	984,206	-	984,206	(72,499)	911,707	218,690
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	227,099	-	227,099	-	227,099	149,190
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	261,601	-	261,601	-	261,601	65,400
Total Expenses	**1,472,907**	**-**	**1,472,907**	**(72,499)**	**1,400,408**	**433,280**
Net Operating Result	**(1,082,907)**	**588,855**	**(494,052)**	**132,499**	**(361,553)**	**(300,843)**
Net Operating Result before Capital Income	**(1,082,907)**	**-**	**(1,082,907)**	**132,499**	**(950,408)**	**(300,843)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	157,500	615,440	772,940	(40,000)	732,940	111,695
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	40,000	-	40,000	-	40,000	1,505
Total Capital Expenditure	**197,500**	**615,440**	**812,940**	**(40,000)**	**772,940**	**113,200**
Principal Loan Repayments						
Principal Loan Repayments	54,429	-	54,429	-	54,429	-
Total Principal Loan Repayments	**54,429**	**-**	**54,429**	**-**	**54,429**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	8.0
Budgeted Headcount (excluding casuals)	8.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	8.0

Financial Commentary

Increase in income for cemetery fees	60,000
Decrease from vacancies and forecast salary savings	(72,499)
Decrease for Robertson – Ash Placements (granite wall) to be rephased into 2025/26	(40,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Roads and Drainage Assets
Assets — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	31,632	-	31,632	-	31,632	6,678
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	155,137	-	155,137	37,381	192,518	15,338
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**186,769**	**-**	**186,769**	**37,381**	**224,150**	**22,016**
Expenses						
Employee Costs	1,247,672	-	1,247,672	-	1,247,672	297,651
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	898,600	-	898,600	-	898,600	89,461
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	328,868	-	328,868	-	328,868	82,217
Total Expenses	**2,475,140**	**-**	**2,475,140**	**-**	**2,475,140**	**469,329**
Net Operating Result	**(2,288,370)**	**-**	**(2,288,370)**	**37,381**	**(2,250,989)**	**(447,313)**
Net Operating Result before Capital Inc	**(2,288,370)**	**-**	**(2,288,370)**	**37,381**	**(2,250,989)**	**(447,313)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	12,000	12,000	-	12,000	12,000
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**-**	**12,000**	**12,000**	**-**	**12,000**	**12,000**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	9.6
Budgeted Headcount (excluding casuals)	10.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	9.6

Financial Commentary

Increase of Road Safety Officer Grant Budget to reflect actual grant received.	37,381

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Assets including Wastewater
Assets **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	(165,463)	-	(165,463)	-	(165,463)	(104,558)
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**(165,463)**	**-**	**(165,463)**	**-**	**(165,463)**	**(104,558)**
Expenses						
Employee Costs	865,549	-	865,549	-	865,549	211,739
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	990,203	-	990,203	-	990,203	380,508
Depreciation	8,205,976	-	8,205,976	-	8,205,976	2,237,993
Other Expenses	-	-	-	-	-	-
Internal Expenses	1,106,708	-	1,106,708	-	1,106,708	276,677
Total Expenses	**11,168,437**	**-**	**11,168,437**	**-**	**11,168,437**	**3,106,917**
Net Operating Result	**(11,333,900)**	**-**	**(11,333,900)**	**-**	**(11,333,900)**	**(3,211,475)**
Net Operating Result before Capital Income	**(11,333,900)**	**-**	**(11,333,900)**	**-**	**(11,333,900)**	**(3,211,475)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	200,000	-	200,000	-	200,000	25,585
Sewerage Network	350,000	-	350,000	-	350,000	6,366
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**550,000**	**-**	**550,000**	**-**	**550,000**	**31,951**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	5.0
Budgeted Headcount (excluding casuals)	5.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	4.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Project Delivery
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	29,117,628	-	29,117,628	(49,483)	29,068,145	765,407
Internal Income	1,282,348	-	1,282,348	-	1,282,348	320,587
Total Income	**30,399,976**	**-**	**30,399,976**	**(49,483)**	**30,350,493**	**1,085,994**
Expenses						
Employee Costs	(195,748)	-	(195,748)	-	(195,748)	326,919
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	52,218	-	52,218	-	52,218	23,913
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	1,092,489	-	1,092,489	-	1,092,489	273,122
Total Expenses	**948,959**	**-**	**948,959**	**-**	**948,959**	**623,955**
Net Operating Result	**29,451,017**	**-**	**29,451,017**	**(49,483)**	**29,401,534**	**462,040**
Net Operating Result before Capital Income	**333,389**	**-**	**333,389**	**-**	**333,389**	**(303,368)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	3,889,000	32,447	4,018,788	-	4,018,788	99,202
Buildings and Other Structures	8,687,395	4,811,965	27,935,255	870,591	28,805,846	2,400,014
Bridges	2,849,000	316,110	4,113,440	-	4,113,440	115,062
Footpaths	650,000	22,134	738,535	(545,000)	193,535	81,345
Roads	2,734,486	3,455,470	16,556,366	(104,694)	16,451,672	752,531
Stormwater Drainage	7,080,000	2,381,157	16,604,628	(1,723,896)	14,880,732	1,816,471
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	5,700,000	566,295	7,965,180	787,000	8,752,180	125,063
Sewerage Network	49,003,329	993,813	49,997,142	-	49,997,142	4,470,359
Other Assets	-	-	1,698,885	-	1,698,885	-
Total Capital Expenditure	**80,593,210**	**12,579,391**	**129,628,218**	**(715,999)**	**128,912,219**	**9,860,046**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	26.0
Headcount (excluding casuals)	26.0
Actual Full Time Equivalent as at the end of the Period (excluc	23

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description

This service captures the following activities:
- Project Delivery
- Project Management Capital Works
- Project Management Roads & Drainage

Financial Commentary

Income Changes

Decrease relating to the deferral of the Extension of Burradoo Project in 2025/26 offset by reduction in capital expenditure	(49,483)

Expense Changes

Decrease relating to the deferral of the Extension of Burradoo Project in 2025/26 offset by reduction in income	(49,483)

Capital Expenditure

Increase for Water Supply Zone Control Valves Budget as per 26 June 2024 Council Meeting	787,000
Retford Park Detention Basin funding reallocations from SRV	2,597

Buildings and Other Structures

Decrease for Sports field Lighting Renewal - Church Road Oval - rephasing to 2025/26	(200,000)
Civic Centre Back Office Refurbishment budget increase per Council meeting 17 July offset by loan borrowings	1,370,000
increase for David Wood Adventure Playground project to reflect the increase costs of this project	190,000
Decrease for Yerrinbool Public Toilets (design) project due to savings	(128,609)
Increase for Saleyards (SLRX) Canteen Fit out funded by reserve	75,000
decrease for Stafford Cottage Roof & Floor Renewal Project rephasing to 2025/26	(295,800)
decrease Centennial Park Bowral Renewal Project used to fund increase costs associated with David Wooks Adventure Playground	(190,000)
Budget increase for design of Mittagong Visitor Centre Upgrade not included in original budget	50,000
	870,591
Footpaths	
decrease renewal Spring Street Illawarra Highway Rail phasing adjustment	(75,000)
decrease Footpath renewal Bendooley St Bowral phasing adjustments	(40,000)
decrease Footpath renewal Kangaloon Road Illawarra Highway phasing adjustment	(20,000)
decrease New footpath: Exeter train Station (Design) phasing adjustment	(30,000)
decrease New footpath: New Berrima to Berrima (Design) phasing adjustment	(50,000)
decrease for New footpath: Crimea St Willow Vale phasing adjustment	(230,000)
decrease New footpath: Railway St Moss Vale phasing adjustment	(75,000)
decrease New footpath: Bendooley St Bowral phasing adjustment	(25,000)
	(545,000)
Roads	
decrease for Penrose Bus Shelter Design due to savings	(5,211)
Kerb Ramp renewal- Old Hume Hwy Mittagong	(50,000)
	(55,211)
Stormwater Drainage	
decrease from Design of Drainage Hood Cook St Option 3 reallocated to other Stormwater Projects	(610,000)
decrease for the Design Culvert 5A Burradoo Rd project rephasing to 2025/26	(188,000)
decrease for the construction of Gasgoine St drainage funding reallocation	(250,000)
decrease for the design of Bessemer Street drainage project rephasing to 2025/26	(583,704)
Increase for the Priestly Street Culvert funded by savings with the Stormwater program	200,000
decrease for the Stormwater Pit and Pipe Renewal reallocated to Bessemer Street	(150,000)
decrease for Drapers Rd stormwater upgrade rephasing to align cash flows with project completion in 25/26	(200,000)
Consolidation of Cost Numbers - no net impact	5,211
increase for the Railway Parade Swale Works funded from Stormwater Renewal project savings	50,000
	(1,726,493)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Project Delivery
Project Delivery **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	539,970	-	539,970	-	539,970	134,993
Total Income	**539,970**	**-**	**539,970**	**-**	**539,970**	**134,993**
Expenses						
Employee Costs	116,633	-	116,633	-	116,633	201,602
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	52,218	-	52,218	-	52,218	336
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	452,484	-	452,484	-	452,484	113,121
Total Expenses	**621,335**	**-**	**621,335**	**-**	**621,335**	**315,059**
Net Operating Result	**(81,365)**	**-**	**(81,365)**	**-**	**(81,365)**	**(180,066)**
Net Operating Result before Capital	**(81,365)**	**-**	**(81,365)**	**-**	**(81,365)**	**(180,066)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)
Budgeted Headcount (excluding casuals)
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Project Management Capital Works
Project Delivery — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	29,117,628	-	29,117,628	(49,483)	29,068,145	718,407
Internal Income	371,189	-	371,189	-	371,189	92,797
Total Income	**29,488,817**	**-**	**29,488,817**	**(49,483)**	**29,439,334**	**811,205**
Expenses						
Employee Costs	(136,161)	-	(136,161)	-	(136,161)	47,548
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	40
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	640,005	-	640,005	-	640,005	160,001
Total Expenses	**503,844**	**-**	**503,844**	**-**	**503,844**	**207,589**
Net Operating Result	**28,984,973**	**-**	**28,984,973**	**(49,483)**	**28,935,490**	**603,616**
Net Operating Result before Capital	**(132,655)**	**-**	**(132,655)**	**-**	**(132,655)**	**(114,792)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	3,889,000	32,447	3,921,447	-	3,921,447	99,202
Buildings and Other Structures	8,687,395	4,811,965	13,499,360	870,591	14,369,951	2,400,014
Bridges	2,849,000	316,110	3,165,110	-	3,165,110	115,062
Footpaths	-	(0.32)	-	-	-	-
Roads	849,483	3,068,044	3,917,527	(49,483)	3,868,044	426,928
Stormwater Drainage	1,145,000	926,153	2,071,153	2,597	2,073,750	466,462
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	5,700,000	566,295	6,266,295	787,000	7,053,295	125,063
Sewerage Network	49,003,329	993,813	49,997,142	-	49,997,142	4,470,359
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**72,123,207**	**10,714,827**	**82,838,034**	**1,610,705**	**84,448,739**	**8,103,089**
Principal Loan Repayments						
Principal Loan Repayments	63,389	-	63,389	-	63,389	15,656
Total Principal Loan Repayments	**63,389**	**-**	**63,389**	**-**	**63,389**	**15,656**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	
Budgeted Headcount (excluding casuals)	10.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals	10.0
	9.0

Financial Commentary

Income Changes

Decrease relating to the deferral of the Extension of Burradoo Project in 2025/26 offset by reduction in capital expenditure	(49,483)

Expense Changes

Decrease relating to the deferral of the Extension of Burradoo Project in 2025/26 offset by reduction in income	(49,483)

Capital Expenditure	
Increase for Water Supply Zone Control Valves Budget as per 26 June 2024 Council Meeting	787,000
Retford Park Detention Basin funding reallocations from SRV	2,597
Buildings and Other Structures	
Decrease for Sports field Lighting Renewal - Church Road Oval - rephasing to 2025/26	(200,000)
Civic Centre Back Office Refurbishment budget increase per Council meeting 17 July offset by loan borrowings	1,370,000
increase for David Wood Adventure Playground project to reflect the increase costs of this project	190,000
Decrease for Yerrinbool Public Toilets (design) project due to savings	(128,609)
Increase for Saleyards (SLRX) Canteen Fit out funded by reserve	75,000
decrease for Stafford Cottage Roof & Floor Renewal Project rephasing to 2025/26	(295,800)
decrease Centennial Park Bowral Renewal Project used to fund increase costs associated with David Wooks Adventure Play	(190,000)
Budget increase for design of Mittagong Visitor Centre Upgrade not included in original budget	50,000
	870,591

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Project Management Roads and Drainage
Project Delivery **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	47,000
Internal Income	371,189					92,797
Total Income	**371,189**	**-**	**-**	**-**	**-**	**47,000**
Expenses						
Employee Costs	(176,219)	-	(176,219)	-	(176,219)	77,769
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	-	-	-	-	-	23,537
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	-	-	-	-	-	-
Total Expenses	**(176,219)**	**-**	**(176,219)**	**-**	**(176,219)**	**101,307**
Net Operating Result	**547,408**	**-**	**176,219**	**-**	**176,219**	**(54,307)**
Net Operating Result before Capital	**547,408**	**-**	**176,219**	**-**	**176,219**	**(101,307)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	650,000	22,134	672,134	(545,000)	127,134	81,345
Roads	1,885,003	387,426	2,272,429	(55,211)	2,217,218	325,603
Stormwater Drainage	5,935,000	1,455,004	7,390,004	(1,726,493)	5,663,511	1,350,009
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**8,470,003**	**1,864,564**	**10,334,567**	**(2,326,704)**	**8,007,863**	**1,756,957**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	12.0
Budgeted Headcount (excluding casuals)	12.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals	10.0

Financial Commentary

Footpaths

decrease renewal Spring Street Illawarra Highway Rail phasing adjustment	(75,000)
decrease Footpath renewal Bendooley St Bowral phasing adjustments	(40,000)
decrease Footpath renewal Kangaloon Road Illawarra Highway phasing adjustment	(20,000)
decrease New footpath: Exeter train Station (Design) phasing adjustment	(30,000)
decrease New footpath: New Berrima to Berrima (Design) phasing adjustment	(50,000)
decrease for New footpath: Crimea St Willow Vale phasing adjustment	(230,000)
decrease New footpath: Railway St Moss Vale phasing adjustment	(75,000)
decrease New footpath: Bendooley St Bowral phasing adjustment	(25,000)
	(545,000)

Roads	
decrease for Penrose Bus Shelter Design due to savings	(5,211)
Kerb Ramp renewal- Old Hume Hwy Mittagong	(50,000)
	(55,211)
Stormwater Drainage	
decrease from Design of Drainage Hood Cook St Option 3 reallocated to other Stormwater Projects	(610,000)
decrease for the Design Culvert 5A Burradoo Rd project rephasing to 2025/26	(188,000)
decrease for the construction of Gasgoine St drainage funding reallocation	(250,000)
decrease for the design of Bessemer Street drainage project rephasing to 2025/26	(583,704)
Increase for the Priestly Street Culvert funded by savings with the Stormwater program	200,000
decrease for the Stormwater Pit and Pipe Renewal reallocated to Bessemer Street	(150,000)
decrease for Drapers Rd stormwater upgrade rephasing to align cash flows with project completion in 25/26	(200,000)
Consolidation of Cost Numbers - no net impact	5,211
increase for the Railway Parade Swale Works funded from Stormwater Renewal project savings	50,000
	(1,726,493)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Shire Presentation
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	2,489,902	-	2,489,902	-	2,489,902	3,981
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	515,394	-	515,394	-	515,394	151,999
Grants & Contribution - Operating	1,787,487	428,666	3,502,151	(556,000)	2,946,152	545,500
Grants & Contribution - Capital	318,667	178,471	1,783,136	2,631,334	4,414,469	53,500
Internal Income	5,768,723	-	7,054,721	-	7,054,721	1,442,181
Total Income	**10,880,174**	**607,137**	**15,345,305**	**2,075,334**	**17,420,638**	**2,197,161**
Expenses						
Employee Costs	10,595,680	568,001	12,867,683	(310,000)	12,557,684	521,257
Borrowing Costs	1,120	-	1,120	-	1,120	-
Materials & Contracts	14,743,530	94,963	15,123,382	(313,975)	14,809,407	946,799
Depreciation	1,930,000	-	1,930,000	-	1,930,000	482,500
Internal Expenses	1,784,346	-	1,784,346	-	1,784,346	446,087
Total Expenses	**29,054,676**	**662,964**	**31,706,531**	**(623,975)**	**31,082,557**	**2,396,643**
Net Operating Result	**(18,174,502)**	**(55,827)**	**(16,361,227)**	**2,699,308**	**(13,661,918)**	**(199,481)**
Net Operating Result before Capital Income	**(18,493,169)**	**(234,298)**	**(18,144,362)**	**67,975**	**(18,076,388)**	**(252,981)**
Capital Expenditure						
Plant & Equipment	5,617,000	-	5,617,000	-	5,617,000	491,113
Land	-	-	-	-	-	-
Buildings and Other Structures	252,000	533,960	2,387,840	(30,000)	2,357,840	-
Bridges	-	178,471	713,884	-	713,884	4,042
Footpaths	-	-	-	-	-	-
Roads	9,500,000	428,666	11,214,664	2,000,000	13,214,664	121,486
Stormwater Drainage	-	490,000	1,960,000	160,000	2,120,000	50,248
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**15,369,000**	**1,631,097**	**21,893,388**	**2,130,000**	**24,023,388**	**666,889**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	137
Headcount (excluding casuals)	139
Staff Establishment	100

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Service Description

This service captures the following activities:

- Shire Presentation
- Civil Construction
- Customer Service & Business Support
- Fleet
- Open Space & Buildings
- Parks and Open Spaces
- Infrastructure Maintenance
- Specialist Engineering

Financial Commentary

Income Changes

Grants & Contribution - Operating

decrease of Regional Roads Block Grant bought to account during the 2023/24 financial year offset by a transfer to grant reserve	(1,425,000)
Internal transfer to Specialist Engineering - no net impact	(183,333)
Internal Cost Reclassification - Regional Roads Block Grant	802,744

Internal Cost Reclassification - Operational Grant - No Net Impact	249,560
	556,000
Grants & Contribution - Capital	
increase of Roads to Recovery Grant (Belanglo Rd Rehabilitation) offset by increase in capital expenditure	1,200,000
increase of Roads to Recovery Grant (Elizabeth Street Moss Vale) offset by increase in capital expenditure	800,000
Internal transfer to Specialist Engineering - no net impact	(318,666)
Internal Cost Reclassification - Capital Grant - No Net Impact	950,000
	2,631,334
Expense Changes	
Employee Costs	
Decrease from vacancies and forecast salary savings	**(310,000)**
Materials & Contracts	
Transfer to Infrastructure Maintenance - no net impact	(10,000)
Internal transfer to Specialist Engineering - no net impact	27,888
Transfer to Specialist Engineering - no net impact	(10,000)
SRV funding reallocated to spare general revenue	(120,000)
increase for Verge Mowing incorrectly budgeted in the Original Budget offset by decrease	49,579
Reduction in contractor general	(10,000)
Reduction in contractor general	(10,000)
Transfer Infrastructure Maintenance	(100,000)
Reduction in contractor Cleaning	(20,000)
Reduction in contractor general	(40,000)
Transfer to Infrastructure Maintenance - no net impact	(40,000)
Transfer to Specialist Engineering	(158,888)
Internal Transfer - Materials - No Net Impact	127,446
	(313,975)
Capital Expenditure	
Buildings and Other Structures	
decrease for Pools Equipment/Building Infrastructure Capital to align to replacement schedule.	(50,000)
increase for Sports field and Reserve Park Furniture Renewal to align with revised forecast	20,000
	(30,000)
Roads	
increase for Belanglo Road Rehabilitation project funded by Roads to Recovery grant	1,200,000
increase for Elizabeth Street Moss Vale Road Rehabilitation project funded by Roads to Recovery grant	800,000
	2,000,000
Stormwater Drainage	
increase for the Harmen Street Swale Works funded from Stormwater Renewal project savings	50,000
Increase Berrima Rd & Lytton Road Stormwater Renewal project funded by savings from other Stormwater related projects	110,000
	160,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Shire Presentation
Shire Presentation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	269,354	-	269,354	-	269,354	70,566
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	71,483	-	71,483	(10,000)	61,483	3,343
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	211,560	-	211,560	-	211,560	52,890
Total Expenses	**552,396**	**-**	**552,396**	**(10,000)**	**542,396**	**126,799**
Net Operating Result	**(552,396)**	**-**	**(552,396)**	**10,000**	**(542,396)**	**(126,799)**
Net Operating Result before Capital	**(552,396)**	**-**	**(552,396)**	**10,000**	**(542,396)**	**(126,799)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.0
Budgeted Headcount (excluding casuals)	1.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	1.0

Financial Commentary

Transfer to Infrastructure Maintenance - no net impact	(10,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Civil Construction
Shire Presentation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	1,425,000	428,666	1,853,666	(1,608,333)	245,333	545,500
Grants & Contribution - Capital	318,667	178,471	497,138	1,681,334	2,178,471	53,500
Internal Income	948,348	-	948,348	-	948,348	237,087
Total Income	**2,692,015**	**607,137**	**3,299,152**	**73,001**	**3,372,152**	**836,087**
Expenses						
Employee Costs	(126,578)	568,001	441,423	-	441,423	80,469
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	20,000	94,963	114,963	27,888	142,851	116,217
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	1,105,980	-	1,105,980	-	1,105,980	276,495
Total Expenses	**999,402**	**662,964**	**1,662,366**	**27,888**	**1,690,254**	**473,181**
Net Operating Result	**1,692,613**	**(55,827)**	**1,636,786**	**45,113**	**1,681,899**	**362,906**
Net Operating Result before Capital	**1,373,946**	**(234,298)**	**1,139,648**	**(1,636,221)**	**(496,573)**	**309,406**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	178,471	178,471	-	178,471	4,042
Footpaths	-	-	-	-	-	-
Roads	4,760,000	428,666	5,188,666	2,000,000	7,188,666	121,486
Stormwater Drainage	-	490,000	490,000	160,000	650,000	50,248
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**4,760,000**	**1,097,137**	**5,857,137**	**2,160,000**	**8,017,137**	**175,777**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	26.0
Budgeted Headcount (excluding casuals)	26.0
Actual Full Time Equivalent as at the end of the Period (excluding Casua	15.0

Financial Commentary

Grants & Contribution - Operating

decrease of Regional Roads Block Grant bought to account during the 2023/24 financial year offset by a transfer to grant	(1,425,000)
Internal transfer to Specialist Engineering - no net impact	(183,333)
	(1,608,333)

Grants & Contribution - Capital

increase of Roads to Recovery Grant (Belanglo Rd Rehabilitation) offset by increase in capital expenditure	1,200,000

increase of Roads to Recovery Grant (Elizabeth Street Moss Vale) offset by increase in capital expenditure	800,000
Internal transfer to Specialist Engineering - no net impact	(318,666)
	1,681,334
Materials & Contracts	
Internal transfer to Specialist Engineering - no net impact	27,888
Roads	
increase for Belanglo Road Rehabilitation project funded by Roads to Recovery grant	1,200,000
increase for Elizabeth Street Moss Vale Road Rehabilitation project funded by Roads to Recovery grant	800,000
	2,000,000
Stormwater Drainage	
increase for the Harmen Street Swale Works funded from Stormwater Renewal project savings	50,000
Increase Berrima Rd & Lytton Road Stormwater Renewal project funded by savings from other Stormwater related proje	**110,000**
	160,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Customer Service and Business Support
Shire Presentation — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
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	771,496	-	771,496	(20,000)	751,496	196,834
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	262,618	-	262,618	(10,000)	252,618	53,254
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	92,651	-	92,651	-	92,651	23,163
Total Expenses	**1,126,765**	**-**	**1,126,765**	**(30,000)**	**1,096,765**	**273,250**
Net Operating Result	**(1,126,765)**	**-**	**(1,126,765)**	**30,000**	**(1,096,765)**	**(273,250)**
Net Operating Result before Capital	**(1,126,765)**	**-**	**(1,126,765)**	**30,000**	**(1,096,765)**	**(273,250)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)		
Budgeted Headcount (excluding casuals)	8.0	
Actual Full Time Equivalent as at the end of the Period (excluding Casua	8.0	
	7.0	

Financial Commentary

Decrease from vacancies and forecast salary savings	(20,000)
Transfer to Specialist Engineering - no net impact	(10,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Fleet
Shire Presentation — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	3,981
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	515,394	-	515,394	-	515,394	151,999
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	5,838,590	-	5,838,590	-	5,838,590	1,459,648
Total Income	**6,353,984**	**-**	**6,353,984**	**-**	**6,353,984**	**1,615,628**
Expenses						
Employee Costs	743,209	-	743,209	-	743,209	173,388
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	2,879,664	-	2,879,664	-	2,879,664	773,985
Depreciation	1,930,000	-	1,930,000	-	1,930,000	526,367
Other Expenses	-	-	-	-	-	-
Internal Expenses	374,155	-	374,155	-	374,155	93,539
Total Expenses	**5,927,028**	**-**	**5,927,028**	**-**	**5,927,028**	**1,567,279**
Net Operating Result	**426,956**	**-**	**426,956**	**-**	**426,956**	**48,349**
Net Operating Result before Capital Ir	**426,956**	**-**	**426,956**	**-**	**426,956**	**48,349**
Capital Expenditure						
Plant & Equipment	5,617,000	-	5,617,000	-	5,617,000	491,113
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**5,617,000**	**-**	**5,617,000**	**-**	**5,617,000**	**491,113**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	6.9
Budgeted Headcount (excluding casuals)	7
Actual Full Time Equivalent as at the end of the Period (excluding Casuals	4

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Open Space and Buildings
Shire Presentation — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	2,376,319	-	2,376,319	-	2,376,319	19,811
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	6,744
Grants & Contribution - Operating	-	-	-	-	-	5,100
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**2,376,319**	**-**	**2,376,319**	**-**	**2,376,319**	**31,655**
Expenses						
Employee Costs	2,224,381	-	2,224,381	(150,000)	2,074,381	412,759
Borrowing Costs	1,120	-	1,120	-	1,120	527
Materials & Contracts	4,780,887	-	4,780,887	(250,421)	4,530,466	625,831
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	575,302	-	575,302	-	575,302	143,826
Total Expenses	**7,581,690**	**-**	**7,581,690**	**(400,421)**	**7,181,269**	**1,182,942**
Net Operating Result	**(5,205,371)**	**-**	**(5,205,371)**	**400,421**	**(4,804,950)**	**(1,151,286)**
Net Operating Result before Capital Income	**(5,205,371)**	**-**	**(5,205,371)**	**400,421**	**(4,804,950)**	**(1,151,286)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	252,000	166,653	418,653	(50,000)	368,653	106,693
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**252,000**	**166,653**	**418,653**	**(50,000)**	**368,653**	**106,693**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	16.1
Budgeted Headcount (excluding casuals)	17.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	14.4

Financial Commentary

Decrease from vacancies and forecast salary savings	(150,000)
SRV funding reallocated to spare general revenue	(120,000)
increase for Verge Mowing incorrectly budgeted in the Original Budget offset by decrease	49,579
Reduction in contractor general	(10,000)
Reduction in contractor general	(10,000)
Transfer Infrastructure Maintenance	(100,000)
Reduction in contractor Cleaning	(20,000)
Reduction in contractor general	(40,000)
	(250,421)
decrease for Pools Equipment/Building Infrastructure Capital to align to replacement schedule.	(50,000)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Parks and Open Spaces
Shire Presentation — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	113,583	-	113,583	-	113,583	16,297
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	5,820	-	5,820	-	5,820	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**119,404**	**-**	**119,404**	**-**	**119,404**	**16,297**
Expenses						
Employee Costs	3,268,850	-	3,268,850	(20,000)	3,248,850	771,274
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	1,210,936	-	1,210,936	(40,000)	1,170,936	185,108
Depreciation	-	-	-	-	-	-
Other Expenses	85,773	-	85,773	231,808	317,581	27,081
Internal Expenses	2,243,072	-	2,243,072	-	2,243,072	560,768
Total Expenses	**6,808,630**	**-**	**6,808,630**	**171,808**	**6,980,438**	**1,544,231**
Net Operating Result	**(6,689,227)**	**-**	**(6,689,227)**	**(171,808)**	**(6,861,035)**	**(1,527,933)**
Net Operating Result before Capital Income	**(6,689,227)**	**-**	**(6,689,227)**	**(171,808)**	**(6,861,035)**	**(1,527,933)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	0	367,307	367,307	20,000	387,307	50,740
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**0**	**367,307**	**367,307**	**20,000**	**387,307**	**50,740**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	38.9
Budgeted Headcount (excluding casuals)	40.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	30.0

Financial Commentary

Decrease from vacancies and forecast salary savings	(20,000)
Transfer to Infrastructure Maintenance - no net impact	(40,000)
EPA Waste Levy - General Revenue Funded Component	261,808
reduction in contribution to Bradman Oval to align with maintenance agreement	(30,000)
	231,808
increase for Sports field and Reserve Park Furniture Renewal to align with revised forecast	20,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Infrastructure Maintenance
Shire Presentation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	1,084
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	(554)
Grants & Contribution - Operating	-	-	-	802,773	802,773	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**802,773**	**802,773**	**530**
Expenses						
Employee Costs	3,051,274	-	3,051,274	(120,000)	2,931,274	769,297
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	5,193,464	-	5,193,464	(158,888)	5,034,576	202,877
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	1,131,336	-	1,131,336	-	1,131,336	282,834
Total Expenses	**9,376,074**	**-**	**9,376,074**	**(278,888)**	**9,097,186**	**1,255,008**
Net Operating Result	**(9,376,074)**	**-**	**(9,376,074)**	**1,081,661**	**(8,294,413)**	**(1,254,479)**
Net Operating Result before Capital Income	**(9,376,074)**	**-**	**(9,376,074)**	**1,081,661**	**(8,294,413)**	**(1,254,479)**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	37
Budgeted Headcount (excluding casuals)	37
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	27

Financial Commentary

Internal Cost Reclassification - Regional Roads Block Grant	802,744
Decrease from vacancies and forecast salary savings	(120,000)
Transfer to Specialist Engineering	(158,888)

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Specialist Engineering
Shire Presentation **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	-
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	356,667	-	356,667	249,560	606,227	110,500
Grants & Contribution - Capital	-	-	-	950,000	950,000	-
Internal Income	-	-	-	-	-	-
Total Income	**356,667**	**-**	**356,667**	**1,199,560**	**1,556,227**	**110,500**
Expenses						
Employee Costs	393,695	-	393,695	-	393,695	80,944
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	324,478	-	324,478	127,446	451,924	391,765
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	34,667	-	34,667	-	34,667	8,667
Total Expenses	**752,840**	**-**	**752,840**	**127,446**	**880,286**	**481,376**
Net Operating Result	**(396,173)**	**-**	**(396,173)**	**1,072,114**	**675,941**	**(370,876)**
Net Operating Result before Capital Income	**(396,173)**	**-**	**(396,173)**	**122,114**	**(274,059)**	**(370,876)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	-
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	25,051
Footpaths	-	-	-	-	-	-
Roads	4,740,000	-	4,740,000	-	4,740,000	54,492
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	-	-	-	-	-	-
Sewerage Network	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**4,740,000**	**-**	**4,740,000**	**-**	**4,740,000**	**79,543**
Principal Loan Repayments						
Principal Loan Repayments	480,469	-	480,469	-	480,469	118,270
Total Principal Loan Repayments	**480,469**	**-**	**480,469**	**-**	**480,469**	**118,270**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	3
Budgeted Headcount (excluding casuals)	3
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	2

Financial Commentary

Internal Cost Reclassification - Operational Grant - No Net Impact	249,560
Internal Cost Reclassification - Capital Grant - No Net Impact	950,000
Internal Transfer - Materials - No Net Impact	127,446

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Services
Org Level 3

	Original (1) Budget 2024/25	Approved Changes Budget Carryovers	Revised (2) Budget	Recommended changes for Council Resolution	Projected (3) Year End Result 2024/25	YTD Expenditure
Income						
Rates & Annual Charges	26,208,614	-	26,208,614	-	26,208,614	2,316,763
User Charges & Fees	11,560,899	-	11,560,899	-	11,560,899	1,291,073
Interest & Investments Revenue	3,550,000	-	3,550,000	-	3,550,000	1,575,766
Other Revenues	21,400	-	21,400	-	21,400	(4,479)
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**41,340,913**	**-**	**41,340,913**	**-**	**41,340,913**	**5,179,122**
Expenses						
Employee Costs	7,319,822	-	7,319,822	-	7,319,822	1,688,604
Borrowing Costs	8,947	-	8,947	-	8,947	3,207
Materials & Contracts	8,729,031	-	8,729,031	8,978	8,738,009	1,582,921
Depreciation	10,513,093	-	10,513,093	-	10,513,093	-
Other Expenses	13,270	-	13,270	-	13,270	3,318
Internal Expenses	6,653,665	-	6,653,665	-	6,653,665	1,663,416
Total Expenses	**33,237,828**	**-**	**33,237,828**	**8,978**	**33,246,806**	**4,941,465**
Net Operating Result	**8,103,085**	**-**	**8,103,085**	**(8,978)**	**8,094,107**	**237,658**
Net Operating Result before Capital Income	**8,103,085**	**-**	**8,103,085**	**(8,978)**	**8,094,107**	**237,658**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	11,160
Land	-	-	-	-	-	-
Buildings and Other Structures	-	-	-	-	-	-
Bridges	-	-	-	-	-	-
Footpaths	-	-	-	-	-	-
Roads	-	-	-	-	-	-
Stormwater Drainage	-	-	-	-	-	-
Other Infrastructure	-	-	-	-	-	-
Open Space/Recreational Assets	-	-	-	-	-	-
Water Supply Network	3,345,000	493,797	5,320,188	100,000	5,420,188	505,238
Sewerage Network	3,075,000	300,000	3,375,000	-	3,375,000	266,459
Other Assets	-	-	1,481,391	-	1,481,391	-
Total Capital Expenditure	**6,420,000**	**793,797**	**10,176,579**	**100,000**	**10,276,579**	**782,856**

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	68.0
Headcount (excluding casuals)	68.0
Staff Establishment	63.0

Notes:

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Service Description

This service captures the following activities:

- Water Services
- Depot and Maintenance Operations
- Treatment Services
- Waste Water Operations
- Water Network Operations

Financial Commentary

increase for Water Services Review	8,978
increase for replacement of fish filter, plus delivery of agreed original scope for Water Treatement Plant Asset renewal funded by the Water Fund	100,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Services

Water Services — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	26,366,831	-	26,366,831	-	26,366,831	2,406,049
User Charges & Fees	11,481,380	-	11,481,380	-	11,481,380	1,274,016
Interest & Investments Revenue	3,550,000	-	3,550,000	-	3,550,000	1,575,766
Other Revenues	21,400	-	21,400	-	21,400	30,104
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**41,419,611**	**-**	**41,419,611**	**-**	**41,419,611**	**5,285,934**
Expenses						
Employee Costs	(11,982)	-	(11,982)	-	(11,982)	68,782
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	241,784	-	241,784	8,978	250,762	111,585
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	11,384
Internal Expenses	1,793,697	-	1,793,697	-	1,793,697	448,424
Total Expenses	**2,023,499**	**-**	**2,023,499**	**8,978**	**2,032,477**	**640,174**
Net Operating Result	**39,396,112**	**-**	**39,396,112**	**(8,978)**	**39,387,134**	**4,645,760**
Net Operating Result before Capital Income	**39,396,112**	**-**	**39,396,112**	**(8,978)**	**39,387,134**	**4,645,760**

Notes:

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2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	1.0
Budgeted Headcount (excluding casuals)	1.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	1.0

Financial Commentary

increase for Water Services Review	8,978

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Depot and Maintenance Operations
Water Services **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	-	-	-	-	-	(162)
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**-**	**-**	**-**	**-**	**-**	**(162)**
Expenses						
Employee Costs	1,418,268	-	1,418,268	-	1,418,268	320,718
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	1,264,149	-	1,264,149	-	1,264,149	205,891
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	268,037	-	268,037	-	268,037	67,009
Total Expenses	**2,950,454**	**-**	**2,950,454**	**-**	**2,950,454**	**593,618**
Net Operating Result	**(2,950,454)**	**-**	**(2,950,454)**	**-**	**(2,950,454)**	**(593,781)**
Net Operating Result before Capital Income	**(2,950,454)**	**-**	**(2,950,454)**	**-**	**(2,950,454)**	**(593,781)**
Capital Expenditure						
Water Supply Network	2,695,000	274,847	2,969,847	100,000	3,069,847	448,096
Sewerage Network	2,840,000	-	2,840,000	-	2,840,000	156,290
Other Assets	-	-	-	-	-	-
Total Capital Expenditure	**5,535,000**	**274,847**	**5,809,847**	**100,000**	**5,909,847**	**604,386**

Notes:

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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	14.0
Budgeted Headcount (excluding casuals)	14.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	14.0

Financial Commentary

increase for replacement of fish filter, plus delivery of agreed original scope for Water Treatement Plant Asset renewal funded by the Water Fun	100,000

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Treatment Services
Water Services — Org Level 4

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	(158,217)	-	(158,217)	-	(158,217)	(94,494)
User Charges & Fees	11,296	-	11,296	-	11,296	3,825
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	(34,583)
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**(146,921)**	**-**	**(146,921)**	**-**	**(146,921)**	**(125,252)**
Expenses						
Employee Costs	2,900,277	-	2,900,277	-	2,900,277	710,031
Borrowing Costs	8,947	-	8,947	-	8,947	3,207
Materials & Contracts	6,261,211	-	6,261,211	-	6,261,211	1,164,843
Depreciation	10,513,093	-	10,513,093	-	10,513,093	2,867,207
Other Expenses	13,270	-	13,270	-	13,270	-
Internal Expenses	3,814,008	-	3,814,008	-	3,814,008	953,502
Total Expenses	**23,510,806**	**-**	**23,510,806**	**-**	**23,510,806**	**5,698,790**
Net Operating Result	**(23,657,727)**	**-**	**(23,657,727)**	**-**	**(23,657,727)**	**(5,824,042)**
Net Operating Result before Capital Incon	**(23,657,727)**	**-**	**(23,657,727)**	**-**	**(23,657,727)**	**(5,824,042)**
Capital Expenditure						
Water Supply Network	400,000	118,950	518,950	-	518,950	-
Sewerage Network	100,000	300,000	400,000	-	400,000	66,046
Total Capital Expenditure	**500,000**	**418,950**	**918,950**	**-**	**918,950**	**66,046**

Notes:

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2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	21.0
Budgeted Headcount (excluding casuals)	21.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	21.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Waste Water Operations
Water Services — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	-
User Charges & Fees	42,223	-	42,223	-	42,223	11,427
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**42,223**	**-**	**42,223**	**-**	**42,223**	**11,427**
Expenses						
Employee Costs	1,409,600	-	1,409,600	-	1,409,600	256,864
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	516,597	-	516,597	-	516,597	27,836
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	333,818	-	333,818	-	333,818	83,455
Total Expenses	**2,260,016**	**-**	**2,260,016**	**-**	**2,260,016**	**368,155**
Net Operating Result	**(2,217,793)**	**-**	**(2,217,793)**	**-**	**(2,217,793)**	**(356,729)**
Net Operating Result before Capital Incom	**(2,217,793)**	**-**	**(2,217,793)**	**-**	**(2,217,793)**	**(356,729)**
Capital Expenditure						
Plant & Equipment	-	-	-	-	-	5,580
Sewerage Network	135,000	-	135,000	-	135,000	42,515
Total Capital Expenditure	**135,000**	**-**	**135,000**	**-**	**135,000**	**48,095**
Principal Loan Repayments						
Principal Loan Repayments	-	-	-	-	-	-
Total Principal Loan Repayments	**-**	**-**	**-**	**-**	**-**	**-**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	17.0
Budgeted Headcount (excluding casuals)	17.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	14.0

Financial Commentary

No QBR1 budgetary changes proposed

WINGECARRIBEE SHIRE COUNCIL
Budget Review for the Quarter ended 30 September - Financial Year 2024/25
Income & Expenses - Water Network Operations
Water Services — **Org Level 4**

	Original [1] Budget 2024/25	Approved Changes Budget Carryovers	Revised [2] Budget	Recommended changes for Council Resolution	Projected [3] Year End Result 2024/25	YTD Actual
Income						
Rates & Annual Charges	-	-	-	-	-	5,208
User Charges & Fees	26,000	-	26,000	-	26,000	1,968
Interest & Investments Revenue	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-
Grants & Contribution - Operating	-	-	-	-	-	-
Grants & Contribution - Capital	-	-	-	-	-	-
Internal Income	-	-	-	-	-	-
Total Income	**26,000**	**-**	**26,000**	**-**	**26,000**	**7,176**
Expenses						
Employee Costs	1,603,660	-	1,603,660	-	1,603,660	332,208
Borrowing Costs	-	-	-	-	-	-
Materials & Contracts	445,289	-	445,289	-	445,289	72,766
Depreciation	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Internal Expenses	444,105	-	444,105	-	444,105	111,026
Total Expenses	**2,493,054**	**-**	**2,493,054**	**-**	**2,493,054**	**516,000**
Net Operating Result	**(2,467,054)**	**-**	**(2,467,054)**	**-**	**(2,467,054)**	**(508,825)**
Net Operating Result before Capital Incom	**(2,467,054)**	**-**	**(2,467,054)**	**-**	**(2,467,054)**	**(508,825)**

Notes:

1. Original Budget was adopted by Council on 26 June 2024 MN 2024/200
2. Revised Budget = Original Budget +- approved budget changes in previous Quarterly Budget Reviews
3. Projected Year End Result = Revised Budget +- recommended changes for Council resolution as part of this Quarterly Budget

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	15.0
Budgeted Headcount (excluding casuals)	15.0
Actual Full Time Equivalent as at the end of the Period (excluding Casuals)	13.0

Financial Commentary

No QBR1 budgetary changes proposed

Wingecarribee Shire Council

Quarterly Grants Review

01 July 2024 to 30 September 2024

Successful Grant Applications

01 July 2024 to 30 September 2024

Grant Project Name	Project Description	Grant Program / Name	Funding Body	Announcement Date	Amount ($)
AI-Enchanced Development Applications	Implementation of the DAISY solution to enchance decision making and operate efficiency within WSC development assessment team.	AI Solutions Panel Early Adopter Grant Program	Department of Planning, Land Use, Housing & Strategy	20/06/2024	200,000
Nowra Road - Moss Vale	Treatment of Block Spot site to improve road safety	Black Spot Program	Department of Infrastructure	31/07/2024	1,916,500
Old Hume Highway - Alpine	Treatment of Block Spot site to improve road safety	Black Spot Program	Department of Infrastructure	31/07/2024	1,520,000
Mobile Library Service Revitalisation	Fit-out of a new mobile library service replacing the current van with a contemporary, accessible, and welcoming space that will benefit the Wingecarribee community.	NSW State Library 2023/24 Public Library Infrastructure	NSW State Library	20/05/2024	207,104
				Total Successful Grant Applications	3,843,604

Unsuccessful Grant Applications

01 April 2024 to 30 June 2024

Grant Project Name	Project Description	Grant Program / Name	Funding Body	Announcement Date	Amount ($)
Exeter Road, Exeter	Treatment of Block Spot site to improve road safety	Black Spot Program	Department of Infrastructure	31/07/2024	420,000
Sutton Forest Bridge	Upgrade/Replacement of Sutton Forest Bridge Old Hume Highway	Bridge Renewal Program	Department of Infrastructure	09/08/2024	2,354,494
Upgrade Robertson School of Arts	Converting current storage room into a meeting room and enclosing the western veranda for storage of hall furniture. Works are minor and reversible.	Crown Reserves Improvement Fund - General	Department of Planning and Environment	30/05/2024	113,649
Demolition of Robertson Community Centre	Decommission of dilapidated Robertson Community Hall and making good of adjoining preschool's roof and subfloor.	Crown Reserves Improvement Fund - General	Department of Planning and Environment	30/05/2024	333,044
Veterbrate Pest Management - Mt Alexandra	Undertake control efforts in the Mt Alexandra Reserve to reduce vertebrate pest populations	Crown Reserves Improvement Fund - Pest Control	Department of Planning and Environment	30/05/2024	30,000
Goodman's Ford Flood Sensor & Gates	Installation of an intelligent flood monitoring sensor connected to road closure gates/signs to automatically close roads when river crossing is flooded.	Disaster Ready Fund Round 2	National Emergency Management Agency	29/08/2024	79,595
Innes Road Footpath	Design and construction of shared path to complete link to Berrima Train Station	Get NSW Active Program	Transport for New South Wales	25/06/2024	472,500
Main Street Footpath	Design and construction of footpath connecting Hoddle Street to May Street.	Get NSW Active Program	Transport for New South Wales	25/06/2024	406,250
Park Road Footpath	Design and construction of footpath linking East Bowral to Bowral High School, Loseby Park, Bowral Hospital and Bowral CBD.	Get NSW Active Program	Transport for New South Wales	25/06/2024	1,070,000
Wilson Drive Footpath	Design and construction of footpath and Pedestrian Refuge at Hill Top.	Get NSW Active Program	Transport for New South Wales	25/06/2024	445,375
Planning Capacity Improvements	Housing Support Program - Stream 1	Housing Support Program - Stream 1	Department of Infrastructure	11/07/2024	710,750
Women's Week Breakfast and Networking	Breakfast for local young women to build meaningful connections	2025 NSW Women's Week	Cabinet Office	25/09/2024	10,000
				Total Unsuccessful Grant Applications	6,445,657

Grant Applications Pending Outcome					
as at 30 October 2024					
Grant Project Name	**Project Description**	**Grant Program / Name**	**Funding Body**	**Application Date**	**Amount ($)**
Moss Vale Pool Electrification	Replacement of gas heat pumps with electric heat pump at Moss Vale Swimming centre	Community Energy Upgrades Fund - Round 1	Department of Climate Change, Energy, the Environment & Water	29/04/2024	500,000
Encouraging Native Landscapes	Community education program designed to encourage residential and rural property owners to adopt native gardens to increase population of pollinators.	Environmental Education Tier 1	Department of Planning & Environment	05/02/2024	60,000
Mittagong Creek Revitalisation	Bank stabilisation works of a portion of Mittagong Creek to improve water quality and habitats for aquatic life.	Habitat Actions Grant	Department of Primary Industries	29/09/2023	40,000
Community Threads Program	Design and delivery of a series of "Meet your Neighbour" events, supplemented by resident kits to improve social cohesion.	NSW Social Cohesion Grants for Local Government	Department of Customer Service	29/02/2024	149,200
Southern Highlands Business Corridor	Masterplanning and Branding to establish the Southern Highlands Business Corridor	Regional Precincts & Partnerships Program	Infrastructure NSW	20/06/2024	1,500,000
Road Safety Upgrade - Argyle Street	Footpath, fencing and kerb ramp construction	Road Safety Program	Transport for New South Wales	13/05/2023	1,188,382
Road Safety Upgrade - Innes Road	Footpath and pedestrian refuge construction	Road Safety Program	Transport for New South Wales	13/05/2023	763,400
Road Safety Upgrade - Bowral Road	Foodtpath and pedestrian fencing construction	Road Safety Program	Transport for New South Wales	13/05/2023	1,540,000
Road Safety Upgrade - Park Road	Foot path and kerb ramps	Road Safety Program	Transport for New South Wales	13/05/2023	2,031,000
Road Safety Upgrade - Belanglo Road	Shoulder widening	Road Safety Program	Transport for New South Wales	14/05/2023	1,526,984
Road Safety Upgrade - Exeter Village	Pedestrian crossings on exeter road and Bundanoon road	Road Safety Program	Transport for New South Wales	15/05/2023	879,000
Road Safety Upgrade - Southern Highlands Christian School	Wombat crossings and parking improvements	Road Safety Program	Transport for New South Wales	16/05/2023	1,004,000
Moss Vale Hill Road Reservoir Duplication	Design & construction of a new reservoir at Hill Road to duplicate existing adjacent reservoir	Housing Support Program - Community Enabling Infrastructure	Department of Infrastructure, Transport, Regional Development, Communication and the Arts	16/08/2024	6,382,000
Bus Shelter - 444 Moss Vale Road, Bowral	New bus shelter	Country Passenger Transport Infrastructure Grant Scheme (CPTIGS)	Transport for NSW	28/08/2024	20,000
Bus Shelter - 905 Penrose Road, Penrose	New bus shelter	Country Passenger Transport Infrastructure Grant Scheme (CPTIGS)	Transport for NSW	28/08/2024	20,000
Bus Seat - 10 Westwood Drive, Bowral	New bus seat	Country Passenger Transport Infrastructure Grant Scheme (CPTIGS)	Transport for NSW	28/08/2024	4,500
Bundanoon Community Emergency Hub	Establish a Community Emergency Hub in Bundanoon to support informal volunteers during emegencies	Supporting Spontaneous Volunteers Program	NSW Reconstruction Authority	30/08/2024	66,000
Shining Bright: Celebrating Seniors in the Wingecarribee Shire	Seniors Festival program of events to celbrate the talents, creativity, and rich life experiences of older people in our community.	NSW Seniors Festival Grant Program 2025	NSW Department of Communities and Justice	05/09/2024	10,000
Holiday Break Program - Summer Autumn 2024-2025	Holiday Break Program - Summer Autumn 2024-2025	Holiday Break Program - Summer Autumn 2024-2025	NSW Department of Primary Industries and Regional Development	20/09/2024	6,700
Design and Upgrade of Exeter Road	Upgrade 1.4 km of Exeter Road between Exeter and Sutton Forest	Safer Local Roads and Infrastructure Program	Dept of Infrastructure, Transport, Regional Devt, Communications and the Arts	30/09/2024	3,228,310
				Total Grant Applications Pending Outcome	**20,919,476**

Note 1: The "Announcement Date" is the date upon which the grant outcome is able to be disclosed publicly. This date may not align with the date Council was notified of a successful application.

Note 2: Applications referred to in this report do not encompass "expressions of interest" for grant opportunities.

Note 3: The list provided in this report excludes recurring, non-competitive grants.

Wingecarribee
SHIRE COUNCIL

Community Engagement Strategy

(Incorporating our Community Participation Plan)





Wingecarribee Shire Council acknowledges the Gundungurra and Dharawal people as the Traditional Custodians of this land. We pay our respect to the Traditional Custodians, their Ancestors who cared for this Country for many thousands of years, and their Elders and descendants who continue to care for Country.



It is my pleasure to introduce our revised 2024 Community Engagement Strategy.

The Strategy has been developed to guide Council's engagement efforts and outlines key objectives and initiatives, providing a roadmap for enhancing Council's communication and engagement practices.

The Strategy examines the characteristics of effective community engagement and the necessary steps to achieve it. Critically, it has prompted Council to evaluate its past and present approaches to involving the community in decision-making processes. We acknowledge the need for improvement and are actively working to address the historical low levels of community satisfaction with Council's engagement on important issues. This Strategy seeks to address this.

Residents, workers and business owners have talked to me directly about the importance of transparency and providing authentic and timely opportunities to get involved in decision-making. This is why we are now taking a principles-based approach to how we engage with you; with a view to achieving more inclusive, accessible, representative and respectful engagement.

The Strategy provides us with a road map and high-level objectives that we will work towards between now and over the next four years. This approach will help to ensure that your incoming Council is well positioned to continue this ongoing and important conversation about how people across the Shire participate in the decisions that affect them.

I appreciate that real improvement can take time, but I remain optimistic that we can continue to rebuild the community's trust in our local democracy processes.

Through our Community Engagement Strategy, we aim to rebuild and develop strong, collaborative relationships across our community. We will do this through a more consistent, evaluated approach to how and when we engage.

Most of all, we will continue to listen to and learn from our community.

Jesse Fitzpatrick
Mayor



Community engagement is at the heart of local government. As we embark on a crucial period of organisational renewal, I'm excited to oversee the review of our Community Engagement Strategy.

This Strategy outlines how we'll communicate, consult, and collaborate with our community. Your input is vital in shaping the important strategies, plans, projects, and services we provide.

To ensure we're effectively meeting the needs of our community, we're committed to revitalising our engagement approach. This strategy will play a key role in achieving our organisational goals.

Over the next four years, we'll continue working to achieve our core objective of removing barriers that hinder community engagement and participation. We recognise that many of our residents, especially older adults, face challenges in fully participating in community life. We also aim to create inclusive, welcoming, and safe spaces for young people to share their perspectives.

We're committed to transparency and trust between the Council and the community, we'll prioritise open communication about decision-making processes. We'll ensure that participants understand how community input, along with other factors, has influenced decisions.

We're committed to continuous improvement and will rely on your feedback to inform our engagement efforts. By learning from past experiences, we'll strive to become a model for local government, building a trusted, resilient, courageous, and caring organisation that actively listens to its community.

On behalf of the team at Wingecarribee I look forward to engaging with you on the issues you care about most and, working together, achieving a bright future for our Shire.

Lisa Miscamble
General Manager



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About the Community Engagement Strategy

This Community Engagement Strategy seeks to define how, when and who we engage, and sets the principles we aim to uphold.

In this context, the term 'community' refers to all our stakeholders. This includes those people who live, work, study or visit here. Importantly, it also includes other levels of government.

It is strongly aligned with the Communications Framework and is supported by a Policy, which outlines our commitment to achieving effective engagement, and a Community Engagement Toolkit designed to help staff plan, deliver and evaluate community engagement activities.

The Local Government Act 1993 requires all NSW councils to have a Community Engagement Strategy based on social justice principles.Our Strategy also includes a Community Participation Plan. This Plan describes how and when the community will be engaged on planning and development matters and is required under Division 2.6 of the Environmental Planning and Assessment Act 1979.



What we mean by 'Community Engagement'

Community engagement is a term that covers information sharing, consultation and active participation between government and communities.

It seeks to ensure people have an opportunity to participate in decisions that affect them.

In a local government context community engagement can take many forms, ranging from receiving a letter about a neighbour's development application or responding to a "have your say" advertisement, to attending a facilitated workshop on a major project.

Community engagement helps Council:

- provide opportunities for the community to voice an opinion on proposals, plans, services and activities;
- work more closely with the community to shape policy options and priorities.

Community engagement does not necessarily mean achieving consensus. However, community input into Council's decision-making process provides the potential for a better, more informed decision for everyone. This results in:

- improving the relationship between the community and Council;
- enhancing community ownership of decisions;
- adding value to Council's decision-making processes by drawing on the skills and wisdom of people and groups in the community;
- maximising the possible positive impacts of a Council decision and minimising the possible negative impacts

How we developed the Strategy

Council's Community Engagement Strategy was originally informed by a series of community focus groups, a youth survey and the results of a broader Community Research Survey. The 2024 review of the Strategy has identified the need to continue implementing key actions and engagement strategies.

Through the review process, we learned that many people prefer a mix of communication and engagement methods and value opportunities to have their say. Taking conversations out to the Shire's villages and towns also proved popular, acknowledging that these distinct areas have different needs and priorities.

A core theme was the need to continue to provide genuine opportunities for people to become more involved in decision-making and provide creative ways for the community to engage with Council to provide feedback so that people are aware of the outcome and how their input was considered.







Our roles and responsibilities

We all play a role in the delivery of the Strategy. Whilst the Strategy is focused on the Council's role, it is important to acknowledge that its overall success will be influenced by the participation of many stakeholders.

Councillors

A Councillor's role in community engagement is to participate as an elected member, listen to the views of the community and consider those views when making decisions. They play an important role in reflecting the views of the community back to the staff ensuring that concerns and ideas are heard.

Council Staff

A Council staff member's role is to organise and facilitate the discussion, record, provide feedback, evaluate the engagement and consider the community's views when making informed recommendations to Council.

Staff are responsible for managing individual community engagement activities ensuring that they are in line with the Policy and Strategy. Importantly, they are also responsible for providing feedback to participants on the outcomes of an activity, how their input was considered in making the final decision.

Staff, and Councillors, must always act in a professional, unbiased and responsible manner that reflects the Code of Conduct.

Community Engagement Specialist

While community engagement is the responsibility of everyone, the Community Engagement Specialist plays an important role in managing the implementation of this Strategy. The Specialist provides advice and assistance to staff to support a more consistent and evaluated approach to delivering community engagement activities.

Community

Our community includes a range of diverse stakeholders, including other levels of government and service providers. Members of the community are responsible for contributing to the decision-making processes available to them.

This involves making themselves aware of opportunities to engage, considering the information or options available, providing timely feedback, participating respectfully and considering the ideas of others.

The Role of Local Democracy

The Community Engagement Strategy supports local democracy, which is a system of government in NSW that involves democratically electing local governing bodies (the Council).

The community will elect community representatives (Councillors) to form its governing body, which in turn is responsible for developing and delivering policies, strategies, plans, and services.

The community participates in decision making through community engagement activities – or opportunities to have a say. These opportunities allow them to inform and shape Council decisions.

Under the Local Government Act, the elected Council is the final decision maker and is accountable to the community. This means ensuring that reasons for decisions are transparent and clear.

The community recently elected its new Council in September 2024.

Who we engage with

Our community is inclusive of many stakeholders. This means we need to understand and sometimes balance diverse interests, priorities and needs.

This can make community engagement challenging however it also provides us with great opportunities to hear from a diverse range of perspectives.

Our aim is to, in the first instance, ensure we are engaging with those people most impacted by a decision.

Sometimes we define our communities as being communities 'of place' or communities 'of interest.' This refers to people having a particular area in common, such as a town or village. Others may share a concern about a particular issue or topic.

Our stakeholders are broadly described below.



Community Snapshot

POPULATION

2021 Population = 52,709



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

48% of the population are **males** *2016

52% of the population are **females** *2016

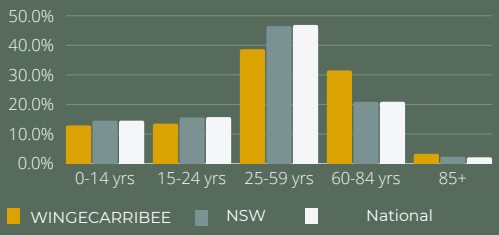


In 2021, 2,940 people (or 5.6% of the population) reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2016.



6.6%
of residents identify as Aboriginal and Torres Strait Islander Peoples

AGE STRUCTURE





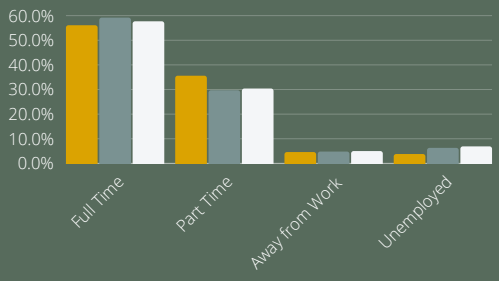
77%
of us were born in Australia

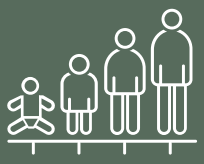


7%
of us speak a language other than English

In 2016 Median age is 47 years compared to State average of 38 years

EMPLOYMENT





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.

HOUSING



90.7%
Shire's residents live in standalone dwellings



8%
high-density housing



23,618
total dwellings



36%
of us have a long-term health condition



26%
single person households



32%
two person household



26%
of us are couples with children



81%
Work and Live in the Shire



23%
participate in volunteering activities higher than NSW figure of 18.1 %



43%
Own our home



15%
of us are at school

Source: https://forecast.id.com.au/wingecarribee prepared by id (informed decisions), October 2021 and ABS Statistics

Challenges and Opportunities









At times, there will be occasions where community engagement cannot define the outcome of the decision making due to (but not limited to): legislation and compliance budget, revenue and funding stipulations work, health and safety and procurement.

Council will need to consider the following challenges when undertaking engagement activities:

Limited Participation: Engagement needs to be broadly promoted and at various times across the week to ensure all members of the community can actively participate.

Consultation Fatigue: Stagger engagement to reduce the risk of the community and key stakeholders feeling overwhelmed.

Scope Creep and Community Expectations: It is important to provide context and scope to help manage community expectations and define engagement aims.

Hard to Reach Audiences: Targeted engagement is needed to encourage higher levels of participation by young people. Council aims to work creatively with young people to better understand how they wish to be engaged, and create welcoming, inclusive and safe environments for them to participate in.

Wingecarribee Shire has a growing older population and Council values their experience and will actively engage them. While aging presents challenges, Council aims to support older residents' full participation by understanding their needs, designing inclusive activities, promoting technology, and providing regular face to face interactions. Our Shire consists of many distinct towns and villages, each with their own unique character and history. Council will continue to offer a mix of both place-based engagement events, which brings the conversation direct to the community, and online technologies to ensure we reach as many people as possible.

Council maintains open communication with other levels of government. The Mayor and General Manager often lead these discussions, but regular dialogue and collaboration occur between individual agencies and staff. State and Federal governments are responsible for actively participating in consultation processes and working with Council and the community to address issues.

Council will continue to engage with the community to discuss service levels, including customer satisfaction and the condition of assets like roads and buildings. We recognise that resources are limited, and careful prioritisation is always necessary.

Our Purpose

To achieve community engagement that actively and genuinely involves the community in the decisions that affect them.

Working with the community, we aim to achieve great outcomes for the Shire, now and into the future.

Guiding Principles

The principles below guide and inform our approach to continue engaging with you. We regularly evaluate our community engagement activities against these principles.

The principles support the social justice principles of access, equity, participation and rights. They also take into consideration the community participation principles in the Environmental Planning and Assessment Act 1979.

Simple and Authentic: We use straightforward easy to use language that is accessible, relevant and easy to understand. Everyone has an opportunity to participate, and all participants are treated with respect.

Trust and Transparent: We're committed to providing meaningful and authentic opportunities to participate. We seek opinions that are reflective of the broader community and those most impacted by the decision.

Sustainable: We will 'close the loop' and be creative on how and where we engage to ensure engagement cuts through and reaches diverse participation.

Timely: Engagement occurs as early as possible, allowing sufficient time for people to contribute and participate.

Our Objectives

Our objectives, or goals, are core to the continued achievement of this Strategy. They provide us with strategic direction.

Our staff consider these objectives when planning, delivering and evaluating community engagement. How well we achieve these objectives helps us to also evaluate our performance.

1 Ensure all sectors of the community have opportunities to have their say

We will do this by:
- Delivering a diverse program of community engagement activities
- Promoting community engagement activities through a variety of platforms and channels
- Investigating innovative approaches that will help us to reach more people
- Ensuring that the level of community engagement we undertake, and the methods we use, are appropriate to what we are trying to achieve

2 Reduce barriers to community participation

We will do this by:
- Tailoring activities to suit specific audiences and their unique needs
- Using easily accessible venues, online tools and resources
- Writing in plain English, avoiding the use of technical or confusing language
- Being aware and considerate of cultural sensitivities and needs
- Using a mix of face to face and online or digital methods
- Using artistic and creative techniques to help people share their ideas and stories

3 Strengthen Council's relationship with the community

We will do this by:
- Providing feedback to participants on the outcomes of decisions and what influenced the final decision
- Understanding diverse needs through improved stakeholder mapping and analysis
- Educating the community on the roles and responsibilities of the Council and other stakeholders
- Enabling people to monitor our progress by tracking key decisions on our website
- Developing partnerships with the community to inform the design and delivery of projects, programs and services

4 Increase Council's understanding of the Shire's many communities and their unique needs and priorities

We will do this by:
- Including the outcomes of community engagement activities in Councillor and Committee briefing sessions and formal reports of Council
- Engaging the community on affordable and acceptable Council services, including levels of service, at least every four years as part of the review of the Community Strategic Plan
- Engaging the community on priority issues and overall satisfaction with Council performance via a biennial survey

5 Continuously improve the Council's approach to community engagement

We will do this by:
- Asking for feedback on community engagement activities
- Sharing the outcomes of community engagement more broadly to inform future activities
- Applying a consistent and coordinated approach to planning, delivering and evaluating community engagement
- Consulting with the community on appropriate channels and methods for communication and engagement
- Proactively investigating new technologies and methods to communicate and engage



Our Approach

We develop engagement plans when delivering community engagement on major projects and decisions which may have a significant impact on stakeholders. Smaller projects of a lesser impact and fewer resources benefit from a similar but less formal approach.



When we engage

Council often seeks public participation during the planning stages of projects or initiatives; when a change in service, activity or infrastructure is considered; or when more information and evidence is required.

In the engagement planning process, consideration is given to the complexity of the decision and the optimal time needed for people to respond. Whilst legislation sets out minimum requirements for some specific consultations, each engagement process is considered on its individual basis and merit.

How decisions are made

The decision process can be complex. Feedback from the community will be considered in the final decision made by Council.

At times the community will have limited opportunity to have a say but when this happens, Council will clearly explain why.



Reasons that may limit the ability to inform a decision include safety, legislative requirements or other factors Council cannot influence. For example, sometimes Council will collect comments on behalf of the State Government. When this happens, we can only forward your comments on.

In other cases, Council is given a target – such as a housing development target over five years – which we cannot change. When this happens, we can only consider comments about how to meet the target, but not about whether the target itself is right. Sometimes the Council will advocate on an issue to effect change on behalf of the community.

Levels of Participation

Planning for public participation in decision-making is broadly guided by practices advocated by the NSW Government and International Association for Public Participation (IAP2). Council acknowledges that engagement may fall within five increasing levels of participation within the IAP2 Public Participation Spectrum and different approaches are required for each.

Increasing levels of participation	Goal	Description	Example methods
Inform 	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	All levels of community engagement will involve this level.	Social media Website Advertisements Flyers Letters Emails Newsletter
Consult 	To obtain feedback on analysis, alternatives and/or decisions.	This level is selected when Council asks and listens to the community about ideas to improve a particular proposal, understand what would happen if Council made a certain decision, or when several options are provided for community preferencing, e.g., providing feedback on a draft plan to upgrade a nearby park	Written submissions Online submissions Focus groups Surveys
Involve 	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	This level is selected when Council wants to include the community early in the planning process to ensure concerns and aspirations are both heard and understood, e.g., the community are engaged to help identify aspirations and solutions to create an Environmental Strategy. Initial input and local knowledge are used to inform the development of the Strategy, which is then presented for further feedback before being finalised.	Community Advisory Panels Working Groups
Collaborate 	To partner with the public in each aspect of the decision including the development of alternatives and the identification of preferred solutions.	This level is selected where issues and solutions are unclear and Council works with equal power and partnership to find solutions that lead to an agreed outcome, e.g., Council works closely with a demographically representative group of people to review the Community Strategic Plan.	Co-design committees
Empower 	To place final decision making in the hands of the public.	This level is selected when the community and stakeholders are provided with the skills, information, authority and resources to make the final decision. This level is rare given that the final decision usually sits with the elected representatives.	Highly participatory activities e.g. citizens' juries

Design and Delivery

Staff are provided with a toolkit to assist them when planning and evaluating community engagement.

Project managers are responsible for following key steps in preparing Community Engagement Plans.

1. Define and scope the project – review Council resolution or Executive requirements. Confirm the purpose and objectives, consider the context, review risk, consider resource constraints and identify the negotiables and non-negotiables. Determine the levels of participation required at various stages of the project.

2. Identify key stakeholders – consider individuals and organisations who could be affected by a decision on the issue. Consider decision making processes, regulations and levels of authority. Gather contact details and prepare to record interactions. Identify any barriers that might impact certain stakeholders and work to reduce or remove these.

3. Plan consultation approach – offer a range of ways for stakeholders to learn about the topic and share their thoughts and ideas. Anticipate the details they will require to participate in an informed way. Tailor the approach and consider creative tools and interactive methodologies.

4. Seek approval of the plan - smaller scale engagement requires approval from, at a minimum, the responsible Manager. These projects tend to be low impact and local to a small section of the community.

   Plans for significant community engagement are usually authorised by management and then endorsed by Councillors as part of Ordinary Meetings of Council. Council reports are required to outline planned consultation as well as record subsequent results.

   Significant, in this context, relates only to those projects that are considered high impact local or city-wide activities.

5. Implement the plan – conduct communication and engagement with stakeholders as described in the plan. Adhere to timeframes and budget. Develop relationships and record interactions or outcomes. Monitor process and adjust if required.

6. Consider response – collate, analyse and identify how engagement outcomes will be utilised in decision making.

7. Close the loop – provide feedback, articulate to participants how their input has been or will be utilised in decision making and what other information was used to determine the outcome.

8. Review and report – evaluate success of the engagement plan. Consider reach, participation, design and delivery, and alignment with our engagement principles.





How We Engage

To ensure successful engagement, careful consideration is given to methods, tools and timing. How we engage will depend on the level of engagement we need to undertake.

Consideration is given to levels of community and stakeholder interest, political sensitivity, opportunities for partnerships, the level of social, economic and environmental impact, legislative requirements, accessibility, timeframes, resources and monetary constraints.

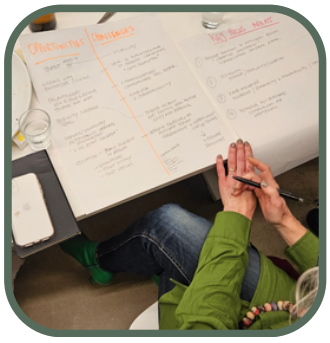
A range of tailored approaches are then considered.

Some of the options available include:

- Interviews and one-to-one meetings
- Surveys and polls - online, intercept and phone
- Storytelling and submissions
- Mapping and drawing
- Briefings and presentations
- Displays and information sessions
- Listening posts and drop-in events
- Focus groups, field trips and walking tours
- Brainstorming idea generation
- Moderated online forums
- Committees and working groups
- Workshops and forums
- Appreciative Inquiry
- Dotmocracy and World Cafe
- Community group meeting attendance
- Committees and working groups
- Online consultation hub
  www.participatewingecarribee.com.au











Encouraging Conversations

Staff are provided with a toolkit to assist them when planning and evaluating community engagement. Project managers are responsible for following key steps in preparing Community Engagement Plans.

Council recognises that views gathered through conversations and engagement should be representative of a broad cross section of the community.
Where possible, Council is committed to ensuring open access through:

- Use of accessible venues
- Promotion of accessibility options
- Ensuring a range of engagement methods are used
- Provision of easy read materials or direct support to interpret documents
- Choose venues that are safe, in visible and public locations and directly accessible

In addition, we have identified some specific groups that may require additional considerations when communicating or undertaking engagement.

Children

- Use clear and informal language, free from jargon and acronyms
- Avoid potentially intimidating techniques and venues
- Inform young people about what Council does

Young People

- Use clear and informal language, free from jargon and acronyms
- Consider incentives
- Choose venues accessible to public transport
- Use existing relationships (e.g. children and youth services)

Working Families

- Consider timing and childcare needs
- Consider venue options that are appropriate for children

Older People

- Use large print
- Choose accessible venues
- Consider transport options
- Use existing relationships

Aboriginal People

- Invite and encourage involvement of respected elders
- Use clear language, free from jargon and acronyms
- Use existing relationships (e.g. Aboriginal Community Development Officer and Aboriginal Community Support Networks Wingecarribee)

People with a Disability

- Use clear language, free from jargon and acronyms
- Avoid activations that require long periods of concentration
- Encourage participants to bring support person
- Consider information format

People with a Disability

- Use clear language, free from jargon and acronyms
- Avoid activations that require long periods of concentration
- Encourage participants to bring support person
- Consider information format
- Ensure adequate lighting
- Be on the same level
- Avoid or reduce background noise whenever possible
- Repeat and rephrase as required
- Consider Auslan Interpreter Service

Culturally Diverse Communities

- Use clear language
- Consider use of interpreters
- Translate printed material
- Respect cultural differences
- Invite respected community leader
- Consider dietary requirements

Snap shots of Engagement



Case Study 1
Casburn Park Upgrade



Case study 2
Robertson Village Place Plan



Case study 3
Community Research Project 2022

	Case Study 1 Casburn Park Upgrade	Case study 2 Robertson Village Place Plan	Case study 3 Community Research Project 2022
Why the engagement took place:	draft concept design for a new and improved inclusive adventure playground was shared with the community to ensure the park meets the needs of residents and children.	To develop a community-led strategic plan for Robertson. The Robertson Village Place Plan is a holistic place-based plan to address the housing, economic, social and cultural needs of the Robertson community, both now and into the future.	Council sought to gain community insights on the challenges and opportunities facing the Shire over the next 10 years along with peoples' satisfaction with Council's performance.
Who was engaged:	Wingecarribee Shire residents with a focus on users of the playspace and people local to the project.	The Robertson Community	A representative sample of Wingecarribee Shire Residents.
How we engaged:	Via a project page on Council's online consultation hub, Participate Wingecarribee, community survey along with extensive engagement with local associations, groups and neighbouring residents.	A mix of methods was used to actively involve the community; from online surveys and discussions, to face to face sessions, a photo competition, an interactive word map and other activities.	A telephone survey was conducted and over 400 people participated.
What happened to your feedback:	Feedback received was considered and then incorporated where possible into the detailed design. The result was a more inclusive playspace for the local community.	Community input directly informed the draft Robertson Village Place Plan. The result was a place plan that considers a longer-term, vision for the village.	Information is being used to inform Council's Delivery Program, Operational Plan and Budget and future service reviews. Results also help us to prioritise resources. The goals and strategies within the Community Strategic Plan will also be updated to reflect the community's priorities.



What happens to your feedback

We value the community's feedback. That's why a priority of this Strategy is to ensure that people are kept informed about how feedback was considered and what the final decision was.

How we provide feedback will often depend on the level or scope of the engagement.

In many cases, particularly whereby a group of people are directly impacted by a project or issue, we will work to contact individual participants once a decision has been made. We usually do this through email or letter. Occasionally, this may require a personal phone call.

When reporting outcomes for larger scale projects that have wider implications for the Shire, we will provide updates on our website or through a formal report to Council.

Staff are responsible for advising you at the start of the process, exactly how and when feedback will be provided.

Evaluating Our Approach

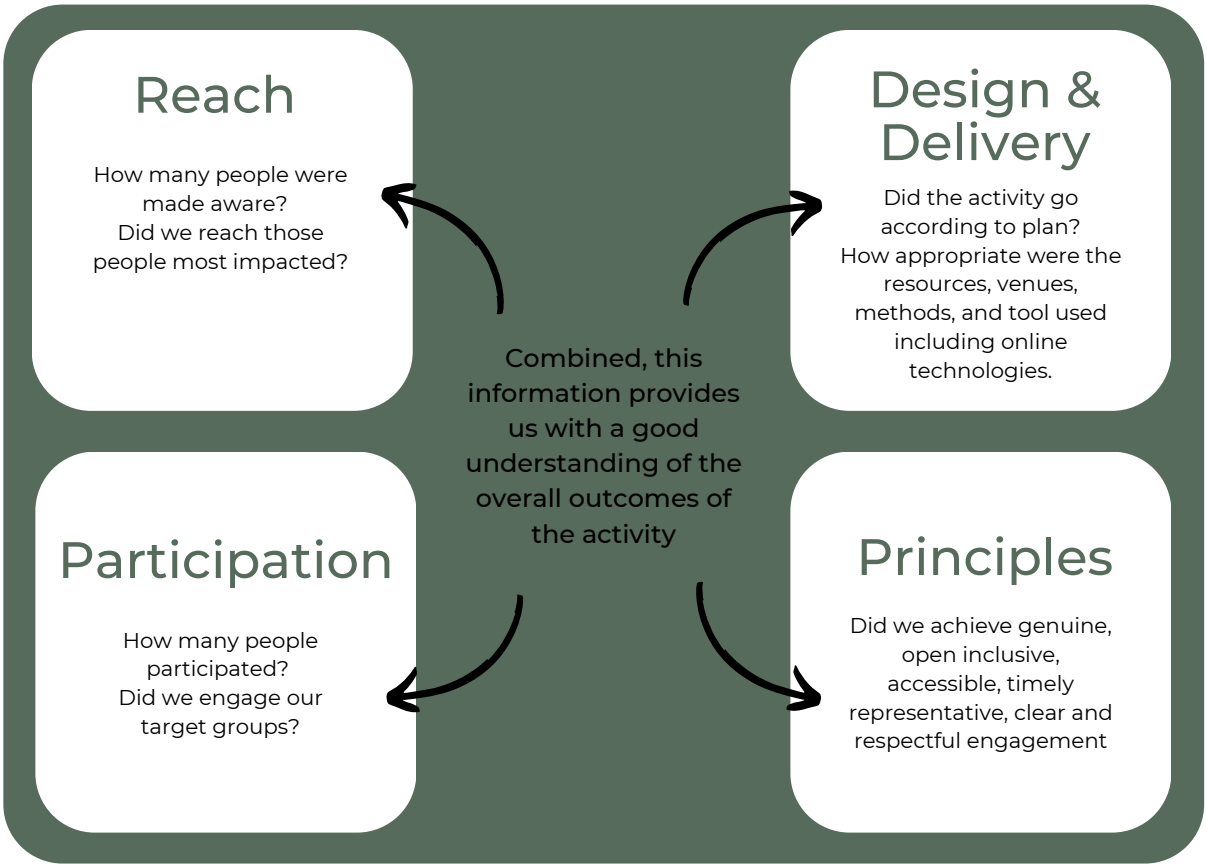
There are several ways in which we evaluate our approach.

Staff are encouraged to debrief after completing community engagement activities and assess the effectiveness of the activity against a set of criteria. This helps us to continuously improve upon what we do.

We often seek feedback from people who participated in the activity, using a mix of online and traditional feedback methods. We may ask questions about the process, methods and tools that we used, along with the overall experience.

The larger the scope and impact of the community engagement, the more formal the evaluation process and documentation will be.

We consider the following when assessing the effectiveness of individual community engagement activities and their outcomes.



Community Participation Plan

This section of the Strategy relates specifically to how we engage the community on planning and development matters.

Council has a responsibility to deliver the objectives of the Environmental Planning and Assessment Act 1979 (EP&A Act) which stipulates mandatory and minimum requirements for community participation in strategy development, plan making and making decisions on proposed development.
The level and extent of community participation will vary depending on the location, scope of the proposal under consideration and potential impact of the decision.

When it comes to planning and development, Council's discretion over types and levels of engagement is sometimes limited. Schedule 1 of the EP&A Act identifies minimum requirements for the public exhibition of strategic planning and policy documents, as well as applications submitted to Council for determination. These minimum requirements are set out in Table 1.

Local Environmental Plans (i.e. Rezoning and alternative use) Development Control Plans and Development Contributions Plans must be advertised for a minimum of 28 days and submissions considered. But where relevant, Council will seek to extend this timeframe and use additional forms of engagement in accordance with this Strategy.

Some Development Applications (DAs) are classified as 'Exempt' or 'Complying' Development and may be assessed by private Certifiers rather than Council staff. In these cases, there may be little or no consultation.

Consultation on other DAs is carried out in accordance with Table 2 Notification Requirements and varies according to the scale and expected impacts of each proposal.

Typically, these DAs are neighbour notified for at least 14 days or advertised for 30 days, with submissions then considered before decisions are made – usually by a senior member of staff acting under delegated authority. However, for a small percentage of applications Councillors may require further public consultation and/or call up the matter to a Council meeting to make the decision itself.

Proposals for very large and/or costly developments are determined by the Joint Regional Planning Panel or by the State government. Consultation on these proposals is normally guided by the minimum statutory requirements.







Submission Process

Well founded, balanced and factual submissions can inform, and influence assessment processes and Council can obtain valuable information on localised issues that may apply to the matter being considered.

Making a submission is not mandatory however it is helpful to receive supportive as well as constructive feedback.

Submissions made in response to notification or advertisement of a development application, strategic plan or policy document must:

- Be made in writing
- Identify the Application Number and Property Address of the development application
- Clearly indicate the name, address, email and phone number of the party making the submission
- Clearly state the reasons or grounds for support of or objection to the proposal.

Objections should not be focussed on civil disputes and should be based on planning grounds generally related to detrimental effects or unmanageable impacts such as:

- Ground levels or views to and from the land
- Privacy, overshadowing and solar access
- Amenity impacts (such as potential noise, traffic, access, odour, light or other impacts)
- Visual aspects of the building in relation to streetscape including heritage considerations
- Other localised issues such as natural hazards and stormwater / drainage

Council will acknowledge receipt of any submissions received at the conclusion of the assessment process and advise that the submission has been considered. Basic information on the outcome may also be provided
For more information about lodging submissions, along with planning and development processes, please visit our website - https://www.wsc.nsw.gov.au/Plan-and-Build/NSW-Planning-Portal

Reporting Outcomes

In relation to applications for development consent, and applications for the modification of a development consent which was publicly exhibited, Council will publish details of:

- the land parcel and a description of the proposed development
- the decision and date on which it was made
- the reasons for the decision (having regard to any statutory requirements applying to the decision)
- how community views were considered in making the decision.

TABLE 1 - Minimum exhibition timeframes

Plan Making Mandatory requirements	(Schedule 1, Part 1, Division 1 (1) of the EP&A Act 1979)
Draft community participation plans	28 days public exhibition
Draft local strategic planning statements	28 days public exhibition
Planning proposals for local environmental plans subject to a gateway determination	28 days public exhibition or: a) if a different period of public exhibition is specified in the gateway determination for the proposal—the period so specified, or b) if the gateway determination specifies that no public exhibition is required because of the minor nature of the proposal—no public exhibition.
Draft development control plans	28 days public exhibition
Draft contribution plans	28 days public exhibition
Development Assessment Mandatory requirements	(Schedule 1, Part 1, Division 2 (2) of the EP&A Act 1979)
Application for development consent (other than for complying development certificate, for designated development or for State significant development)	14 days public exhibition or: a) if a different period of public exhibition is specified for the application in Table 2 —the period so specified, or b) if Table 2 specifies that no public exhibition is required for the application—no public exhibition.
Application for development consent for designated development	28 days public exhibition
Application for modification of development consent that is required to be publicly exhibited by the regulations	14 days or the period (if any) determined in Table 2.
Environmental impact statement obtained under Division 5.	28 days public exhibition

Notes:

1. Clause 17 in Schedule 1 to the Act states that if a particular matter has a different exhibition or notification period that applies under Part 1 of Schedule 1, the longer period applies.

2. Division 3 (18) states a public authority is not required to make available for public inspection any part of an environmental impact statement whose publication would, in the opinion of the public authority, be contrary to the public interest because of its confidential nature or for any other reason.

3. Public exhibition involves a) giving notice to individual landowners, b) setting an appropriate exhibition timeframe, c) advertising the exhibition and how submissions can be made, and d) making documents publicly available.

4. The period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.

5. Submissions relating to applications and other exhibited documents must be made in writing and be lodged with the Council within the period specified in the notice (the exhibition period).

TABLE 2 - Notification requirements

Development Type	Neighbour notification (14 days)	Advertised development (30 days) *	No notification or exhibition requirements
New Residential Single Storey Dwellings			●
New Residential Single Storey Dwelling (and Residential alterations and additions) with change in ground level >600mm and not in an urban release area and has identifiable impacts on adjoining or adjacent properties in the opinion of a Council assessing officer	●		
New Residential Two Storey Dwellings or ancillary two storey buildings in all residential zones (and two storey residential alterations and additions) unless the subject site is located within a mapped urban release area	●		
Outbuildings that are ancillary to a residential usage of the land (e.g., sheds, pools, garage and carports)			●
Residential accommodation where there is two or more dwellings being proposed on any one site (includes secondary dwellings and dual occupancies)	●		
Residential accommodation where there is three or more additional dwellings being proposed (Including Boarding Houses, Multi Dwelling Housing and Residential Flat Buildings)	●	●	
Demolition (unless in a heritage conservation area or an item of heritage			●
Commercial			
New Commercial Premises	●		
New Commercial and Industrial premises where it is considered by the assessing officer to have a potential impact on adjoining land or where the proposed development is either adjoining or adjacent to a Residential Zoning.	●	●	
Additions and Alterations to a Commercial Premises	●		
Change of Use	●		
First Occupancy of a new premises	●		
Signage	●		
Subdivision			
Subdivision of land into two or more lots	●		
Boundary Adjustments			●
Strata Subdivision			●
Tourist and Visitor accommodation			
New Facilities or alterations and additions to existing facilities or a change of use	●	●	
Rural industries			
Rural industries	●		
Industries / storage			
New Industry / Factory Buildings	●		
Alterations and Additions to Buildings	●		
Change of use	●		
Tower used to site telecommunication facilities	●	●	
Extractive industries			
Extractive Industries -Not designated	●	●	
Extractive Industries - Designated Development	●	●	
Hospital / Religious / Education Establishments			
New	●	●	
Alterations and Additions	●	●	

TABLE 2 - Notification requirements

Development Type	Neighbour notification (14 days)	Advertised development (30 days) *	No notification or exhibition requirements
Temporary use of Land			
Uses under Clause 2.8 of the Wingecarribee Local Environmental Plan	●	●	
Other Development types			
Applications where a variation to Council's policies are being proposed (which is greater than 10%), e.g., building lines, setbacks and height, excluding controls relating to cut and fill.	●		
All new development in Heritage Conservation Areas or upon the site of a Heritage Item, where the proposed works are visible from a public street (excluding mapped urban release areas)	●		
Other Development not listed - All other development types that are not required by legislation to be notified will not be notified. However subject to assessment of impacts by Council's assessing officer, where it is found to have uncontrolled or unmanageable impacts on surrounding properties the assessing officer shall determine the level of notification required.			
*Advertised development includes an advertisement on an approved website (NSW Planning Portal or Council's website) and also a sign on the development site in a prominent location.			

Notes:

Any notification provides for fourteen (14) days for written submissions to be received by Council from the date of the notice of proposed development. In the case of advertised development, the advertisement period is 30 days.

Council will exclude any days where Council notifies or advertises a development proposal between 20 December and 10 January.

Notification of amendments to Plans and Documentation (cl.55), Modifications (s.4.55) to Development Consent and Requests for Review (s8.2).

The plans for a proposed development may be amended by the applicant prior to its determination under clause 55 of the Environmental Planning and Assessment Regulation 2000 or modified in the case where an application is determined by way of approval. Amended plans can also be considered by Council following a request for review of determination under section 8.2 of the Environmental Planning and Assessment Act 1979.

a) **Amendments**
The applicant may submit amended plans in order to address concerns raised by Council or to address concerns raised by an objector in a submission in response to the notification process. In these circumstances it is not expected that Council will renotify the development proposal.

Where issues have not been addressed through the submission of amended plans and supporting documentation, or where there is a significant change in the proposed application which will create detrimental or unmanageable impacts, Council's assessing officers may at their discretion re-notify the proposal.

b) **Modifications following determining an application by way of consent**
For applications that have been determined by way of approval, a section 4.55 modification application may be submitted to Council for consideration. These applications can be of a minor nature (s4.55(1) and s4.55(1A) of the Environmental Planning and Assessment Act 1979 involving minimal environmental impact or addressing an error or misdescription in an application. More significant modifications will be considered under (s4.55(2)). Council will generally not notify applications made under section 4.55(1) and s4.55(1A), however in the case of a s4.55(2) or a s4.55(AA) modification, if the original development application was previously notified or advertised, any future modification involving environmental impact will be notified or advertised in the same manner.

c) **Review of determination**
In the case of where an application has been determined by way of refusal or in the case of an approval where a condition(s) of consent have been imposed, a proponent may request a review of determination under section 8.2 of the Environmental Planning and Assessment Act 1979. Where a request is made under this section, Council shall notify the section 8.2 application in the same manner as the original development application was notified or advertised.



Reviewing the Community Engagement Strategy

The Community Engagement Strategy will be comprehensively reviewed at least every four years with an updated Strategy to be adopted by Council in December of a Local Government election year.

The next review is scheduled for December 2028.

In the meantime, we will regularly evaluate and report on the effectiveness of the Strategy using performance indicators including:

- Community satisfaction with Council's level of communication
- Community satisfaction with provision of information to residents
- Community satisfaction with opportunities in Council decision making
- Progress made towards actions that support our objectives
- Results of community engagement activities

Getting Involved

Participating in community engagement activities has many benefits. Not only does community input help to shape the future of the Shire it provides people, and communities, with opportunities to come together.

By getting involved in community engagement activities you can:

- share your ideas on issues affecting the Shire
- gain insights into new issues
- learn more about Council's services and projects
- learn how Council makes decisions
- meet new people

We use a variety of channels to promote ways to get involved. You can also sign up to the Your Shire eNewsletter to keep up to date on activities and projects.

For more information you can:

- visit our website - www.wsc.nsw.gov.au/Places/Participate/Consultation
- call our Customer Service on 02 4868 0888
- email us at mail@wsc.nsw.gov.au
- visit us at:

  The Civic Centre
  68 Elizabeth Street
  Moss Vale NSW 2577







We're with you



Wingecarribee
SHIRE COUNCIL

This Community Engagement Strategy has been prepared by Wingecarribee Shire Council to meet the requirements of the Local Government Act 1993 and concurrently serve as a Community Participation Plan for the purposes of s2.23(4) of the Environmental Planning and Assessment Act 1979.

For further information contact the Community Engagement Coordinator via email to mail@wsc.nsw.gov.au or by writing to Wingecarribee Shire Council, PO Box 141, Moss Vale NSW 2527.

wsc.nsw.gov.au

Wingecarribee SHIRE COUNCIL

23 OCTOBER 2024

Mr Brett Whitworth
Deputy Secretary
Office of Local Government
Email: olg@olg.nsw.gova

Dear Mr Whitworth,

Submission on the Review of Councillor conduct and meeting practices

Wingecarribee Shire Council appreciates the opportunity to provide the following submission in response to the Office of Local Government's discussion paper titled *"Councillor conduct and meeting practices – A new framework".*

Council welcomes this reform and supports a framework that will strengthen leadership, foster a culture of integrity and accountability.

Council has reviewed the Discussion Paper and at the Meeting held on 30 October 2024, resolved to provide the following submission.

<insert resolution>

Council's feedback on the proposed review will be made by responding to the key headings included in the OLG discussion paper.

Principles of Change

Council is supportive of the principles of change that have been prepared to guide discussion and intention of changes. It is suggested that "*Unity*" be added to the principle of *"Transparency and accountability"*.

As a democracy councils need to hear, consider and debate issues in an open manner, however once Council decisions are made councillors need to act in a unified manner. This is achieved by actively supporting the Council decision made by majority vote and not publicly criticising the decision, or how individual councillors voted on a matter in the public domain.

Council understands the principles of free speech, however being publicly critical of Council decisions in no way promotes unity, trust or respect within the community and within the body politic.

Code of Conduct and Oath of Office

We're with you

Civic Centre
68 Elizabeth Street
Moss Vale
Gundungurra Country

PO Box 141 Moss Vale
NSW 2577

ABN 49 546 344 354

02 4868 0888

@ mail@wsc.nsw.gov.au

Council supports any changes to the code of conduct (the code) that provides greater clarity regarding the behaviour expectations of councillors. This includes aligning the Oath of Office to ensure that councillors are aware of their responsibilities when taking office. However, alignment with any 'aspirational' code of conduct would provide no weight to the requirements to which councillors swore an oath of office and would be difficult to enforce.

The Local Government Act 1993 clearly defines councillor misconduct as a breach of the Act, the regulations, or the code. The code provides a detailed overview of the specific behaviour that constitutes misconduct. Although the code of conduct could be made simpler and the language more accessible, the current framework enables updates to the code to be made quickly, and some sections to be tailored to the needs of local communities without the delay of legislative amendment.

The proposed amendments to this framework will add complexity by creating a tri-layered system with an aspirational code, legislated definitions of misconduct and additional details included in regulations. This is unlikely to result in a streamlined and easily understood system.

Consistent and regular training is required to support councillors in complying with the Code along with more timely action and consequences when a breach has occurred. The current system does not allow for breaches to be dealt with in a timely manner and in some cases the consequences do not act to deter future breaches.

Definitions and Assessment of Councillor Misbehaviour

Council supports any change to the definition and assessment of Councillor behaviour that will provide greater clarity and understanding of their responsibilities and how certain behaviours will be appropriately managed.

Conflicts of Interest

From experience Councillors (and some staff) find it difficult to understand the differences in relation to the three different forms of conflicts. (ie Pecuniary, non-pecuniary significant and non-pecuniary less than significant). A review of such requirements with a view to merging the pecuniary and non-pecuniary – significant requirements into one is deemed appropriate as the identification, reporting and management requirements are essentially the same.

In addition, Council fully supports any proposal to provide the OLG with additional investigative powers to allow it to seek the necessary information required to appropriately investigate alleged breaches of pecuniary interests.

Property developers and real estate agents.

Council acknowledges the risks relating to property and contractual dealings especially given the occupation of some councillors that deal in such matters. Council welcomes any reforms and controls that may better manage such dealings but not adversely impact on their chosen occupations.



Council notes the matters to be drafted in new legislation to manage such interests however without specific information on how such legislation will be managed in practice it is difficult to provide specific comment.

However, Council supports the move provided the legislation is clear in relation to the new requirements and that it is supported by a framework to address process, responsibility, accountability and remedy and does not become an unnecessary drain on Council resources.

Councillor misbehaviour in public office

Given that there is appropriate legal precedence to identify conduct that is unbecoming of a councillor and which brings council into disrepute the assessment of the "third limb" of misbehaviour seems to be best served via an independent panel.

Council agrees with the concept of a Privileges Committee, however membership, selection criteria relating to skills and diversity needs to be carefully considered to ensure that committee members have the necessary skills and experience to undertake such a role. Appointment to a Privilege Committee may become highly political with it being constituted by mayors and ex-mayors, with the strong possibility of party-political alliances influencing the decision-making processes. As such the selection and appointment process needs to be carefully managed.

In addition, Council suggests that there is a need to develop a framework that will set thresholds and procedures around the process and that clearly identifies rights and responsibilities, rights of review, cost responsibilities and remedies.

Addressing inappropriate lobbying

Council supports a policy to specifically address lobbying. Such a policy should contain sufficient and clear information to assist Councillors to identify a lobbyist, ban any lobbying of individual Councillors on development or contractual matters and include what matters a Councillor maybe lobbied on.

The policy should also include a Councillors responsibility to keep clear and accurate records of any interactions with a lobbyist and to ban a Councillor from meeting with a lobbyist in a public location and without a support person present.
The policy should be supported with appropriate and ongoing training and the need to share such interactions with all Councillors.

Dispute resolution and penalty framework

Council supports the proposal to abolish the two-step investigative process that currently exists in the Procedures for the Administration of the Model Code of Conduct. This is due to the concerns raised in relation to the time taken to conduct this process and the costs associated with a drawn-out investigation by an independent conduct reviewer.

Therefore, Council supports the concept of:

- Complaints about conflict of interest matters being made directly to the OLG, and

- Complaints about misbehaviour being referred directly to the Local Government Privileges Committee via a dedicated webform, provided there are no additional costs to Council of such referrals.

The removal of general managers from this process is supported as it reduces the potential for conflict between the general manager and their employer.
The issuing of penalty infringement notices (PIN's) for minor breaches of conflict of interest declarations is also supported provided it is set at a level that will dissuade Councillors from breaching their conflict of interest responsibilities. Greater penalties should be incurred if the conduct for which they were referred continues. The introduction of any penalty system should be supported by a framework that clearly identifies thresholds for the level of penalties imposed.

Consideration of a new power enabling the Mayor to issue a Penalty Infringement Notice to members of the public who refuse to leave a meeting after being expelled may be beneficial. However, this requires significant detailed information on how it would be administratively managed.

Referral of significant sanctions to appropriate tribunal or body

Council supports the current process of the Departmental Chief Executive sitting in judgement of an elected official. Council is not aware of any concerns raised in relation to this process and considers the existing process to be a quicker and more cost-effective process than referring to a judicial or quasi-judicial body.

Providing a more formal process involving a judicial or quasi-judicial body may add significant costs to the process and the possible need for legal representation. Given the possible workload this may extend the time to have matters appropriately dealt with. Should the OLG embark upon the process of referring such matters to an independent tribunal greater detail needs to be provided on the processes relating to the operations of the tribunal, the hearing structure, rights of appeal, and anticipated costs and how costs would be determined and apportioned.

Restoring dignity to Council meetings

Council fully supports any actions taken to restore dignity to Council meetings. The current OLG Model Code of Meeting Practice provides the opportunity for either the Mayor or the Council to expel a Councillor for disorderly behaviour and to apologise for any inappropriate behaviour and Council supports these requirements.

However, it is difficult to determine how requiring standing would create additional dignity. The current ability for councils to determine this for themselves should be maintained. This will allow the council to take into consideration logistical issues such a microphone sensitivity, chambers layout and the impact on camera placement for live streaming.

Banning briefing sessions

Council does not support the banning of briefing sessions. Whilst openness and transparency in local government is critical for maintain trust between a council and its community, briefing sessions should be permitted within a clear framework.



Councillors are elected with varying skills and experience in civic roles. It is important that all councillors feel safe to ask questions and understand alternate views or solutions to an issue. It is also important that Council officers can provide detailed background information to councillors in relation to matters that may come before them. This process of becoming fully informed cannot be achieved within the formality of a council meeting and banning of briefing sessions may ultimately delay timely decision making.

Briefings sessions should be established as an information sharing process and an opportunity for allowing open and frank discussion. Council supports a ban on decision making in briefing sessions and this can be managed via the General Manager chairing the meeting and establishing a clear policy that these sessions can operate within. Controls can be put in place to ensure that briefing sessions do not become decision making forums. Requirements to publish key information relating to briefings could be mandated such as briefing agenda items and meeting proceedings.

The discussion paper acknowledges the need for candid conversations between the Mayor and the General Manager outside of formal meetings. Council is also of the belief that there are times that such conversations should also be extended to Councillors. Only allowing such candid conversations to occur between the Mayor and General Manager could create an unnecessary information imbalance and impact on informed decision making.

It is noted that State and Federal Ministers receive confidential briefing sessions to support informed decisions making. It is only equitable that councillors receive the opportunity to attend briefing sessions that are not open to the public.

Council appreciates the opportunity to contribute to this important discussion and looks forward to further consultation on an amended approach.

LOCAL GOVERNMENT NSW

ANNUAL CONFERENCE

Tamworth Regional Entertainment and Conference Centre | 17 - 19 November 2024



Draft Program

Sunday, 17 November 2024	
REGISTRATION	
12.30pm	Registration operational - TRECC foyer
1.00pm	Trade Exhibition Open
PLENARY and BREAKOUT SESSIONS	
1.00pm-2.30pm	Breakout Session: Professional Development Session for new Councillors A Day in the Life of a councillor Location: STAR Room (off TRECC Foyer)
1.30pm-2.30pm	Plenary session: PANEL WITH Q&A SESSION SPEAKERS: ICAC, Auditor General, OLG
2.30pm-3.00pm	Refreshment break Location: Trade Exhibition
3.00pm-5.00pm	Plenary sessions | AR Bluett memorial Awards | President's Welcome Reception address | Ministerial Speakers
5.00pm	Bus transfers to Tamworth Town Hall (CBD Tamworth)
WELCOME RECEPTION	
5.30pm-7.30pm	President's Welcome Reception Location: Tamworth Town Hall
7.30pm	Bus transfers to selected hotels

Monday, 18 November 2024	
REGISTRATION	
7.30am	Registration operational - TRECC foyer Light refreshments Location: Trade Exhibition
BREAKFAST	
7.30am-8.45am	ALGWA NSW Breakfast Location: TRECC

ONE VOICE
FOR COUNCILS

CONFERENCE	
9.00am	Conference introduction, Conference Welcome | Opening address
9.25am-5.00pm	➢ Opening of the Federal and State Conferences adoption of standing orders, business sessions and consideration of motions and conference business. ➢ Presentation of financial reports ➢ Commencement of consideration of motions and conference business Morning refreshments Location: Trade Exhibition ➢ Consideration of Conference Business continued ➢ Delegate lunch in Exhibition area ➢ Consideration of Conference Business continued Afternoon refreshments Location: Trade Exhibition Consideration of Conference Business continued Networking with refreshments Location: Trade Exhibition
CONFERENCE DINNER	
6.30pm-10.30pm	LGNSW Conference Dinner and entertainment. Presentation LG Service Awards. Location: TRECC

Tuesday, 19 November 2024

INFORMATION DESK and REGISTRATION	
7.30am	LGNSW Information Desk and Exhibition Light refreshments in exhibition area available
PLENARY SESSIONS	
9.00am-9.05am	Plenary and panel sessions
9.05am-9.50am	Keynote Address followed by Q&A SESSION TITLE: Financial Sustainability SESSION SPEAKER: LGUI - Andy Johnston
9.50am-10.35am	Keynote Address followed by Q&A SESSION TITLE: Protecting Your Council and Community from Cyber Threats SESSION SPEAKERS: ELEVEN M - Arjun Ramacandran and Jonathan Topham

10.35am-11.05am	Refreshment Break Location: Trade Exhibition
11.05am-11.50am	Keynote Address followed by Q&A SESSION TITLE: Excellence in Local Government – A Case Study SESSION SPEAKER: Housing Australia
11.50am-12.50pm	CLOSING KEYNOTE ADDRESS
12.50pm-1.00pm	Final remarks & announcement of location for Annual Conference 2025
1.00pm-1.45pm	Lunch Location: Trade Exhibition
2.00pm	**Conference concludes**