



Wingecarribee
SHIRE COUNCIL

Council Briefing Draft Operational Plan and Budget 2024-2025



Council Briefing | Purpose

To:

1. **Brief** the Council on the process & timeframes for the Operational Plan & Budget 2024/25.
2. **Highlight** impacting factors on the budget.
3. **Provide** information on principal activities and proposed initiatives for 2024/25 financial year.
4. **Seek feedback** prior to presenting at the May Council meeting for endorsement for exhibition
5. **Clarify** process and next steps.



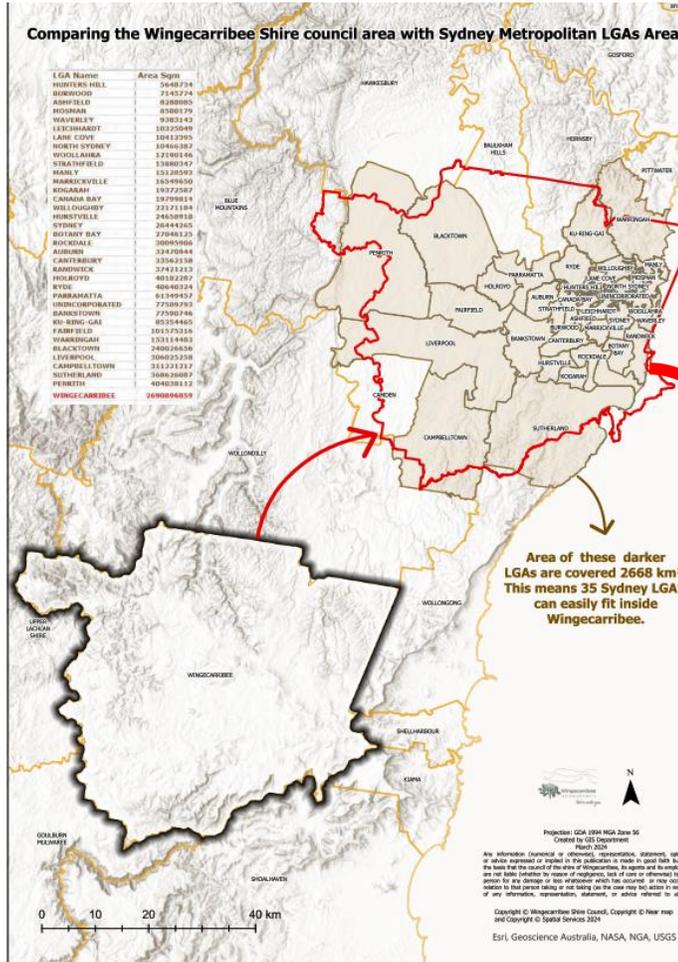
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Our Shire in context

35 Sydney LGAs can fit inside the Wingecarribee footprint of 2668km²

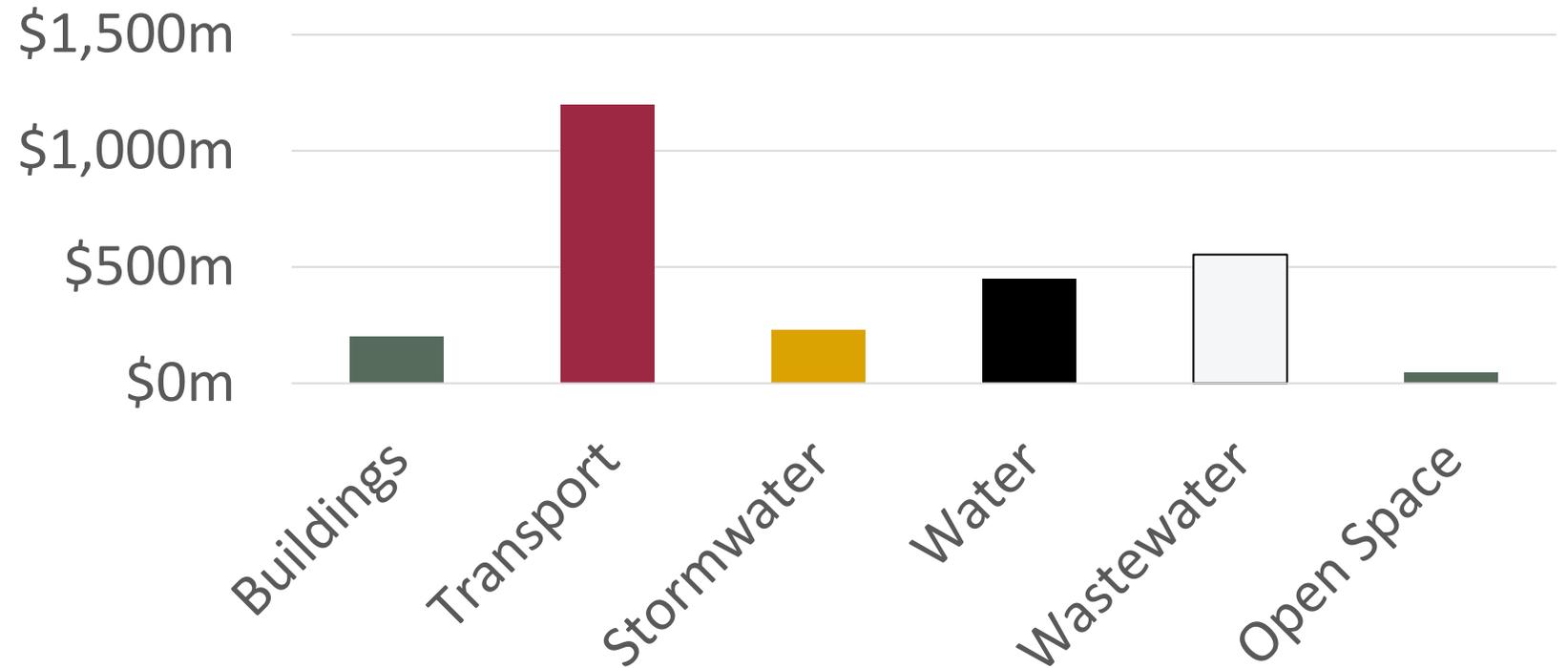


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Our Assets

\$2.7B of infrastructure assets

- Transport
- Stormwater
- Buildings
- Open Space
- Water
- Wastewater



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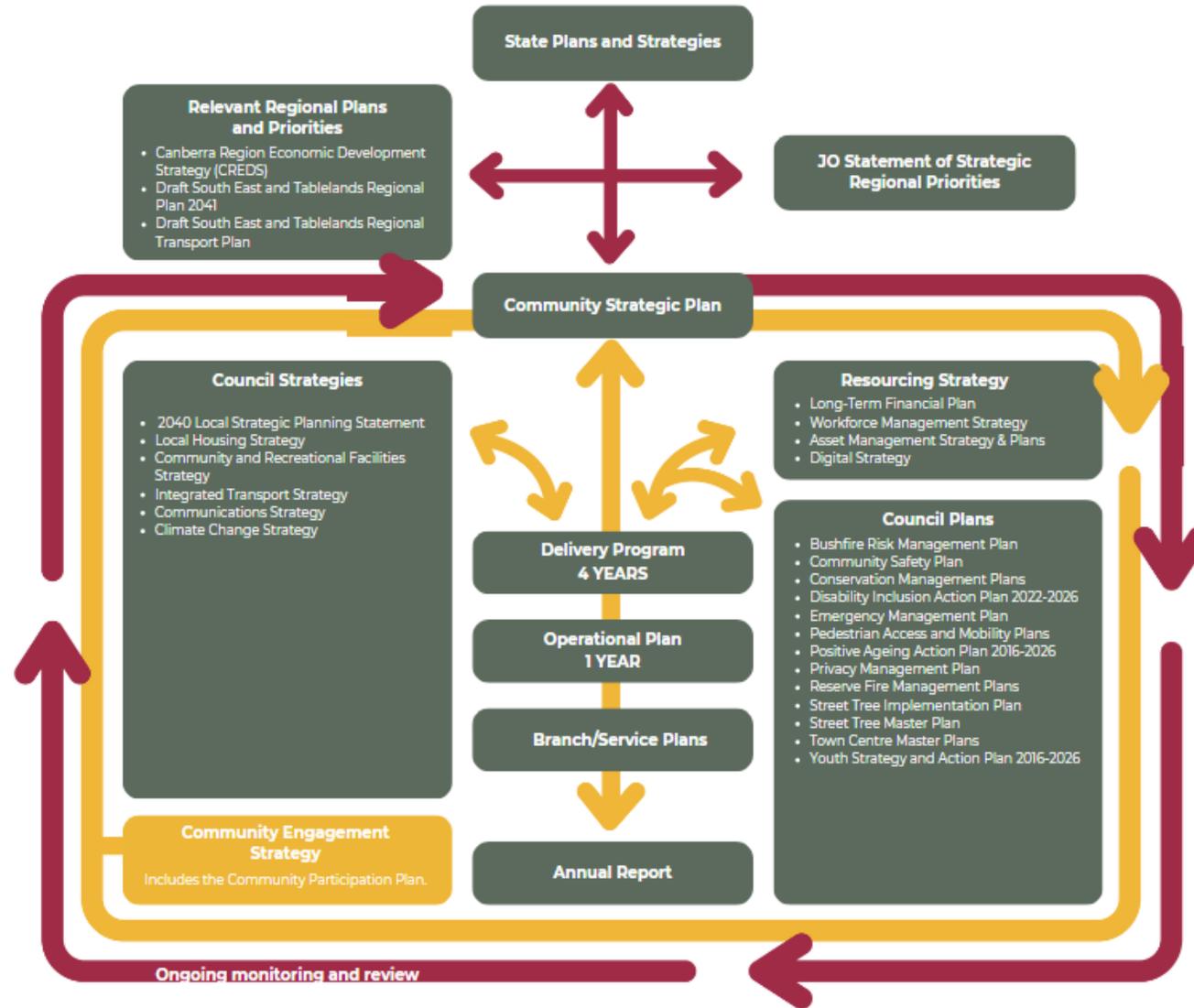
Our Organisation

- Over 70% of our team are residents
- 491 full-time equivalent employees
- Our services cover 24 / 7
- Annual Operational Budget \$154M



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Framework | Integrated Planning & Reporting



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Wingecarribee
SHIRE COUNCIL

Overview

Draft Operational Plan and Budget 2024-2025



Draft Budget 2024-2025 | Summary

Council has 3 funds:

- General Fund surplus of \$0.353M
 - Water Fund balanced
 - Sewer Fund balanced
-
- Draft Consolidated Operating Expenditure of \$154M
 - Draft Consolidated Capital Budget of \$104M
 - Budgeted FTE of 491



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Draft Budget 2024-2025 | General Fund

General Fund: Operating Fund

- Resources & provisions: projects, programs, services
- Draft Operating Expenditure of \$137M
- Draft Capital Budget of \$44M
- Budgeted 24/25 FTE of 418



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Operating Budget | General Fund

	Original Budget	Quarter 2 Budget	Draft Budget	Movement	Movement
Operating Budget - General Fund	2023/24	2023/24	2024/25	Amount	%
Operating Revenue					
Rates and Annual Charges	69,196	69,716	72,564	3,368	4.87%
User Fees and Charges	13,385	13,425	14,525	1,140	8.52%
Interest Income	2,354	3,446	3,266	912	38.74%
Other Operating Revenue	2,438	2,279	3,144	706	28.93%
Operating Grants and Contributions	9,693	3,795	11,718	2,025	20.89%
Capital Grants and Contributions	17,873	26,539	13,541	-4,332	-24.24%
Total Operating Revenue	114,939	119,199	118,758	3,819	3.32%
Operating Expenditure					
Employee Costs	40,354	38,943	41,875	1,520	3.77%
Borrowing Costs	376	413	721	345	91.72%
Materials & Services	35,818	44,432	38,758	2,940	8.21%
Depreciation & Amortisation	25,389	25,389	31,723	6,334	24.95%
Other Expenses	3,629	3,478	3,566	-63	-1.74%
Total Operating Expenditure	105,567	112,656	116,643	11,076	10.49%
Operating Result – Surplus / (Deficit)	9,372	6,543	2,115	-7,257	-77.44%
Operating Result before Capital Revenues – Surplus / (Deficit)	-8,502	-19,996	-11,427	-2,925	34.41%
FTE	408.7	408.7	418.2	7.5	1.84%



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Draft Budget 2024-2025 | Water Fund

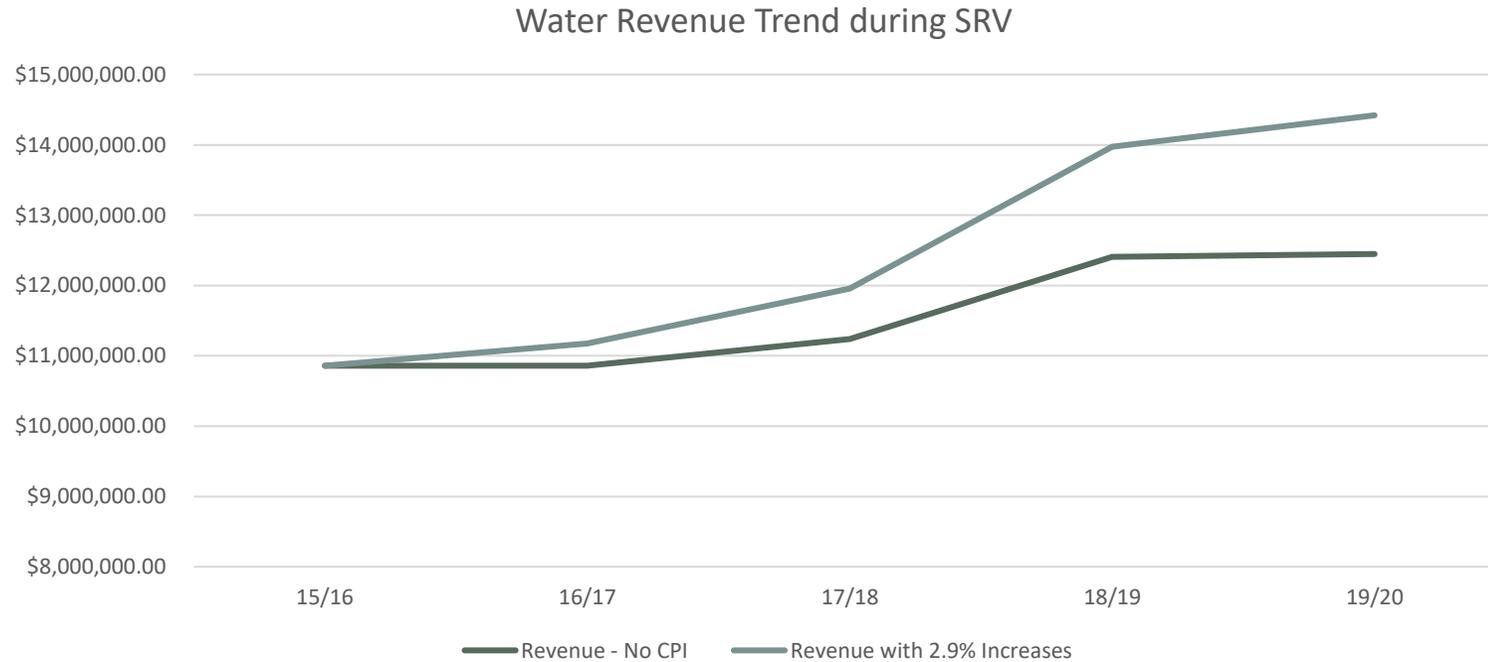
Water Fund: operations & assets for the Shire water supply

- Moss Vale, Bowral, Mittagong, Robertson, Bundanoon and surrounding villages and the village of Berrima.
- Funds levied within this fund can only be spent on Water Services.
- Water Fund balanced
- Increase of 7% in water charges required to deliver upgrades to water network
- Draft Operating Expenditure of \$18M
- Draft Capital Budget of \$9.6M
- Budgeted FTE of 48



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Draft Budget 2024-2025 | Water Rates during the SRV



*** Increase in No CPI scenario relates to increase water usage**



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Operating Budget | Water Fund

	Original Budget	Quarter 2 Budget	Draft Budget	Movement	Movement
Operating Budget - Water Fund	2023/24	2023/24	2024/25	Amount	%
Operating Revenue					
Rates and Annual Charges	4,236	4,236	4,535	299	7.05%
User Fees and Charges	9,410	9,410	10,065	655	6.96%
Interest Income	1,232	2,900	2,900	1,668	135.35%
Other Operating Revenue	283	340	301	18	6.35%
Operating Grants and Contributions	0	0	0	0	0.00%
Capital Grants and Contributions	1,500	1,500	1,500	0	0.00%
Total Operating Revenue	16,662	18,386	19,301	2,639	15.84%
Operating Expenditure					
Employee Costs	4,344	4,344	4,830	486	11.19%
Borrowing Costs	0	0	0	0	0.00%
Materials & Services	4,492	5,141	4,815	323	7.20%
Depreciation & Amortisation	7,427	7,427	8,349	922	12.41%
Other Expenses	0	0	0	0	0.00%
Total Operating Expenditure	16,263	16,912	17,994	1,731	10.64%
Operating Result – Surplus / (Deficit)	399	1,474	1,307	908	227.86%
Operating Result before Capital Revenues – Surplus / (Deficit)	-1,101	-26	-193	908	-82.47%
FTE	44.9	44.9	48	3.1	6.90%



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Draft Budget 2024-2025 | Sewer Fund

- Sewer Fund: Operations & assets for sewer reticulation and treatment system
- Services Moss Vale, Bowral, Mittagong, Robertson and Bundanoon and surrounding villages and the village of Berrima.
- Funds levied within this fund can only be spent on Sewer Services.
- Sewer Fund **balanced**
- Increase of 7% to deliver upgrade of the 3 STP's & repay loans as per LTFP
- Draft Operating Expenditure of \$19.6M
- Draft Capital Budget of \$48.1M
- Budgeted FTE of 27.0



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Operating Budget | Sewer Fund

	Original Budget 2023/24	Quarter 2 Budget 2023/24	Draft Budget 2024/25	Movement Amount	Movement %
Operating Budget - Sewer Fund					
Operating Revenue					
Rates and Annual Charges	20,026	20,026	21,423	1,396	6.97%
User Fees and Charges	1,244	1,244	1,497	252	20.28%
Interest Income	1,300	2,730	2,430	1,130	86.92%
Other Operating Revenue	8	40	8	0	4.00%
Operating Grants and Contributions	0	0	0	0	0.00%
Capital Grants and Contributions	5,500	5,500	26,100	20,600	374.55%
Total Operating Revenue	28,078	29,541	51,457	23,379	83.26%
Operating Expenditure					
Employee Costs	3,017	3,017	3,441	424	14.06%
Borrowing Costs	57	57	9	-48	0.00%
Materials & Services	4,994	5,680	5,480	486	9.73%
Depreciation & Amortisation	10,281	10,281	10,695	414	4.03%
Other Expenses	13	13	13	1	0.00%
Total Operating Expenditure	18,362	19,048	19,639	1,277	6.95%
Operating Result – Surplus / (Deficit)	9,717	10,493	31,819	22,102	227.46%
Operating Result before Capital Revenues – Surplus / (Deficit)	4,217	4,993	5,719	1,502	35.62%
FTE	28	28	27	-1	-3.57%



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Draft Budget 2024-2025 | Consolidated Fund

Consolidated Fund brings the 3 Funds together:

- General Fund
- Water Fund
- Sewer Fund

- Draft Operating Expenditure of \$154M
- Draft Capital Budget of \$104M
- Budgeted FTE of 491



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Operating Budget | Consolidated Fund

	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Operating Budget					
Operating Revenue					
Rates and Annual Charges	93,458	93,978	98,522	5,063	5.42%
User Fees and Charges	24,039	24,079	26,086	2,047	8.51%
Interest Income	4,886	9,076	8,596	3,710	75.92%
Other Operating Revenue	2,729	2,659	3,454	724	26.53%
Operating Grants and Contributions	9,693	3,795	11,718	2,025	20.89%
Capital Grants and Contributions	24,873	33,539	41,141	16,268	65.41%
Total Operating Revenue	159,679	167,126	189,516	29,838	18.69%
Operating Expenditure					
Employee Costs	47,715	46,304	50,146	2,430	5.09%
Borrowing Costs	433	470	730	297	68.56%
Materials & Services	45,304	55,253	49,053	3,749	8.28%
Depreciation & Amortisation	43,098	43,098	50,767	7,669	17.79%
Other Expenses	3,642	3,491	3,579	-63	-1.72%
Total Operating Expenditure	140,192	148,616	154,275	14,083	10.05%
Operating Result – Surplus / (Deficit)	19,487	18,510	35,242	15,755	80.85%
Operating Result before Capital Revenues – Surplus / (Deficit)	-5,386	-15,029	-5,900	-514	9.54%
FTE	481.6	481.6	491.25	9.65	2.00%



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Draft Budget 2024-2025 | Revenue Parameters

- Rates increase of 5.42% which incorporates:
 - 4.6% based on IPART (4.5% core rate peg and 0.1% population growth)
 - Water & Sewer - 7% to deliver & fund operations & infrastructure
 - Domestic Waste Management Charge - 7% to mitigate increased waste related costs.
- Fees & Charges increases incorporate the following types of Pricing Policies Principles:
 - Statutory fees – As prescribed by external statutory body
 - Cost Recovery (Full and Partial) – Aligned with costs of doing business and inflation
 - Market Pricing – Aligned with market pricing
- In addition to inflation, other factors that influence Fees and Charges include:
 - New fees proposed to be introduced for the first time in 24/25.
 - Increased volumes due to increased use of Council's services.
- Further details on the Fees and Charges schedule will be presented to Council at the 1 May 2024 Extraordinary Council meeting.



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Draft Budget 2024-2025 | Revenue Parameters (Cont.)

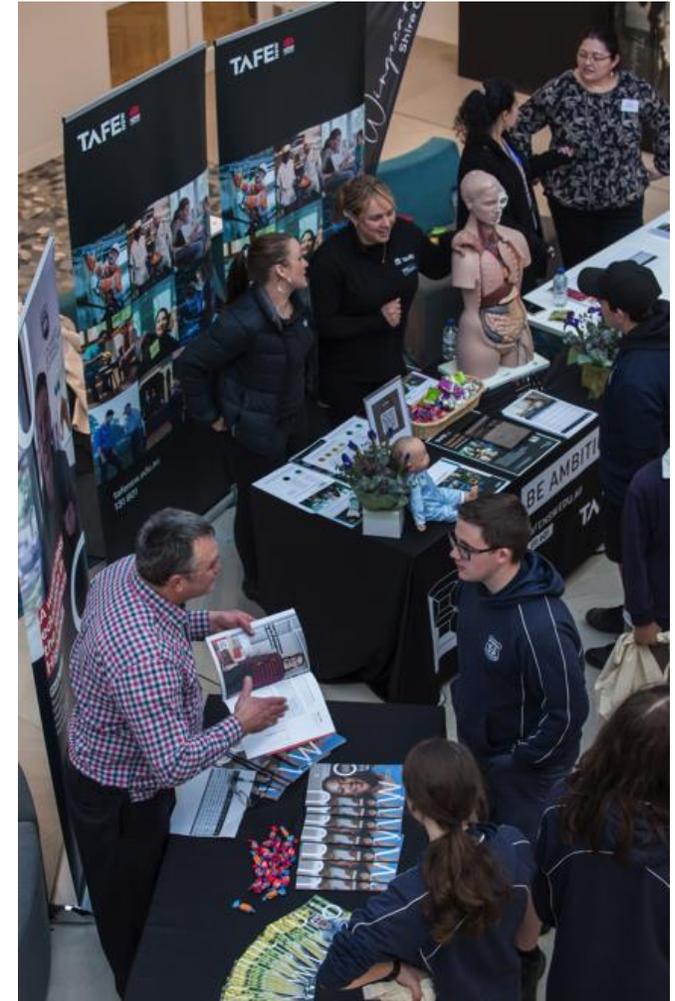
- Increase in interest income of which majority restricted to Water and Sewer Fund.
- Other revenue increase :
 - Sales of recyclables to align with increased costs.
 - New Revenue stream for retail sales at the Reuse Centre
- Under the current accounting standards, grants are accounted for when they are spent, not when they are received.
- Operating grants & contributions increased by 20.89% (one-off) which includes:
 - Financial Assistance Grant - one-off increase of \$990,000
 - Regional Roads Block Grant – one off increase of \$609,000
- Capital grants & contributions (one-off) increased 65.41%. Increase is mainly due to:
 - Mittagong Playhouse grant of \$4,325,558 (noting this is subject to a pending grant application where funds have not been approved).
 - Moss Vale Sewer Treatment Plant upgrade of \$22,000,000 (Total grant funds received was \$25,000,000)



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Draft Budget 2024-2025 | Expenditure Parameters

- Employee costs increase 5.09% includes:
 - Award increase of 3.5%
 - Progression through salary system
 - Additional 9.65 FTE
 - First full year of the new salary system
 - Increase in superannuation from 11.0% to 11.5%
- Borrowing costs (Interest Repayments) increase of 68.56% due to:
 - Southern Highlands Regional Animal Shelter
 - Civic Centre back-office upgrade



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Draft Budget 2024-2025 | Expenditure Parameters (cont.)

- Materials & Services increased 8.28%
 - General increase 3.5% unless contract related
 - Waste disposal costs and Waste collection increases offset by the Domestic Waste Levy
- Depreciation increase 17.79% relating to inflationary pressures in the construction industry.
- Other expenses reduced by 1.72% with rebates and subsidies to community organisation transferred to Materials & Services.



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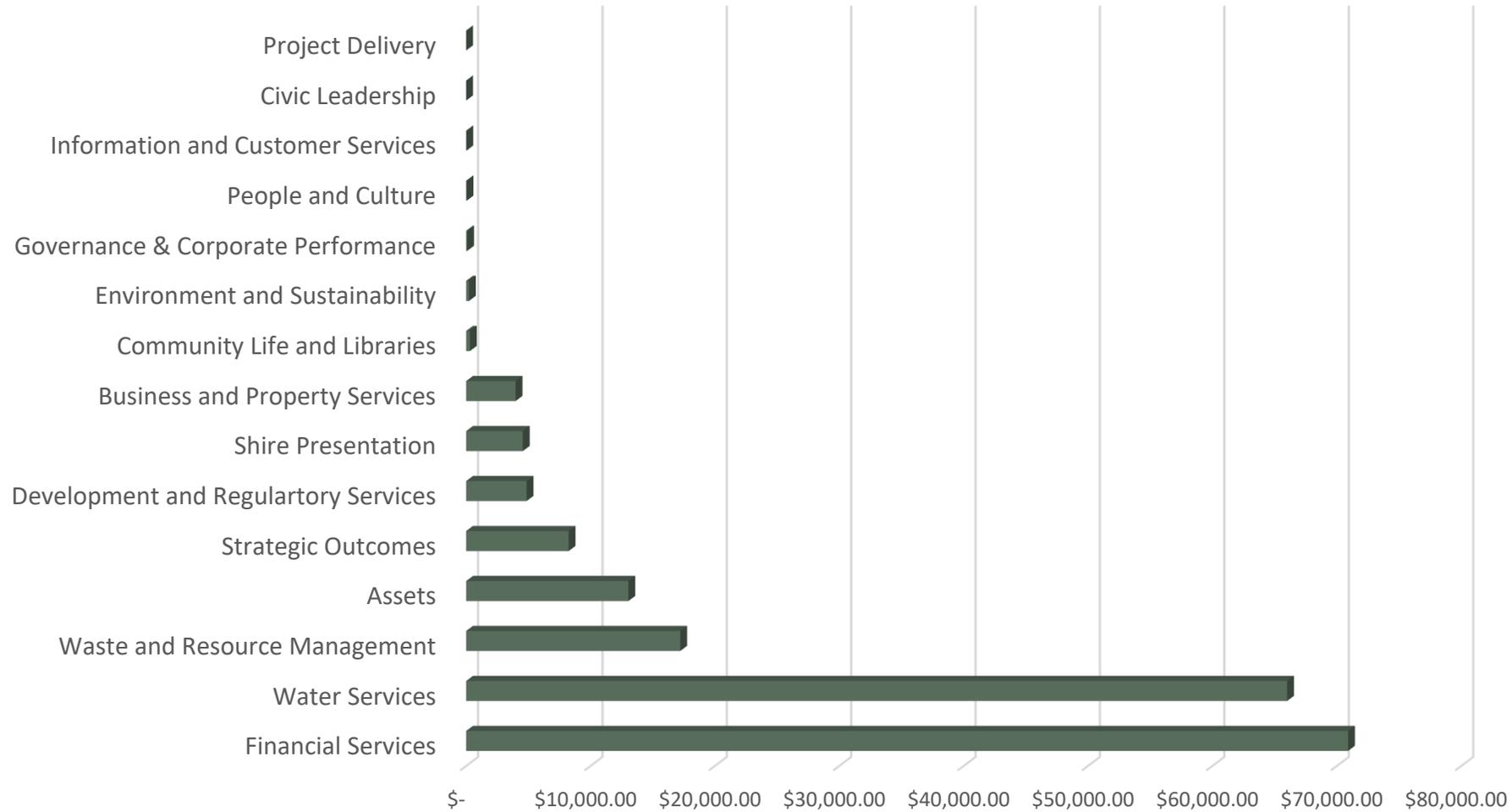
Draft Budget 2024-2025 | FTE Reconciliation

	2023/24 Original Budget	2023/24 Q2 Budget	2024/25 Draft Budget	FTE Increase	Narrative
Full Time Equivalents					
Civic Leadership	10	10	10	0	
People and Culture	9	9	9	0	
Strategic Outcomes	8.4	8.4	8.4	0	
Community Life and Libraries	21.6	21.6	23	1.4	Prior Year Correction increase of 0.4 FTE and transfer of 1 FTE from Information and Customer Service
Development and Regulatory Services	39.6	39.6	45.6	6	Net 6 FTE increase to address demand in DA services
Environment and Sustainability	18	18	18	0	
Waste and Resource Management	22	22	23.05	1.05	Net increase of 1 FTE as a result of Reuse Centre operations being managed internally
Business and Property Services	21.1	21.1	21.3	0.2	Prior Year Correction
Financial Services	24.5	24.5	24.5	0	
Governance & Corporate Performance	15	15	15	0	
Information and Customer Services	36.4	36.4	33.9	-2.5	Transfer (reduction) of 1 FTE to Community, Life and Libraries and reduction of 1.5 FTE for Bookings and Facilities Officers
Assets	25.2	25.2	25.6	0.4	Prior Year Correction
Project Delivery	26	26	26	0	
Shire Presentation	136.9	136.9	137.9	1	Increase 1 FTE for additional trainee for Parks and Open Spaces (previously funded by contractors - cost neutral)
Water Services	67.9	67.9	70	2.1	Increase in 4 FTE for Water Services trainee offset by reducing 2 FTE of Water Crew Members (Cost neutral).
Total	481.6	481.6	491.25	9.65	



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Draft Budget 2024/25 - Income by Level 3 Manager

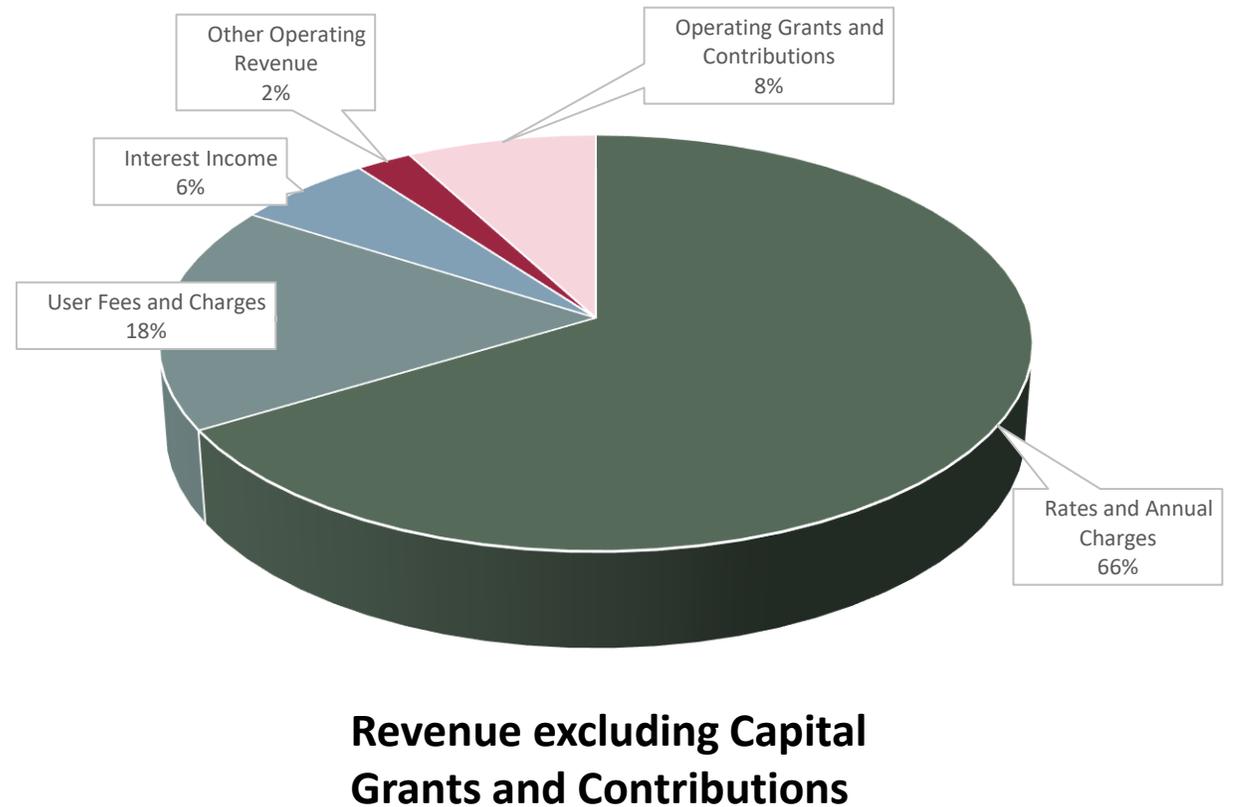
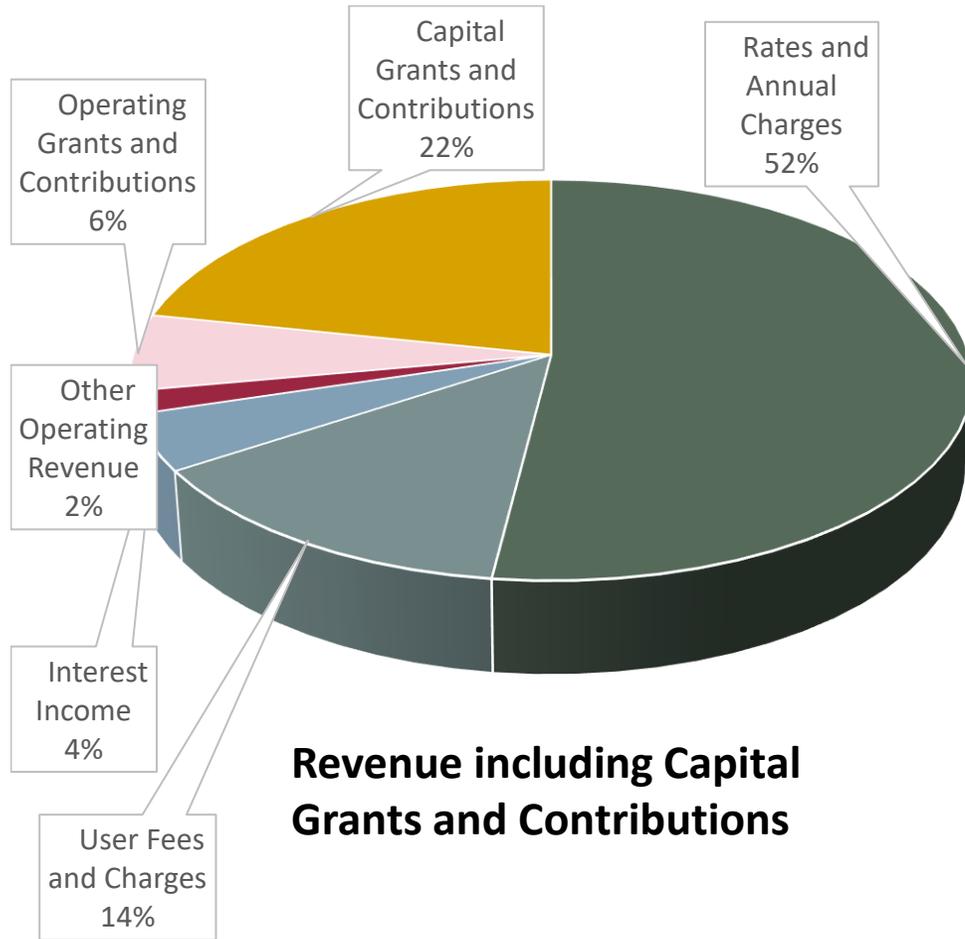


** water services & financial services includes rates



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Draft Budget 24/25 - Income by Category



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Draft Budget 24/25 - Rates and Annual Charges breakdown

	Original Budget	Quarter 2 Budget	Draft Budget	Movement	Movement
	2023/24	2023/24	2024/25	Amount	%
Operating Budget	\$'000	\$'000	\$'000	\$'000	
Top Rates and Revenue Items					
General Rates	43,171	43,171	45,224	2,053	4.75%
Sewerage Supply Annual Charges	20,000	20,000	21,400	1,400	7.00%
Businss Rates	6,933	6,933	7,313	380	5.48%
Farmland Rates	5,111	5,111	5,347	235	4.61%
Water Supply Annual Charges	4,393	4,393	4,701	308	7.00%
Special Rate - Environment Levy	1,538	1,538	1,614	76	4.94%
Special Rate - Renwick	1,083	1,083	1,133	50	4.58%
Stormwater Management Charge	553	553	557	4	0.73%
Mining Rates	413	413	405	-8	-1.82%



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Draft Budget 24/25 - User Charges and Fees breakdown

	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Operating Budget					
Top User Charges and Fees Items					
Usage Charge - Water Supply	9,000	9,000	9,630	630	7.00%
Tipping Charges - RRC	3,645	3,142	3,969	324	8.89%
Pool Admissions	2,131	2,131	2,248	117	5.51%
Development Application Fees	850	1,350	1,750	900	105.88%
Usage Charge - Sewerage Services	900	900	1,130	230	25.56%
Tulip Time Income (Gate Fees)	470	635	650	180	38.30%
Development Inspection Fees	804	804	584	-220	-27.41%
Salesyards - Livestock	375	375	401	27	7.08%
Cemetery Fees	270	320	310	40	14.81%



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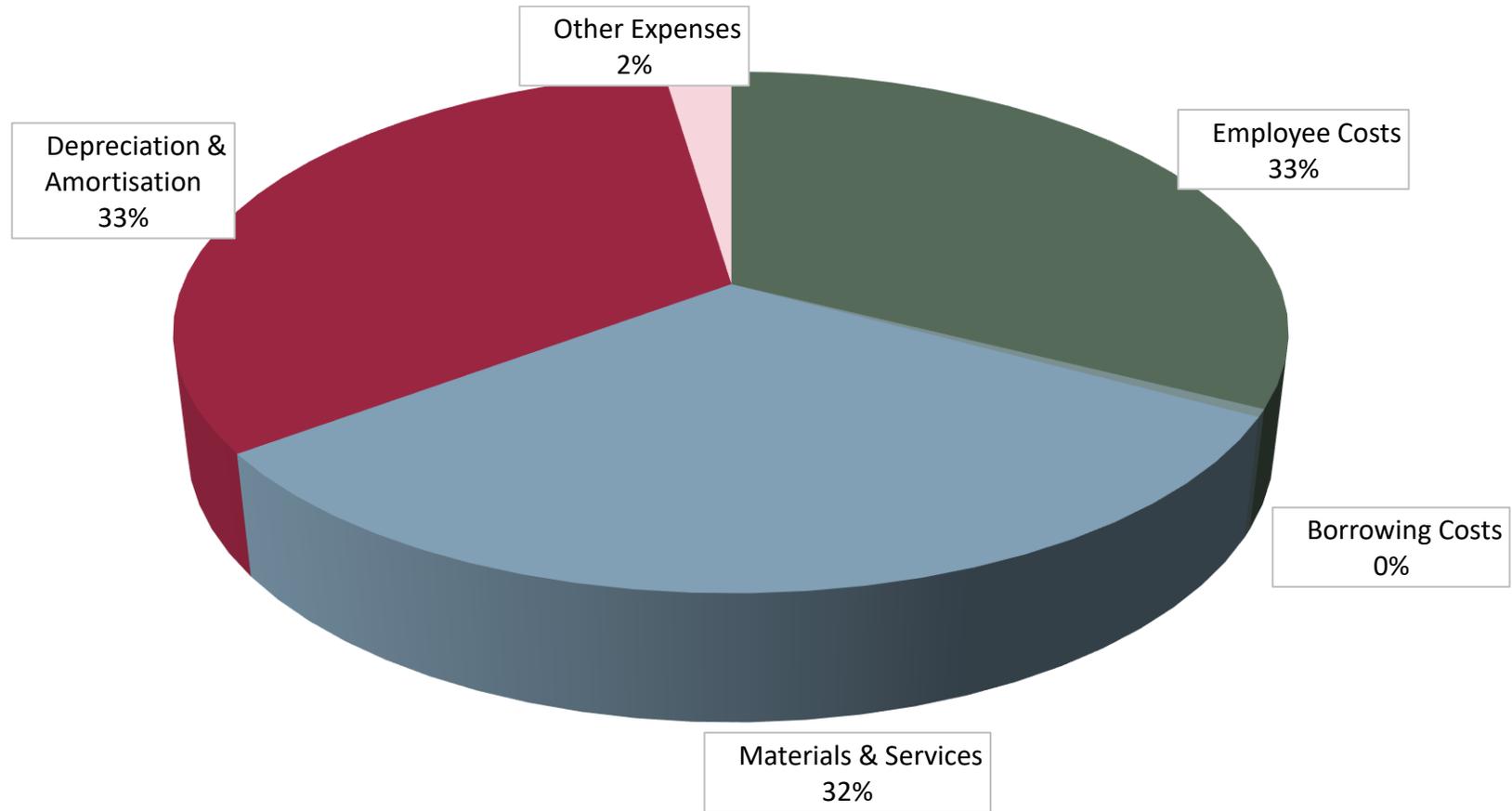
Draft Budget 24/25 - Other Income breakdown

Operating Budget	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Top Rates and Revenue Items					
Parking Fines	340	170	365	25	7.35%
Reuse Centre - Retail Sales	0	0	350	350	100.00%
RRC - Scrap Steel Sales	200	200	214	14	7.00%
Legal Fee Recovery - Rates	200	200	200	0	0.00%
Diesel Fuel Rebate	113	113	116	3	2.44%
WHS Rebate Incentive Payment	126	137	110	-16	-12.70%



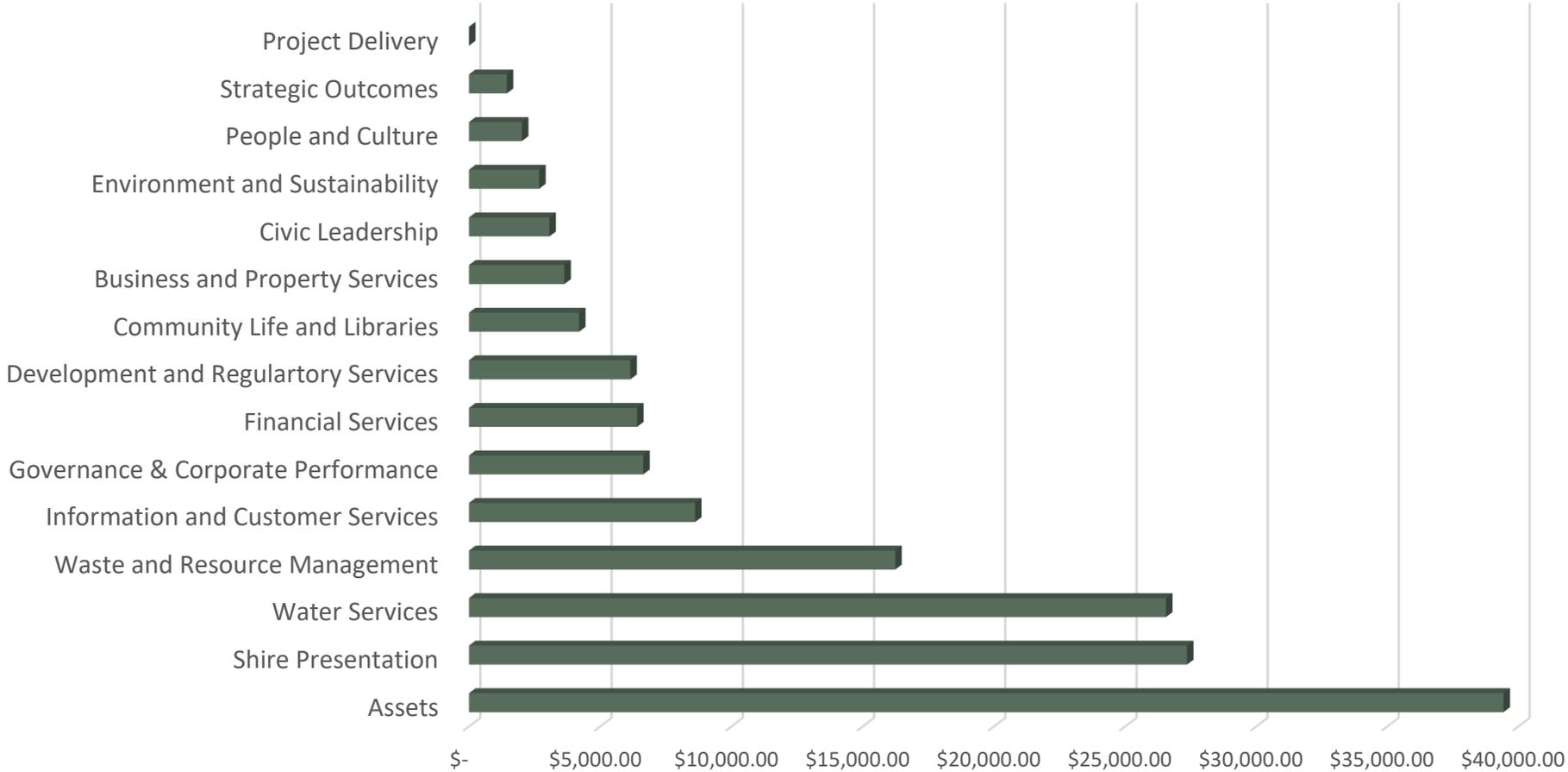
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Draft Budget 24/25 - Expense by Category



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Draft Budget 2024/25- Expense by Level 3 Manager



** Assets expenditure predominately relates to Depreciation



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Draft Budget 24/25 - Employee Costs breakdown

Operating Budget	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Top Salaries and Wages Items					
Salaries	33,292	32,561	35,220	1,928	5.79%
Superannuation	4,708	4,623	5,379	671	14.25%
Employee Leave Entitlements	4,482	4,381	4,925	443	9.88%
Workers Compensation	2,600	2,200	2,200	-400	-15.38%
Salaries Overtime	1,064	1,297	1,128	64	6.00%
Payroll Tax	273	273	284	11	4.18%



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Draft Budget 24/25 - Materials & Services breakdown

Operating Budget	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Top Materials and Services Items					
Contractors (incl. Waste, Maintenance)	14,971	22,959	17,963	2,992	19.99%
Waste Disposal - External	3,538	3,629	5,696	2,159	61.02%
Materials	3,114	1,872	3,372	258	8.29%
ICT Software Licencing and Subscriptions	1,730	2,201	3,101	1,371	79.22%
Electricity	2,222	2,004	2,248	26	1.16%
Fuel and Oil	1,477	1,474	1,587	110	7.44%



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Draft Budget 24/25 - Other Expenses breakdown

Operating Budget	Original Budget 2023/24 \$'000	Quarter 2 Budget 2023/24 \$'000	Draft Budget 2024/25 \$'000	Movement Amount \$'000	Movement %
Top Other Expense Items					
State Waste Levy	1,095	1,202	1,105	10	0.92%
External Contribution to RFS	950	950	960	10	1.05%
Contributions	513	513	513	1	100.00%
Donation	513	445	506	-7	-1.46%
External Contribution to SES	140	140	260	120	85.71%
External Contribution to Fire & Rescue NSW	160	160	175	15	9.38%



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Draft Budget 24/25 – Depreciation Expenses

Financial Year	Depreciation \$'000	Increase (\$) \$'000	Increase (%) \$'000	Rate Peg (%)	Variance
2019/20	29,722	-	-	-	-
2020/21	31,048	1,326	4.46%	2.60%	1.86%
2021/22	33,099	2,051	6.61%	2.00%	4.61%
2022/23	38,050	4,951	14.96%	1.20%	13.76%
2023/24*	43,098	5,048	13.27%	4.10%	9.17%
2024/25*	50,767	7,669	17.79%	4.60%	13.19%
5 Year Average		4,209	11.42%	2.90%	8.52%
*Denotes budgeted and subject to validation through Asset revaluations due in April 2024.					



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Draft Budget 2024-2025 | Risks

- Development Assessment & Regulation vacancies & reliance on contractors - probable impact 24/25 financial year.
- Workers Compensation is at \$2.2m based on current projections.
- Cost increases & timeline changes of significant capital projects - pressure on Water & Sewer fund (Sewage Treatment Plant upgrades \$165M, Welby Tip Rehabilitation \$18M).
- Increased Depreciation of \$17.8M to cover asset renewals
- 2024/25 - 3rd & final year of the temporary Pothole Crew (\$1.4M) - funds due to be returned to the capital works program 2025/26.



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Revenue Policy Update

Statement of Revenue Policy:

- Rates & Charges (Water, Sewerage, Domestic Waste, Stormwater, Special Rates)
- Financial Profit and Loss
- Financial Assistance Programs
- Proposed Loan Borrowings

Key changes include:

- Review of Residential Rate Subcategories
- Policy position on Special Rating Levy for New Living Areas
- Introduction of Part Year Rating
- Update Rates Subsidy Scheme to include Community Halls not operated by Council

These proposed changes will be subject to a Council report to the April 2024 Council meeting.



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Draft Budget 2024-25 | Reporting Updates

- Financial Reporting: 23/24 Original Budget; adopted 23/24 Quarter 3 and draft 24/25 to Level 4 (Coordinator)
- 4 year Capital Works program at project level
- Operational Plan has been updated to include both FTE and performance measures to Level 4.
- Key movements (to \$20K level) in Operating Budget Level 3 and Level 4 during the Quarterly Budget Review Process
- Unfunded project list updated and reduced from \$628M to \$134M



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Draft Capital Program 2024-2025



Capital Program | Council Consolidated

	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Capital Budget 2027/28 \$'000	Total 4 Year Program \$'000
Plant & Equipment	5,617	3,880	4,297	4,810	18,604
Office Equipment /ICT	2,335	1,285	942	1,402	5,964
Land / Open Space / Recreational	5,699	9,220	7,256	1,400	23,575
Buildings	11,208	5,151	2,225	2,300	20,883
Other Infrastructure	27	-	-	-	27
Roads / Bridges /Footpaths	14,278	11,950	13,100	13,475	52,803
Stormwater Drainage	7,655	6,800	600	600	15,655
Water Supply Network	8,695	26,992	27,049	24,386	87,121
Sewerage Network	47,778	62,720	37,425	16,775	164,699
Swimming Pools	177	180	190	200	747
Library Books	184	184	184	184	736
Other Assets	344	344	344	344	1,375
Total Capital Expenditure	103,998	128,706	93,610	65,877	392,191



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Capital Program | How it is Developed

Two types of Projects:

- **Renewal:**
 - Align with Depreciation
 - Primarily funded by General Revenue, SRV and Grant Funding
- **New & Upgrades**
 - Approved Strategies and Plans
 - Primarily funded by Developer Contributions, Stormwater Levy and Grant Funding



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Capital Program | Spotlight on Roads

Inventory: 1,200km

- Asphalt – 120km
- Spray Seal – 810km
- Unsealed – 270km

Value: \$940M

Annual Depreciation: \$13M

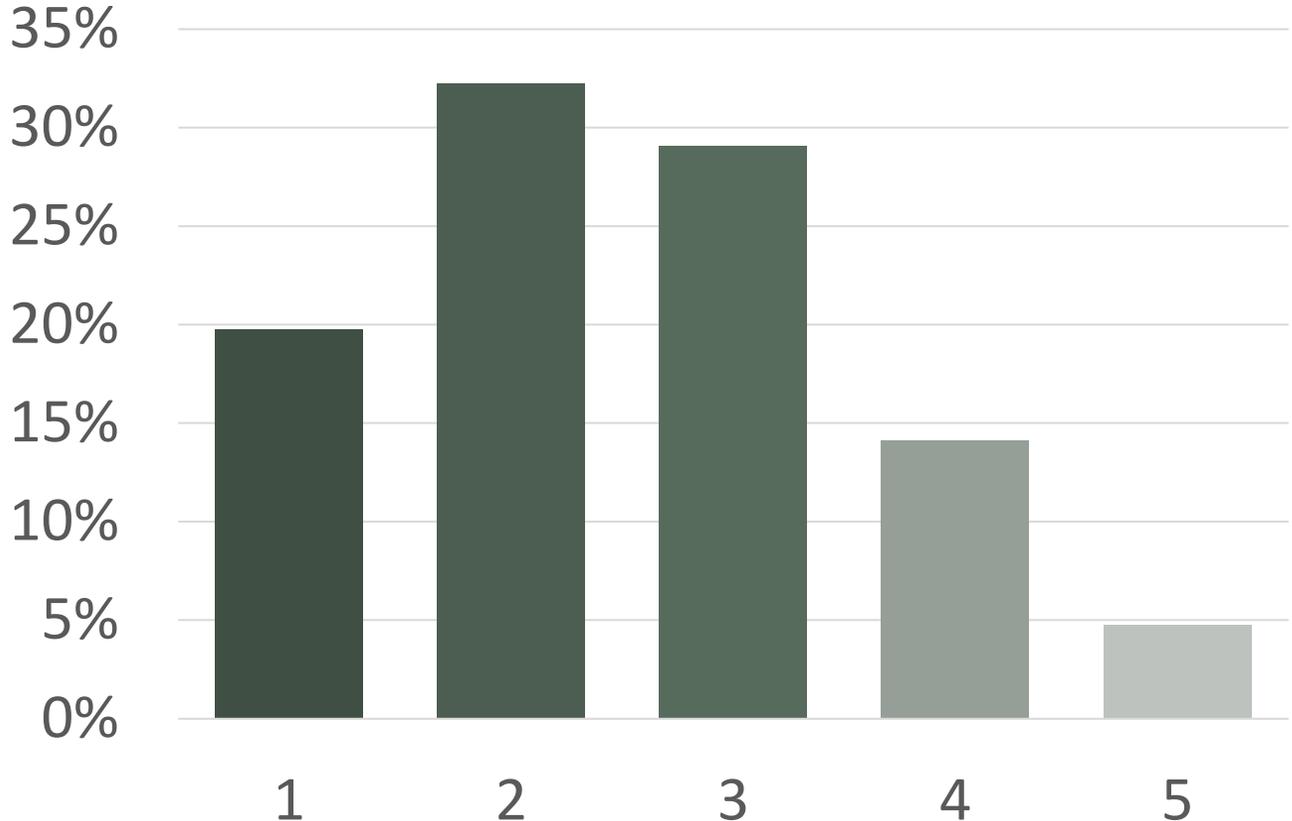
Full network inspection by IMG in 2023



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Capital Program | **Spotlight on Roads**

SCI as % of network



SCI	%	Km
1	19.8%	181 km
2	32.3%	295 km
3	29.1%	266 km
4	14.1%	129 km
5	4.8%	44 km



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Capital Program | Spotlight on Roads

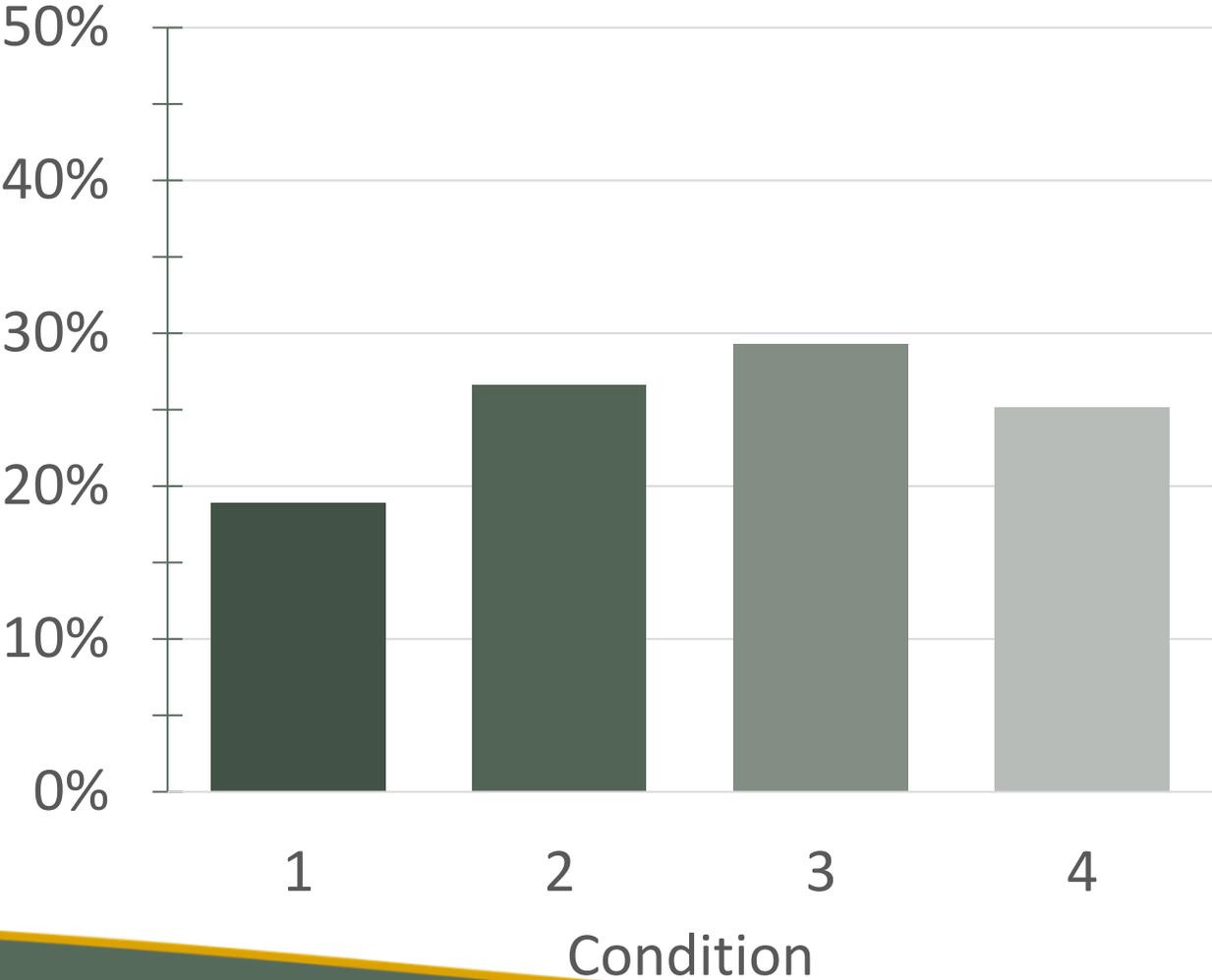
If capital renewal only \$36.5M across 4 years:

- 2027, 25% of road surfaces Condition 4.

We need to keep up with depreciation: \$13M/yr.

\$52M across 4 years

Forecast Road Surface Condition



We're with you

Capital Program | Spotlight on Roads

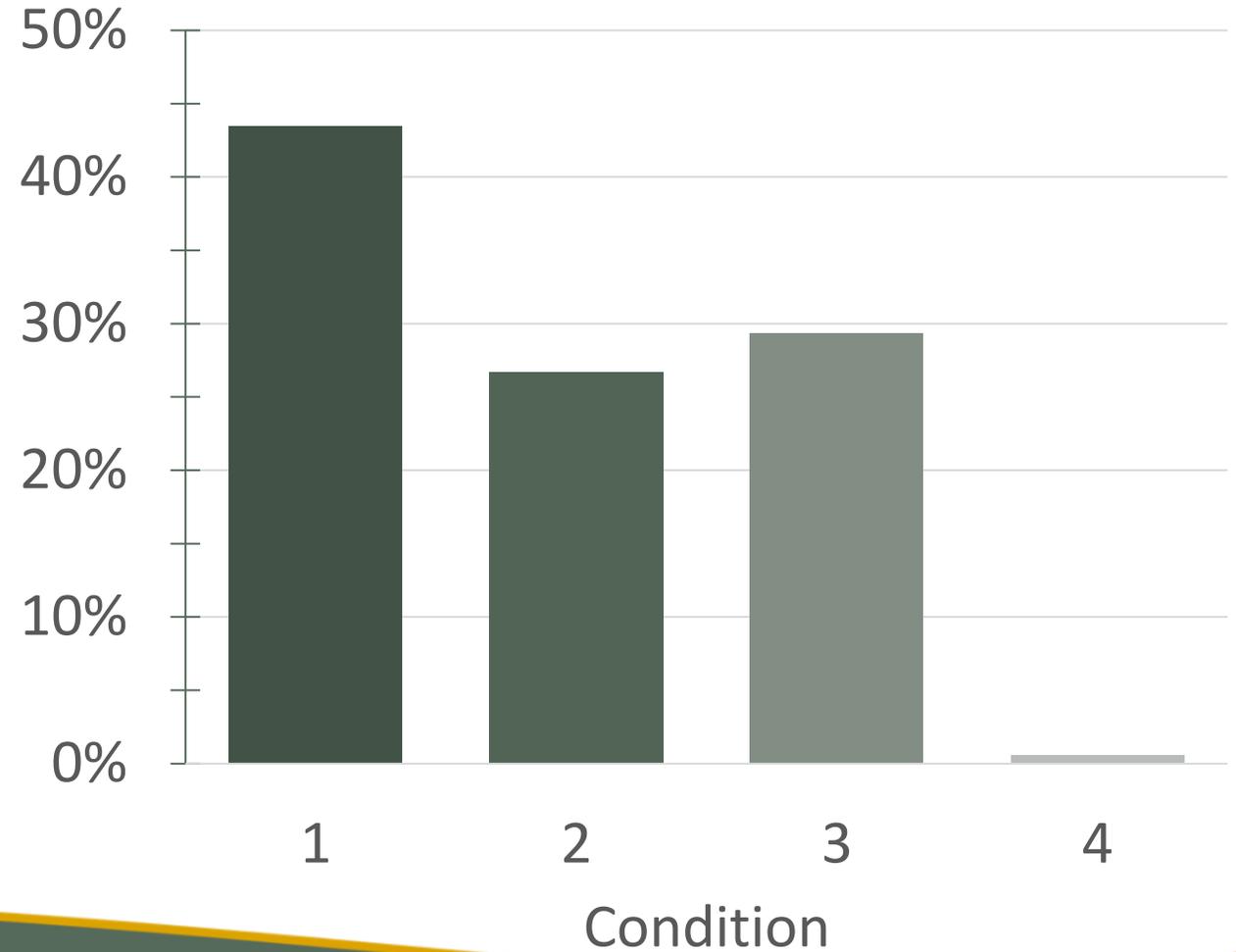
2021/22 to 2023/24

- \$66M - total
- \$22M annual average
 - \$6.2M IMG works in 23/24

2024/25 to 2027/28

- \$13M/yr.
- IMG works complete 2026/27

Forecast Road Surface Condition



We're with you

Capital Projects | Project Highlights

Road Renewal Programs

Construction: 24/25

24/25 budget: \$9.32M

Gravel Resheeting - \$580k – 11 locations

Pavement Rehabilitation - \$3.1M – 11 locations

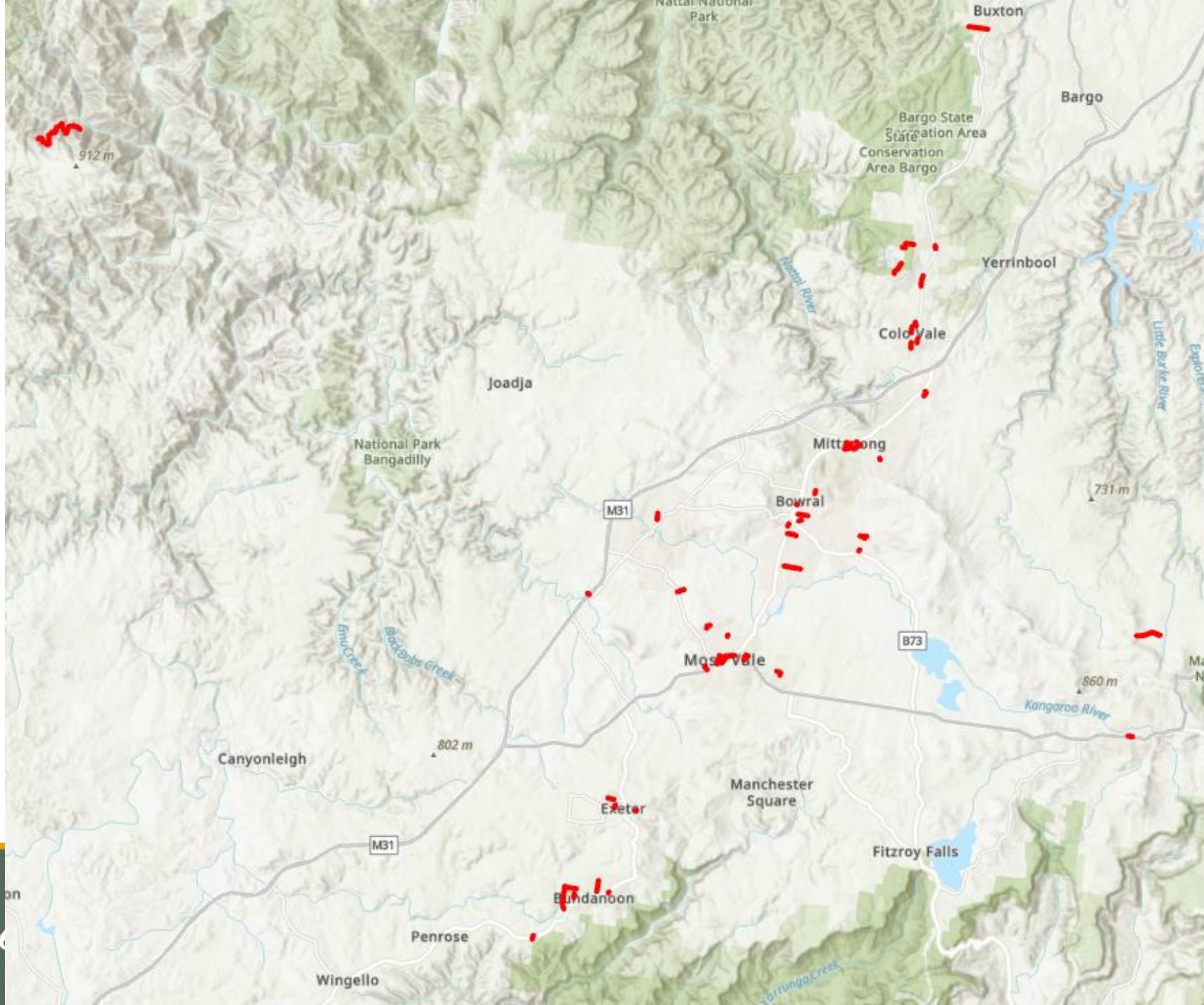
Road Asphaltting - \$3.52M – 20 locations

Road Resealing - \$1.67M – 13 locations

Heavy Patching - \$450k



We're with you



We're

Capital Projects | Project Highlights

Southern Highlands Regional Animal Shelter & SES

Construction: 23/24 - 24/25

Total budget: \$10.08M

24/25 budget: \$4.28M

Funding source: Council, SES Grant



We're with you

Capital Projects | Project Highlights

Yerrinbool Public Toilets

Construction: 24/25

Total budget: \$320k

24/25 budget: \$300k

Funding source: Council



We're with you

Capital Projects | Project Highlights

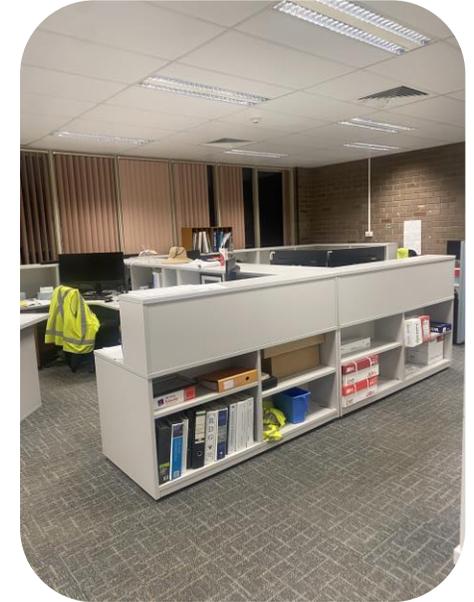
Civic Centre Backoffice Refurbishment

Construction: 24/25

Total budget: \$4M

24/25 budget: \$2M

Funding source: Council



We're with you

Capital Projects | Project Highlights

David Wood Playing Fields Playspace

Construction: 24/25

Total budget: \$1.42M

24/25 budget: \$1.29M

Funding source: VPA, Grant, Community
(The 4K)



We're with you

Capital Projects | Project Highlights

Playspace Renewal – Centennial Oval

Construction: 24/25

Total budget: \$200k

24/25 budget: \$200k

Funding source: Council



We're with you

Capital Projects | Project Highlights

Welby Landfill Remediation

Construction: 24/25 – 25/26

Total budget: \$17.2M

24/25 budget: \$4.13M

Funding source: Council



We're with you

Capital Projects | Project Highlights

Ferguson Crescent Bridge Renewal

Construction: 24/25

Total budget: \$2.89M

24/25 budget: \$2.65M

Funding source: TfNSW



We're with you

Capital Projects | Project Highlights

New Footpaths

Construction: 24/25

24/25 budget: \$500k

Funding source: Council

Get NSW Active 2024/25

Grant applications submitted for:

1. Park Road, Bowral
2. Main Street, Robertson
3. Innes Road, Moss Vale
4. Wilson Drive, Hill Top

Council funds (\$500k) to be used as co-contributions for successful applications

Successful projects announced April 2024

If no successful applications, funds will be utilised to deliver:

Design:

- Moss Vale to Bowral (Charlotte St & Yean St)
- New Berrima to Berrima (Argyle St)
- Exeter Train Station

Construction:

- Crimea St, Willow Vale (missing segment)
- Railway St, Moss Vale (missing segment)
- Bendooley St, Bowral (missing segment)
- Meranie St, Welby (extension of network)



We're with you

Capital Projects | Project Highlights

Drainage Renewal & Upgrades

24/25 budget: \$6.41M

- Bullio Creek Causeway
- Gascoigne St, Willow Vale
- Drapers Rd, Willow Vale
- Bessemer St, Mittagong
- Priestly St, Mittagong
- Robinson St, Mittagong
- Shepherd St, Bowral
- Burradoo Rd, Burradoo
- Sunninghill Ave, Burradoo
- Showground Channel, Moss Vale
- Penrose Rd, Penrose*

* To be reflected in Capital Program when released for public exhibition



We're with you

Capital Projects | Project Highlights

Bowral Sewage Treatment Plant Upgrade

Construction: 22/23 – 25/26

Total Budget: \$57.45M

24/25 budget: \$21.15M

Funding source: Council, Grant



We're with you

Capital Projects | Project Highlights

Moss Vale Sewage Treatment Plant Upgrade

Construction: 23/24 – 25/26

Total Budget: \$56.12M

24/25 budget: \$22M

Funding source: Council, Grant



We're with you

Capital Projects | Project Highlights

Mittagong Sewage Treatment Plant Upgrade

Construction: 25/26 - 27/28

Total Budget: \$50.6M

24/25 budget: \$400k

Funding source: Council, Grant

** will be reviewed XXX



We're with you

Capital Projects | Project Highlights

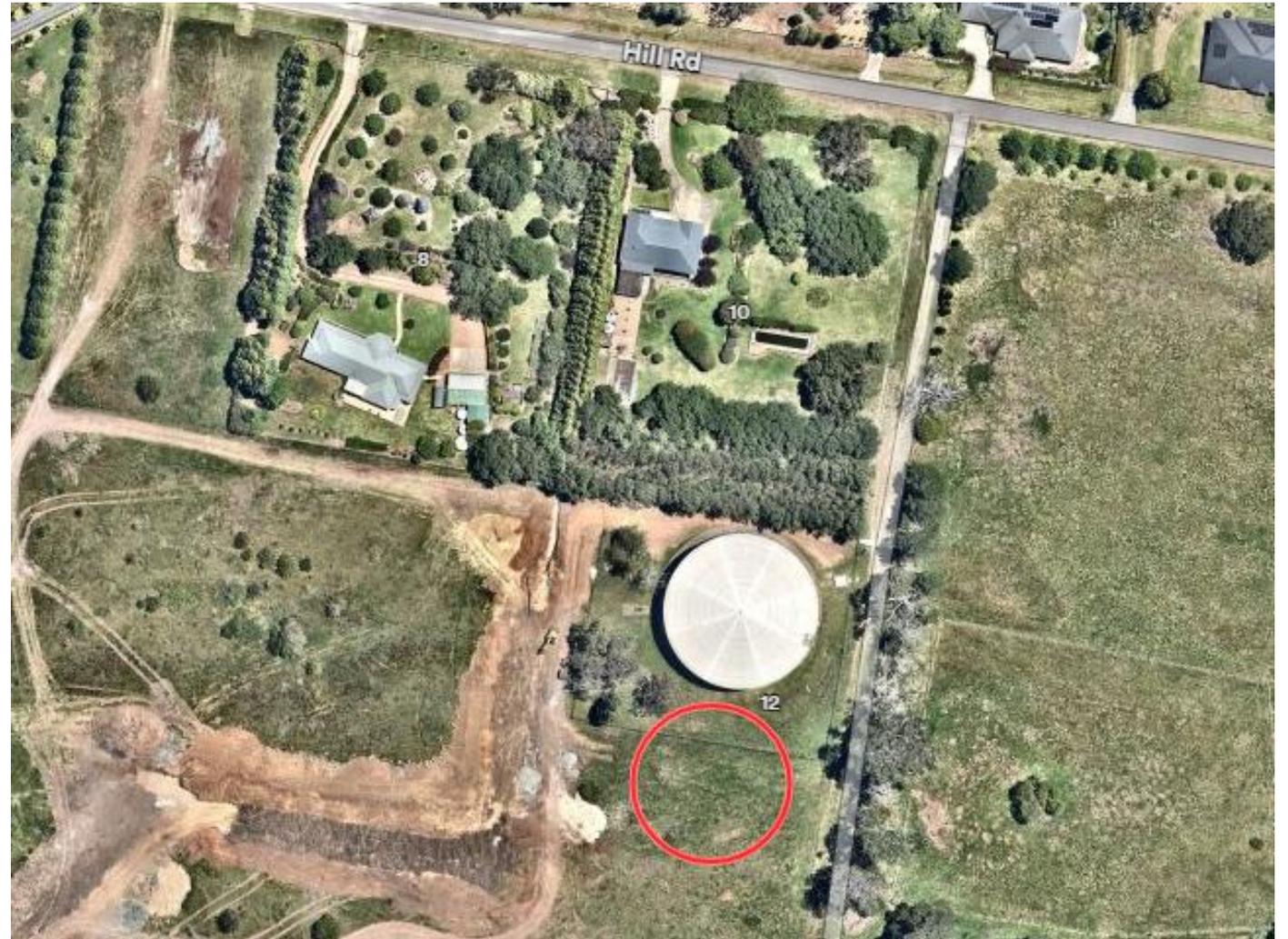
Hill Road Reservoir Duplication

Construction: 24/25 – 25/26

Total Budget: \$5M

24/25 budget: \$2M

Funding source: Council, VPA



We're with you

Capital Projects | Project Highlights

New Water Main – Treatment Plant to Hill Road Reservoir

Construction: 25/26 – 26/27

Total Budget: \$16.3M

24/25 budget: \$800k

Funding source: Council



We're with you

Capital Projects | Project Highlights

Wingecarribee Water Treatment Plant Upgrade

Construction: 25/26 - 27/28

Total Budget: \$30.6M

24/25 budget: \$400k

Funding source: Council



We're with you



Directorate

**Office of the
General Manager**

Lisa Miscamble

General Manager



Principal Activity | General Manager's Office & Executive Leadership

Priority Action 2024/25

- Develop a 12-month program for the onboarding & professional development of Councillors.
- Continue to implement the Horizon 1 actions within the Organisational Road Map.
- Continue to advocate the priorities outlined in 'Shire Priorities 2023'.



We're with you

Principal Activity | Civic Functions & Councillor Support

Priority Action 2024/25

- Prepare a program of Civic events in consultation with the Mayor and Councillors.



We're with you

Operating Budget

- New Administration Trainee included in 2024/25
- Increase in materials and contracts due to inclusion of Election Costs (\$440K) funded by Election Reserve.
- Councillors budget net increase of \$183K with election in Sept 2024 includes:
 - IT equipment etc. \$60K
 - training & induction \$50K
 - other expenses in line with Councillor Expenses policy \$73K

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	26,000	26,000	26,000
Grants & Contribution - Operating	-	-	10,000
Grants & Contribution - Capital	-	-	-
Internal Income	367,238	367,238	385,534
Total Income	393,238	393,238	421,534

Expenses

Employee Costs	1,761,283	1,087,924	1,241,515
Borrowing Costs	-	-	-
Materials & Services	797,700	825,200	774,140
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	491,245	491,245	361,729
Total Expenses	3,050,228	2,404,369	2,377,384

Net Operating Result

(2,656,990)	(2,011,132)	(1,955,850)
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	9.0	9.0

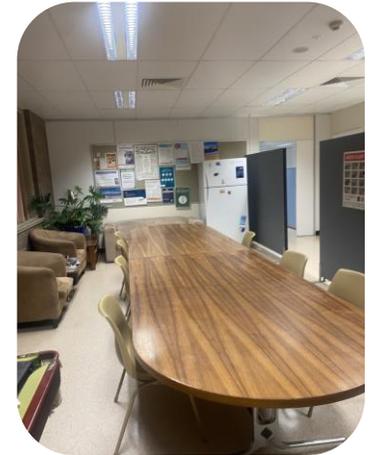
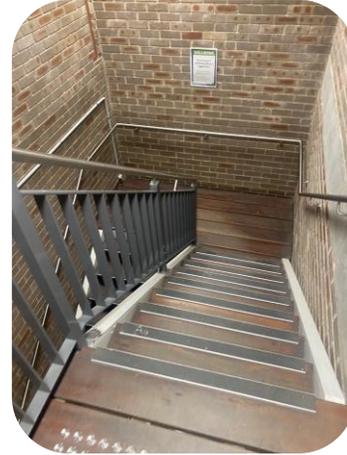


We're with you

Capital Program

	Capital Budget 2024/25 \$'000	Capital Budget 2025/26 \$'000	Capital Budget 2026/27 \$'000	Capital Budget 2027/28 \$'000	Total 4 Year Program \$'000
Buildings	2,000	-	-	-	2,000
Total Capital Expenditure	2,000	-	-	-	2,000

- Civic Centre Back Office Refurbishment



We're with you



Wingecarribee
SHIRE COUNCIL

People & Culture

Sally Sammut

Executive Manager People & Culture



Principal Activity | Human Resources

Priority Action 2024/25

- Review and update Human Resources policies and procedures.
- Implement the Workforce Strategy with a focus on attracting and retaining skilled staff.
- Roll out training and education to support staff in the implementation of both current and new policies and procedures.
- Continue to provide apprenticeship, trainee and cadet roles to encourage youth employment and broader workforce participation.



We're with you

Principal Activity | Policy, Strategy and Organisational Development

Priority Action 2024/25

- Partner with TAFE to pilot innovative programs for cadets, apprentices, trainees and people transitioning to retirement.
- Develop and implement a Health and Wellbeing Plan (4-year Plan).
- Develop and implement, the Employee Reward and Recognition Program.



We're with you

Operating Budget

- Reallocation in employee costs due to salary review costs in 23/24 now allocated to each cost centre in 24/25 budget
- 24/25 savings in materials and services due to lower costs in employment recruitment advertising (\$40K) as a result of utilising non-traditional channels of advertising for vacant positions.
- Increase in Materials and Services in line with expected inflation relating primarily to Training (\$22K).

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	26,000	26,000	26,000
Grants & Contribution - Operating	-	-	10,000
Grants & Contribution - Capital	-	-	-
Internal Income	367,238	367,238	385,534
Total Income	393,238	393,238	421,534

Expenses

Employee Costs	1,761,283	1,087,924	1,241,515
Borrowing Costs	-	-	-
Materials & Services	797,700	825,200	774,140
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	491,245	491,245	361,729
Total Expenses	3,050,228	2,404,369	2,377,384

Net Operating Result

(2,656,990)	(2,011,132)	(1,955,850)
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	9.0	9.0



We're with you



Wingecarribee
SHIRE COUNCIL

Strategic Outcomes

Deniz Kilic

Executive Manager Strategic Outcomes



Principal Activity | Economic Development

Priority Action 2024/25

- Prepare the Economic Development Strategy Integrated Action Plan.
- Prepare the Southern Highlands Innovation Park Servicing Delivery Strategy.
- Implement the Southern Highlands Innovation Park Master Plan and Governance Strategy.



We're with you

Principal Activity | Strategic Policy

Priority Action 2024/25

- 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.
- Prepare a comprehensive Development Control Plan to guide development across the Shire.



We're with you

Principal Activity | Strategy & Place

Priority Action 2024/25

- Prepare the Bundanoon Place Plan.
- Prepare the Mittagong Town Centre Master Plan.
- Prepare the Moss Vale Town Centre Master Plan.
- Commence a Planning Proposal for the Bowral South New Living Area & implement its Master Plan.
- Implement the Bowral Town Centre Masterplan.



We're with you

Operating Budget

- Reallocation in User Charges & Fees budget within Strategic Outcomes for Section 10.7 certificates from DA's (\$225K).
- Increase in interest revenue - \$1.57M increase for Developer Contributions for all Funds (\$350K s7.11 General, \$755K s7.11 Sewer, \$932K s7.11 Water). Externally restricted funds.
- New projects proposed for 24/25:
 - a. Southern Highlands Innovation Park Servicing Strategy (\$75K)
 - b. Mittagong Town Centre Master Plan (\$20K)
 - c. Bowral South New Living Area Rezoning Package (\$50K)

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	45,900	255,900	275,000
Interest & Investments Revenue	1,132,200	2,762,000	2,700,000
Other Revenues	-	-	-
Grants & Contribution - Operating	-	12,500	-
Grants & Contribution - Capital	5,270,000	5,270,000	5,270,000
Internal Income	-	-	-

Total Income

Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
-	-	-
45,900	255,900	275,000
1,132,200	2,762,000	2,700,000
-	-	-
-	12,500	-
5,270,000	5,270,000	5,270,000
-	-	-
6,448,100	8,300,400	8,245,000

Expenses

Employee Costs	1,034,844	943,645	1,142,436
Materials & Services	142,850	1,188,573	270,500
Depreciation	-	-	-
Other Expenses	25,588	25,588	26,500
Internal Expenses	286,525	286,525	346,191

Total Expenses

1,489,807	2,444,331	1,785,626
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Net Operating Result

4,958,293	5,856,069	6,459,374
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)

FY2023/24	FY2024/25
8.4	8.4



We're with you



Directorate

**Corporate Strategy &
Resourcing**

Carmel Foster

Director Corporate Strategy & Resourcing





Wingecarribee
SHIRE COUNCIL

Finance

Pav Kuzmanovski

Chief Financial Officer



Principal Activity | Financial Services

Priority Action 2024/25

- Review Council's Long-term Financial Plan (LTFP) to ensure Council's ongoing financial sustainability.
- Complete the Annual Financial Statements ready for audit within 8 weeks after year end.
- Proactively seek grant funding opportunities that align to Council's Operational Plan or unfunded initiatives.



We're with you

Principal Activity | Procurement & Contracts

Priority Action 2024/25

- Continue to explore options to better engage with local business.
- Deliver the outcomes of the Finance Service Review conducted in the 2023/24 Financial year.



We're with you

Principal Activity | Revenue

Priority Action 2024/25

- Develop a program to systematically review all property categorised for rating purposes as Farmland.
- Develop a program to systematically review all property categorised for rating purposes as Non-rateable.



We're with you

Operating Budget

- Rates and Annual Charges increase 4.6% (4.5% rate peg plus 0.1% of population factor).
- Increase in interest revenue based on interest rate increases and higher than anticipated cash reserves for the 2023/24 and anticipated for 24/25.
- Grants and contributions increase mainly due to Financial Assistance Grant positive variance of \$986K (\$6.69M anticipated).
- Increase in Contribution to SES of \$120K as advised by the State Government.
- Increase Borrowing / interest Costs - loan for the Animal Shelter & Back of House Refurbishment (\$350K).
- Materials and Services reduction:
 - efficiency dividend (\$270K) now reflected in working capital surplus.
 - lower bank charges (\$40K).

Income

	Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
Rates & Annual Charges	58,688,590	58,508,590	61,315,600
User Charges & Fees	222,300	232,300	222,300
Interest & Investments Revenue	1,590,000	2,270,000	2,150,000
Other Revenues	210,000	210,000	210,000
Grants & Contribution - Operating	6,032,380	601,119	7,018,605
Grants & Contribution - Capital	-	-	-
Internal Income	3,324,345	3,324,345	3,517,626
Total Income	70,067,615	65,146,354	74,434,131

Expenses

Employee Costs	2,655,242	4,081,240	2,310,357
Borrowing Costs	369,555	406,748	720,205
Materials & Services	1,056,828	1,421,238	1,419,782
Depreciation	500,000	500,000	500,000
Other Expenses	1,398,650	1,330,650	1,455,000
Internal Expenses	285,568	353,568	333,963
Total Expenses	6,265,843	8,093,444	6,739,308

Net Operating Result

	63,801,772	57,052,910	67,694,823
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	24.5	24.5



We're with you



Wingecarribee
SHIRE COUNCIL

Information & Customer Services

George Harb

Chief Information Officer



Principal Activity | Facilities & Bookings

Priority Action 24/25

- Continue implementation of an online booking system (Bookable) to support hirers of community facilities.



We're with you

Principal Activity | Corporate Information

Priority Action 2024/25

- Continue sentencing and digitisation of hardcopy files to improve access to data and record keeping.
- System improvements relating to digitisation of records to allow for consistent approach relating to statutory record keeping requirements.



We're with you

Principal Activity | Customer Experience

Priority Action 2024/25

- Review, implement and monitor the Customer Experience Charter.
- Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding.
- Deliver accessible and convenient online services including online payments.
- Enhance the efficiency and effectiveness of resolving customer issues during initial interaction with the Customer Experience team.



We're with you

Principal Activity | Information & Communication Technology – Corporate Systems

Priority Action 2024/25

- Commence implementation of the Enterprise Resource Planning Solution according to the Information Communication Technology (ICT) Roadmap.
- Investigate integrated mapping resources to enhance how the community receives information.
- Review current setup of Technology One modules for efficiencies through automation.



We're with you

Principal Activity | Information & Communication Technology – Operations

Priority Action 2024/25

- Continue to implement, manage and test Councils Backup and Disaster Recovery (DR) Solution in line with business continuity requirements.
- Design, implement and maintain reliable and resilient network infrastructure.
- Centralise Councils CCTV environment to support community safety and security.
- Implement efficiencies and automated solutions to streamline processes and improve upon internal services.



We're with you

Operating Budget

- Reduction in FTE in Facilities and Booking and Facilities (1.6 FTE). Also, a reallocation of 1 FTE to Community, Life and Libraries.
- Increase in Materials & Services in Corporate Systems of \$1.47M predominately due to the following:
 Indexation and growth in users relating to Software licenses (\$380K)
 Consolidation of Software licenses from other cost centres (\$600K)
 Transfer of ICT Costs from Capital to Operating Budgets (\$290K)
 Additional software licenses (\$200K) including Pulse (HR and Project Management Software) and digital solutions for Accounts Payable and Payroll

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	700	700	650
Interest & Investments Revenue	-	-	-
Other Revenues	10,780	10,780	15,835
Grants & Contribution - Operating	50,000	50,000	-
Grants & Contribution - Capital	-	-	-
Internal Income	1,192,614	1,192,614	1,415,315
Total Income	1,254,094	1,254,094	1,431,800

Expenses

Employee Costs	3,574,944	3,424,942	3,773,539
Borrowing Costs	-	-	-
Materials & Services	3,509,527	3,833,787	4,474,190
Depreciation	300,000	300,000	300,000
Other Expenses	63,000	63,000	65,500
Internal Expenses	308,759	308,759	331,230
Total Expenses	7,756,229	7,930,487	8,944,459

Net Operating Result

(6,502,135)	(6,676,394)	(7,512,660)
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Staff Establishment

	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	36.5	-	33.9



We're with you



Wingecarribee
SHIRE COUNCIL

Governance & Corporate Performance

Danielle Lidgard

Manager Governance & Corporate Performance



Principal Activity | Governance

Priority Action 2024/25

- Prepare for and facilitate the September 2024 local government elections.
- Develop and deliver the Councillor induction program and professional development program for Councillors.
- Undertake reviews of the relevant statutory policies including:
 - Councillor and Staff Interaction Policy
 - Code of Meeting Practice
 - Code of Conduct



We're with you

Principal Activity | Integrated Risk Management

Priority Action 2024/25

- Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking.
- Deliver projects identified in the StateCover Action Plan 2023.
- Continue to implement the Integrated Risk Roadmap and Action Plan.



We're with you

Principal Activity | Strategy & Business Improvement

Priority Action 2024/25

- Prepare the State of Our Shire report as part of the review of the Community Strategic Plan.
- Develop Council's Resourcing Strategy, Delivery Program 2025-2029 and Operational Plan and Budget 2025/26.
- Work with the Canberra Region Joint Organisation to develop the Regional Community Strategic Plan.
- Facilitate a program of Service Reviews to achieve best value services for the community.



We're with you

Operating Budget

- Increase in Employee Costs due to staff progressing through the salary system and the salary structure review above award (\$60K).
- Employee cost reduction due to reduction of Workers Compensation from \$2.6M to \$2.2M
- Increase in Materials & Contracts \$225k due to:
 - Insurance premium increases particularly Public Risk and Property insurance.
 - Community Satisfaction Survey conducted every two years
 - Integrated Planning and Reporting Review

Income

	Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
Rates & Annual Charges	-	-	-
User Charges & Fees	2,000	2,000	2,000
Interest & Investments Revenue	-	-	-
Other Revenues	100,000	646,996	84,000
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	2,713,864	2,713,864	2,774,788
Total Income	2,815,864	3,362,860	2,860,788

Expenses

Employee Costs	4,298,293	3,708,491	4,046,472
Borrowing Costs	-	-	-
Materials & Services	2,355,244	2,993,970	2,591,521
Depreciation	-	-	-
Other Expenses	-	-	300
Internal Expenses	231,959	(355,803)	222,673
Total Expenses	6,885,495	6,346,657	6,860,966

Net Operating Result

(4,069,631)	(2,983,798)	(4,000,177)
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	15	15



We're with you



Wingecarribee
SHIRE COUNCIL

Business & Property Services

Carmel Foster

Director Corporate Strategy & Resourcing



Principal Activity | Animal Shelter

Priority Action 2024/25

- Establish operations at the new Animal Shelter in Moss Vale.
- Deliver community education programs on responsible pet ownership including desexing, microchipping and registration.



We're with you

Principal Activity | Outside School Hours Care Service

Priority Action 2024/25

- Investigate options to increase the number of Out of School Hours care positions.
- Deliver activities for Out of School Hours Educators Day.



We're with you

Principal Activity | Property Services

Priority Action 2024/25

- Complete a review and analysis of the Mount Gibraltar telecommunications tower to improve operations and community outcomes.
- Complete a review of surplus roads to reduce the need to maintain unformed roads and generate additional income.
- Develop a Property Strategy to ensure assets are being appropriately managed for the long-term benefit of the community.
- Create a Property Investment Portfolio to support Council's financial and asset management goals.



We're with you

Principal Activity | Southern Regional Livestock Exchange

Priority Action 2024/25

- Upgrade Saleyard Software Systems and IT infrastructure to improve and streamline processes.
- 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.
- Progress recommendations from the agribusiness report to increase usage and leverage off tourism opportunities.



We're with you

Principal Activity | Tourism & Events

Priority Action 2024/25

- Establish a Visitor Economy Advisory Panel (VEAP) to provide expert advice on tourism and events.
- Review signature events for the Southern Highlands in consultation with the Visitor Economy Advisory Panel (VEAP).
- Undertake upgrades to the Visitor Information Centre to improve the customer experience and sense of place.
- Introduce volunteering opportunities at the Visitor Information Centre.
- Prepare a program for Bowral Memorial Hall that promotes community, commercial and cultural events and maximises utilisation.



We're with you

Operating Budget

- Increase in Tourism User Fees & Charges income mainly due to increase in Tulip Time Revenue to align with 23/24 actuals, offset partially by increased expenses.
- Increase in Animal Shelter income mainly due to increase in animal registration fees (\$60K).
- Reduction in User Charges & Fees for Children's Services and expenses due to changes in auspicing arrangements of Family Day Care services.
- Increase in Employee Costs within SRLX due to staff progressing through the steps of the salary system and due to the salary structure review above award for Governance (\$32K).
- Increase in Employee Costs in Property services due to an Additional 0.1 FTE increase for a Property Officer not budgeted correctly in 23/24.
- Increase in Employee Costs due salary review above award for Governance (\$105K).
- Increase in Animal Shelter Employee costs due to salaries above the award due to the revised salary system review and additional 0.1 FTE increase for an Animal Shelter Operations Assistant not budgeted correctly in 23/24.

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	2,334,632	2,332,464	2,513,868
Interest & Investments Revenue	-	-	-
Other Revenues	935,999	935,999	1,239,052
Grants & Contribution - Operating	668,355	292,292	306,763
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-

Total Income

Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
3,938,986	3,560,755	4,059,684

Expenses

Employee Costs	2,102,614	1,884,461	2,411,070
Borrowing Costs	-	-	-
Materials & Services	1,439,410	1,230,386	1,216,057
Depreciation	-	-	-
Other Expenses	197,846	7,846	8,740
Internal Expenses	309,783	309,783	448,839

Total Expenses

4,049,653	3,432,476	4,084,706
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Net Operating Result

(110,667)	128,279	(25,022)
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)

FY2023/24	FY2024/25
21.0	21.2



We're with you



Directorate

**Service &
Project Delivery**

Karin Targa

Director Service & Project Delivery





Assets

Shaun Robinson

Manager Assets



Principal Activity | Park & Building Assets

Priority Action 2024/25

- Update of Lackey Park Masterplan.
- Prepare business cases for a Regional Aquatics Centre and Multipurpose Indoor Sports Centre.
- Update the accuracy and accessibility of Council's building asbestos register.
- Complete Masterplans for three cemeteries.
- Review and update the Public Toilet Plan to ensure levels of service are appropriate to the needs of the community.



We're with you

Principal Activity | Road & Drainage Assets

Priority Action 2024/25

- Develop a framework for consistent assessment of road categorisation and hierarchy
- Implement the 24/25 Road Safety Education program
- Undertake inventory data collection of drainage assets in Yerrinbool, Colo Vale and Hill Top.
- Formalise New Berrima, Bundanoon & Hill Top Drainage Masterplans.
- Seek and apply for grant funding



We're with you

Principal Activity | Water Assets

Priority Action 2024/25

- Undertake sewer flow and rainfall gauging for Mittagong Sewerage catchment.
- Commence 2051 Master Planning for Mittagong sewerage catchment.
- Review and update the Drought Management Policy and Plan in partnership with Goulburn-Mulwaree Council.
- Implement Strategic Assets module in TechOne for water and wastewater assets.
- Undertake sewerage network inspections in areas where high levels of stormwater (inflow) and groundwater (infiltration)



We're with you

Operating Budget

- Depreciation has increased as result of revaluation and indexation of asset classes.
- Increase in Employee Costs due to staff progressing through salary system steps and result of salary structure review
- Materials and Services increase in Water Assets is predominately due to development and implementation of sewer network modelling (\$230K), water network modelling (\$67K) and water

Income

Rates & Annual Charges	(157,500)	(157,500)	(165,463)
User Charges & Fees	293,160	344,042	341,632
Interest & Investments Revenue	-	-	-
Other Revenues	-	66,697	-
Grants & Contribution - Operating	159,920	296,015	155,137
Grants & Contribution - Capital	-	-	-
Internal Income	518,293	518,293	605,771

Total Income

813,873 1,067,547 937,077

Expenses

Employee Costs	3,196,336	3,174,333	3,497,448
Borrowing Costs	-	-	-
Materials & Services	1,727,019	2,781,128	2,185,903
Depreciation	30,136,429	30,136,429	37,435,625
Other Expenses	-	-	-
Internal Expenses	1,694,326	1,694,326	1,902,927

Total Expenses

36,754,111 37,786,217 45,021,904

Net Operating Result

(35,940,238) (36,718,671) (44,084,826)

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)

FY2023/24

25.2

FY2024/25

25.6



We're with you



Project Delivery

Ned Tripkovic

Manager Project Delivery



Principal Activity | Project Delivery (Capital Works)

Priority Action 2024/25

- Commence Welby Landfill remediation.
- Complete construction of the Animal Shelter & SES Building
- Complete the design for Bowral to Moss Vale 710mm duplication water main - Stage 1.
- Deliver the Bowral Sewage Treatment Plant Upgrade.
- Commence construction of the Moss Vale Sewage Treatment Plant.
- Complete the design of the Mittagong Sewer Treatment Plant.
- Develop a Project Management Framework to provide a consistent, and well governed approach to Council run projects.



We're with you

Principal Activity | Roads & Drainage Projects

Priority Action 2024/25

- Design and construct the Capital Works Program for roads and drainage.
- Construct Sunninghill Ave drainage.
- Deliver Priestly St creek crossing.
- Deliver Robinson St creek crossing.
- Complete Penrose bus shelter and footpath.



We're with you

Operating Budget

- Employee Cost variances for Project Delivery is due to the change in methodology of capitalising costs into Capital Projects.
- Wages have been grossed up with costs factored into the relevant project in the Capital Works schedule.

Income

	Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
Rates & Annual Charges	-	-	-
User Charges & Fees	-	-	-
Interest & Investments Revenue	-	-	-
Other Revenues	-	-	-
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	846,949	846,949	1,270,307
Total Income	846,949	846,949	1,270,307

Expenses

Employee Costs	1,604,643	1,604,643	3,855,371
Borrowing Costs	-	-	-
Materials & Services	49,966	69,966	52,217
Depreciation	-	-	-
Other Expenses	-	-	-
Less Capitalised Costs	(1,134,640)	(1,134,640)	(4,051,119)
Internal Expenses	1,350,896	1,586,896	1,731,983
Total Expenses	1,870,865	2,126,865	1,588,452

Net Operating Result

	(1,023,916)	(1,279,915)	(318,146)
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	26.0	26.0



We're with you



Wingecarribee
SHIRE COUNCIL

Shire Presentation

Karin Targa

Director Service & Project Delivery



Principal Activity | Civil Construction

Priority Action 2024/25

- Continue improving Shire mobility with the roads capital works program, focusing on:

Elizabeth Street, Moss Vale

Railway Parade, Mittagong

Orchid Street, Colo Vale

- Undertake two major drainage projects in Willow Vale under the Capital Works Program.



We're with you

Principal Activity | Customer Service & Business Support

Priority Action 2024/25

- Complete review of QR code data for Parks and Open Spaces to identify key areas of community concern.
- Coordinate development of key performance indicators to link team and individual progress against key strategic priorities.
- Undertake customer surveys to understand and improve the level of customer satisfaction with our services.
- Continue to refine and improve internal processes to improve the customer experience.



We're with you

Principal Activity | Fleet

Priority Action 2024/25

- Deliver Council's Plant replacement program to ensure operational departments are able to meet service level agreements.
- Undertake apprentice recruitment to support local employment and a succession plan for Council's workshop.
- Develop workshop service level agreements to meet industry benchmarks and improve financial viability.
- Improve Plant utilisation by reviewing and rationalising plant allocation and costing across all operational areas.



We're with you

Principal Activity | Open Spaces & Buildings

Priority Action 2024/25

- Protect our canopied spaces to minimise urban heat.
- Attract investment for tree planting programs to help achieve net zero emission targets.
- Attract funding to ensure prioritised Council owned buildings are meeting code and compliance standards.



We're with you

Principal Activity | Parks & Open Spaces

Priority Action 2024/25

- Maintain safe and accessible open space for recreational activities to encourage broad community participation.
- Incorporate priorities from community surveys into the open space maintenance schedules to ensure the service is responsive to community needs.



We're with you

Principal Activity | Infrastructure Maintenance

Priority Action 2024/25

- Establish a Governance Framework to improve policies, procedures and service delivery across the Shire.



We're with you

Principal Activity | Specialist Engineering

Priority Action 2024/25

- Commence delivery of Essential Public Asset Reconstruction Works on flood damaged transport infrastructure.
- Secure reimbursement of costs incurred during Emergency Response and Reconstruction of Infrastructure damaged during the 2022 floods.



We're with you

Operating Budget

- Internal income increase for Fleet of \$832K reflects accurate recovery of Plant & Fleet charges.
- Increase in Employee Costs is due to staff progressing through the steps of the salary system and due to the salary structure review above award Engineering (\$120K), Parks and Open Spaces (337K), Open Spaces and Buildings (280K) and Infrastructure Maintenance (145K).
- Parks & Open Spaces Employee Costs / FTE is due to new apprentice Landscaper previously funded from Contractors.
- Infrastructure Maintenance increase in Materials & Services is due to increased budget allocated to unsealed Road Maintenance subject to the sale of Roads Reserve related property (\$650K).

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	2,360,488	2,385,488	2,489,902
Interest & Investments Revenue	-	-	-
Other Revenues	510,972	518,168	515,394
Grants & Contribution - Operating	1,158,159	1,158,159	1,787,487
Grants & Contribution - Capital	307,000	307,000	318,667
Internal Income	5,609,194	5,609,194	6,786,938

Total Income

Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
9,945,814	9,978,010	11,898,388

Expenses

Employee Costs	11,738,196	11,489,429	13,177,380
Borrowing Costs	6,675	6,675	1,120
Materials & Services	13,306,951	14,710,814	14,743,528
Depreciation	1,930,000	1,930,000	1,930,000
Other Expenses	49,484	49,484	85,773
Less Capitalised costs	(1,985,844)	(2,615,740)	(2,581,700)
Internal Expenses	4,972,946	4,972,946	5,768,724

Total Expenses

30,018,408	30,543,608	33,124,825
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Net Operating Result

(20,072,594)	(20,565,598)	(21,226,437)
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	FY2023/24 136.9	FY2024/25 137.9
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We're with you



Wingecarribee
SHIRE COUNCIL

Water Services

Graeme Mellor

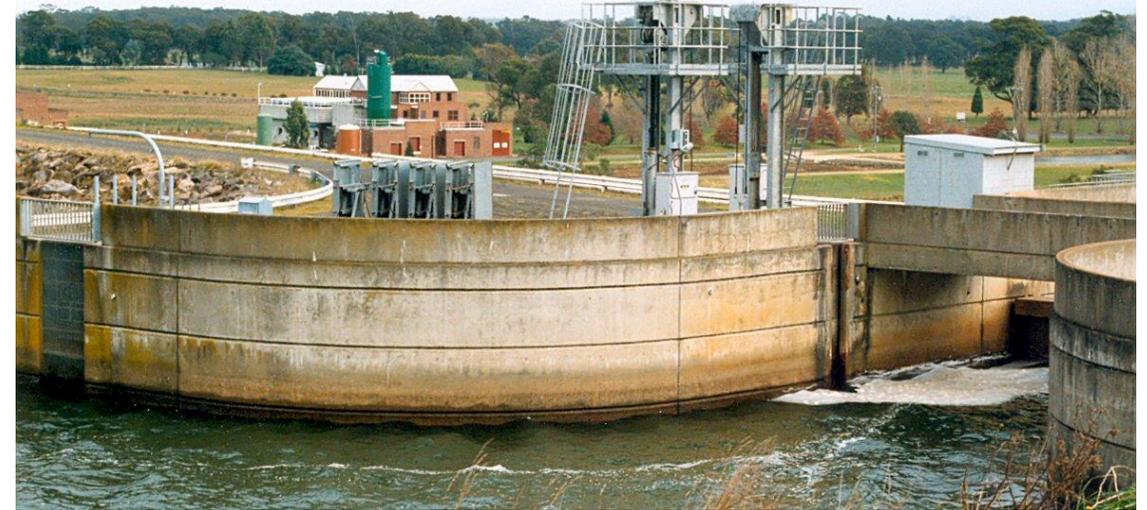
Manager Water Services



Principal Activity | Depot & Maintenance Operations

Priority Action 2024/25

- Inspect and replace worn out pumps in both water and wastewater pumping stations to ensure reliable service delivery.
- Refurbish High Lift Pump No 1 at Wingecarribee WTP as a critical component in the supply of water to the Shire.
- Upgrade Supervisory Control and Data Acquisition (SCADA) hardware at field sites such as water reservoirs to monitor our water & wastewater systems.



We're with you

Principal Activity | Treatment

Priority Action 2024/25

- Install a new online turbidity monitor system at Wingecarribee WTP to ensure compliance with Council's Drinking Water Management System.
- Inspect the filter media at the water treatment plants as a critical treatment stage to assess the need for replacement.
- Upgrade the fluoridation system at Wingecarribee WTP.
- Upgrade re-chlorination systems in reservoirs as a program to maintain residual disinfection.
- Support sustainable resource management by processing sewage treatment plant biosolids waste for beneficial reuse.
- Upgrade Robertson STP inlet screen.



We're with you

Principal Activity | Waste Water Operations

Priority Action 2024/25

- Complete annual sewer vent shaft renewal program to ensure air is continually introduced into the network, supporting drainage to flow effectively.
- Perform ongoing maintenance and repair on the wastewater network drainage systems and respond to customer requests for drainage issues i.e. blockages and overflows.



We're with you

Principal Activity | Water Network Operations

Priority Action 2024/25

- Perform ongoing maintenance and repair of known and emerging defects to ensure the reliability of the water distribution supply network.



We're with you

Operating Budget

- Water Rates & User Charges & Fees of 7% .
- Interest & Investments Revenue increase based on interest rate of 5% anticipated for 24/25 on reserve balances for the Water and Sewer funds.
- Employee FTE variance due to the temporary reduction of 2 water crew members to create 4 new trainees giving a 2.0 FTE increase.
- Increase in Employee Costs is due to salary system
- Increase in internal expenses are to account for the increased funding for such projects as the Welby remediation project from the sewer reserve.

Income

Rates & Annual Charges	24,440,994	24,440,994	26,146,643
User Charges & Fees	10,654,352	10,654,352	11,561,300
Interest & Investments Revenue	2,163,920	4,043,920	3,745,677
Other Revenues	20,000	108,748	21,400
Grants & Contribution - Operating	-	-	-
Internal Income	-	50,000	-
Total Income	37,279,266	39,298,014	41,475,019

Expenses

Employee Costs	6,501,461	6,501,465	7,319,822
Borrowing Costs	57,005	57,005	8,947
Materials & Services	8,307,452	9,199,025	8,729,031
Depreciation	10,081,084	10,081,084	10,485,242
Other Expenses	12,760	12,760	13,270
Internal Expenses	5,450,817	5,838,579	9,910,126
Total Expenses	30,410,578	31,689,918	36,466,438

Net Operating Result

6,868,688	7,608,097	5,008,581
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	FY2023/24	FY2024/25
	67.9	70.0



We're with you



Directorate
Communities & Place

Adan Davis

Director Communities & Place





Wingecarribee
SHIRE COUNCIL

Community Life & Libraries

Kathryn Baget-Juleff

Manager Community Life & Libraries



Principal Activity | Communications & Engagement

Priority Action 2024/25

- Review Council's Communication Strategy & implement a framework to guide communications & engagement across a range of communication channels
- Develop & implement community engagement program & engagement requirements for a project/program
- Implement a marketing campaign to build awareness & exposure to Council services and projects



We're with you

Principal Activity | Community Development

Priority Action 2024/25

- Review, develop and implement key strategic plans including Youth Plan, Community Safety Plan and Arts & Culture Plan
- Implement the Reconciliation Action Plan – Reflect RAP
- Develop welcome new residents packs & host 'Welcome to the Shire' program
- Deliver programs that support and promote resilience, diversity and social connectedness including Emergency Preparedness sessions, NAIDOC Week, Youth Week and Multicultural programs and grants programs



We're with you

Principal Activity | Place Management

Priority Action 2024/25

- Engage with Villages to identify potential collaborative, community-based projects and resourcing opportunities.
- Collaborate with various Council departments, organisations and the community to develop a program of place-based activities and programs.
- Develop the place portal on Participate Wingecarribee engagement platform and promote to the villages



We're with you

Principal Activity | Library Services

Priority Action 2024/25

- Finalise Library Strategy
- Prepare a Public Library Infrastructure Grant 2024-2025 application to digitise the Local Studies Collections.
- Develop and deliver outreach activities to encourage broader participation in Library services.
- Upgrade & promote the new Mobile Library to encourage broad community participation.
- Upgrade & promote the Library website to increase community participation and improve accessibility.



We're with you

Operating Budget

- Increase in Library Subsidies anticipated based on 2023/24 actuals (\$61K) offset by increase in Materials and Services to partially fund the Library Management System.
- Increase in Employee Costs in Com Develop due to FTE increase relating to incorrect FTE (0.4) allocation in the 23/24 financial year and reallocation of 1 FTE from Information and Customer Service.
- Library Services Employee Costs include an increase in salaries due to salary review (\$60K).
- Employee Costs increases within Communications and Engagement of 1 FTE are due to reallocation of Digital Comms Officer from ICT.
- Materials & Services reallocation relating to website costs (\$96K) and centralisation of advertising costs (\$40K).

Income

Rates & Annual Charges	-	-	-
User Charges & Fees	4,500	4,500	11,300
Interest & Investments Revenue	-	-	-
Other Revenues	5,000	5,000	5,300
Grants & Contribution - Operating	247,645	270,891	268,564
Grants & Contribution - Capital	-	10,000	40,000
Internal Income	-	-	-
Total Income	257,145	290,391	325,164

Expenses

Employee Costs	2,315,129	2,241,130	2,584,870
Borrowing Costs	-	-	-
Materials & Services	495,709	931,122	700,047
Depreciation	150,000	150,000	115,714
Other Expenses	777,270	777,270	793,100
Internal Expenses	374,301	374,301	411,784
Total Expenses	4,112,409	4,473,823	4,605,516

Net Operating Result

(3,855,264)	(4,183,432)	(4,280,352)
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	FY2023/24	FY2024/25
	21.6	23.0



We're with you



Wingecarribee
SHIRE COUNCIL

Development Assessment & Regulation

Jon Shillito

Manager Development Assessment & Regulation



Principal Activity | Compliance & Regulation

Priority Action 2024/25

- Implement an inspection regime to ensure satisfactory operation of on-site sewage management systems for the maintenance of public and environmental health.
- Implement a program of food inspections.
- Implement a swimming pool inspection program.
- Undertake proactive ranger patrols in order to meet the needs of the community and council.



We're with you

Principal Activity | Development Engineering Services

Priority Action 2024/25

- Provide efficient, timely assessments of applications.



We're with you

Principal Activity | Development Assessment

Priority Action 2024/25

- Review development application conditions of consent.
- Provide efficient, timely development assessment services, including pre-DA support.
- Undertake a heritage assessment of all development applications relating to heritage items or conservation.
- Conduct two community information forums per annum.



We're with you

Operating Budget

- User Charges and Fees increase based on CPI increase.
- An increase in employment costs overall including 6 new FTE positions and an increase in Employee Costs associated with the revised salary system above award to address Development Applications.
 - 1 FTE relating to a newly created position Coordinator, Development Assessment & Regulation in addition to the salary award increase.
 - 1 FTE relating to additional Student Planner.
 - 2 FTE increases related to creating 2 new Student Planner roles for Fast Track team.
 - 2 additional FTE for a new Building Surveyor & Plumbing and Drainage Inspector in Compliance & Regulation

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
 Borrowing Costs
 Materials & Services
 Depreciation
 Other Expenses
 Internal Expenses

Total Expenses

Net Operating Result

Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)

	Original Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
Income			
Rates & Annual Charges	-	-	-
User Charges & Fees	4,044,293	4,264,293	4,310,074
Interest & Investments Revenue	-	-	-
Other Revenues	376,630	356,630	425,200
Grants & Contribution - Operating	147,765	152,285	132,000
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	149,520
Total Income	4,568,688	4,773,208	5,016,794
Expenses			
Employee Costs	4,147,129	3,632,129	5,102,500
Borrowing Costs	-	-	-
Materials & Services	980,250	4,671,462	1,046,424
Depreciation	-	-	-
Other Expenses	-	-	-
Internal Expenses	539,431	539,431	659,614
Total Expenses	5,666,810	8,843,022	6,808,538
Net Operating Result	(1,098,122)	(4,069,814)	(1,791,743)
Staff Establishment	FY2023/24		FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	39.6		45.6





Wingecarribee
SHIRE COUNCIL

Environment & Sustainability

Barry Arthur

Manager Environment & Sustainability



Principal Activity | Bushland & Biosecurity

Priority Action 2024/25

- Supply local plants for use in Council reserve revegetation works and community projects.
- Investigate a model for expanding the Bushcare program and increase the number of volunteers.
- Increase the capacity and skills of volunteers assisting the Bushcare Program.
- Undertake biosecurity weed inspections along high risk pathways and sites.
- Complete weed control in high environmental value bushland reserves.



We're with you

Principal Activity | Natural Resource Projects

Priority Action 2024/25

- Plan and implement conservation actions for the Southern Highlands Shale Woodland (SHSW) including rehabilitation and new plantings.
- Support existing Land for Wildlife members and encourage new registrations by holding field days and promotion of community events.
- Implement key actions from the NSW Koala Strategy Regional Partnership including:
 - Maintain the Roadkill Mitigation Program, -Implement the Koala Habitat restoration projects on private land.
- Deliver biodiversity education and support to the community including: -Schools, Environment Day, -Turtle and Frog Tours at Lake Alexandra, -Bird Count, -Pollinator week, -Bioblitzes.
- Implement priority actions from the Bush Fire Risk Management Plan to keep the Shire safe.
- Implement cultural burns in Council bushland reserves to minimise bushfire risk.



We're with you

Principal Activity | Sustainability Services

Priority Action 2024/25

- Deliver the Sustainable Us community education campaign to increase knowledge about sustainable living in the face of climate change.
- Provide solar and battery promotion programs to improve uptake in the Shire.
- Deliver the Project Green schools sustainability education program including the delivery of Schools Environment Day.
- Monitor & report on Council's greenhouse gas emissions.
- Scope and deliver energy efficiency and solar improvements to Council infrastructure.
- Support community sustainability activities with grants delivered through the Community Assistance Scheme.



We're with you

Operating Budget

- Reduction in Operating Grants and Materials and Services of \$220K within Natural Resource Projects due to finalisation of 23/24 grants (Koala and Indigenous Burning Grants).
- Decrease in Materials & Services based on reduction in Grants revenue received for Bushcare Services relating to Biosecurity Weeds program that was not captured in the 23/24 Original Budget.
- Increase in Materials & Services within Sustainability Services (\$40K) for Community Education program (\$14K) and Urban Sustainability Partner Program (\$29K) to implement the Community Emissions Action Plan.

Income

	Original ⁽¹⁾ Budget 2023/24	Q2 2023 Budget 2023/24	Draft Budget 2024/25
Rates & Annual Charges	-	-	-
User Charges & Fees	5,362	5,362	3,646
Interest & Investments Revenue	-	-	-
Other Revenues	-	150,000	-
Grants & Contribution - Operating	448,333	434,400	229,149
Grants & Contribution - Capital	-	-	-
Internal Income	-	-	-
Total Income	453,695	589,762	232,795

Expenses

Employee Costs	1,793,078	1,612,152	1,948,503
Borrowing Costs	-	-	-
Materials & Services	1,050,292	1,749,834	734,718
Depreciation	-	-	-
Other Expenses	12,000	12,000	16,000
Internal Expenses	275,610	275,610	355,827
Total Expenses	3,130,980	3,649,596	3,055,047

Net Operating Result

(2,677,285)	(3,059,834)	(2,822,252)
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Staff Establishment

	FY2023/24	FY2024/25
Budgeted Full Time Equivalents (excluding Casuals)	18.0	18.0



We're with you



Wingecarribee
SHIRE COUNCIL

Waste & Resource Management

Clinton McAlister

Manager Waste & Resource Management



Principal Activity | Resource Recovery

Priority Action 2024/25

- Deliver Resource Recovery Centre (RRC) Masterplan projects.
- Identify opportunities to improve material recovery and efficiency.
- Implement operational changes to support the new disposal/ processing contract.
- Increase the percentage of waste diverted from landfill.
- Improve recovered material profitability.



We're with you

Principal Activity | Waste Services

Priority Action 2024/25

- Deliver the Waste Educational Plan
- Transition the Waste disposal/ processing services to new provider.
- Procure the new Kerbside collection contract and develop a contract transition plan.
- Upgrade the reuse and upcycling centre to improve the customer experience and create a community space.
- Identify and review potential additional waste/ recycling collection facility within the Shire.



We're with you

Operating Budget

- Increase of \$794K to Domestic Waste User Rates and Annual charges due to increased volume and population growth to align with the LTFP requirements.
- Increase in User Charges & Fees within the RRC which will be used to partially offset increased disposal costs (\$324K).
- Increase in Other Revenues due to additional \$350K from the return of the Reuse Centre.
- Increase of 2.1 FTE relating to Reuse Centre offset by additional revenue and operational efficiency from the RRC with the reduction of 1 FTE in employee costs.
- Increase in Materials & Services (\$3.5 M) due to expected increase for Disposal Costs for waste, collection and haulage.

Income

Rates & Annual Charges	11,186,000	11,186,000	11,973,000
User Charges & Fees	4,071,605	3,598,097	4,354,560
Interest & Investments Revenue	-	-	-
Other Revenues	520,613	516,309	909,275
Grants & Contribution - Operating	-	-	-
Grants & Contribution - Capital	-	-	-
Internal Income	5,980,146	5,980,146	7,360,067
Total Income	21,758,364	21,280,551	24,596,902

Expenses

Employee Costs	2,083,248	2,058,248	2,382,805
Materials & Services	9,652,761	9,214,873	12,754,009
Depreciation	-	-	-
Other Expenses	1,094,978	1,201,978	1,105,000
Internal Expenses	6,904,035	6,904,035	7,952,522
Total Expenses	19,735,021	19,379,134	24,194,335

Net Operating Result

2,023,342	1,901,417	402,567
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Staff Establishment

Budgeted Full Time Equivalents (excluding Casuals)	FY2023/24	FY2024/25
	22.0	23.1



We're with you



Wingecarribee
SHIRE COUNCIL

Council Briefing

Draft Operational

Plan and Budget

2024-2025

Next Steps



Next Steps

- 1 May : Draft Operational Plan and Budget 2024/25 will be presented to Council for endorsement for Public Exhibition
- 3 May to 2 June: Public exhibition:
 - Community information & feedback sessions across the Shire
 - Promotion via media release, e-newsletter, social media, community networks and community reference panels
- 26 June: Extraordinary Meeting to consider submissions and adopt 24/25 Operational Plan & Budget.



We're with you