



Quarterly Progress Report

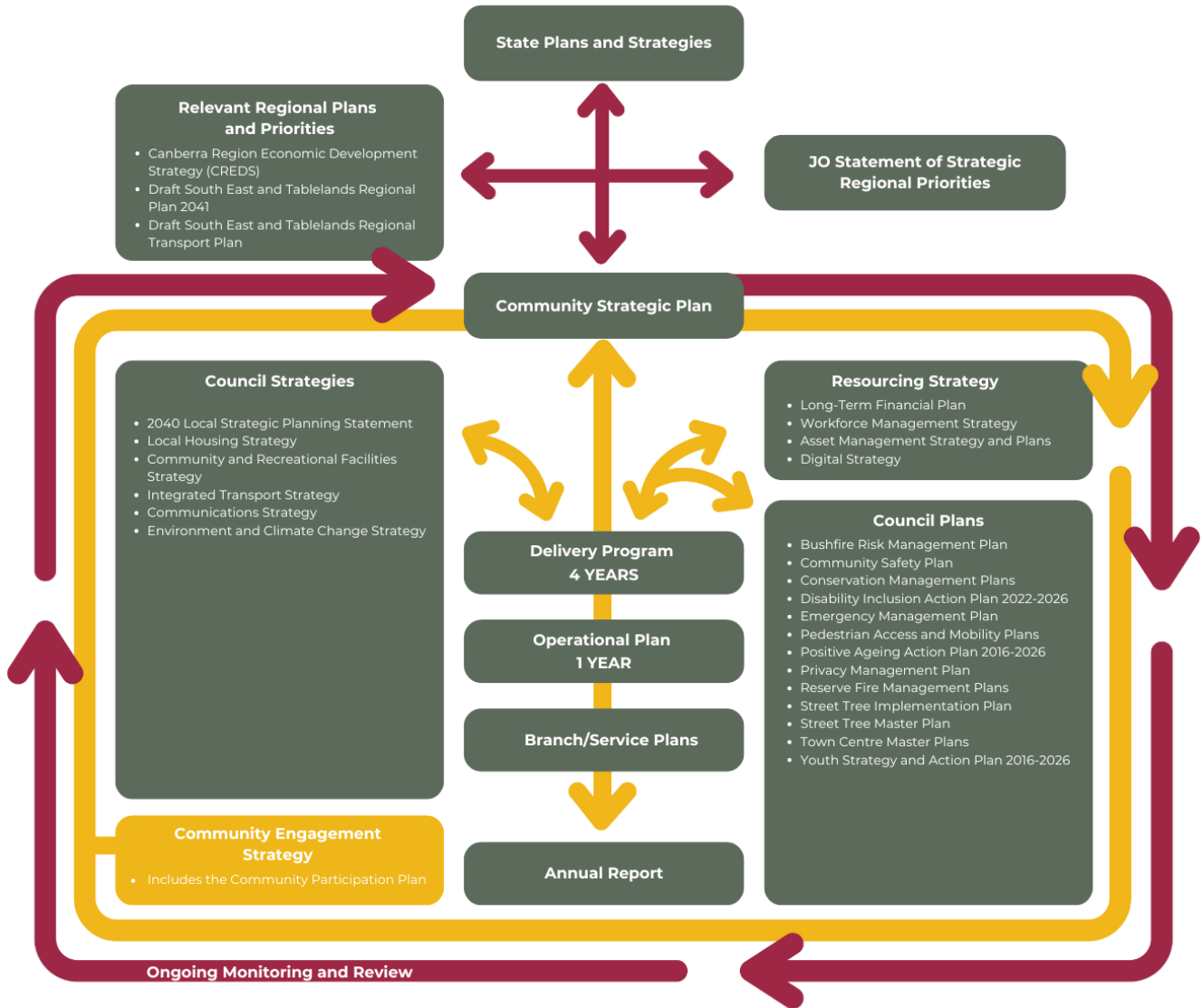
1 October 2024 – 31 December 2024



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 December 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

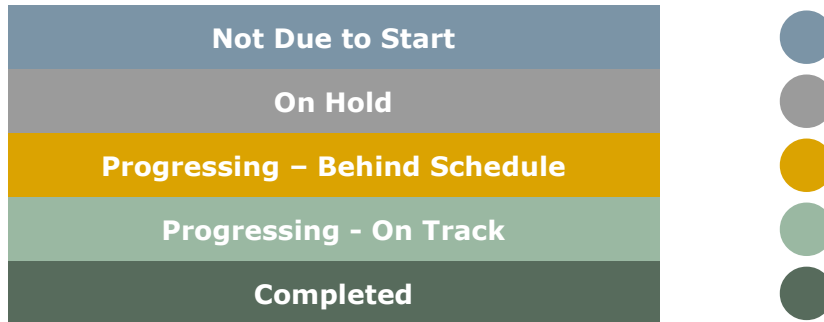


Business and Property

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

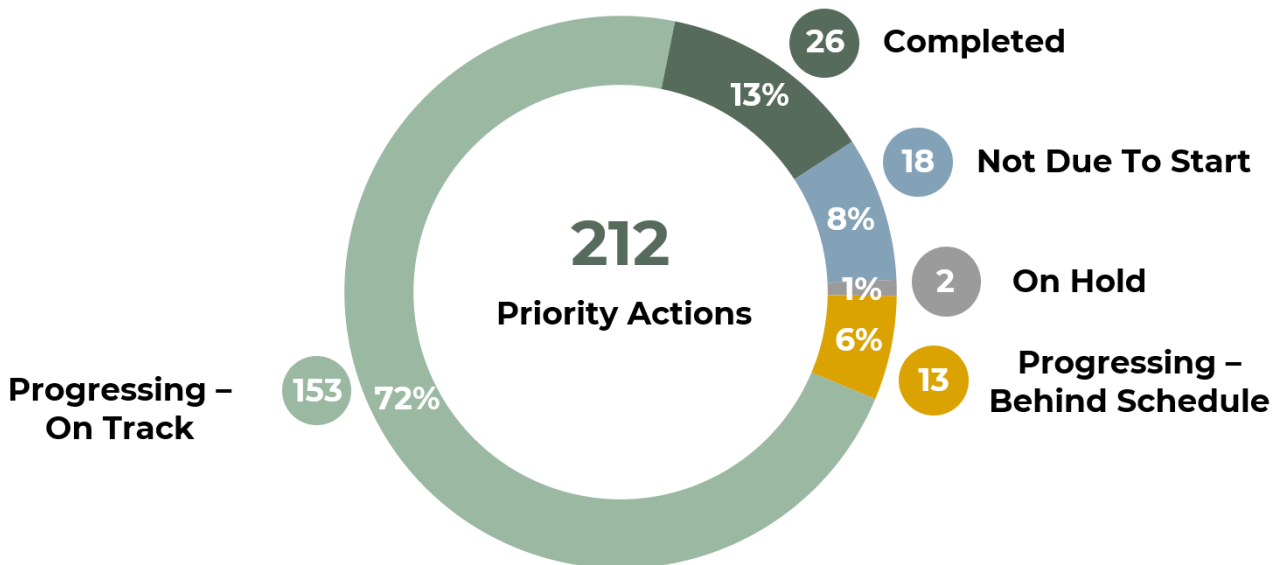
Summary of Progress

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



As at the end of the December Quarter of the 212 Priority Actions. 18 were 'Not Due to Start', 2 were 'On Hold', 13 were 'Progressing - Behind Schedule', 153 'Progressing – On Track', and 26 were completed.

Priority Action Overall Performance







Leadership



Newly Elected Council

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		The implementation of our comprehensive 12-month onboarding and professional development program is underway and is being well-received. A highlight was a session led by Alicia Mckay on strategic public leadership, which provided valuable insights and tools for effective governance. Additionally, a bus tour of council sites offered councillors a firsthand look at ongoing projects and operations, enhancing their understanding of the council's scope of responsibilities and strategic priorities.
1.1 PA2	Continue to implement the Horizon 1 actions within the Organisational Road Map		Much like in the previous quarter, our focus remained steadfast on service reviews and advancing our Organisational Resourcing Strategy. These efforts are critical in ensuring that we are not only maintaining momentum but also aligning our resources and services with the strategic objectives outlined in the Road Map.
1.1 PA3	Continue to advocate the priorities outlined in 'Shire Priorities 2023'		Focusing on necessary updates and adjustments for the upcoming 2025 edition of the Shire Priorities document. This process involves not only updating and removing items already successfully funded but also enhancing the document with more data-driven evidence to support advocacy efforts more effectively. This strategic update aims to refine our focus and strengthen our case for funding and support, ensuring that our priorities remain aligned with current needs and opportunities within the Shire.
1.1 PA4	Work collaboratively with the Canberra Region Joint Organisation to achieve mutually beneficial outcomes		The October CRJO Board meeting focussed on the onboarding of the new Councillors following the September Council elections. The December Board meeting was focussed on hearing about the opportunities for the Region in the Export market, with a focus on Canberra Airport. Following this meeting contact has been made with the Department of Foreign Affairs and Trade and Canberra Airport with the aim of exploring opportunities to show case local producers.

Code	Action	Status	Progress
1.1 PA5	Partner with TAFE to pilot innovative programs for cadets, apprentices, trainees and people transitioning to retirement (WMS)		As of 10 January 2025, we currently have 25 trainee, apprenticeship, and cadetship roles, with 16 positions filled, representing 3.03% of the current establishment. We are collaborating with the People and Culture team to explore innovative strategies to attract applications for the roles currently advertised. Additionally, a meeting with TAFE is being scheduled to discuss programs aimed at supporting employees transitioning to retirement.
1.1 PA6	Develop and implement a Health and Wellbeing Plan (4-year Plan) (WMS)		A draft plan is currently under review, focusing on evaluating existing wellbeing initiatives, such as Access EAP and Fitness Passport with the aim to ensure all staff are aware of these benefits and are confident in accessing and utilising.
1.1 PA7	Develop and implement, the Employee Reward and Recognition Program (WMS)		Successfully launched and rolled out the WSC Annual Staff Awards Program, with a nomination review committee formed following an EOI process. The program received >95 nominations across the various categories and awards were presented at the all -staff end of year celebration.




Civic Functions and Councillor Support

Quarterly Highlight

Held the following Civic Functions: Civic Reception for New Council and their families on 9 October 2024, Civic Reception for Rotary District Peace Pole Unveiling on 25 October 2024, Citizenship Ceremony on 6 November 2024, Illawarra Academy of Sport Presentation on 29 November 2024, Volunteer Thank you Morning Tea on 3 December 2024. Continued to provide ongoing support to Mayor and Councillors.

Operational Plan Priority Actions

Code	Action	Status	Progress
1.2 PA1	Prepare a program of Civic events in consultation with the Mayor and Councillors		In the December Quarter, the Civic Events Calendar was finalised and implementation commenced alongside the new Council commencing, ensuring all scheduled events are aligned with the Council's objectives and community expectations. This proactive approach facilitates seamless event execution, enhances community engagement, and supports the Council's commitment to fostering a vibrant community atmosphere.



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 enhance its monitoring and review processes for all procurement activities to ensure strict compliance with legislative requirements, policies, guidelines, and procedures. We are committed to maintaining all statutory documentation and registers in full compliance with applicable laws. This includes keeping registers updated with all necessary information and adhering to disclosure requirements, such as those outlined in the Government Information (Public Access) (GIPA) Act. Under this legislation, Council must disclose every contract exceeding \$150,000 (inclusive of GST), ensuring full transparency in meeting its legislative obligations.

Operational Plan Priority Actions

Code	Action	Status	Progress
2.1 PA1	Continue to explore options to better engage with local business		On 28 November 2024, the Council conducted a Procurement Workshop. There were 15 participants from various industries who provided their feedback during this session. Feedback from the session is currently being reviewed, and preparations for a follow-up workshop, scheduled for May 2025, will commence soon.
2.1 PA2	Deliver the outcomes of the Finance Service Review conducted in the 2023/24 Financial year		Closure of all 2024/25 Service Review targets progressing as planned and align to the Technology 1 upgrade.



Revenue

Quarterly Highlight

During the December Quarter, notices for the 2nd instalment were issued, both by post and electronically, by the 31 October deadline required by the legislation. Water meters were read and charges generated so that notices could be issued in January 2025 for the 2nd billing period of the 2024/25 financial 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 financial year, which easily surpassed the 10% benchmark set by the Office of Local Government for rural and regional Councils like Wingecarribee.

These efforts contribute 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 was completed during the 2nd quarter of the 2024/25 financial year. Adjustments are to be finalised, and a review process implemented by March 2025.

Financial Services






Quarterly Highlight

In the December Quarter, Council received an unmodified audit opinion on the 2023/24 financial statements, which was presented to Council in November.

Additionally, Payroll services has maintained timeliness and compliance, ensuring that Council's staff receive their pay in accordance with NSW Local Government (State) Award 2023.

Furthermore, Council's commitment to Accounts Payable has ensured accurate and timely supplier payments, adhering to the terms and conditions. These actions collectively reinforce Council's responsible financial stewardship, in service to 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. A comprehensive review will be completed alongside the 2025/26 budget.
2.3 PA2	Complete the Annual Financial Statements ready for audit within 8 weeks after year end		Annual Financial Statements have been completed for the 2023/24 Financial Year.
2.3 PA3	Implement Technology One, Ci Anywhere financial module as outlined in the ICT Digital Roadmap (DS)*		This project is tracking updated financial ledger due to go Live in January 2025. The Procure to Pay systems will be upgrade and completed by the end of the financial year.
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 \$365,131 relating to three grant applications and was notified of 9 unsuccessful grant applications totalling \$9.01 million. There are currently twenty-three grant applications pending at the end of the quarter valued at \$28.2 million.
2.3 PA5	Deliver the outcomes of the Finance Service Review conducted in the 2023/24 financial year		Actions from the Financial Year 2024/25 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 continued on the Community Strategic Plan after receiving the draft plan from the Canberra Region Joint Organisation with the final draft expected to be placed on Public Exhibition during the March 2025 Quarter. The revised CSP will then set the foundation for the entire suite of Integrated Planning and Reporting (IP&R) documents as required under the Local Government Act 1993. In the December 2024 Quarter, combined IP&R and Budget workshops were held with Managers to identify service area priorities and work plans for the 2025/26 year.


The Annual Report and State of our Shire Report were presented to the November 2024 Council Meeting and endorsed by Council within legislative timeframes. The State of our Shire Report also identified future focus areas to assist the new Council in preparing the new Delivery Program.

The monthly corporate KPI reporting process continued throughout the reporting period and good progress was made on the Strategies and Plans review project with actions from key strategic documents being uploaded into Pulse for responsible officer review.

The service review for Shire Presentation which includes Infrastructure Maintenance, Civil Construction, Parks & Open Spaces, Facilities and Tree Management has been scoped with the intention to commence the review in the March 2025 quarter.

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 was completed within necessary timeframes and was presented to the November 2024 Council Meeting as an appendix to the Annual Report in accordance with IP&R Guidelines. The report highlighted future focus areas for consideration by Council when developing 2025-2029 Delivery Program priorities.
3.1 PA2	Develop Council's Resourcing Strategy, Delivery Program 2025-2029 and Operational Plan and Budget 2025/26		Work continued on the Community Strategic Plan which is guiding the preparation work for the entire suite of Integrated Planning and Reporting (IP&R) documents including the Resourcing Strategy, Delivery Program and Operational Plan and Budget. Combined IP&R and Budget workshops were held during the December quarter to identify service area priorities and work plans with key staff.
3.1 PA3	Work with the Canberra Region Joint Organisation to develop the Regional Community Strategic Plan		The draft Regional Community Strategic Plan (CSP) and the engagement report was received in October 2024 and further work was completed to progress the Wingecarribee CSP throughout the quarter including engagement with community and industry partners and the new Councillors. It is expected that the CSP will be finalised in the March 2025 quarter which will then support the development of the Delivery Program and Operational Plan.

Code	Action	Status	Progress
3.1 PA4	Facilitate a program of Service Reviews to achieve best value services for the community		<p>The service review for Shire Presentation which includes Infrastructure Maintenance, Civil Construction, Parks & Open Spaces, Facilities and Tree Management has been scoped with the intention to commence the review in the March 2025 quarter. Council also completed an EOI to find out more about the Service Review in a Box program being offered by Local Government Professionals in late Financial Year 2024/25.</p>



Governance

Quarterly Highlight

During the second quarter there were three (3) Ordinary Meeting 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 six (6) formal GIPA applications and 159 informal access to information requests referred to the Governance team during the reporting period.



There was one (1) Ordinary Meeting of the ARIC held the reporting period. The agenda and minutes were distributed in accordance with the ARIC Terms of Reference. A report for the internal audit in relation to Contract Management Processes is being finalised and will be presented to the March ARIC meeting.

All registers maintained by Governance were updated accordingly.

Council's Code of Conduct Complaint Statistics for the period 1 September 2023 to 31 August 2024 were reported to the December 2024 Council meeting and submitted to the Office of Local Government.

Operational Plan Priority Actions

Code	Action	Status	Progress
3.2 PA1	Prepare for and facilitate the September 2024 local government elections		Completed during first quarter.
3.2 PA2	Develop and deliver the Councillor induction program		The Councillors commenced their onboarding on Tuesday 8 October. Ten onboarding sessions have since been held providing an overview of Governance, Code of Meeting Practice, Integrated Planning and Reporting Framework, legal and ethical responsibilities and risk management, Local Government financial processes and management, decision making and strategic planning. Formal onboarding will continue until May 2025.
3.2 PA3	Develop and deliver a professional development program for Councillors		As part of the onboarding program, a professional development session has been held with the Councillors in relation to integrated planning and reporting. All Councillors have completed an individual learning and development survey which will be used to inform the professional development sessions for each Councillor to be held in 2025.

Code	Action	Status	Progress
3.2 PA4	Undertake reviews of the relevant statutory policies including - <ul style="list-style-type: none"> • Councillor and Staff Interaction Policy • Code of Meeting Practice • Code of Conduct • Expenses and Facilities for the Mayor and Councillors Policy 		Completed the review of the Code of Meeting Practice. An updated draft was presented to the November Council meeting and subsequently placed on public exhibition. A report addressing any matters raised during public exhibition will be submitted to the Council early in 2025. The review of the Code of Conduct has commenced with a view to report to Council for adoption prior to October 2025 noting the current Office of Local Government review.
3.2 PA5	Review delegations to ensure accountability and responsibility across the organisation		Prepared delegation documentation for new staff and those changing or acting in different roles. Completed the transfer of delegations to the Pulse system for review by Executive.







Integrated Risk Management

Quarterly Highlight

The refresh of Council's strategic risks was initiated with the assistance of KPMG at the start of the year. As part of this project, meetings were scheduled with all of the Executive Management leadership to discuss identified key risks, document action plans, assign action owners and set due dates. As part of implementation of quarterly review process with the risk action owners, meetings have been setup to discuss updates. Final report will be added to the ARIC agenda for review and discussion.

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. Council has requested KPMG to review the draft Risk Management Framework in line with the draft Risk Management Policy, which has already been through an internal review process, been presented to ARIC and gone through the consultation process, to ensure the documents are consistent with the Australian Risk Management Standard and Council's approach to Risk Management.

Operational Plan Priority Actions

Code	Action	Status	Progress
3.3 PA1	Continue to implement actions to comply with the SafeWork NSW Enforceable Undertaking		All actions relating to the SafeWork NSW Enforceable Undertaking have been completed and evidence submitted to the Verifying Inspector. Council awaits a response from the Verifying Inspector post review.
3.3 PA2	Deliver projects identified in the StateCover Action Plan 2024		The WHS self-audit was completed in 2024, and an incentive payment was received in December 2024 for reinvestment in workplace safety initiatives.
3.3 PA3	Participate in the StateWide Mutual Continuous Improvement Pathway		Council is actively involved in StateWide Mutual's Continuous Improvement Pathway program and is waiting for the self-assessment tasks for the 2024-25 financial year to be assigned.
3.3 PA4	Continue to implement the Integrated Risk Roadmap and Action Plan		During Q2, WHS training was delivered with a focus on incident reporting and investigation. WHS Policy and Procedure reviews were undertaken and finalised as part of improving processes. The requirements under the Enforceable Undertaking were finalised, with community safety programs delivered in this quarter.

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.

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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. Recent examples are the Bin Day app and soon to be released, on-line certificate registration.

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)		The New Chart of Accounts is in the testing phase with go-live scheduled February 2025. The Tender was endorsed by Council and the Projects (Strategic Assets Management, Assets and Workorders and Procure to Pay) commenced in December 2024.
4.1 PA2	Investigate integrated mapping resources to enhance how the community receives information. (DS)		Exploration of additional functionality to enhance the collection and publication of GIS data in the field is underway, as well as its presentation on our website. These new tools will streamline the process and improve efficiency for future map requests intended for website display for the community.
4.1 PA3	Review current setup of Technology One modules for efficiencies through automation (DS)		Collaboration is under way with the Development Assessment (DA) teams to automate various processes within the Property & Rating system and the Planning Portal. Changes to clearance sheets during the pre-lodgement review have been completed, and efficiencies have been implemented in the assessment process to enable DA teams to work more effectively within these systems.

Information and Communication Technology – Operations

Quarterly Highlight

In the second 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.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.2 PA1	Implement, manage and test Council's Backup and Disaster Recovery (DR) Solution in line with business continuity requirements		Council's Disaster Recovery Solution implemented. Disaster Recovery failover testing is scheduled for January 2025. Knowledge transfer and team awareness training is scheduled for January 2025.
4.2 PA2	Design, implement and maintain reliable and resilient network infrastructure		Council's core network infrastructure currently relies on wireless technology. Planning and works underway to move this to Fibre services for improved performance, resilience and reliability. Delays have been experienced with the NBN rollout which has slowed down the progress although this is still on track.
4.2 PA3	Centralise Councils CCTV environment to support community safety and security		CCTV Video Management System (Genetec) is on track. Hardware procured from central server. Servers and Genetec software have been installed and configured. Migration of existing cameras are currently underway.
4.2 PA4	Implement efficiencies and automated solutions to streamline processes and improve upon internal services (DS)*		Implementation of dynamic distribution groups to streamline email management by automatically updating group memberships based on predefined criteria, such as department, location, or job role has been implemented. This automation minimises manual effort and ensures groups remain accurate and up to date.



Corporate Information

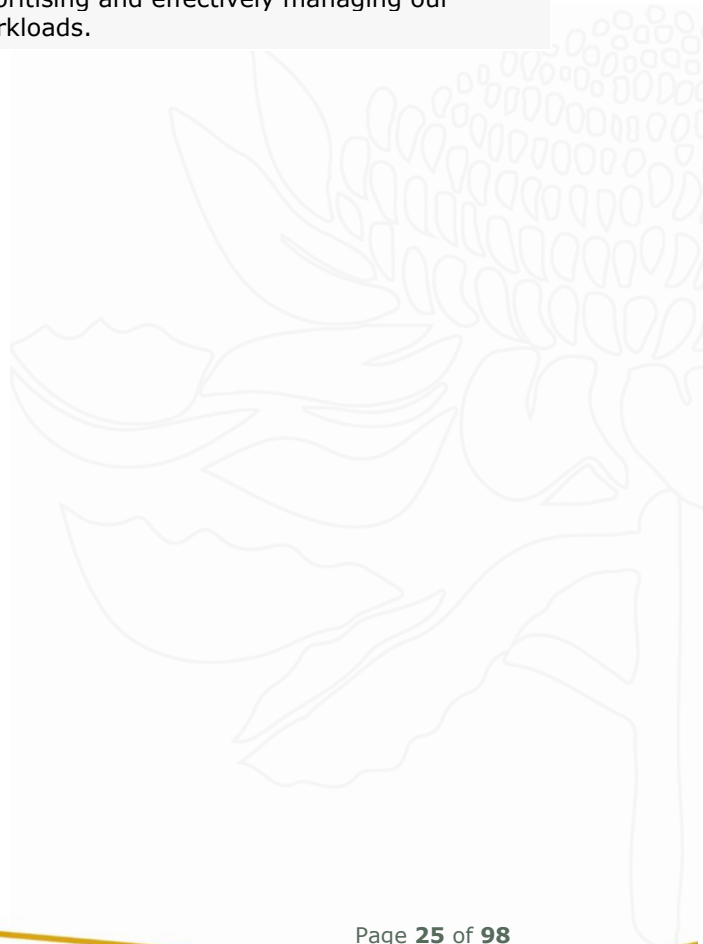
Quarterly Highlight

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 total boxes now 1000, with digital versions now been returned and uploaded into ECM this enables increased access and security of records.

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 280 boxes of physical council records were sent offsite for storage awaiting digitisation and return to Council for registering into the 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 demands attention. Council remains committed to prioritising and effectively managing our workloads.




Facilities and Bookings

Quarterly Highlight

Council provided ongoing support to the 355 Management Committees in accordance with the Procedures Manual. This included delivering orientation and training, attending meetings, ensuring compliance with governance and reporting requirements, and advising on facility improvements. Support was managed weekly, adhering to established timelines. The review of the 355 Manual was placed on hold, with minor revisions planned for the June Quarter to enhance readability and clarify responsibilities.

Facility bookings for halls, community centres, sports grounds, and recreational reserves continued to be promoted and supported. The Terms and Conditions of Hire were under review, with key areas identified for feedback and discussions initiated with Risk and Insurance to ensure compliance. Council's online booking system was maintained daily, ensuring efficient operation.

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 a 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 is in the process of finalising phase one, of the online payment platform which includes Rates Certificates and Special Water Meter Readings. Applicants will be able to lodge and make payment for certificates via the Council website at any time, offering improved convenience. This service will become available via Council's website in the coming Quarter.

Council was recognised as the Winner of the Customer Experience Team of the Year awarded by an independent panel, the selection was based on key performance indicators, recent initiatives and the team's positive culture, out of 6 finalists, the council stood out for its commitment to improving processes, overcoming challenges, fostering teamwork and enhancing community service.

Council has also made significant advancements in how it measures data, particularly regarding first - contact resolution. At the front counter, 98% of the enquiries were successfully resolved during the initial interaction, thanks to improved systems and processes, this achievement demonstrates the teams ongoing dedication to efficiency and exceptional customer experience.

Operational Plan Priority Actions

Code	Action	Status	Progress
4.5 PA1	Review, implement and monitor the Customer Experience Charter		Council continues to monitor adherence to the Customer Experience Charter and Standards at a departmental level, with regular reporting provided to Managers and the Executive team.
4.5 PA2	Establish a Concierge Visitor Management System to provide an initial point of contact for the customer and assist with wayfinding		Staffing the Concierge Desk at the Civic Centre during peak periods has resulted in a 98% first-contact resolution rate for face-to-face interactions. Over the last five weeks of the quarter, statistics show that 100 individuals utilised the concierge services.
4.5 PA3	Deliver accessible and convenient services including online payments		Council is in the process of implementing the online payment platform. Once launched, this will enable the lodgement and payment of certificates and related applications via the Wingecarribee Shire Council website. Phase one of the project will include Rates and Special Water Meter Read Certificates, significantly reducing wait times and offering an accessible 24/7 secure option to the community.
4.5 PA4	Enhance the efficiency and effectiveness of resolving customer issues during initial interaction with the Customer Experience team		Council's Customer Experience Team continues to maintain a first contact resolution rate of well over 85 percent. The team are able to effectively service phone, email and face-to-face enquiries with the support of the digital knowledgebase. Regular toolbox talks and interdepartmental information sharing sessions are held to assist and plan.

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 supporting all staff in the management of their employment and conditions.


Council has launched the e-recruitment and learning management systems in Pulse, with the final touches being applied to the onboarding module. In late 2024, Council commenced work with Pulse on the performance management module which is expected to be launched in the second quarter of 2025. The introduction of these modules will streamline processes which will benefit internal and external customers.

Council has been successful in obtaining funding for two apprentice positions as part of the NSW Government's Fresh Start for Local Government program. Recruitment for the Apprentice Civil Construction Plant and Apprentice Landscaper was undertaken during December/January. Council will continue to apply for funding under future stages of this program, with a focus on succession planning in some of our hard to fill positions.

People and Culture provide advice and support to our leadership in managing and supporting employee performance according to their role responsibilities. To further enhance this process, People and Culture has reviewing or development a number of Operational Management Standards focusing on Probation, Leave Provisions, Recruitment Selection, Higher Grade Duties and Transition to Retirement. 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		The Operational Management Standard (OMS) review program related policies and procedures is in process. Probation, Leave Provision, Higher Duties OMS have been reviewed, consulted and approved by Executive. Development of the training material and training roll out in these is underway.
5.1 PA2	Implement the Workforce Strategy with a focus on attracting and retaining skilled staff		Council continues to focus on following the Workforce Strategy in following recruitment and selection process and procedures to ensure we are attracting and retaining skilled staff. The Strategy is being reviewed ahead of June 2025.
5.1 PA3	Roll out training and education to support staff in the implementation of both current and new policies and procedures (WMS)		Training activities continue to be provided to staff, with fresh data obtained from the recent annual review process to inform the upcoming training calendar. The Learning and Development OMS is being developed and the Pulse LMS module (digital platform) has been launched.

Code	Action	Status	Progress
5.1 PA4	Continue to provide apprenticeship, trainee and cadet roles to encourage youth employment and broader workforce participation (WMS)		Council currently has 12 Trainees /Apprentices/ Cadets. Council submitted a grant application for four Trainee/Apprentice/Cadets through the NSW Government Funding to support increasing our numbers in this area. Funding was approved for two positions - Landscaper and Civil Construction. Further funding will be sought in future rounds.



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 and the 2025-26 calendar is being drafted. Training is also identified through the annual Performance Feedback Development Program which is undertaken annually between June and August. Some of the popular requests include compliance, desirable, leadership development and project management training.
5.2 PA2	Develop a Diversity Workforce Management Plan (WMS)		Development of the Diversity Inclusion Plan has been delayed, however is now due for completion prior to 30 June 2025. The Plan will look at how Council will manage and promote its diverse workforce into the future.





People



Yerrinbool Big Map Session

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.

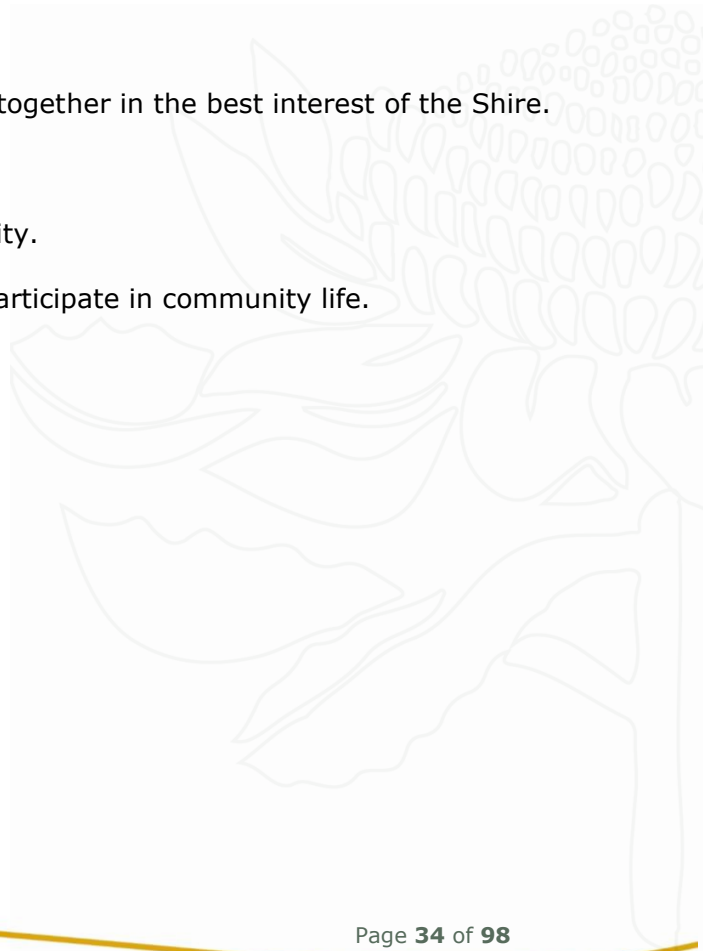
Goal 1.3 A leading community.

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



This quarter saw a wide range of community engagement and cultural initiatives. Highlights included the delivery of the Spring School Holiday Program funded by ORY, planning for Youth Week 2025, and workshops under the EmpowerED program offering free training for young people. Events such as "Froctober" showcasing sustainable fashion, the SHYAC youth theatre production, and the Atrium Arts Trail Hub engaged hundreds of participants and enhanced local creativity. Consultations for the Seniors Festival 2025 are underway, and the RAP Workplace Barometer is being analysed for future action.

In resilience and planning, the Resilient Towns Initiative hosted Big Maps sessions, and work continues on village-level community-led resilience plans under the Protecting Our Communities program. Engagement for the Community Safety Plan captured diverse perspectives, and collaboration with local artists for a Welcome Night and cards for new residents began. Data from the Youth Plan consultations is being synthesised for action, and progress on inclusive sports training and Nepalese Festival planning highlights partnerships. Additionally, updates to directories for seniors and dementia care ensure valuable resources reach the community.

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		Engagement strategy completed and an online community survey was conducted for three weeks with 11 participants sharing their thoughts and insights on Community Safety. Further consultation was undertaken at the Kaleidoscope Festival where a range of community views on safety were captured to feed into the development of this Plan. Key stakeholders identified in the engagement strategy will be consulted in the next reporting period alongside the plan's development.
6.1 PA2	Investigate opportunities to welcome new residents and promote inclusivity in partnership with the Mittagong Welcome Centre		The Welcome Night, to new residents as a test event at the Mittagong welcome centre, will be held in quarter four. Collaboration with Southern Tablelands Arts has begun with an Expression of Interest for local artists to design welcome cards will begin in quarter three.
6.1 PA3	Implement the Reconciliation Action Plan (RAP)		RAP activity continues, with the next RAP Working Group meeting scheduled for February. The RAP Workplace Barometer was administered to participating staff and are in the process of analysing the results. These will be fed back to the organisation and RAP Working Group in the next reporting period.

Code	Action	Status	Progress
6.1 PA4	Review and prepare a new Arts and Culture Strategy		Feedback from Council's Arts and Culture Strategy engagement was collated and shared at a Roundtable event at Ngununggula with local creative professionals. Key themes from consultations, including input from industry professionals, audiences, First Nations creatives, and the public, were presented. A collaborative creatives' network is being established as a priority action identified during the roundtable discussion. Writing of the plan has begun.
6.1 PA5	Deliver activities that support and promote diversity of inclusion in sport and recreation		The first working group meeting was facilitated in December, representing major sports codes, disability services, inclusive sports specialists and local health services. Feedback was gained for the delivery of training in 2025, and a snapshot engagement was run to measure project success.
6.1 PA6	Support implementation of priority activities from the South Western Sydney Primary Health Network "Deep Dive Report" to improve outcomes for Seniors		Council has been distributing information about Dementia and Palliative Care (Directory created by South Western Sydney Primary Health Network) and continued promoting services on our website and the My Shire Community Directory. Council has met with the new contractor in charge of delivering the Stepping On program in 2025, with a view to promoting these services when they're available locally.
6.1 PA7	Commence investigation and planning for an emergency services hub in the Wingecarribee Shire		Completed
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		Final Youth Plan community engagement activities were completed in November 2024. The data from all youth engagement (online survey, in person activities, the Youth Forum, school holiday feedback, Careers @ Council etc.) from May - November has now been compiled into one document to allow overall data analysis. Key themes from consultations have been identified, and the Youth Action Plan is being drafted, alongside an Engagement Summary.
6.1 PA9	Deliver an event with the local Nepalese community that supports and celebrates social cohesion		This quarter Council welcomed the Hon. Consulate of Nepal to NSW, Non-Resident Nepali Association (NRNA) and members of the Nepalese Southern Highlands community to Corbett Gardens, Bowral where the vision and logistics of the event were confirmed. This community-led Nepalese Festival is now set to take place Saturday 1 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		As part of Councils financial commitment to deliver Jazz across the villages, a Penrose Jazz event in the village Hall was held on 10 November. Council will continue to support the Southern Highlands Jazz group which will see further performances in the remaining four villages.
6.1 PA11	Investigate programs that support communities in the new living areas, including Ashbourne Estate		Initial activities include engaging with new landowners and the developer regarding planning pathway options for developing their individual sites. An engagement program for new owners/residents is being developed focusing on community connection.



Library Services





Quarterly Highlight




The library continues to provide information, recreation and educational opportunities for everyone living in the shire. These lifelong learning skills are developed through the many programs, collections and the use of the safe and inclusive spaces at each of our branches. It has been a busy quarter with the introduction of the Tech Savvy Seniors program, HSC Study Space and Holiday activities. Projects nearing completion include the new Library Webpage and the refit of the new Mobile Library.

The library promoted Grandparents Day through a number of events and challenged customers with an online trivia competition. The library had submitted a Public Library Infrastructure Grant application in October 2024 for the project Local Studies @ the Library which would create a Local Studies space and area within the Bowral Branch Library including the digitization of some of the more well used local studies collections. 34,747 people visited the facilities this quarter with the number of borrowers that are members of the library increasing to 27,941.

There have been 170 people register to be a library member online since the migration to the new Library Management System in June 2024.

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)		Enhancements to the Integrated Library Management System has included instructions and training in reassigning book club groups, adding images to catalogue records, rearranging returns screen configuration, merging records, damaged and lost item rules and guide. Staff have been promoting the new SMS feature to customers for reservations commencing January 2025.
6.2 PA2	Prepare a Public Library Infrastructure Grant 2024-2025 application to digitise the Local Studies Collections		A \$235,000 application for a Public Library Infrastructure Grant was submitted at the end of October 2024. If successful, the creation of a dedicated Local studies area within the Bowral Library will be realised including the digitisation of at-risk collections within the current Local Studies Collection. The results of the grant submission will be released in April-June 2025.
6.2 PA3	Develop options on suitable locations for the Wingecarribee Public Libraries Local Studies collections		Suitable locations for the Local Studies Collection the Library Infrastructure Grant application. Plans have been developed for the housing and relocation of local studies material.
6.2 PA4	Develop and deliver outreach activities to encourage broader participation in Library programs		Activities included the Taronga Zoomobile, author visits, craft afternoons, online animal trivia and adult social club activities. Staff participated at the Moss Vale and Bundanoon Public School Parent Expo's, celebrated Grandparents Day and special Christmas Storytimes. Christmas Craft afternoons included craft kits for children using the mobile library.

Code	Action	Status	Progress
6.2 PA5	Upgrade and promote the new Mobile Library to encourage broad community participation		Project milestones and actions include reviewing mobile library vehicles, creating a scope of works and procurement plan, finalising technology requirements. A request for quote was issued in December 2024.
6.2 PA6	Develop and deliver a program of Community Development activities to be run through the Mobile Library		A collaborative program between the Library and Community Business Units are planned for the third and fourth quarters in 2025
6.2 PA7	Upgrade and promote the Library website to increase community participation and improve accessibility		The library, community and communication teams have developed a project scope, parameters, design, sitemap and other requirements for the upgrade and promotion of a new library website. A Request For Quote will be distributed in early 2025.






Place Management

Quarterly Highlight

This quarter featured several successful community initiatives and events. Penrose hosted a highly successful Jazz in the Villages event, with continued Council support enabling further performances in four other villages. Consultation for a new Colo Vale park garnered strong engagement through various channels, and the Hill Top Railway Park opening. Yerrinbool toilets were installed, and the Bundanoon Place Plan consultation progressed. The Yerrinbool Resilient Towns Initiative led to plans for further resilience workshops in February 2025, in partnership with Red Cross and the NSW Reconstruction Authority.

Council allocated 12 Village Christmas Grants to support festive community events, fostering collaboration and strengthening local partnerships. Ongoing communication with village associations facilitated projects such as the Yerrinbool toilet delivery, Colo Vale playspace consultation, and Medway swing set requests. St Vincent DePaul's Creative Space program adopted a place-based model, establishing regular weaving groups in Yerrinbool and tailored programming for Hill Top. With village place profiles completed, Council will begin collaborating with communities to develop action plans for short- and medium-term placemaking experiments, advancing tailored initiatives and activities in the next reporting period.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.3 PA1	Prepare Place Profiles for Berrima, Penrose and Colo Vale		Place Plans are available on Councils Participate page. The next stage of this place making initiative is reported against 6.3 PA3 'Collaborate with Strategic Outcomes and the community to develop a program of place-based activities'
6.3 PA2	Engage with Villages to identify potential collaborative, community-based projects and resourcing opportunities		St Vincent DePaul's 'Creative Space' program has transitioned to a place-based delivery model across the Wingecarribee including recent programs in Yerrinbool and Wingello Villages. Weaving groups are now ongoing in Yerrinbool and Creative Space have also begun programming based on Hill Top community needs.
6.3 PA3	Collaborate with Strategic Outcomes and the community to develop a program of place-based activities		Place profiles have been completed for all Wingecarribee villages. Council will collaborate with communities to develop action plans which will outline short and medium-term placemaking initiatives tailored to each village's needs and opportunities.

Communications and Engagement

Quarterly Highlight

Wingecarribee Shire Council is committed to open, transparent, and effective communication with residents. Through channels such as its website, social media, printed materials, and the Monthly Mayoral Minute video, Council provides timely updates on services, projects, and initiatives, fostering trust and transparency.

The new Communications Strategic Framework outlines clear objectives for the next four years, focusing on themes like sustainability and trust to enhance communication and community engagement. Council collaborates with local media and stakeholders to promote projects, milestones, and initiatives through news articles, radio interviews, podcasts, and community newsletters, ensuring broad reach and impact.

Community involvement in decision-making is actively supported through initiatives like the "Participate Wingecarribee" platform, drop-in sessions, forums, and workshops. Recent engagements include the Colo Vale Railway Park upgrades and draft master plans for Bowral South New Living Area and the Southern Highlands Innovation Park, with feedback informing project outcomes.

Staff engagement training has strengthened Council's capabilities, with two team members achieving IAP2 certification and others receiving training in the Participate Wingecarribee platform to improve outreach. The draft Community Engagement Strategy, reviewed after public exhibition, is undergoing further consultation and will be revised into a combined Communications and Engagement Strategy by April 2025.

By prioritising clear communication and meaningful engagement, Wingecarribee Shire Council is fostering a connected, informed, and empowered community.

Operational Plan Priority Actions

Code	Action	Status	Progress
6.4 PA1	Review the Council's Community Engagement Strategy		The draft Community Engagement Strategy was placed on public exhibition. At the December meeting the Strategy was considered, however, has been deferred for further community consultation and a strategic session with Councillor's, with a targeted adoption being April 2025.
6.4 PA2	Undertake an evaluation of Council's Communication Strategy and develop a new framework to guide communications and engagement		Review of key communications strategies has commenced with a Milestone of April 2025 targeted for adoption.
6.4 PA3	Implement the Communications Strategy with a focus on using clear and accessible language across all Council communication channels		Clear, accessible language, simple sentences, visuals, images, and videos are used to improve communication. Council's website offers features like ReadSpeaker for audio descriptions and translation in eight languages.
6.4 PA4	Implement community engagement training for staff to develop in-house skills and improve engagement and communications outcomes		Training for staff included two Social Pinpoint sessions, enhancing skills in using Participate Wingecarribee, (Council's digital engagement platform). Two staff obtained International Association for Public Participation (IAP2) engagement certification.





Places



Mittagong Street Renewal Project

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. Design refinements have been made to David Wood Sporting Fields Playspace to enable award of the construction contract and there has been further liaison with RFS for the delivery of ember protection works to several RFS buildings.

Council continues to manage the portfolio of cemeteries in accordance with licence. Masterplans are currently being prepared for Bowral, Bundanoon and Berrima Cemeteries - to ensure the yield and function of the facilities is maximised.

Masterplans are currently in preparation for Hampden Park Robertson and Bundanoon Oval Bundanoon, with public exhibition of the draft Masterplans anticipated for Q3.

Council also continues to work with various community groups in assessing, approving, and completing numerous Approval To Carry Out Work on Council (ATCOW) owned land, as well as providing letters of support for grant funding opportunities.

Operational Plan Priority Actions

Code	Action	Status	Progress
7.1 PA1	Update of Lackey Park Masterplan		Update of Lackey Park Masterplan will commence after completion of strategic projects currently in progress of Hampton Park Masterplan, Bundanoon Oval Masterplan, Sportsfield Lighting Plan and Open Space & Playspace Strategy. Anticipated to commence late Quarter 3.
7.1 PA2	Prepare business cases for a Regional Aquatics Centre and Multipurpose Indoor Sports Centre		Public exhibition of Aquatics Plan, Business Case for Regional Aquatics Facility and Business Case for Multipurpose Indoor Sporting Centre has been completed. Submissions received are being reviewed and it is anticipated that the matter will return to Council for determination in Quarter 3.
7.1 PA3	Deliver new playspaces at Centennial Park and Colo Vale Railway Park		Hill Top Railway Park is complete. Contract award for Colo Vale Railway Park is anticipated for February 2025 Council Meeting.
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. After the register has been refined, onsite QR codes will be installed to enable easy access to the register.
7.1 PA5	Complete Masterplans for three cemeteries		Draft masterplans have been prepared; March 2025 Council Meeting targeted for endorsement for public exhibition.
7.1 PA6	Review and update the Public Toilet Plan to ensure levels of service are appropriate to the needs of the community		Update of Public Toilet Plan currently in progress, with connection to Buildings Asset Management Plan and Open Space Strategy being further refined to eliminate overlap and potential contradictions.

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. Recognition of asset attributes from IMG road condition inspections is updated in the systems. To reduce the backlog, a four-year renewal program is developed, and the implementation of the 2024/25 renewal program is underway. 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 development of a framework for the consistent assessment of road categorisation and hierarchy is underway. Recognition of missing assets is ongoing and recorded when identified during any inspection or implementation of any maintenance or capital works programs.




The requests received for flood certificates and DA assessment related to flooding have been completed. The Wildes Meadow culvert assessment project is complete; the Bowral Floodplain Risk Management Study and Plan (FRMSP) is currently in progress.

Scheduled Traffic committee meetings are conducted, and traffic committee reports prepared to address traffic management matters across the shire.

Five grant applications were submitted to the Get NSW Active Program on 25 November 2024. Three applications were submitted to the Australian Government Black Spot Program on 13 December 2024.

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)		For the development of road hierarchy and the associated level of service, shire roads have been classified into Urban and Rural classes. Lower order roads are under review regarding their definition and conditions. A report is underway to establish a framework for the consistent assessment of road categorisation and hierarchy, which will determine the subsequent service standard (AMS).
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		Projects funded under the Local Government Road Safety Program for 2024/2025 are progressing as planned. There are five funded projects: 1) The second learner driver workshop was held on 27 October. 2) A logbook run was held on 10 November. 3) Two over 65 workshops were held for Bargo Probus and Bowral Stepping On. 4) Mini Coffee with a Cop event occurred on 15 December. 5) The child restraint fitting program is running well, with 23 seats fitted during September, October, and November.

Code	Action	Status	Progress
7.2 PA3	Undertake inventory data collection of drainage assets in Yerrinbool, Colo Vale and Hill Top		The desktop assessment (using Google and Near maps images) for asset inventory has been completed. Data checking and field verification are currently in progress. Updates to the asset database and final reporting are expected to be completed by February 2025.
7.2 PA4	Formalise New Berrima, Bundanoon and Hill Top Drainage Masterplans to inform future development and grant funding opportunities		RFQ has been completed and preferred consultant selected. Awaiting return of signed contract, after which design work will commence. Expected completion within FY.
7.2 PA5	Seek and apply for 2024/25 grant funding for the following: <ul style="list-style-type: none"> •Get NSW Active Program •Floodplain Management Program 		Five grant applications were submitted to the Get NSW Active program on 25 November. Grants related to the Floodplain Management Program are not open yet.



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. Previously mains in the northern villages were scheduled for assessment this year, however Council has re-prioritised and is focusing on critical asbestos cement mains in Exeter this year.

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 submitted the annual performance reporting to Department Planning and Environment, implemented mapping and data collection layers for the sewer vent shaft inspection program commencing in 2025 and engaged contractors to collect sewer flow and rainfall data in Mittagong and Robertson as part of sewer modelling program.

Operational Plan Priority Actions

Code	Action	Status	Progress
7.3 PA1	Undertake sewer flow and rainfall gauging for Mittagong Sewerage catchment		Contract commenced in late September, with 12-week study period due to complete by 23 December. Due to limited rainfall events during the 12-week period, Council decided to extend the contract by 4 weeks hoping to record further rainfall events in January. Project completion expected by 23 January 2025 with reporting to follow (2-4 weeks).
7.3 PA2	Commence 2051 Master Planning for Mittagong sewerage catchment to inform future development and cater for population growth		RFQ for selected consultants received 23 October and Contract awarded to preferred consultant with project kick-off meeting held on 25 November. Model build/updates commenced, plus data review of flow/rainfall gauging data.
7.3 PA3	Review and update the Water Supply Resilience Plan		Draft project specification developed for internal review this quarter. Expecting to go out to market via RFQ in February 2025.
7.3 PA4	Implement Strategic Assets module in TechOne for water and wastewater assets to enable analysis, scenario building and modelling (AMS)		Initial scoping meetings held with Tech1 migration consultant (Charter Tech) in November. Implementation of Strategic Assets module 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		Sewer main inspections contract completed. 23 sections (1,075m) found in poor condition which will be added to the renewal program. In addition, we have commenced discussions with Compliance team regarding enforcement of defect rectification for illegal stormwater connections into the sewer.

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

Key initiatives for the FY24/25 period are progressing steadily, including significant upgrades to the Bowral and Moss Vale Sewer Treatment Plants, the installation of a Bowral-to-Moss Vale water main to enhance water efficiency, and the development of the Mittagong Sewer Treatment Plant design. Additionally, substantial progress is being made on seeking approvals and finalising designs for the Welby Landfill closure, the Southern Highlands Regional Animal Shelter, and the construction of the Moss Vale SES facility. Further, Council has completed the construction of a new 100,000L water tank in Wingello to boost the regions firefighting capabilities. These projects mark Council's dedication to enhancing local infrastructure.

Council is equally committed to maintaining active community engagement throughout these initiatives. Ongoing consultation is integrated into both the design and construction stages, ensuring projects align with community priorities while adhering to timelines and budgets.

Operational Plan Priority Actions

Code	Action	Status	Progress
8.1 PA1	Commence Welby Landfill remediation inclusive of enabling works for future mountain biking provisions		The Development Application has been lodged and is being assessed by Council. Liaison with the CEO of the Aboriginal Land Council is being undertaken to address the extent of work encroaching on Aboriginal land adjacent to the landfill. All milestones as per the license are being met. Construction cannot commence until Development approval has been granted and owners consent has been obtained (this may prevent construction commencing by 30 June 2025).
8.1 PA2	Complete construction of the Animal Shelter and State Emergency Services Building (SES)		Work is progressing on the project. There have been many challenges, and this has extended the project completion date. Council is working collaboratively with the Contractor to find measures to be taken to deliver the Project without any further delays.
8.1 PA3	Complete the design for Bowral to Moss Vale 710mm duplication water main - Stage 1		The Principal Consultant has been engaged through a tender process. The detailed design of the project has commenced.
8.1 PA4	Deliver the Bowral Sewage Treatment Plant Upgrade		55% Concrete works complete for Stage 1. Mechanical and Electrical fit out for Stage 1 progressing. Planning underway for Stage 1 commissioning and cut over.
8.1 PA5	Commence construction of the Moss Vale Sewage Treatment Plant		15% Adverse site conditions resulting from extensive asbestos contamination have been resolved. Bulk earthworks for the main process structures are substantially complete. Concrete works commenced on Bioreactor and Clean Backwash Tank.

Code	Action	Status	Progress
8.1 PA6	Complete the design of the Mittagong Sewer Treatment Plant		Detailed design works continuing to progress towards 50% stage and REF process continuing. Discussions regarding Section 60 approval and licencing requirements 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 endorsed by Executive and the Audit, Risk and Improvement Committee. Training sessions have been delivered to Council staff members. An audit on the use of the Project Management Framework is being undertaken.



Roads and Drainage Projects

Quarterly Highlight

Projects are at various stages ranging from survey to design to construction depending on programming. Most projects are on tracking well and two new drainage projects have been added for design in the current financial year. Work on these is expected to start in February.





Significant construction progress has been on Sunninghill Ave with all stormwater drainage works complete. Road reconstruction and kerb and gutter construction are well advanced and are expected to be completed by Christmas.


Construction of the new bridge at Priestley St and associated creek bank and bed protection have been completed. Completion of the road pavement and footpath are expected early in the new year.

Robinson Street Mittagong creek crossing upgrade is complete. A significant upgrade to the creek crossing has been constructed, providing flood immunity, road restoration and road safety improvements. The road has been closed since February 2022 due to major flood damage and is now reopened to traffic and provides an alternative route for residents.

Construction of Penrose Streetscape improvements commenced in November and is well underway with the kerb and gutter and footpath works completed. Landscaping and bus shelter installation are to follow shortly. The Penrose Community Association are very happy with the progress.

Operational Plan Priority Actions

Code	Action	Status	Progress
8.2 PA1	Design and construct the Capital Works Program for roads and drainage		Projects are at various stages ranging from survey to design to construction depending on the programming. Most projects are on track with the exception of two that require design rework due to unforeseen problems. Two drainage projects have also been added for design in the current financial year. Work on these is expected to start in February.
8.2 PA2	Construct Sunninghill Avenue, Burradoo drainage		Significant construction progress has been made with all stormwater drainage works complete. The road reconstruction and kerb and gutter construction are well advanced.
8.2 PA3	Deliver Priestley Street, Mittagong creek crossing		The bridge construction and creek bank and bed protection, road reconstruction and footpath construction have been completed.
8.2 PA4	Deliver Robinson Street, Mittagong creek crossing		The Robinson Street Mittagong creek crossing upgrade is complete. A significant upgrade has been completed providing flood immunity, road restoration and road safety improvements. The road was closed since February 2022 due to major flood damage and is now reopened to traffic and provides an alternative route for residents. The project is funded by Council and NSW Disaster Recovery Fund.

Code	Action	Status	Progress
8.2 PA5	Complete Penrose bus shelter and footpath		Construction commenced in November and is well underway with the kerb and gutter and footpath works completed. Landscaping and bus shelter installation are to follow shortly.



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 Development Assessment teams assess Development Applications in accordance with the relevant legislation and to ensure we are meeting our statutory obligations and responsibilities within the state's land use planning framework.

Significant recruitment has occurred in the Development Assessment Teams to provide timely development assessment services.

The average assessment time for DAs has been reduced from 321 days in July 2024 to 239 days in December 2024.

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		Business improvements actions are underway and will continue for 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		Forums will be held between March and June 2025

Development Engineering Services

Quarterly Highlight

Applications were processed and determined under s138 of the Roads Act 1993. Applications were processed, assessed and determined under s.68 of the Local Government Act 1993. Technical advice was provided on development proposals through the referral process in order to appropriately manage impacts on communities and places. Recruitment of key engineering roles, including a Graduate Engineer that has already commenced with the team and a Senior Water and Sewer Engineer that will start in early 2025. Assessment timeframes improved for all application types in this reporting period.

Operational Plan Priority Actions

Code	Action	Status	Progress
9.2 PA1	Provide efficient, timely assessments of applications		Assessment timeframes improved for all application types in this reporting period.







Compliance and Regulation

Quarterly Highlight

Compliance and Regulation are just short of one Ranger as per Councils structure. We will be working towards solutions for the change in legislation for parking fines and commence proactive work around sediment and erosion controls on building sites. Also, the development of policies for Compliance and Keeping of Animals.

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 draft inspection register has been developed which once launched will inform licence holders of the need to renew Section 68 approvals for installation of on-site sewage.
9.3 PA2	Implement a program of food inspections		Council's inspection program includes shops being re-inspected until they pass. The program includes inspections of childcare centres, complaints investigation, and educational initiatives. The 'Scores on Doors' program assures the community of food safety, previous data indicating 92% of shops receive excellent to good ratings.
9.3 PA3	Implement a swimming pool inspection program		The program includes ongoing inspections for tourist and visitor accommodation, inspections by request of property owners, investigation of swimming pool related complaints and regulatory action. Community awareness and education is conveyed through website content and a seasonal media release.
9.3 PA4	Undertake proactive ranger patrols in order to meet the needs of the community and council		Proactive parking patrols are undertaken daily. Dog off leash patrols is conducted 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 and Customer Experience 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		Ongoing review of QR codes highlighting areas of concern to Parks and Open Spaces Coordinator.
10.1 PA2	Coordinate development of key performance indicators to link team and individual progress against key strategic priorities		KPI's for the quarter are being achieved. Customer Experience Survey Overall Satisfaction 6.82 and CRM completion rate for Q2 - 75.5%
10.1 PA3	Undertake customer surveys to understand and improve the level of customer satisfaction with our services		Areas are being identified from the surveys for improvement within available resourcing.
10.1 PA4	Continue to refine and improve internal processes to improve the customer experience		Gathering feedback for analysis and action planning

Fleet

Quarterly Highlight





Over the last quarter, Fleet has enhanced service delivery across Council's operational departments, a result of our strategic efforts to improve scheduling and streamline data collation processes. This ongoing commitment is reflected in the progress of our light fleet replacement program, which is advancing smoothly.

Additionally, Fleet is continuing to develop specifications and requesting quotations for the heavy plant replacement, marking another step toward maintaining a modern and efficient fleet. Throughout this process Fleet has been consulting with all operation teams to ensure maximised utilisation of the heavy plant and that they are fit for purpose.

Fleets after-hours breakdown support for all fleet vehicles is consistently provided by the call team. Outlying our commitment to ensure all Council operations go with minimum delay to meet service delivery.

In summary, Fleet's achievements in the past quarter and its continued focus on advancing fleet management practices highlight our dedication to operational excellence. We remain committed to providing top-tier service to Council's operational departments while strategically improving our 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 is being developed in consultation with operational departments, and quotations are being requested. Plant replacement continues to track behind.
10.2 PA2	Undertake apprentice recruitment to support local employment and a succession plan for Council's workshop		Currently employ one apprentice
10.2 PA3	Develop workshop service level agreements to meet industry benchmarks and improve financial viability		Fleet has implemented the information provided by local workshops into our internal system with a review of the data to follow in quarter 3.
10.2 PA4	Improve Plant utilisation by reviewing and rationalising plant allocation and costing across all operational areas		Fleet continues to review plant utilisation looking for areas of improvement across our operations departments.

Civil Construction

Quarterly Highlight

As the Stabilisation contract/panel could only be approved in the last council meeting it has set back a significant part of the program, being road rehabilitations. The utilisation of many contractors in the next quarter should see the program back on track.

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: <ul style="list-style-type: none"> •Elizabeth Street, Moss Vale •Railway Parade, Mittagong •Orchid Street Colo Vale 		The December Quarter has seen the finalisation of the procurement for the stabilisation contract, which is a critical operation for Reconstruction/Rehabilitation works. Other investigations, service locations, and preparation works are also being organized/undertaken, to ensure optimum usage of Council budget in line with a level of service. Utilisation of a number of stabilisation contractors should see the program return to being per program.
10.3 PA2	Implement two significant drainage projects within Willow Vale as part of the Capital Works Program		The December quarter has seen both projects designed and preconstruction activities commencing. The Gascoigne St project is to commence next quarter with the Drapers Road Project in the last quarter.





Specialist Engineering

Quarterly Highlight

Administration of natural disaster claims has progressed, including 'close off' of several phases of claims submissions. Completion of asphalt renewals and bitumen resealing have been delivered throughout the period

Operational Plan Priority Actions

Code	Action	Status	Progress
10.4 PA1	Commence delivery of Essential Public Asset Reconstruction Works on flood damaged transport infrastructure		Completed in September quarter.
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		Progressing on schedule. Illegal dumping and graffiti response times have shortened providing a faster service to the community
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 and are continuing to be reviewed and prioritised for response.







Open Space and Buildings (Including Tree Management Services)

Quarterly Highlight

Council is advancing its Tree Management initiatives, aligning key projects with strategic and planning objectives. This includes launching the Significant Tree Register and creation of a Tree Donation program. Maintenance and cleaning efforts remain on schedule, ensuring service expectations are met.

Operational Plan Priority Actions

Code	Action	Status	Progress
10.6 PA1	Develop a Tree Management Policy and Strategy		The engaged contractor has finalized the draft framework for the Urban Tree Management Strategy. Concurrently, Council is consolidating data to assess the current tree canopy coverage percentage within urban environments against established targets. Additional efforts are focused on revitalising the Significant Tree Register and implementing a Tree Donation Program to enhance service levels for residents while supporting the growth and management of the Shire's tree assets.
10.6 PA2	Protect our canopied spaces to minimise urban heat		Council is addressing canopy loss concerns within its comprehensive Urban Tree Management Strategy. Council has commenced implementing educational programs and community group sessions focused on tools such as TreePlotter. These initiatives aim to raise awareness among residents about the importance of canopy cover and the preservation of the Shire's natural tree assets.
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		By working closely with internal teams, Council is efficiently managing compliance and maintenance costs by ensuring expenses are accurately allocated to the appropriate lessor, 355 committee, or licensed parties in accordance with existing agreements.

Infrastructure Maintenance


Quarterly Highlight

WSC 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 WSC.

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		Maintenance will work with the Assets team over the next quarter to combine the draft Road Maintenance policy into the Asset Management Strategy.







Environment



Robertson Seeds of Change

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 Electric Vehicle Charging Stations on Public Land Policy was adopted by Council on 20 November 2024.



The Sustainable Us program, funded by the Environment Levy, continued to empower the community with highlights in the December quarter including the Froctober series of events, aimed at engaging the community about fast fashion and strategies to reduce the amount of textiles ending up in landfill. The program delivered textile upcycling workshops in partnership with Vinnies, a clothing restyling session and discussion facilitated by Nina Gbor from The Australia Institute, a display of upcycled textile artworks and information in the Civic Centre Atrium, screenings of the film 'Fashion Re-Imagined', and a clothes swap for the community. Council also held a tour of the Wingecarribee Water Treatment plant for community members during November.








The Earth Flix Cinema 4 Change project screened the film "Flyways", with 145 attendees to align with the Aussie Bird Count and included a panel discussion with experts from WIRES, and NSW Department of Climate Change, Energy, the Environment and Water.

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 TCO₂-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 was invited to attend the Australian Power Quality Research Centre (APQRC) Research Innovation Showcase held at Wollongong Universities' Sustainable Building Research Centre, to hear about power quality and the evolving world of renewable energy systems.

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. Council was invited to speak at the Local Government Procurement Conference in October, on its Revolving Energy Fund (RE Fund).

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 December Quarter, Council ran the Froctober-Resetting Fashion series of events. There was a screening of "Fashion Re-imagined", an upcycled textile art exhibition in the Civic Centre Atrium, a presentation and clothing restyle session with Nina Gbor, textile upcycling workshops with Vinnie's and a clothes swap. Earthflix screened "Flyways" in October. The November and December screenings were postponed until 2025 due to scheduling and availability of films and speakers.
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.

Code	Action	Status	Progress
11.1 PA3	Provide solar and battery promotion programs to improve uptake in the Shire		Council continues to host the Sunspot Solar Calculator on the website. Promotion of Sunspot was carried out in Councils E-newsletter in October and current energy efficiency subsidies are promoted through the Sustainable Us-Energy Efficiency website page.
11.1 PA4	Support the increase in electric vehicle charging facilities across the Shire through grant applications and community support		The Electric Vehicle (EV) Charging Stations on Public Land Policy was adopted on 20 November 2024. Grant funding opportunities and collaborate with third party providers to install EV charging are now guided by the Policy. Two collaboration proposals with third party provides is currently being considered.
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 includes a regular newsletter to promote programs, grants, and other support that Council provides to schools. The next Schools Environment Day will be held in March 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		The Community Emissions Action Plan implementation is continuing with consultation across the Environment and Sustainability Branch including research/benchmarking of projects of other similar Councils. Further engagement with Council staff and the community will be required to develop the actions in the plan.

Natural Resources Management

Quarterly Highlight

Implementation of management actions within the Plan of Management for Natural Areas (Bushland and Watercourse) commenced.




Species-specific projects aiming to protect and conserve local wildlife, including koalas, platypus, and eastern long-necked turtles, and plants such as the Paddys River Box (*Eucalyptus macarthurii*) have been actively engaged in. Council's Future-proofing Southern Highlands Koalas was winner of Division B in the Local Government NSW Excellence in the Environment Awards.







Council commenced work on the Southern Highlands Shale Forest and Woodland Conservation Project, with an initial staff planting day at Jordan's Crossing Bundanoon held.

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. The community were invited to tour the three Aboriginal Cultural Burn sites within Gibbergunyah Reserve with Aboriginal fire practitioners and knowledge holders.

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		Site inspections were held in Bundanoon and Burradoo and a staff planting day held at Jordan's Crossing Bundanoon. Over 560 plants were planted. A condition assessment method for restoration sites were tested in the field at Mansfield Reserve with DCCEE staff. A website and draft fact sheets have been developed.
11.2 PA2	Support existing Land for Wildlife members and encourage new registrations by holding field days and promotion of community events		Three Land for Wildlife electronic newsletters were prepared and delivered and cross-promotion of Landcare events included. LfW was promoted in the Kangaloon koala drone survey news article. Members were supported through the spring seedling giveaway.
11.2 PA3	Support existing Habitat for Wildlife members and encourage new registrations by holding field days and promotion of community events		The updated and refreshed Backyard Habitat Planting Guide has been distributed to new Habitat for Wildlife members and is available on Council's website.

Code	Action	Status	Progress
11.2 PA4	Implement key actions from the NSW Koala Strategy Regional Partnership including: <ul style="list-style-type: none"> •Maintain the Roadkill Mitigation Program •Koala Habitat Mapping Project 		Two Variable Message Signs have been deployed and moved every six weeks on priority roads. Customers calling Council will hear about how they can reduce koala and other wildlife roadkill during the breeding season. Large Koala Zone banners were deployed and hung on fences at seven public schools. The Koala Club was launched at two pop ups in bushland reserves with 58 members joining. Koala habitat mapping project is progressing with co-variates determined for the koala occupancy map.
11.2 PA5	Deliver education and training to Bushcare volunteers such as: plant ID Workshops, Apps training and Bushcare techniques		Bushcare volunteers continue to learn bush regeneration techniques through on the job training at working bees and at the community nursery. A civic thank you morning tea was provided to all Council volunteers at Renwick Community Centre in December 2024.
11.2 PA6	Deliver biodiversity education and support to the community including: <ul style="list-style-type: none"> •What's Killing Our Trees information Session •Schools Environment Day •Turtle and Frog Tours at Lake Alexandra •Bird Count •Pollinator week •Bioblitzes 		The annual Aussie Bird Count was promoted and a breakfast and bird counting event held in Jellore Flora Reserve. Designs for the Turtle Tour signs were finalised.
11.2 PA7	Implement biodiversity actions from Plans of Management to protect natural habitats		NSW Police have been undertaking compliance education and enforcement actions to reduce illegal activities within bushland reserves. Biodiversity monitoring (motion cameras) of fauna has occurred in several bushland reserves. Council worked with Landcare Australia to undertake drone surveys (targeting koalas) within the southern section of Greater Mount Alexandra Reserve. An updated field maps app will enable staff to record threatened species sightings.
11.2 PA8	Implement priority actions from the Bush Fire Risk Management Plan to keep the Shire safe		Asset Protection Zones maintenance and arborist tree removal and trimming has occurred at several sites including the PCYC in Mittagong. Work has commenced to repair Gib West Fire Trail and the first section of Wonson's Fire Trail near Drapers Road Colo Vale. Staff prepared a report and attended the Wollondilly Wingecarribee Bush Fire Management Committee and sub-committee meetings.
11.2 PA9	Implement cultural burns in Council bushland reserves to minimise bushfire risk		A community cultural burn tour was held with 25 attendees at Gibbergunyah Reserve.

Bushland and Biosecurity






Quarterly Highlight

The WSC Biosecurity Weed Control Program 2024-2029 has been adopted by council in the first quarter.

During the December quarter, Council's environmental efforts remained strong, with 738.5 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 196.5 hours across 19 working bees, showcasing the community's commitment to environmental preservation. 107 work sessions in natural areas and the community nursery were conducted to ensure the vitality of our green spaces.

Council staff have performed 180 high risk site inspections and 168 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, 810 kilometres of roadsides were inspected as important risk pathways for biosecurity weeds 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 740 plants which were planted within council owned and managed bushland reserves.
11.3 PA2	Investigate a model for expanding the bushcare program and increase the number of volunteers		In the past quarter 67 volunteers attend bushcare working bee's totalling 197 hours over 19 working bee's.
11.3 PA3	Increase the capacity and skills of volunteers assisting the Bushcare Program		In the past quarter 67 volunteers attend bushcare working bee's totalling 197 hours over 19 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 for the year to date includes a total of 168 private land inspections and 180 High Risk Sites. 810kms of high-risk pathways were inspected this quarter, The program is on track to achieve annual targets.
11.3 PA5	Complete weed control in high environmental value bushland reserves		Council's Bushland Field Team has implemented weed control activities across 31 sites, conducting 739 hours of bush regeneration activities in these high value bushland 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

Mobile Community Recycling Centre (CRC) operation collecting recyclable material from the villages and localities across the shire. For the Oct- Dec period Mobile CRC has collected 2.36 tonne of household problem waste across the villages. The Soft Plastic recycling trial continues with 2.8 tonnes of material collected in the last 3 months combined with 4.28 tonne of PVC plastic recovered and recycled.

Operational Plan Priority Actions

Code	Action	Status	Progress
12.1 PA1	Deliver Resource Recovery Centre (RRC) Masterplan projects including: <ul style="list-style-type: none"> •Wayfinding •Centre design and Development Application •Waste / litter reduction infrastructure •Site security- CCTV 		Implementation of the Masterplan continues. Items actioned included the completion of site security CCTV cameras and installation of portable solar lights July 2024. Continue to litter pick internal and external boundaries to reduce windblown litter.
12.1 PA2	Investigate equipment to improve material recovery and efficiency		Plant and equipment mobility and efficiency opportunities have been identified. Some opportunities have been implemented through work methods whilst others will be explored further upon individual plant and equipment items being replaced.
12.1 PA3	Implement operational changes to support the new disposal/ processing contract to ensure no adverse impacts to service levels		Kerbside waste collection of organics material direct delivery to Veolia Spring farm facility. Bulky waste (kerbside clean up) material volume of 226.20 tonne received recovered 10 tonnes. 2.16 tonne 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%, combined with RRC recovery of 4.28 tonne of PVC plastics, 133 tonnes of timber, 24 tonne of E-Waste and 6.9 tonne of textiles.
12.1 PA5	Identify resale opportunities and processing partners for recovered material to increase profitability		The Soft Plastic recycling trial continues with 2.8 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. Recovery and resale of car batteries 5.24 tonnes, paper and cardboard 60.62 tonne combined with 271.66 tonne of non-ferrous metals.

Waste Services

Quarterly Highlight





The Domestic Waste Collection Contract continues to operate within expected Key Performance Indicators (KPIs). Demand for bulky waste services remains high, and negotiations are underway to implement contract modifications aimed at further improving service delivery.




Education programs have been slower this quarter due to the repurposing of education spaces at the Resource Recovery Centre as part of Project Reinvigorate. Despite this, Council successfully delivered the "Froctober - Resetting Fashion" series, which featured a screening of Fashion Re-imagined, an upcycled textile art exhibition at the Civic Centre Atrium, a presentation and clothing restyle session with Nina Gbor, textile upcycling workshops in collaboration with Vinnie's, and a community clothes swap.

Positive progress continues, with 1,192 tonnes of material diverted from landfill during the December Quarter, averaging 13 tonnes per day. Under the Local Government Act, service expansion has been successfully completed, adding approximately 650 new residents to Council's waste collection services. Further expansion has been included in the Collections Tender process.

Council remains committed to enhancing waste management and sustainability initiatives to better serve the community.

Operational Plan Priority Actions

Code	Action	Status	Progress
12.2 PA1	Deliver the Waste Educational Plan including at key community events		Council visited local community groups representing 115 local residents. The Environmentor (waste education workshops) visits locals' school to facilitate interactive workshops, approx. 350 students were engaged in term 4. Our operations team visits several childcare centres with the Mobile CRC to collect problem waste and engage a younger audience.
12.2 PA2	Transition the Waste disposal/processing services to new provider		Council's Project 24 Contract is in place and offering deferral rates in line with expected outcomes. Council continues to explore opportunities to decrease material which are sent to landfill.
12.2 PA3	Develop a contract transition plan for the new kerbside collection contract to ensure services are not adversely impacted		Due to start once the Domestic Waste Tender is accepted by Council, scheduled for the March 2025 meeting.
12.2 PA4	Investigate and develop a plan for procurement of waste collection/disposal services for beyond 2029		A meeting of the Project 24 contract holder occurred in December. There was a mutual agreement from the participants of the group that the current arrangement offers mutual benefit, and a Project 29 group should be considered. The Project 29 group would secure waste processing contract at the end of the Project 24 contract.

Code	Action	Status	Progress
12.2 PA5	Operate the community's reuse and upcycling centre; diverting waste from landfill and providing resalable items to the community		Mobile Community Recycling Centre is continuing to be supported by local communities. The Upcycle Centre continues to offer an alternative to landfilling un-wanted items
12.2 PA6	Upgrade the reuse and upcycling centre to improve the customer experience and create a community space		<p>The Upcycle centre has grant funding to construct a community space. The scoping and delivery of the project is being managed by Councils Assets and Projects teams. This space will allow for community activities as well as Council led programs. The delivery for the space is expected to be by late 2025.</p> <p>There has been a focus on recruiting staff to work in the Upcycle Centre, offering high quality customer service.</p>
12.2 PA7	Identify and review potential additional waste facility locations within the Shire for both collections and community drop offs		The mobile Community Recycling Centre (CRC) schedule was reviewed creating a change where the CRC will visit two locations in a day and for a longer period of time to increase accessibility to remote residents.



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		New pumps procurement process has been completed. We have already received 9 pumps, out of them 6 has been installed in the wastewater pumping stations.
13.1 PA2	Inspect and replace worn out pumps in water pumping stations to ensure reliable service delivery		Procurement activity for the Werai pumping station upgrade is under progress.
13.1 PA3	Refurbish clear water pump No 1 at Wingecarribee Water Treatment Plant		Clear water pump 3 has been refurbished. Installation and commissioning have been completed.
13.1 PA4	Upgrade Supervisory Control and Data Acquisition (SCADA) hardware at water reservoirs to monitor our water and wastewater systems		This project was completed in the September Quarter.

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.
13.2 PA2	Inspect and replace water plant filter media as required to ensure high quality standards of treatment are maintained		Completed
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		Quotes received, contractors to be engaged
13.2 PA5	Complete chlorination system upgrades in reservoirs to enhance water quality		Unit is fabricated, concrete construction in progress
13.2 PA6	Support sustainable resource management by processing biosolids for beneficial reuse		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. WSC has reached out for assistance from DCCEEW where required.
13.2 PA8	Upgrade Robertson Sewer Treatment Plant inlet screen		This project is in procurement phase.

Code	Action	Status	Progress
13.2 PA9	Complete the Robertson re-use dam walkway to minimise work, health and safety risks		Completed




Water Network Operations

Quarterly Highlight

Water Network Operations are conducted in alignment with the organisation's Environment and Climate Change Strategy, as well as the Asset Management Strategy. These activities are designed to ensure sustainable practices, minimise environmental impact, and support long-term infrastructure resilience.

Operational Plan Priority Actions

Code	Action	Status	Progress
13.3 PA1	Prioritise emerging defects to ensure the reliability of the water network		Water Network approach involves identifying, assessing, and addressing defects based on their potential impact on service delivery, public health, and environmental compliance.



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 identifying 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 reportable overflow locations in the network are being actioned. MH inspections are identifying and preventing future blockages/overflows and being added to preventative maintenance list as required. CCTV surveys are being completed.





Economy



Mittagong Kaleidoscope Festival

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.

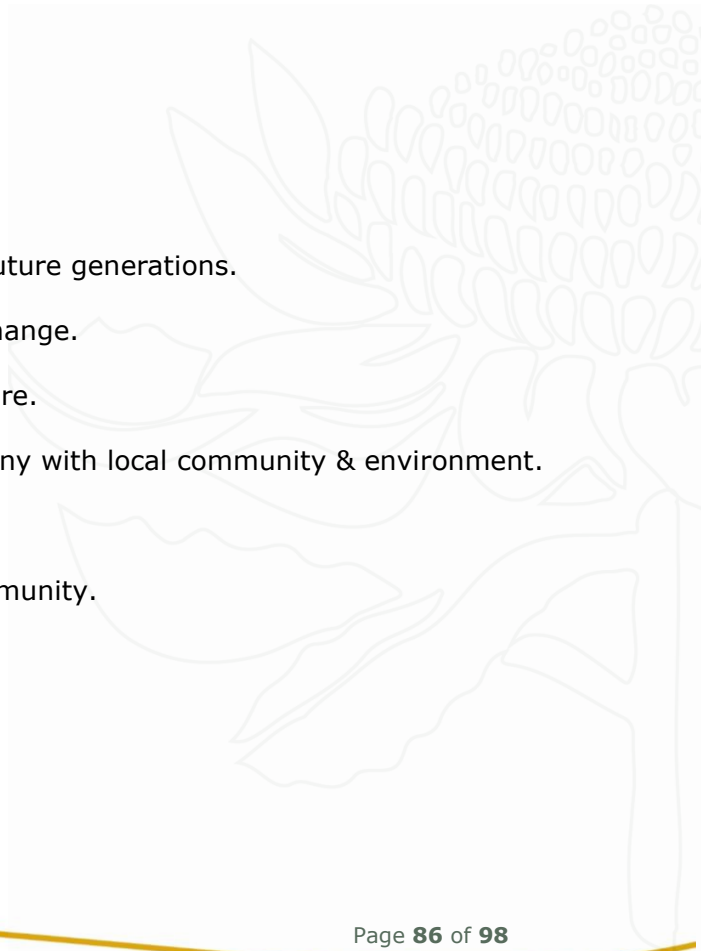
Goal 4.4 A resilient Shire that takes action on climate change.

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 Coordinator Tourism & Events, in consultation with the 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 in Q2 2025.
14.1 PA2	Prepare the Southern Highlands Innovation Park Servicing Delivery Strategy		The Southern Highlands Innovation Park Servicing Delivery Strategy will commence upon securing funding and following the adoption of the SHIP Master Plan and Governance Strategy in Q1 2025. Council is investigating funding sources for the SHIP Servicing Delivery 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 actively 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 sustainable, collaborative and innovative way.

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. Bowral was the first town centre to undergo this place-based planning process, and the adopted Master Plan was developed through an iterative process in partnership with the community and stakeholders. An implementation monitor has been developed post adoption in order to guide the delivery of short-term initiatives. Two (2) key actions have since been implemented, including the installation of branded smart bins, as well as the development of slow traffic zones along Bong Bong Street to increase safety and pedestrian experience. The implementation of other initiatives is intended to be realised via detailed engineering designs, subject to securing funding.

Post the adoption of the Bowral Town Centre Master Plan, the initiation of Master Plans for Moss Vale and Mittagong Town Centres are expected 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. Council's internal working group are continuing to liaise with the community and stakeholders to guide the delivery of short-term Place Initiatives. A number of key actions have since progressed, such as Council's Bushland Field Team engaging with Robertson Public School to educate students on the importance of biodiversity conservation for the Robertson Rainforest, as well as the development of the draft Hampden Park Concept Master Plan which is on public exhibition from 13 December 2024 to 10 January 2025.

The Village Place Plan Program identifies Bundanoon as the next village to undergo this place-based planning process. Extensive external consultation is being conducted as part of the first phase of the project, with engagement opportunities including an online survey and visioning word cloud activity, a youth drawing activity and a Cheese and Wine consultation workshop, which was held on 06 December 2024. All feedback received as part of the first round of engagement will inform the development of the draft vision and place initiatives.

Long-term housing and employment planning in the Shire has reached an important milestone, with the Draft Master Plan and supporting documents for the Bowral South New Living Area and Southern Highlands Innovation Park, being refined as part of the post-exhibition review process. Extensive consultation with internal departments, as well as agencies, the community and key stakeholders was conducted as part of the formal exhibition of both projects, and a review of the submissions received during this time is currently underway. Feedback received will directly inform the subsequent review of both projects, respectively.

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 endorsed Village Place Plan Program. An internal project working group has been established to ensure Council alignment. External consultation also commenced in Q4 2024 to engage key community stakeholders. A Wine & Cheese Night was held on 6 December 2024 to explore community ideas and generate interest in the emerging Place Plan. Engagement opportunities are ongoing, including an online survey and youth drawing activity.
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 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. The Draft Master Plan and Servicing Strategy were formally exhibited and a review of submissions received during this time is currently underway. Feedback is expected to inform the review of this strategic body of work.

Code	Action	Status	Progress
14.2 PA5	Implement the Bowral Town Centre Masterplan		<p>An internal working group has been established to guide the delivery of short-term initiatives identified in the adopted town centre Master Plan. Two initiatives have since been implemented, including the installation of branded smart bins and vehicle slow zones on Bong Bong St to enhance pedestrian experience and safety. Further implementation of place-based initiatives in Bowral will be realised via detailed engineering designs and are to commence subject to securing funding.</p>



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 to achieve this goal have now been 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, exhibition of the Draft Master Plan & Governance Strategy for the Southern Highlands Innovation Park has been completed and a review of submissions is underway. The revised Draft is anticipated to be presented to Council Q3 2024/25. A post-exhibition report on the Draft Wingecarribee Integrated Transport Strategy is also being prepared.

In parallel with these projects, Council has also commenced implementation of the Wingecarribee Local Housing Strategy, to deliver housing supply and diversity in conjunction with essential infrastructure. Public exhibition of the Bowral South New Living Area, as identified in the Housing Strategy, has ended and submissions are being reviewed.

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 also 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 transport and 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		A report will be provided in the first quarter of 2025 with a strategy to bring this project back on track.

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) continues to provide facilities for the management of livestock from across the shire including those surrendered or affected by and occurrence of nature. Weekly livestock sales continue to be delivered in accordance with required legislation.

Livestock sales for the quarter have continued to hold strong numbers of head per week, a continuation from high sale numbers at the start of the financial year. Cattle prices are holding, and pasture remains healthy despite concerns of drought conditions.

Upgrade works to the SRLX have either been completed during the quarter or prepared for completion in the next quarter including the Berrima Road gate upgrades and Canteen Renovation project.

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 have been upgraded, and this item is now considered closed.
15.1 PA2	Refurbish the Berrima Road exit gate to improve safety and accessibility		Quotes have been obtained and a contractor engaged to carry out the works on the Berrima Road exit gate. Works have been booked for January 2025 and will take 2 weeks to complete. The work will lead to improved accessibility to the site and eliminate the need for heavy vehicles traversing through light vehicle and pedestrian areas when entering and exiting site.
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 contract has been awarded with works due to commence early in 2025 with completion no later than April 2025. A lease arrangement is in discussion with the incumbent operator of the mobile canteen at the sale yards. A solution has been found for the half gates which will be put into action in January 2025, if successful this should be a cost-effective fix to the current issue. Internal painting of the auditorium will be scoped in February 2025.
15.1 PA4	Progress recommendation from the agribusiness report to increase usage and opportunities through education programs at the SRLX.		Partnership with Shore school in Sydney to incorporate tours of the SRLX and has been formalised into a structured training day for students as a pilot. Hosted 100 year 9 students and 5 teachers across a two-week period. This will inform a future formalised program offering for other schools and groups.

Property Services

Quarterly Highlight

Commitment to effective property management remains our primary focus, 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 by legislation.





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

Coordination and administration of land dealings, including easements, subdivisions and consolidations continue to be undertaken in accordance with legislative requirements, providing timely reporting to Council as required.

Road closure applications continue to be received and processed in line with legislative and reporting requirements.

Land acquisitions and disposals are managed strictly adhering to legislation in as timely a manner as possible. Council is dedicated to delivering support to residents and reports to Council, as required. Statutory time frames for acquisition are 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		A drone audit of the tower has been undertaken. This information is being collated and will be used in conjunction with an audit climb of the tower. Redundant equipment has been identified and will be removed in the New Year.
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 are undertaking a review of surplus roads to reduce the need to maintain unformed roads and to generate additional revenue. Each town within the Shire is being reviewed to identify surplus roads that may be available for future sale. The sale of unformed road at Meryla Road Bowral has been progressed with offer to purchase made by the adjoining owner for \$600,000.
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 once adopted in 2025.
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)		Draft Property Strategy has been prepared and is to be presented to 2025 Council meeting to place on public exhibition.

Outside School Hours Care Service

Quarterly Highlight

The Wingecarribee Outside of School Hours (WOOSH) service continues to provide affordable outside school hours care services that meet market demand and support families. WOOSH has continued to grow in both revenue and occupancy numbers however there has been a reduction in occupancy of before school services with customer feedback indicating that the cost of living is a reason for reducing the use of the service in the mornings.

The WOOSH has continued working with another local school, St Michaels, and an agreement put in place for students from that school to join the current program at Mittagong Public Schools to provide a service for St Michaels students whilst utilising the current set up at Mittagong. This is a significant achievement for the WOOSH and increases the input into children's services to the community by council.

Operational Plan Priority Actions

Code	Action	Status	Progress
15.3 PA1	Investigate options to increase the number of Out of School Hours care services	●	St Michaels Catholic School has now joined with the Mittagong Public School service following extensive correspondence and logistical planning. 7 St Michaels School families are enrolled for 2025 which increases the occupancy of the existing service without increasing the operational costs.
15.3 PA2	Deliver activities for Out of School Hours Educators Day	●	Educators Day took place in Quarter 1 2024, and this is now completed.



Tourism and Events

Quarterly Highlight








The 2024 Tulip Time festival, including the Tulips After Dark and the Tulip Time Garden Party activations, ran from 12 September to 6 October and achieved record-breaking attendance, attracting over 70,000 visitors - the highest in the festival's history.

The Southern Highlands Arts Trail, held across two weekends in November, successfully showcased the works of over 50 local artists, generating more than 11,000 studio visits and in excess of \$200,000 in direct sales of artwork.

Destination Southern Highlands strengthened strategic partnerships with key events, including the Bundanoon Folk Festival, Bowral Classic, Bong Bong Picnic Races, and A Day on the Green. A key initiative involved the revitalisation of the Visit Southern Highlands social media presence, with a focus on dynamic video content creation highlighting the region's natural beauty, local tourism-focused businesses, and signature events to drive broader audience engagement and interactivity.

Bowral Memorial Hall continued to host local and national touring artists resulting in 26 bookings and over \$42,000 in revenue for the Quarter.

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. Meeting proposed for Q3 to determine workplan and review current visitation data to inform plan.
15.4 PA2	Review signature events for the Southern Highlands in consultation with the Visitor Economy Advisory Panel (VEAP)		Event review scheduled for March 2025.
15.4 PA3	Undertake upgrades to the Visitor Information Centre to improve the customer experience and sense of place		Visitor Information Centre review on hold due to funding prioritisation.
15.4 PA4	Investigate development of a local produce brand to promote Southern highlands producers		Website Refresh Project now in development with option of incorporation of an online shop for local products.
15.4 PA5	Introduce volunteering opportunities at the Visitor Information Centre		To be actioned upon adoption of Council's Volunteer Management policy and in concert with implementation of Volunteer Management Framework.
15.4 PA6	Prepare a program for Bowral Memorial Hall that promotes community, commercial and cultural events and maximises utilisation		Utilisation of the venue by local and professional performing arts groups continues resulting in 26 bookings earning \$42,406.59 in revenue for the Quarter.
15.4 PA7	Continue implementation of findings from the Destination Southern Highlands Servicing Review		Volunteer support at Visitor Centre to be aligned with updated Volunteer Management Framework. Upgrades to Visitor Centre facility on hold pending funding allocation. Visitor Economy Advisory Panel established.



Animal Shelter

Quarterly Highlight

The Wingecarribee Animal Shelter (WAS) continues to conduct activities required under the Companion Animals Act and returns companion animals to rightful owners whilst rehoming as many companion animals as possible.

Work continues to prepare for moving to the new animal shelter with revision and updating of policies and procedures and transition plans being created for a smooth process to reduce as much stress on animals within the care of WAS.

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 is due to open in the first quarter 2025. Operational Management Systems, procedures, and policies are being written to ensure best practice operation of the shelter. Regular meetings are being held with key stakeholders for the final detail on the building interiors.
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 ranger's 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.





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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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