

Wingecarribee Shire Council

Attachment 3

Delivery Program 2013-17 and Operational Plan 2015-16

Delivery Program 2013-17 and Operational Plan 2015-16





Acknowledgement of Country

Council acknowledges and respects that Indigenous Australians were the first people of this land. We acknowledge the shared responsibility of all Australians to respect and encourage the development of awareness and appreciation of each other’s heritage and origin. We recognise and respect the heritage, culture, sacred sites and special places of Indigenous Australians.



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MAYOR'S FOREWORD

This year's annual Operational Plan marks the mid-point in Council's 2013-17 Delivery Program.

It is without doubt one of our most important annual documents as it outlines our upcoming 12 months of work.

This year's report holds extra significance as it coincides with the NSW State Government's Fit for the Future Local Government Reforms. These reforms are intended to provide communities across the state with confidence that their council is in a strong financial position, operating efficiently and in a strong position to guide community growth and provide quality services in the years ahead.

Whilst the early signs suggest our current financials are in good shape, there's still a great deal of work before us to ensure we remain an independent Council.

This is the reason why Council has decided that for the remaining two years of our term, we will focus on investing funds towards maintaining, repairing and renewing existing infrastructure assets and completing all approved capital projects. To achieve this Council will need to apply to the Independent Pricing and Regulatory Tribunal for a Special Rate Variation.

As a consequence, this year's Operational Plan also reflects this direction.

This means that not only will our existing community halls, parks, gardens, roads and footpaths receive priority attention, but major capital projects like the Mittagong Swimming Pool and the refurbishment of the Welby Hockey Fields will also be completed.

But our progress does not stop with this plan. This year we also begin working on a number of key strategies including our Economic Development Strategy, Ageing Strategy, Public Art Policy and Cultural Plan, Disability, Access and inclusion Action Plan and Aboriginal and Torres Strait Islander Strategy.

Combined with this year's Operational Plan, these documents outline our immediate short-term goals and long-term vision for both Council and the greater Wingecarribee Shire.

Duncan Gair
MAYOR
Email: duncan.gair@wsc.nsw.gov.au



GENERAL MANAGER'S FOREWORD

Strengthening our operations, improving efficiencies and investing in asset renewals is the basis of this year's 2015-16 Operational Plan.

Amongst others, these strategies - which are detailed within this plan - not only prioritise our next twelve months of work, but demonstrate our central pillar of

'fitness' in preparation for the NSW State Government's Fit for the Future Local Government Reforms.

It's for these reasons we're resealing over 50 kilometres of roads across the Shire this budget year.

It's also why we've committed to rehabilitating Bong Bong Road in Mittagong, replacing bridges on Colo and Kirkham Streets and refurbishing the amenities block in Stephens Park in Bowral.

The year ahead will also see Council commence risk management preparations on five key flood-prone areas across the Shire. This project is the result of a successful grant of a quarter of million dollars obtained by staff of Council from the State Government.

Another area of focus will be securing our long-term finances. Council is committed to bolstering finances in order to ensure our long-term funding remains sustainable and we are able to continue to deliver quality services across the Shire.

Whilst the early signs are that our finances are in good shape, thanks in part to our own source revenue and debt service ratios, other areas including a review of our real operating expenditure per capita will continue to be reviewed as part of our strategies for improving efficiency.

These priorities ensure the year ahead will be busy, but I look forward to these challenges and know Council will continue to work towards meeting and exceeding all our expectations.

I would like to thank the staff of Council who continue to secure, design and build projects of Shire-wide significance that our citizens will be proud of for years to come

In closing, I encourage you to read this plan and provide us with your feedback. Information about how you can have your say can be found on page 17.

Ann Prendergast
GENERAL MANAGER

OUR ELECTED COUNCIL

2012 - 2016



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COUNCIL POSITION STATEMENTS

FINANCE

Council is committed to providing services and facilities to the community in a fiscally responsible manner and will continue to improve financial transparency and accountability.

ENVIRONMENT

Our local environment is unique, with rich biodiversity, complex ecosystem, intricate waterways, variety of landforms, soils and generous living conditions, which form the cornerstone of our habitation, heritage, and economic strength. It is a valuable resource for current and future generations. Council is committed to protection of our environment, the prevention of pollution and degradation and improving the sustainability of our operations and services.

INFRASTRUCTURE

Council has a role in establishing and maintaining infrastructure to provide a service to the community and will endeavour to balance strategic, community accessibility, asset life cycle, regulatory requirements, risk and environmental outcomes in its decisions. Asset standards and asset maintenance or service level may require adjustment to address gaps between expectation and affordability. Council will advocate to other levels of government for infrastructure that matches the evolving needs of the Shire's population.

HOUSING

It is expected that as the population increases and ages the number of multi unit residential and aged care developments that will be required will also increase. Council will promote choice in housing stock in terms of size and location to influence affordability to increasingly reflect household structure and occupancy rates and reduce dependency on energy and water. This will create a more diverse and connected community.

HEALTH

Council will work positively through its local members to bring about the improvement to health services within the Shire through the financial support of the state and federal governments and the initiative of local and private practitioners.

TRANSPORT

Council supports transport systems that meet the needs of our community. Connectivity between and within towns and villages is essential for ensuring people with mobility restrictions are able to get to their place of destination with minimal obstacles. Transport networks need to be flexible, convenient and comfortable.

EMPLOYMENT AND WORKFORCE

With our proximity to Sydney, Canberra and Wollongong the Shire has a strong base for economic development. The main contributors to employment include retail, manufacturing, health care and social assistance, accommodation and food services, education and training.

AGEING

In addition to planning for a larger population in coming years, the ageing population presents issues including mix of housing stock, aged care health and accommodation, transportability into and through towns, accessibility along paths and into community facilities and community safety generally. Ideally, older people should be supported to remain living at home in the community and to age in place, with the assistance of government and community.

YOUTH

A trend of concern to the community is that 50% of 12-17 youth cohort that move to the 18-24 cohort relocate out of the Shire for study, employment and wider opportunities. The youth cohort is declining as a proportion of the resident population of Wingecarribee Shire. For those that remain in the shire, Council will advocate to government, business and community to improve the mix of education and employment opportunities to provide youth with the choice to stay.



COUNCIL POSITION STATEMENTS

TOURISM

Council acknowledges and will continue to support tourism as a key driver of the local economy, providing jobs and investment. Council has made significant investment in the visitor information centre and associated activities to establish the Southern Highlands as a destination of choice.

DISABILITY (services)

With an ageing population there will be an increase in the number of residents experiencing some form of disability particularly in the areas of hearing, visual, mental and physical ability to walk. Council designs footpaths and ramps to accommodate the increased usage of scooters and ensure access to public transport is fully accessible. Where plans are made to install new bus shelters, paths leading to the facility as well as the ability to board buses etc. will be constructed to enable people with disabilities to be able to access public transport. Council will undertake an audit of its facilities to ensure plans are in place to convert existing buildings so that they are fully accessible.

GROWTH

Council is committed to ensuring that growth of towns and villages does not compromise separation distance and that green belts are retained. Council also supports in-fill development where it is possible within regulatory requirements. This position must be balanced with need for greenfield development to accommodate an anticipated population increase to 52,000 by 2031 (NSW Department of Planning), from 47,000 in 2014. Future development issues have significant implications for the character and identity of towns, villages and the Wingecarribee Shire as a whole, particularly if not adequately managed.

WATER CATCHMENT MANAGEMENT

Water is the source of life. Council recognises it is a limited and precious resource and the sustainable management of water catchment for environment and public health is essential. The protection of our water supply takes the highest precedence, ahead of any other development or gain.

EDUCATION

Council is committed to promoting the Southern Highlands as “The Smart Shire”. Projects that deliver benefits to the broader community, whilst meeting their diverse learning needs will be encouraged and supported. 53.5% of the Shire’s current population in the workforce has a tertiary qualification.

VOLUNTEERS

Council acknowledges and supports volunteering within the Shire and also utilises the skills and expertise of volunteers to assist in the delivery of services. Participation in our local community contributes to building community spirit as well as personal satisfaction and wellbeing.

HERITAGE

The Southern Highlands has a rich history which began with the traditional owners of the land, the Gundungurra and D’harawal people, and later European settlers who first explored the area in 1798. The region is today recognised for its impressive 18th and 19th century buildings and streetscapes as well as for its natural and farming landscapes. European settlement commenced in the area in the 1820s. Preservation of our heritage is key to retaining the

character of our Shire. Council supports the preservation of heritage through the inclusion of development controls within the Planning Instruments as well as running programs which promote heritage such as the Heritage Festival, Heritage Assistance Scheme and free Heritage advice from a qualified Heritage Adviser.

RURAL INDUSTRIES

The Shire has a mix of traditional agriculture such as beef cattle and dairy and more recent boutique agriculture such as vignerons, berry farming, mushroom farming and truffles. Agribusiness has strong foundations for tourism to the area by introducing farmgate opportunities to customers as well as encouraging local producers to participate in farmers markets in the larger towns. Council acknowledges the issue of future food security needs of the population. With expected climate change, increased population growth in the Sydney basin and across the world, the ability for the world to produce enough food to feed the planet is becoming an ever increasing concern for governments and aid organisations. Wingecarribee Shire has good soils for agriculture, good rainfall patterns and a cool – temperate climate conducive to a range of food producing forms of agriculture. Therefore it is prudent to maintain and protect potential food productive areas through land use planning and zoning controls.

COMMUNITY AND TECHNOLOGY

With the advancement of technology and the general population’s ability to access internet, social media etc, there are more opportunities to engage the community in Council business than the traditional methods of letters and newspapers advertisements. These new more recent forms of communication are also more cost effective. Council will continue to develop its website and open up other ways for the community to participate in the monitoring and evaluation of Council projects etc. Council runs numerous events throughout the year. Events are a way of involving the community in a friendly and fun way where the community can interact and celebrate their community and its achievements.

ANIMAL WELFARE

Council would like to ensure that all animals of our Shire are cared for responsibly. This will occur through enforcement of development requirements for buildings that house animals and informing the community of legal and human obligations required of all companion animal owners, as well as those who are thinking about acquiring a pet.

COAL MINING

The mining of coal and other related activities such as Coal Seam Gas Extraction, have the potential to impact the viability of the Shire’s rural industries and negatively impact upon the Shire’s unique scenic qualities. The Shire’s location within the sensitive water catchment for Sydney’s drinking water is a critical

consideration in determining the suitability of Wingecarribee for these activities. As a result of genuine concern about these issues, Council has passed two detailed resolutions MN501/10 from 24 November 2010 meeting and MN251/11 from 13 July 2011 meeting objecting to the carrying out of such industries within the Shire. At its meeting on the 13 November 2012, Council declared the area a *Longwall and Coal Seam Gas Free Shire*.

CLIMATE CHANGE

Council recognises the scientific and government position on climate change. It is understood that climate change may manifest as variable and intense weather patterns causing environmental, economic and social harm through drought, flood, bushfire, storm and sea level rises. Council is committed to developing adaptation plans to ensure we are well placed to lead, facilitate and advocate for our community and also make sound business decisions.

GROUNDWATER

Our groundwater is a valuable resource and although it is hidden, it cannot be taken for granted. Much of our groundwater is connected to surface water with consequent impacts on stream flows, aquifer recharge, groundwater dependent ecosystems, and water quality. It is neither fully understood nor managed as well as it needs to be if this valuable resource is to be sustained into the future. Our groundwater reserves are coming under increasing pressure from extraction demand, and uncontrolled discharges and the cross-contamination of aquifers. Council recognises groundwater quality and quantity requires careful management.

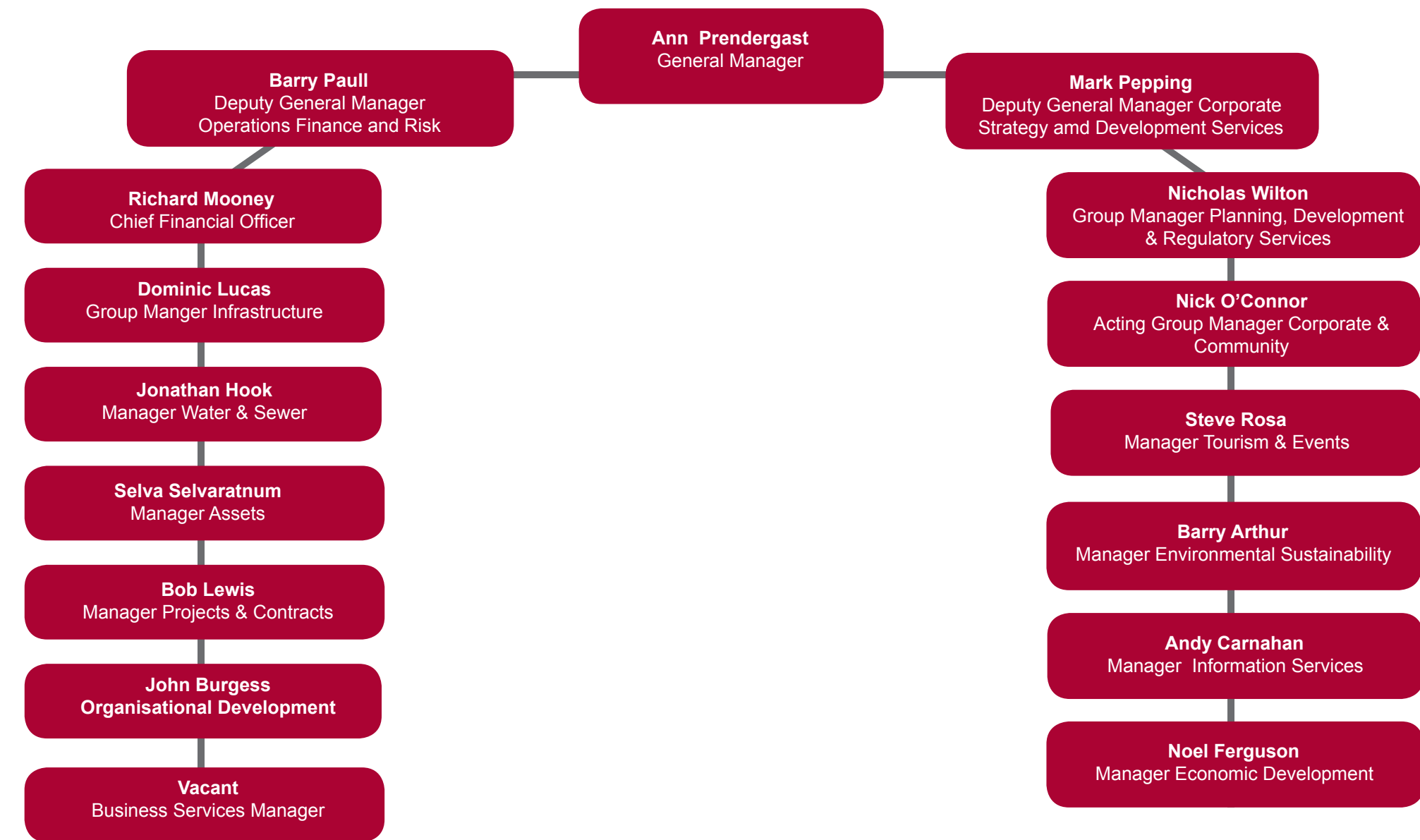


Our Values

Integrity, Trust and Respect
Responsibility and Accountability
Communication and Teamwork
Service Quality



ORGANISATIONAL STRUCTURE



Our Mission

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

INTEGRATED PLANNING AND REPORTING

All councils in New South Wales work within the Integrated Planning and Reporting framework as shown on the right. It recognises that council plans and policies should not exist in isolation and are connected and linked to the communities aspirations.

Wingecarribee 2031+ (W2031+) our future, our choice is the blueprint for the future of the Wingecarribee Shire. It represents the vision, aspirations, goals, priorities and challenges for our community. The purpose of Wingecarribee 2031+ is to:

- Describe the vision and goals the community has for this Shire
- Outline the strategies to achieve the vision and goals
- Provide a long term focus for decision making and resource allocation
- Provide a basis for measuring our progress
- Provide an opportunity for community participation in decision making
- Address social, economic, environmental and civic leadership issues

W2031+, as developed by the community, will be maintained and implemented by Council on behalf of the Wingecarribee local government area. It is a plan for the future of the Shire and will be a guide for other levels of government, private business and non-government agencies. This framework is underpinned by the principles and values of social justice and sustainability and is built around five (5) themes, shown below. Council recognises that they are inextricably linked and should not be viewed in isolation.

W2031+ Themes:

Leadership
People
Places
Environment
Economy



THE INTEGRATED PLANNING AND REPORTING (IPR) FRAMEWORK was developed as part of the Local Government Reform Program to improve council's long term community, financial and asset planning.

The Guiding principles underpinning the IPR process of development of W2031+ are Social Justice and Sustainability.

DELIVERY PROGRAM

Our Delivery Program sets out the principal activities Council will undertake across the full range of Council's operations. These activities directly address the Goals and Strategies outlined in W2031+. These activities are those that Council has the responsibility and capacity to implement through links to Council's Resourcing Strategy.

The Delivery Program will run for four (4) years covering a Council term.

OPERATIONAL PLAN

This Operational Plan supports implementation of the 2013-2017 Delivery Program and outlines in more detail the individual actions and activities that Council will undertake in the 2015-16 financial year.

This plan links directly to **Wingecarribee 2031+ (W2031+)** our future our choice, Council's Delivery Program and Resourcing Strategy and should not be read in isolation. These plans can be viewed on Council's website at www.wsc.nsw.gov.au

REPORTING

We will monitor our progress towards achieving the goals and strategies of W2031+ through the implementation of objectives, programs and projects identified in the plan. The following reports will be provided:

- Quarterly budget review statements and a revision of budget estimates

- Six monthly progress reports on progress of implementation of the Delivery Program
- Annual Report detailing implementation of the Delivery Program, audited financial statements and information required by Clause 217 of the Local Government (General) Regulation 2005.

FIT FOR THE FUTURE AND IPR

The State Government has introduced a series of reforms for NSW Local Government called Fit for the Future. These reforms are intended to provide communities across the State with confidence that councils are financially sound, operating efficiently and in a strong position to guide community growth and deliver quality services. The role of Integrated Planning and Reporting will also be strengthened through this reform.

All Councils in NSW were required to submit a proposal to the State Government by **30 June 2015** addressing criteria in the areas of scale, capacity and financial health. Wingecarribee Shire Council is committed to remain a stand-alone Council and as such has developed a number of strategies to strengthen our operations and improve efficiencies, this includes: development of an organisational continuous improvement program, increase in revenue through a strategic review of fees and charges and the preparation of a Special Rate Variation application to Independent Pricing and Regulatory Tribunal (IPART). Operational Plan activities which form part of Council's Fit for the Future proposal are identified in the Plan with the icon FFTF.

All activities included in this Plan have been developed in consideration of Council's Fit for the Future Improvement Proposal and to ensure the long term financial sustainability of Council. You can find out more about Council's Fit for the Future Improvement Proposal by visiting www.wsc.nsw.gov.au

“Our Future
Our Choice”
W2031+



READING THE DELIVERY PROGRAM AND OPERATIONAL PLAN 2015-16

COMMUNITY ENGAGEMENT

The Delivery Program activities which are outlined in detail below have been categorised in accordance with their link to the Wingecarribee W2031+ Strategy. We have linked each activity with the strategic direction which is most relevant.

Sections 2 - 6 of this document is structured by Council's corporate planning framework which is in alignment with the themes of W2031+ under the headings of:

- Leadership
- People
- Places
- Environment
- Economy

Each theme consists of the following:

- Delivery Program 2013-17 Objectives linked to the relevant W2031+ strategies and goals that Council is focussing on.
- Operational Plan 2015-16 and definition of principal activities Council will undertake. Each principal activity is linked to the specific programs and projects Council will undertake, the branch responsible for implementation, link to the Delivery Program objective and the sources of funding.

The following icons have been used to represent the various sources of funding.

FUNDING SOURCE	ICON
General Fund	GF
Environment Levy	EL
Infrastructure Renewal Strategy	IRS
Water Fund	WF
Sewer Fund	SF
Grant Funding	GF+
Section 94	S94
Waste and Sustainability Improvement Program	WSP

More information about the sources of funding can be found on page 57.

Section 7 contains a detailed Budget 2015-16, Long Term Financial Plan (LTFP) for 10 years and the Infrastructure Renewal Strategy funds.

Section 8 consists of the Capital Works Schedule for 10 years and the Capital Works Program 2015-16.

Section 9 contains the Statement of Revenue Policy which includes details of:

- Estimated income and expenditure
- Ordinary Rates and special rates
- Proposed fees and charges
- Council's proposed pricing methodology
- Proposed borrowings.



Community engagement is a two-way process by which the aspirations, concerns, needs and values of our local community and other relevant stakeholders are incorporated into policy development, planning, decision-making, service delivery and assessment.

This approach supports the sentiments expressed by our community during preparation of the Community Strategic Plan: Wingecarribee 2031+ about Council acting in an open and inclusive manner.

Council has an active program of community engagement, ranging from informal community feedback to structured consultation events. All divisions of Council strive to ensure the community is consulted at an appropriate level on key projects, decisions, events and activities.

For more information about what else is on public exhibition or to have your say about Council's proposals, plans and services please visit: www.wsc.nsw.gov.au or www.yoursaywingecarribee.com.au

Other ways to stay connected with Council:

- www.facebook.com/wingecarribeeshirecouncil
- www.linkedin.com/company/wingecarribee-shire-council
- www.twitter.com/WSC_media

Subscribe to our e-mailed newsletter service by visiting: www.wsc.nsw.gov.au/newsletters



WINGECARRIBEE SHIRE PROFILE

Wingecarribee Shire is located 75 kilometres from the south western fringe of Sydney and 110 kilometres from Sydney central business district. The Shire lies within the Sydney – Canberra – Melbourne transport corridor on the Southern rail line and Hume Highway. The M5 motorway provides rapid access to Campbelltown, Liverpool and other key metropolitan centres within Sydney.

Wingecarribee is also referred to as the Southern Highlands due to its position on a spur of the Great Dividing Range some 640 to 800 metres above sea level.

ENVIRONMENT

Wingecarribee Shire is rich in biodiversity with large areas of high conservation value including part of the World Heritage Greater Blue Mountains area and two declared wilderness areas. Environmental features include cold climatic conditions, rugged topography and significant areas of state forest, national park and other protected lands that form part of the Sydney Water catchment area.

Eastern parts of the Shire are bounded by the Illawarra escarpment and Morton National Park. The north abuts Nepean and Avon dam catchments and is rugged eucalypt bushland. In the west, the Wollondilly and Wingecarribee rivers flow through deep sandstone valleys which form part of the Warragamba

Dam catchment. Southern reaches of the Shire are bounded by Uringall Creek and comprise sandstone plateau dissected by deep gorges.

SETTLEMENT

Wingecarribee Shire is predominantly rural in character with agricultural lands separating towns and villages, characterised by unique landscape with aesthetic appeal. Development pressures are significant and include subdivision for residential and lifestyle purposes, infrastructure, industry and agriculture.

The Southern Highlands forms part of Gundungurra tribal lands and preservation of Aboriginal heritage is significant. European settlement dates back to the early 1800s with first contact between Aboriginal people and Europeans occurring in 1798. Settlement followed in 1821 at Bong Bong.

Urban settlement is concentrated in the Shire's three main towns of Mittagong, Bowral and Moss Vale which lie in close proximity along the main north-south road network. Bundanoon, a smaller town is located 20km further south. Villages include Balmoral, Hill Top, Colo Vale and Yerrinbool in the northern reaches; Berrima and New Berrima west of Moss Vale; Exeter, Penrose and Wingello in the south, Burrawang and Robertson to the east.



POPULATION

In 2014 we had a population estimate of approximately 47,000 people with 1.8% of our residents identifying as being from an indigenous background, 36% aged 55 years or older, 20% born overseas, 4.5% speak a language other than English at home, 45% overweight or obese and 10% current smokers.

TRANSPORTATION

Shire towns are linked by bus and rail services. Cityrail services link Yerrinbool, Mittagong, Bowral, Burradoo, Moss Vale, Exeter and Bundanoon offering access to and from Sydney. CountryLink operates daily to and from Sydney, Canberra and Melbourne. Buses operate to and from Moss Vale to Nowra and Wollongong and link Colo Vale and Hill Top to Cityrail services at Picton. A taxi service operates ranks in all towns and a shuttle bus travels daily to Sydney Airport and CBD.

While regular bus services operate between the Shire's three main towns, Bundanoon and village communities are less well serviced. Due to low population densities inhibiting service viability, a majority of village communities have only the one school bus service and no servicing during weekends or school vacations. Community transport provided by volunteers is available for frail aged persons and people with a disability who are transport disadvantaged.

INDUSTRY

Since the mid 1980s, population growth, urbanisation and other changes have led to declining numbers of persons working in primary industry and to the development of secondary and tertiary industries. By 2006, only 4% of the Shire's labour force was engaged in agriculture, forestry, fishing or mining.

Most common industries of employment are now retail and wholesale trade, manufacturing, health and community services, construction, education and training, recreation and hospitality. Industrial estates are located north of Mittagong and north-west of Moss Vale where Council is encouraging further industrial development within the Moss Vale Enterprise Zone.

Due to the Shire's numerous attractions, tourism will continue to offer prospects for economic growth. Level of tourist expenditure is one of the highest of any non-coastal local government areas in NSW. Viticulture is a growing primary industry with close links to tourism. Anticipated population growth within the Sydney to Canberra corridor over the next 20 years to 2031 will present significant opportunities for future economic development and employment creation.





SECTION 2 LEADERSHIP

Principal Activities

These are the Leadership principal activities that Council will undertake during 2015-16.

CORPORATE GOVERNANCE AND SUPPORT:

Support Council and the community by administering Council's activities and services in accordance with ethical, statutory and best industry practice standards. Provide support services to meet council's needs. Undertake risk management and workplace health and safety support services.

CORPORATE STRATEGY AND IMPROVEMENT:

Implementation and progression of Council's Integrated Planning and Reporting Framework to enable the achievement of Council's strategic and operational objectives. Facilitate continuous organisational improvement, including implementation

of Council's Fit for the Future proposal. Facilitate implementation of an Integrated Management System.

FINANCIAL SERVICES:

Manage funding sources to enable the attainment of Council's service objectives. Ensure timely fulfilment of corporate/legislative obligations. Manage Council's funds to industry best practice standards.

HUMAN RESOURCES:

Provide human resources, training and staff development support services. Achieve excellence in the recruitment, retention and training of employees.

INFORMATION SERVICES:

Provide the necessary equipment and resources to support the current and future information and technology requirements of the organisation.

COMMUNITY ENGAGEMENT, COMMUNICATION AND CUSTOMER SERVICE:

Actively engage and communicate with the community to enable participation and transparency in decision making and provision of information. Provide an effective and professional communication and information service between the Community and Council. Provide a friendly and helpful point of first contact for the Shire.

Measuring Progress

Council measures its performance through its Community Satisfaction Survey. A random representative sample of the community will be asked to rate the importance of and satisfaction with the following performance measures:

- Opportunities to participate in decision making
- Council provision of information to residents.

Our Vision

"We aim to be an innovative and effective organisation with strong leadership"



DELIVERY PROGRAM

OBJECTIVES 2013-2017

Delivery Program #	Objective	Responsible Branch	Link to Relevant W2031+ strategy	
			Direct	Indirect
DP01	Continue a focus on community engagement by ensuring participation in decision making	Corporate & Community	1.4.1	1.1.2, 1.3.4, 1.4.2, 1.4.3
DP02	Ensure timely, accurate and open communications	Media & Communications	1.1.2	1.4.2
DP03	Undertake responsible financial management focussing on long term sustainability	Finance	1.2.3	1.5.3
DP04	Our leadership is based on open, transparent and ethical governance	Corporate & Community	1.1.1	1.1.3
DP05	Develop a strategic position to industry change	Corporate & Community	1.1.3	1.3.2
DP06	Develop and maintain an engaged and safe workforce to meet the objectives of Council	Corporate & Community	1.5.3	
DP07	Information and communication technology that provides contemporary business solutions	Information Services	1.4.2	
DP08	Undertake a program of continuous improvement to deliver public value	Corporate & Community	1.5.3	



OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source	Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Community Engagement, Communication and Customer Service	DP01	OP001	Implement the community engagement policy and strategy across Council	Corporate & Community	GF	Corporate Governance and Support	DP04	OP019	Ensure compliance with statutory financial reporting	Finance	GF
		OP002	Review and support community engagement practices, guidelines and tools	Corporate & Community	GF			OP020	Manage Council's investment portfolio in accordance with Council's Investment Policy and legislative requirements	Finance	GF
		OP003	Regularly engage with the community regarding issues specific to towns and villages	Corporate & Community	GF			OP021	Levy rates and process water and sewer accounts	Finance	GF
Corporate Governance and Support	DP02	OP004	Coordinate the delivery of community engagement training	Corporate & Community	GF			OP022	Continue development and enhancement of the Enterprise Budget system to assist to develop, monitor, and report on Council's budget	Finance	GF
		OP005	Support Council committees and working groups, including Arts and Culture, Community Development, Access, Seniors, Environment, Heritage and Economic Development and Tourism	Corporate & Community	GF			OP023	Ensure accurate processing of creditor payments in accordance with internal controls, delegations and terms of business	Finance	GF
Community Engagement, Communication and Customer Service		OP006	Implement key actions from the Communications Strategy	Media & Communication	GF			OP024	Process payroll payment and undertake payroll activities in accordance with internal controls and compliance with the NSW Local Government (State) Award	Finance	GF
		OP007	Maintain and update Council's media centre and social media sites	Media & Communication	GF			OP025	Provide procurement services in accordance with industry best practise, legislation and Council policy and procedures	Finance	GF
		OP008	Provide quarterly updates to residents via Council's community newsletter, Wingecarribee Today	Media & Communication	GF			OP026	Revise and enhance procurement practices to ensure best value is achieved (FFTF)	Finance	GF
		OP009	Improve internal information flow to reduce loss and duplication	Information Services	GF			OP027	Ensure ethical governance of Council is implemented and maintained	Corporate & Community	GF
		OP010	Provide high quality customer services, responding to customer enquiries efficiently and effectively in a timely manner	Corporate & Community	GF			OP028	Support Councillors to perform their roles	Corporate & Community	GF
		OP011	Implement strategies from Customer Service review	Corporate & Community	GF			OP029	Continue to implement modern systems for meeting and minute preparation	Corporate & Community	GF
Corporate Governance and Support		OP012	Identify opportunities for improvement in process automation	Information Services	GF			OP030	Ensure completion of governance statutory reporting including the Annual Report, Public Interest Disclosure Report, Pecuniary Interest Returns and Code of Conduct Complaints Statistics Report	Corporate & Community	GF
		OP013	Make information readily available and comply with the Government Information Public Access (GIPA) Act and Privacy Act	Corporate & Community	GF			OP031	Continue development of the Enterprise Risk Management Framework	Corporate & Community	GF
Corporate Strategy and Improvement	DP03	OP014	Implement a continuous improvement program to ensure a flexible and adaptable organisation	Corporate & Community				OP032	Implement the Statewide Risk Management Action Plan (RMAP)	Corporate & Community	GF
		OP015	Prepare a Special Rate Variation application to the Independent Pricing and Regulatory Tribunal (IPART) to address Council's Fit for the Future proposal (FFTF)	Corporate & Community	GF			OP033	Implement business improvement strategies as part of Council's Risk and Internal Audit Program (FFTF)	Corporate & Community	
Financial Services		OP016	Undertake a strategic review of all fees and charges to ensure the financial sustainability of Council's service provision (FFTF)	Finance	GF				OP034	Provide insurance services to Council	Organisational Development
		OP017	Continually improve and maintain Council's Long Term Financial Plan	Finance	GF		OP035	Provision of legal services within Council including management of Council's legal panel and provision of legal advice	Corporate & Community	GF	
		OP018	Review and ensure Quarterly Budget Review Statement compliance requirements are met	Finance	GF		OP036	Implement Work Health and Safety Management system	Organisational Development	GF	

OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Human Resources	DP06	OP037	Respond as required to the State Government's Local Government Reform and commence implementation of Council's Fit for the Future Proposal	Corporate & Community	GF
		OP038	Undertake a comprehensive service review program to ensure efficient and effective service delivery (FFTF)	Corporate & Community	
		OP039	Develop and implement a flexible Resourcing Strategy, including workforce structure and work practices to delivery works programs (FFTF)	Corporate & Community	
		OP040	Participate in Joint Organisations and other regional collaborative approaches (FFTF)		
		OP041	Develop and manage a training and development program for all staff within the organisation	Organisational Development	GF
		OP042	Maintain and improve performance management practices within the organisation, tailored to the business needs of the organisation	Organisational Development	GF
		OP043	Manage and respond to the industrial relations needs of Council's workforce	Organisational Development	GF
		OP044	Improve Human Resources recruitment processes, policies and practices ensuring compliance with legislation and organisations needs	Organisational Development	GF
Information Services	DP07	OP045	Conduct employee service and recognition awards	Organisational Development	GF
		OP046	Improved management of worker's compensation claims to decrease workers compensation costs and return to work times	Organisational Development	GF
		OP047	Increase and improve resilience of Council's Information and Communication Technology (ICT) governance	Information Services	GF
		OP048	Improve access to Council information to our ratepayers, businesses, residents and visitors	Information Services	GF
Corporate Strategy and Improvement	DP08	OP049	Provide support for systems projects	Information Services	GF
		OP050	Continually improve Council's Integrated Planning and Reporting framework in line legislative requirements	Corporate & Community	GF
		OP051	Develop and implement an Organisational Development Strategy	Organisational Development	GF
		OP052	Undertake an analysis of the requirements of Business Management Systems to determine its value for Council	Organisational Development	GF
		OP053	Provide support to the Local Emergency Management Committee to assist in the preparation and review of plans in relation to the prevention of, preparation for, response to and recovery from emergencies within Wingecarribee		GF





SECTION 3 PEOPLE

Principal Activities

The People principal activities Council will undertake during 2015-16 include:

COMMUNITY PLANNING AND DEVELOPMENT:

Investigation, planning, coordination and provision of Community Services including Aboriginal Torres Strait Islander, arts, cultural, youth, senior, disability and recreational services.

LIBRARY SERVICES:

Develop and manage library services to meet the needs of the Shire's residents and ratepayers. Provide the community with easily accessible information and technology services.

CHILDREN'S SERVICES:

Provide a Family Day Care Scheme and Out of School Hours services for the Shire. Support a range of affordable and

accessible childcare services for the Shire.

COMMUNITY FACILITIES:

Provide fun, safe, healthy and accessible facilities to meet the needs of residents and visitors (including sport, recreation and aquatics). Management of public cemeteries in the Shire.

PARKS AND OPEN SPACE MAINTENANCE AND IMPROVEMENT:

Routine and preventative maintenance of open space systems. Provide clean, safe and vibrant parks and reserves where residents and visitors can enjoy the outdoors. Manage and develop facilities to improve the function, safety and utilisation of parks and reserves for the benefit of residents and visitors.

COMMUNITY EVENTS AND FESTIVALS:

Support and deliver community events and festivals that promote a sense of community, celebrate our people and community assets and demonstrate pride in our Shire.

Measuring Progress

Council measures its performance through its Community Satisfaction Survey. A random representative sample of the community will be asked to rate the importance of and satisfaction with the following performance measures:

- Festivals and events
- Community safety and crime prevention
- Support for aged persons
- Support for people with a disability
- Support for youth
- Support for the aboriginal community
- Provision and operation of libraries
- Provision and maintenance of swimming pools
- Provision and maintenance of playgrounds
- Provision and maintenance of sporting facilities
- Provision and maintenance of local parks and gardens

Our Vision

“A vibrant and diverse community living harmoniously, supported by innovative services and effective communication with Council”



DELIVERY PROGRAM

OBJECTIVES 2013-2017

Delivery Program #	Objectives	Responsible Branch	Link to Relevant W2031+ strategy	
			Direct	Indirect
DP09	Facilitate and enable community development, with particular focus on targeted community groups such as young people, seniors, aboriginal people and people with a disability	Corporate & Community	2.4.1	2.4.2, 2.4.3
DP10	Provide and plan for community services and facilities to suit community needs, including family day care, libraries and pools	Corporate & Community	2.1.3	2.2.2, 2.3.1
DP11	Foster, support and encourage arts and culture	Corporate & Community	2.1.2	2.1.1, 2.1.3
DP12	Provide and maintain parks, sports facilities and open spaces that meet the needs of our community	Infrastructure Services	2.2.4	
DP13	Continue to support and develop community events	Corporate & Community	2.4.4	2.1.2, 2.2.2, 2.4.1



OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Community Planning and Development	DP09	OP054	Complete and implement an Ageing Strategy within existing resources	Corporate & Community	GF
		OP055	Plan and develop a Disability, Access and Inclusion Action Plan within existing resources	Corporate & Community	GF
		OP056	Commence the long term delivery of the Arts and Cultural Plan subject to funding being available	Corporate & Community	GF
		OP057	Commence long term implementation of the Youth Strategy subject to funding	Corporate & Community	GF
		OP058	Commence development of the Aboriginal and Torres Strait Islander Strategy within existing resources	Corporate & Community	GF
		OP059	Implement the revised Crime Prevention and Safety Plan within existing resources	Corporate & Community	GF
		OP060	Complete the ‘Our Village Our Future’ project for Hilltop and Robertson	Corporate & Communtiy	GF
		OP061	Administer Community Grants Programs	Corporate & Community	GF
		OP062	Facilitate Council’s 355 Management Committees	Assets	GF
		OP063	Update, publish and distribute the 2016-17 Seniors Directory	Corporate & Community	GF
Library Services	DP10	OP064	Provide quality library services, programs and resources to meet the community’s defined service levels	Information Services	GF
Children’s Services		OP065	Continue to implement Children’s Services Quality Improvement Plans	Corporate & Community	GF
		OP066	Operate Family Day Care Services within the Shire within existing budget	Corporate & Community	GF
Community Facilities		OP067	Operate Out of School Care within existing budget	Corporate & Community	GF
		OP068	Manage and complete the Mittagong Pool refurbishment	Projects & Contracts	GF
		OP069	Complete the review of the Moss Vale War Memorial Aquatic Centre	Business Services	GF
		OP070	Ensure pools are kept safe, clean and well maintained	Business Services	GF
		OP071	As part of a staged program, consult and plan the Bowral Memorial Hall redevelopment, subject to funding	Corporate & Community	GF

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Community Facilities	DP10	OP072	Implement the adopted Council position on the ongoing management of the animal shelter	Planning, Development & Regulatory Service (PDRS)	GF
		OP073	Continue to develop and commence implementation of the Bowral Distributor Road project	Projects & Contracts	GF
		OP074	Complete the construction of Welby Hockey Fields	Projects & Contracts	GF
		OP075	Prepare funding and grant applications to support community events, activities and engagement	Corporate & Community	GF
Community Planning and Development	DP11	OP076	As a part of a staged program consult and plan for a Regional Art Gallery Project, subject to external funding	Corporate & Community	GF
OP077		Facilitate the promotion of community arts, emerging artists and cultural awareness and activities	Corporate & Community	GF	
OP078		Develop and implement a Public Art Strategy informed by existing Public Art Policy and Cultural Plan	Corporate & Community	GF	
OP079		Undertake parks and reserves maintenance renewal program	Infrastructure Services	EL. IRS, GF	
Parks and Open Space Maintenance and improvement	DP12	OP080	Maintain premier gardens	Infrastructure Services	IRS, GF
		OP081	Undertake sports fields maintenance program	Infrastructure Services	IRS, GF
		OP082	Undertake roadside vegetation management	Infrastructure Services	EL. IRS, GF
		OP083	Provide tree management on public lands	Infrastructure Services	IRS, GF
		OP084	Undertake parks, reserves and sports fields construction and upgrade of capital projects	Infrastructure Services	IRS, S94
		OP085	Implement the cemetery strategy and provide cemetery facilities to residents of the Shire	Business Services	GF
Community Facilities	DP13	OP086	Plan and manage Youth Week and a range of other youth focused events and activities	Corporate & Community	GF
OP087		Plan and organise NAIDOC Week	Corporate & Community	GF	
OP088		Plan and organise the Heritage Festival	Corporate & Community	GF	
OP089		Plan and manage International Day of People with a Disability	Corporate & Community	GF	
OP090		Plan and manage the Arts Festival within existing budget	Corporate & Community	GF	
OP091		Plan and manage Seniors Week	Corporate & Community	GF	



SECTION 4 PLACES

Principal Activities

The Places principal activities Council will undertake during 2015-16 include:

COMMUNITY REGULATION:

Enforcement of regulations and complaint investigation to improve the amenity and safety of the local area. Companion animal regulation, collection and housing in accordance with legislative guidelines.

ASSET MANAGEMENT:

Ensure assets are maintained at a safe and functional standard and manage the utilisation of Council's assets to maximise provision of Council's services and facilities (within budget whilst aiming towards W2031+).

CONSTRUCTION AND MAINTENANCE OF INFRASTRUCTURE:

Project management, supervision and construction of infrastructure provided by Council. Routine and preventative maintenance of Council's civil infrastructure.

DEPOT ADMINISTRATION AND FLEET MANAGEMENT:

Management and administration of Council's depots, workshops and stores equipment in an efficient and cost effective manner.

INFRASTRUCTURE DESIGN AND SUPPORT:

Investigation, design and cost estimates for infrastructure, survey, applications for grant funding and road safety.

DEVELOPMENT AND BUILDING SERVICES:

Consideration and approval of development applications, including relevant community engagement. Assessment and approval of construction applications and staged inspections of building works. Ensure everything built within the Shire is safe and enhances the community.

COMMUNITY AND CORPORATE BUILDINGS:

Planning, design, construction, improvement, management and maintenance of Council's corporate and community buildings and facilities.

STRATEGIC PLANNING:

Strategic planning to guide the long term development of the Shire in the best interests of the community. Plan and design a workable Shire that meets community aspirations. Assessment of traffic generating development, strategic planning and assessing the need for new infrastructure. Design improved, more sustainable ways for the community to move throughout the Shire.

HERITAGE

Protection and management of places and areas of heritage significance through heritage item listings and heritage conservation areas; enhancement of heritage places through the provision of heritage advice to owners and the delivery of the annual heritage grants for conservation; promotion of heritage through the celebration of the annual National Trust Heritage Festival and the biennial Wingecarribee Heritage Awards.

Measuring Progress

Council measures its performance through its Community Satisfaction Survey. A random representative sample of the community will be asked to rate the importance of and satisfaction with the following performance measures:

- Revitalisation/beautification of town and village centres as well as the surrounding areas
- Protecting heritage values and buildings
- Dog control
- Cleanliness and functionality of public toilets
- Availability of car parking in the town and village centres
- Cycle paths and walking tracks
- Local traffic management
- Availability of and access to public transport
- Condition of local roads
- Provision and quality of footpaths
- Provision and maintenance of community halls/facilities
- Managing development and building regulations
- Providing adequate drainage



Our Vision

“Places that are safe, maintained, accessible, sympathetic to the built and natural environment, that support the needs of the community”

DELIVERY PROGRAM

OBJECTIVES 2013-2017

Delivery Program #	Objectives	Responsible Branch	Link to Relevant W2031+ strategy	
			Direct	Indirect
DP14	Maintain rural landscape and separation distance between towns and villages	Planning, Development & Regulatory Services	3.2.1	3.2.3, 3.3.4
DP15	Retain, revitalise and strengthen special qualities of towns and villages	Planning, Development & Regulatory Services	3.2.2	3.3.1, 3.3.3, 3.5.1, 3.5.2, 3.5.3
DP16	Plan and prioritise appropriate transport, traffic management and car parking solutions for the Shire	Assets	3.1.4	3.1.1, 3.1.2, 3.1.3
DP17	Ensure appropriate development that suits the character and demographics of the Shire	Planning, Development & Regulatory Services	3.3.2,	3.1.6, 3.4.1, 3.4.2
DP18	Provide efficient and safe roads, shared cycle and foot pathways and drainage networks	Infrastructure Services	3.1.4	3.1.5
DP19	Ensure appropriate regulation and animal control throughout the Shire	Planning, Development & Regulatory Services	3.3.1	
DP20	Provide and maintain community and Council buildings	Infrastructure Services	3.3.1	



OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Community Regulation	DP14	OP092	Develop and administer a housing monitor	Planning, Development & Regulatory Services (PDRS)	GF
Strategic Planning		OP093	Finalise and implement Local Planning Strategy	PDRS	GF
Strategic Planning	DP15	OP094	Continue the identification and listing of potential heritage items	PDRS	GF
		OP095	Prepare and implement heritage assistance policy and education program	PDRS	GF
		OP096	Administer Wingecarribee Heritage Grants Scheme	PDRS	GF
Strategic Planning	DP16	OP097	Plan and facilitate the installation of local public transport facilities	Assets	GF
		OP098	Complete Moss Vale Traffic Strategy	Assets	GF
Development and Building Services	DP17	OP099	Process planning proposals in accordance with Council's and NSW State Governments strategic and operational objectives/policies	PDRS	GF
		OP100	Undertake assessment of development applications to assess compliance within statutory timeframes	PDRS	GF
Asset Management	DP18	OP101	Develop roads and drainage capital works program	Assets	GF
		OP102	Undertake roads and drainage inventory and valuations	Assets	GF
		OP103	Undertake roads and drainage asset condition assessments	Assets	GF
		OP104	Undertake roads and drainage asset customer services and investigation	Assets	GF
		OP105	Develop roads and drainage asset policies, strategies, plans and council reports	Assets	GF
		OP106	Undertake roads and drainage budget and long term financial plan inputs	Assets	GF
		OP107	Undertake a review of Council's assets to gain a better understanding of utilisation rates (FFTF)	Assets	GF
		OP108	Continue to review asset management systems and asset condition data to ensure the annual depreciation costs reflect actual asset consumption (FFTF)	Assets	GF
		OP109	Fully fund asset renewal program by 2021 (FFTF)		
		OP110	Adopt and implement new optimisation tools to refine the roads rehabilitation program	Assets	GF
		OP111	Review and confirm with the community the acceptable level of service for all assets	Assets	GF
Infrastructure Design and Support		OP112	Undertake Shire wide road network modelling to identify future infrastructure needs	Assets	GF
		OP113	Undertake traffic engineering programs	Assets	GF
		OP114	Develop and implement road safety initiatives in conjunction with Roads and Maritime Services (RMS)	Assets	GF

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Infrastructure Design and Support	DP18	OP115	Allocate addresses to new and existing properties	Assets	GF
		OP116	Allocate road names to new developments and unnamed roads	Assets	GF
Construction and Maintenance of Infrastructure		OP117	Undertake local road construction capital works program	Assets	IRS. GF+, S94
		OP118	Undertake drainage maintenance program	Infrastructure Services	IRS. GF+, S94, SWL
		OP119	Undertake local road maintenance program	Infrastructure Services	IRS, GF
		OP120	Undertake regional road construction capital works program	Infrastructure Services	GF
		OP121	Undertake regional road maintenance program	Infrastructure Services	GF
		OP122	Undertake footpaths, shared paths and cycle ways construction capital works program	Infrastructure Services	IRS, S94, GF+, GF
		OP123	Undertake footpaths, shared paths and cycle ways maintenance program	Infrastructure Services	IRS, GF
		OP124	Undertake road ancillaries construction capital works program	Infrastructure Services	GF, GF+, IRS
		OP125	Undertake Cental Business District (CBD) maintenance program	Infrastructure Services	GF, IRS, GF+
		OP126	Supply engineering surveys for all program design work and undertake construction set out and other survey work	Infrastructure Services	GF
		OP127	Provide construction plans and supporting documentation in a timely manner for construction program	Infrastructure Services	GF
Depot Administration and Fleet Management		OP128	Provide fleet management services in accordance with asset management principles, industry best practise and Council policy and procedures	Finance	GF
Community Regulation	DP19	OP129	Undertake a waste management program to ensure that illegal dumping is detected and enforced within the Shire	Business Services	GF
		OP130	Undertake regular and frequent parking patrols to increase parking availability and turnover in Central Business District (CBD) areas	PDRS	GF
		OP131	Undertake regular food inspections of food premises to ensure health and safety of the community	PDRS	GF
		OP132	Undertake regular on-site sewerage management inspections to ensure health of environment	PDRS	GF
		OP133	Deliver outdoor dining and use of Council land for commercial purposes program and policies	PDRS	GF

OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Asset Management	DP20	OP134	Develop revised parks and properties capital works program for input into the long term financial plan	Assets	GF
		OP135	Undertake parks and properties asset inventory and valuations	Assets	GF
		OP136	Undertake parks and properties asset condition assessments	Assets	GF
		OP137	Develop parks and properties asset policies, strategies, plans and council reports	Assets	GF
Community and Corporate Buildings		OP138	Clean and maintain Council buildings	Infrastructure Services	GF





SECTION 5 ENVIRONMENT

Principal Activities

The Environment principal activities Council will undertake during 2015-16 include:

ENVIRONMENTAL MANAGEMENT:

Environmental management systems and policy development, environmental and sustainability initiatives and education and bushcare.

WATER MANAGEMENT:

Provision of water to the Shire's residents and businesses to necessary standards and meeting population demands.

SEWER MANAGEMENT:

Provision of sewer services to the Shire's residents and businesses to necessary standard and meeting population demands.

WASTE MANAGEMENT:

Provide the community with waste removal, cleaning and education on waste minimisation practices. Help achieve continuous reduction of waste generation and disposal to landfill.

Measuring Progress

Council measures its performance through its Community Satisfaction Survey. A random representative sample of

the community will be asked to rate the importance of and satisfaction with the following performance measures:

- Litter control and rubbish dumping
- Green waste collection
- Resource recovery centre
- Domestic garbage collection
- Support or community environmental initiatives
- Restoration of natural bushland
- Healthy, natural urban streams and creeks but not rivers
- Encouraging recycling
- Encouraging waste reduction initiatives
- Town water quality (taste, smell and colour)

Our Vision

“A community that values and protects the natural environment enhancing its health and diversity”



DELIVERY PROGRAM

OBJECTIVES 2013-2017

Delivery Program #	Objectives	Responsible Branch	Link to Relevant W2031+ strategy	
			Direct	Indirect
DP21	Protect and enhance our natural environment	Environment & Sustainability	4.1.1	4.1.2, 4.1.3
DP22	Ensure development doesn't threaten underpinning natural resources of the Shire	Planning, Development & Regulatory Services	4.2.2	
DP23	Promote and encourage waste minimisation and recycling	Business Services	4.3.1	4.3.3
DP24	Reduce Council's environmental footprint	Environment & Sustainability	4.2.1	4.4.3, 4.4.4
DP25	Provide efficient and effective water and sewerage services to the community	Water & Sewer	4.1.1	



OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Environmental Management	DP21	OP139	Implement the Biodiversity Conservation projects and programs from the Environment Levy including the Levy's environmental weed program, revegetation program, Community nursery support, private conservation program, pest management, Green Web delivery, and Biodiversity monitoring	Environment & Sustainability	EL
		OP140	Implement the River Health and Wetland projects and programs from the Environment Levy including the delivery of Riparian Management Plan works on Mittagong Creek, Whites Creek and Wingecarribee River	Environment & Sustainability	EL
		OP141	Maintain and improve Council's environment and health policies to ensure they are consistent with the vision of the Shire	Environment & Sustainability	GF
		OP142	Maintain currency of environmental information for community engagement and Council operations including production of website, publications and mapping datasets	Environment & Sustainability	GF
		OP143	Manage contamination and remediation issues at key Council contaminated sites (including the former Bowral Gasworks)	Environment & Sustainability	GF
		OP144	Incorporate appropriate bushfire control in Council managed bushlands	Environment & Sustainability	GF
		OP145	Maintain and improve environmental management practices in the organisation including integration of environmental quality procedures, maintain reference material and datasets, staff education / training	Environment & Sustainability	GF
		OP146	Monitor key environmental and public health indicators across the shire including monitoring of town drinking water supplies, Council pools, waterwatch program and state of the environment reporting	Environment & Sustainability	GF
		OP147	Prepare and implement Council's floodplain risk management plans and studies including, Robertson Village Overland Flow Study - stage 1, Moss Vale Golf Course detention basin scoping study - stage 3, Nattai River Floodplain Risk Management Study and Plan - stage 2, Gibbergunyah Creek Floodplain Risk Management Study & Plan – Stage 2 and Nattai Ponds Flood Study – Stage 1	Assets	GF

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Environmental Management	DP22	OP148	Ensure development is regulated in a manner that preserves natural resources within the shire in accordance with Council's environmental planning instruments and statutory controls	Planning, Development & Regulatory Services (PDRS)	GF
Waste Management	DP23	OP149	Develop a strategy and implementation plan for Welby Tip rehabilitation and closure	Business Services	GF
		OP150	Meet State Government diversion rate at Resource Recovery Centre for domestic collections	Business Services	GF
		OP151	Ensure a balanced budget for the Resource Recovery Centre	Business Services	WSP
		OP152	Operate Resource Recovery Centre in accordance with Environmental Protection Authority license	Business Services	GF
		OP153	Develop asset management strategy for Resource Recovery Centre	Business Services	GF
		OP154	Manage collection and transport contract for domestic waste	Business Services	GF
		OP155	Finalise a Regional Waste Strategy and link it to Council's Waste Strategy	Business Services	GF
Environmental Management	DP24	OP156	Participate in the illegal dumping prevention program to facilitate a reduction in illegal dumping	Business Services	GF
		OP157	Provide waste education programs to promote and support waste avoidance and resource recovery and meet state governments waste strategy targets	Business Services	GF
		OP158	Implement the Sustainable Living projects and programs from the Environment Levy including the support of community sustainability actions, running environmental grants, and sustainability education	Environment & Sustainability	EL
		OP159	Implement the Community Capacity and Commitment projects and programs from the Environment Levy including Environmental education and awareness campaigns, landcare and bushcare support, community action support, and rural / urban sustainability programs	Environment & Sustainability	EL
		OP160	Monitor Council's environmental performance including water and energy consumption from Council operations and facilities, and identify opportunities to minimize consumption, costs and impacts in these areas	Environment & Sustainability	EL
		OP161	Monitor and sample water quality in Council's reticulation system	Water & Sewer	GF
		OP162	Undertake water reticulation capital works program to minimise risk to key stakeholders and community	Water & Sewer	WF
Water Management	DP25	OP163	Undertake water reticulation planned maintenance program	Water & Sewer	WF
		OP164	Undertake water treatment plant capital works program	Water & Sewer	WF

OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Water Management	DP25	OP165	Undertake water treatment plant operation and maintenance program to meet operational targets	Water & Sewer	WF
		OP166	Deliver new customer water connections within agreed timeframes and in accordance with service level agreements	Water & Sewer	WF
		OP167	Manage and deliver the Drinking Water Management Plan requirements to minimise risk to the community	Water & Sewer	WF
Sewer Management		OP168	Deliver new customer sewer connections within agreed timeframes and in accordance with service level agreements	Water & Sewer	SF
		OP169	Continue to manage backflow protection program for Council buildings as well as commercial, industrial and domestic buildings	Water & Sewer	SF
		OP170	Undertake sewer reticulation capital works program	Water & Sewer	SF
		OP171	Undertake sewer reticulation maintenance program	Water & Sewer	SF
		OP172	Undertake sewer treatment plant capital works program	Water & Sewer	SF
		OP173	Undertake sewer treatment plant operation and maintenance program	Water & Sewer	SF
		OP174	Conduct trade waste inspection and monitoring program for commercial and industry premises	Water & Sewer	WF
		OP175	Undertake water and sewer asset inventory, valuations and condition assessments	Assets	GF
Waste Management		OP176	Review and update water and sewer asset policies, strategies, plans and council reports including Sewer Asset Management Plans and Integrated Water Cycle Management Plans	Assets	GF
Water and Sewer Management		OP177	Undertake water and sewer budget for long term financial plan inputs	Assets	GF
		OP178	Carry out water and sewer network modelling	Assets	GF





SECTION 5 ECONOMY

Principal Activities

The Economy principal activities Council will undertake during 2015-16 include:

ECONOMIC DEVELOPMENT:

Facilitate employment opportunity and economic gain for residents, businesses, developers and Council. Promote growth and sustainability of commercial and industrial centres.

ENTREPRENEURIAL BUSINESS:

Provision of a leading livestock selling centre which services the

region as a business unit of Council. Acquisition, management and development of operational property to maximise the available returns to enable Council to service the Community. Ensure development of Council owned land provides the best outcomes for the Community. Management of Council's lease portfolio to maximise available returns to enable Council to service the Community. Manage Council's properties effectively and efficiently.

TOURISM:

Management of the Visitor Information Centre, promotion and advocacy of the Destination Southern Highlands brand and provide support to local operators.

Measuring Progress

Council measures its performance through its Community Satisfaction Survey. A random representative sample of the community will be asked to rate the importance of and satisfaction with the following performance measures:

- Importance of and satisfaction with:
- Support for local business and employment
- Support for tourism

Our Vision

“A strong economy that encourages and provides employment, business opportunities and tourism.”



DELIVERY PROGRAM

OBJECTIVES 2013-2017

Delivery Program #	Objectives	Responsible branch	Link to Relevant W2031+ strategy	
			Direct	Indirect
DP26	Support local business and employment for economic growth	Economic Development	5.5.2	5.5.1, 5.5.7
DP27	Promote Moss Vale Enterprise Zone	Economic Development	5.5.3	
DP28	Continue to promote the Southern Highlands as a recognised tourism destination	Tourism & Events	5.2.2	5.2.1
DP29	Continue operations of Southern Regional Livestock Exchange	Business Services	5.3.1	
DP30	Review Council's role in the promotion of learning across all demographics	Economic Development	5.1.1	5.1.2, 5.1.3, 5.5.8
DP31	Administer and manage Council owned land and operational property	Business Services	5.2.1	



OPERATIONAL PLAN 2015-16

Principal Activity	Link to DP	OP#	Program/Project/Activity	Responsible Branch	Funding Source
Economic Development	DP26	OP179	Review and implement the Economic Development Strategy and development and implement an Action Plan to give effect to the Strategy	Economic Development	GF
		OP180	Implement outcomes from the Economic Development Summit and deliver the Business Investment Summit	Economic Development	GF
Economic Development	DP27	OP181	Promote Moss Vale Enterprise Zone via targeted promotions	Economic Development	GF
Tourism	DP28	OP182	Continue to develop and roll out Destination Management Plan outcomes for Southern Highlands	Tourism & Events	GF
		OP183	Develop and implement marketing and promotional activities to promote the Southern Highlands	Tourism & Events	GF
		OP184	Continue to develop and roll out the My Southern Highlands Local Community Ambassador Program	Tourism & Events	GF
		OP185	Provide membership services and support program	Tourism & Events	GF
		OP186	Continuous improvement to the delivery of Information Services to the Visitor Information Centre customers	Tourism & Events	GF
		OP187	Implement the Wingecarribee Shire Council Events Strategy, subject to funding	Tourism & Events	GF
		OP188	Develop and implement annual Tulip Time Festival	Tourism & Events	GF
		OP189	Continue and promote the operations of the Southern Regional Livestock Exchange	Business Services	GF
Entrepreneurial Business	DP29	OP190	Provide and develop new business opportunities for Southern Regional Livestock exchange for all stakeholders	Business Services	GF
Economic Development	DP30	OP191	Review, develop strategy and implement Council's role in the promotion of learning across all sectors of the community	Economic Development	GF
	DP31	OP192	Provide administrative support for the creation and execution of leasing and licensing agreements for all council leased properties	Business Services	GF
		OP193	Manage the marketing and sale of Council properties identified by Council, as not required for community purposes and included in "Land Sales" Plan to provide funding for capital cost of Moss Vale Pool	Business Services	GF
Entrepreneurial Business		OP194	Provide administrative support for the creation of easements, road closures and land acquisitions including by compulsory acquisition	Business Services	GF
		OP195	Investigate property leasing module	Business Services	GF





ABOUT THE BUDGET

The Process

The budget process for Wingcarabee Shire Council is a year round process that is centred around the fiscal year. The fiscal year commences 1 July and ends 30 June.

GENERAL FUND

The Budget 2015-16 provides for a total expenditure of \$93.5 million, across the broad functional areas of Leadership, People, Places, Environment and Economy.

Council's budget does not include any significant new initiatives or increases to existing programmes. However, there continues to be a significant investment in asset maintenance, asset renewal and new asset works which is funded by Council's \$12 million Infrastructure Renewal Strategy programme.

Sources of Funding

ENVIRONMENT LEVY

The Environment Levy is a 3.49% variation to the rates base, that was approved by IPART for the purposes of undertaking non-core environmental works. It was approved for a fixed term of 7 years starting from 1 July 2012 till 30 June 2019. Environment Levy Fund is shown as icon **EL**

IRS

The Infrastructure Renewal Strategy Fund is funded from a number of special rate variations between 2003-04 and 2012-13 and will provide a program of works that includes \$6,618,802 of operational expenditure focused mainly on asset maintenance works and \$5,358,834 of capital expenditure on asset renewal and new assets. IRS funding is shown with the icon **IRS**

WATER FUND

Water Fund is an autonomous function of council that is principally funded from fees and charges collected for the provision of assets that provide potable water to the community. Water Fund is shown as icon **WF**

SEWER FUND

Sewer Fund is an autonomous function of council that is principally funded from fees and charges collected for the provision of sewer services. Sewer Fund is shown as icon **SF**

GRANT FUNDING

Grant Funding are funds obtained from successful grant applications. Grant Funding is shown as icon **GF+**

STORM WATER MANAGEMENT SERVICE CHARGE

Council levies a Stormwater Management Charge on all parcels of rateable land where Storm Water Management services are provided as defined under the Local Government Act and associated guidelines.

S94

Contributions are levied on developers for the provision of infrastructure such as roads, recreational facilities, and community facilities.

Long Term Financial Plan

The Long Term Financial Plan (LTFP) expresses in financial terms the activities that council proposes to undertake over the short, medium and long term and will guide the future strategies and actions of council to ensure

it continues to operate in a sustainable manner.

As a part of the Council's Fit for the Future Proposal Council has refined and reviewed its LTFP with an emphasis on strategies to ensure that council remains financially sustainable in the future.

The revised LTFP has been developed utilising the Budget 2015-16 as the base year and the key assumptions underpinning the LTFP have been updated with the best currently available financial indicators.

A copy of Council's Long Term Financial Plan can be found on Council's website.

Our Vision

“To ensure that Council remains financially stable in the future.”

BUDGET PROJECTIONS 2015-16

PROJECTED INCOME STATEMENT
CONSOLIDATED FUNDS

INCOME STATEMENT - CONSOLIDATED	2014/15	2015/16
Scenario: Base Case	\$	\$
Income from Continuing Operations		
Revenue:		
Rates & Annual Charges	54,972,609	56,611,260
User Charges & Fees	16,648,127	16,615,372
Interest & Investment Revenue	2,769,490	2,727,223
Other Revenues	3,112,684	3,197,103
Grants & Contributions provided for Operating Purposes	6,316,731	7,820,249
Grants & Contributions provided for Capital Purposes	5,126,957	8,353,470
Total Income from Continuing Operations	88,946,598	95,324,676
EXPENSES FROM CONTINUING OPERATIONS		
Employee Benefits & On-Costs	29,431,220	32,438,395
Borrowing Costs	2,586,892	2,032,435
Materials & Contracts	18,469,146	17,186,401
Depreciation & Amortisation	24,958,000	25,631,942
Other Expenses	16,316,394	14,565,134
Total Expenses from Continuing Operations	91,761,653	91,854,307
OPERATING RESULT FROM CONTINUING OPERATIONS	(2,815,054)	3,470,369
Net Operating Result for the Year	(2,815,054)	3,470,369
Net Operating Result before Grants and Contributions provided for Capital Purposes	(7,942,012)	(4,883,101)

BUDGET PROJECTIONS 2015-16

CASH FLOW STATEMENT
CONSOLIDATED FUNDS

CASH FLOW STATEMENT - CONSOLIDATED	2014/15	2015/16
SCENARIO: BASE CASE	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts:		
Rates & Annual Charges	55,085,561	56,589,374
User Charges & Fees	16,763,320	15,644,463
Interest & Investment Revenue Received	2,864,676	2,734,795
Grants & Contributions	11,223,673	16,131,594
Other	3,703,827	3,226,776
Payments:		
Employee Benefits & On-Costs	(29,434,247)	(32,409,784)
Materials & Contracts	(17,953,621)	(17,874,241)
Borrowing Costs	(2,092,205)	(2,094,890)
Other	(16,316,394)	(14,565,134)
NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES	25,060,094	27,382,953
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts:		
Sale of Investment Securities	3,295,112	905,733
Sale of Infrastructure, Property, Plant & Equipment	40,000	839,300
Payments:		
Purchase of Investment Securities	(9,268,043)	(814,003)
Purchase of Infrastructure, Property, Plant & Equipment	(24,831,471)	(23,220,349)
Net Cash provided (or used in) Investing Activities	(30,764,402)	(22,289,319)
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts:		
Proceeds from Borrowings & Advances	6,500,000	-
Payments:		
Repayment of Borrowings & Advances	(2,833,190)	(4,093,634)
Net Cash Flow provided (used in) Financing Activities	3,666,810	(4,093,634)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,037,498)	1,000,000
plus: Cash, Cash Equivalents & Investments - beginning of year	7,253,000	5,215,502
Cash & Cash Equivalents - end of the year	4,000,000	5,000,000
Cash & Cash Equivalents - end of the year	5,215,502	6,215,502
Investments - end of the year	78,630,931	78,539,201
Cash, Cash Equivalents & Investments - end of the year	83,846,433	84,754,703

BUDGET PROJECTIONS 2015-16

BALANCE SHEET
CONSOLIDATED FUNDS

BALANCE SHEET - CONSOLIDATED	2014/15	2015/16
SCENARIO: BASE CASE	\$	\$
ASSETS		
Current Assets		
Cash & Cash Equivalents	4,000,000	5,000,000
Investments	78,630,931	78,539,201
Receivables	9,347,260	10,304,163
Inventories	604,143	554,914
Other	441,184	401,265
Total Current Assets	93,023,518	94,799,543
Non-Current Assets		
Receivables	177,448	182,446
Infrastructure, Property, Plant & Equipment	1,231,384,471	1,228,133,578
Total Non-Current Assets	1,231,561,920	1,228,316,024
TOTAL ASSETS	1,324,585,438	1,323,115,567
LIABILITIES		
Current Liabilities		
Payables	12,326,184	11,479,579
Borrowings	4,093,634	4,126,625
Provisions	6,007,138	6,007,138
Total Current Liabilities	22,426,956	21,613,341
Non-Current Liabilities		
Borrowings	38,982,674	34,856,049
Provisions	419,862	419,862
Total Non-Current Liabilities	39,402,536	35,275,911
TOTAL LIABILITIES	61,829,492	56,889,253
Net Assets	1,262,755,946	1,266,226,314
EQUITY		
Retained Earnings	536,969,946	540,440,314
Revaluation Reserves	725,786,000	725,786,000
Council Equity Interest	1,262,755,946	1,266,226,314
Total Equity	1,262,755,946	1,266,226,314

BUDGET PROJECTIONS 2015-16

BUDGET SUMMARY
ALL FUNDS

BUDGET SUMMARY - CONSOLIDATED	
SCENARIO: BASE CASE	2015/16
Income from Continuing Operations	\$
Rates & Annual Charges	56,611,260
User Charges & Fees	16,615,372
Interest & Investment Revenue	2,727,223
Other Revenues	3,197,103
Grants & Contributions provided for Operating Purposes	7,820,249
Grants & Contributions provided for Capital Purposes	8,353,470
Total Income from Continuing Operations	95,324,676
EXPENSES FROM CONTINUING OPERATIONS	
Employee Benefits & On-Costs	32,438,395
Borrowing Costs	2,032,435
Materials & Contracts	17,186,401
Depreciation & Amortisation	25,631,942
Other Expenses	14,565,134
Total Expenses from Continuing Operations	91,854,307
NET OPERATING PROFIT /(LOSS) FOR THE YEAR	3,470,369
CAPITAL (BALANCE SHEET) AND RESERVE MOVEMENTS	
Capital Expenditure	(23,220,349)
Loan Repayments (External)	(4,093,633)
Proceeds from Sale of intangible & tangible Assets	839,300
Net Transfers (to)/from Reserves	(2,627,628)
Total Capital (Balance Sheet) and Reserve Movements	(29,102,310)
NET RESULT (INCLUDING DEPRECIATION & OTHER NON-CASH ITEMS)	(25,631,941)
Add back Depreciation Expense (non-cash)	25,631,941
Cash Budget Surplus/(Deficit)	NIL

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Development Services		\$146,600		\$146,600
Weeds		\$146,600		\$146,600
	NOXIOUS WEEDS CONTROL ON WSC LAND	\$71,101		\$71,101
	WEEDS	\$75,499		\$75,499
Environment & Sustainability		\$85,000		\$85,000
Environmental Systems (EL)		\$85,000		\$85,000
	FUEL REDUCTION BUSHCARE RESERVES	\$85,000		\$85,000
Finance & Corporate Services		\$1,422,932		\$1,422,932
Financial Services		\$1,228,857		\$1,228,857
	FINANCIAL SERVICES	\$1,228,857		\$1,228,857
Human Resources		\$32,157		\$32,157
	TRAINING	\$32,157		\$32,157
Internal Audit		\$50,000		\$50,000
	INTERNAL AUDIT	\$50,000		\$50,000
Legal		\$111,918		\$111,918
	LEGAL	\$111,918		\$111,918
Operations Management		\$3,436,566	\$4,076,239	\$7,512,805
Bridge Construction			\$799,200	\$799,200
	KIRKLAND ROAD BRIDGE REPLACEMENT		\$329,200	\$329,200
	COLO ST BRIDGE REPLACEMENT		\$470,000	\$470,000
Car Parks		\$30,000		\$30,000
	CAR PARKS	\$30,000		\$30,000
Civic Centre		\$70,000		\$70,000
	CIVIC CENTRE	\$70,000		\$70,000
Civil Design & Projects			\$20,000	\$20,000
	DESIGN WILSON DR ROCK CUTTING, WIDENING AND REALIGNMENT		\$10,000	\$10,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Concrete	DESIGN TRAFFIC SIGNALS - BONG BONG ST / MERRIGANG ST		\$10,000	\$10,000
			\$243,400	\$243,400
	RECREATIONAL PATHWAY SCOPING AND DESIGN		\$43,000	\$43,000
	BONG BONG STREET FOOTPATH RENEWAL, BOWRAL		\$45,000	\$45,000
	MOSS VALE ROAD FOOTPATH RENEWAL, BURRADOO		\$17,000	\$17,000
Construction	BANYETTE STREET FOOTPATH RENEWAL, BOWRAL		\$29,000	\$29,000
	STATION STREET FOOTPATH RENEWAL, BOWRAL		\$11,000	\$11,000
	OLD HUME HIGHWAY, MITTAGONG - NEW FOOTPATH		\$45,000	\$45,000
	ALBION STREET, MITTAGONG - NEW FOOTPATH		\$6,400	\$6,400
	EAST BOWRAL CYCLEPATH RENEWAL		\$34,000	\$34,000
	MITTAGONG CYCLEPATH RENEWAL		\$13,000	\$13,000
			\$417,000	\$417,000
	SIGN INSTALLATIONS AND RENEWALS		\$15,000	\$15,000
	RENEWAL OF BOWRAL CARPARK - OFF MERRIGANG & BUNDAROO STS		\$26,000	\$26,000
	ERITH ST BUS BAYS NEXT TO ROSNEL GUEST HOUSE		\$32,000	\$32,000
	ARGYLE STREET (NORTH SIDE) SOUTH OF SUTTOR RD BUS SHELTER		\$10,000	\$10,000
	SHIREWIDE LITTER BIN INSTALLATIONS AND RENEWALS		\$5,000	\$5,000
	SHIREWIDE STREET SEAT INSTALLATIONS AND RENEWALS		\$5,000	\$5,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Drainage	CONSTRUCT TRAFFIC SIGNALS - BONG BONG/MERRIGANG STS		\$324,000	\$324,000
		\$75,000		\$75,000
Floodplain & Stormwater Maintenance	DRAINAGE	\$70,000		\$70,000
	STORMWATER GPT MAINTENANCE	\$5,000		\$5,000
		\$10,000		\$10,000
Grading	CREEK CLEARING	\$10,000		\$10,000
		\$170,000		\$170,000
Kerb & Guttering	GRADING	\$170,000		\$170,000
			\$59,000	\$59,000
Local Roads Construction	QUEEN ST, MITTAGONG K&G RENEWAL		\$5,000	\$5,000
	ALICE STREET, MITTAGONG KERB & GUTTER RENEWAL		\$17,000	\$17,000
	ARGYLE STREET, BERRIMA KERB & GUTTER RENEWAL		\$16,000	\$16,000
	MR260 LOCAL SEGMENT K&G RENEWAL		\$21,000	\$21,000
			\$2,517,639	\$2,517,639
	HEAVY PATCHING		\$296,239	\$296,239
	LOCAL ROADS RESEALING PROGRAM		\$926,000	\$926,000
	BONG BONG RD REHABILITATION & DRAINAGE CONSTRUCTION		\$550,000	\$550,000
	MARULAN STREET CONSTRUCTION & SEALING		\$27,800	\$27,800
	NARELLAN ROAD CONSTRUCTION & SEALING		\$224,800	\$224,800
	WEST PARADE ROAD WIDENING		\$68,800	\$68,800
	LOCAL ROADS GRAVEL RESHEETING PROGRAM		\$324,000	\$324,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
	GUARDRAIL REPLACEMENT & UPGRADE PROGRAM		\$80,000	\$80,000
	INSTALL GUARDRAIL AT STATION ROAD/ PARK ROAD		\$20,000	\$20,000
Local Roads Maintenance		\$105,000		\$105,000
	ROADS RURAL SEALED M & R	\$105,000		\$105,000
Operations Management Admin		\$190,695		\$190,695
	OPERATIONS MANAGEMENT ADMIN	\$190,695		\$190,695
Outdoor Dining		\$90,000		\$90,000
	COMMERCIAL CENTRES	\$90,000		\$90,000
Parks & Open Space Admin		\$73,281		\$73,281
	PARKS & OPEN SPACE ADMIN	\$73,281		\$73,281
Parks & Reserves		\$194,990	\$10,000	\$204,990
	CORBETT GARDENS M & R	\$55,000		\$55,000
	PARKS & RESERVES	\$40,000		\$40,000
	PARKS & RESERVES M & R	\$99,990		\$99,990
	BERRIMA MARKET PLACE TREE RENEWAL & PARK FURNITURE		\$10,000	\$10,000
		\$30,000		\$30,000
Parks Town Approaches		\$30,000		\$30,000
	ROADSIDE GARDENS	\$30,000		\$30,000
Public Halls		\$600,000		\$600,000
	OTHER HALLS	\$600,000		\$600,000
Public Toilets		\$70,000		\$70,000
	PUBLIC AMENITIES MAINTENANCE	\$70,000		\$70,000
Roads Ancillaries Cleaning		\$130,000		\$130,000
	CBD WEED SPRAYING	\$20,000		\$20,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Roadside Mowing	STREET & GUTTER CLEANING	\$110,000		\$110,000
		\$225,000		\$225,000
Shire Signs & Markings	CYCLEWAY MOWING	\$20,000		\$20,000
	INCREASED ROADSIDE MOWING	\$205,000		\$205,000
		\$45,000		\$45,000
Sports Fields	SHIRE ENTRY SIGNS	\$15,000		\$15,000
	STREET SIGNS	\$30,000		\$30,000
		\$232,600		\$232,600
Street Furniture	OTHER SPORTS FIELDS M & R	\$150,000		\$150,000
	SPORTS FIELDS	\$82,600		\$82,600
		\$20,000		\$20,000
Street Lighting	BUS SHELTER MAINTENANCE	\$10,000		\$10,000
	STREET FURNITURE	\$10,000		\$10,000
		\$210,000		\$210,000
Traffic Facilities	STREET LIGHTING	\$210,000		\$210,000
		\$200,000		\$200,000
Vegetation Management	TRAFFIC FACILITIES	\$200,000		\$200,000
		\$665,000	\$10,000	\$675,000
	TREE CLEARANCE PRUNING	\$305,000		\$305,000
	TREES ROADSIDE RESERVES	\$300,000		\$300,000
	VEGETATION MANAGEMENT	\$60,000		\$60,000
	STREETSCAPE IMPROVEMENTS - EXETER BADGERY'S WAY		\$10,000	\$10,000
Projects & Contracts		\$118,194		\$118,194
Projects & Contracts		\$118,194		\$118,194
	PROJECTS & CONTRACTS	\$118,194		\$118,194

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Strategic & Assets		\$579,949	\$492,000	\$1,071,949
Asset Support		\$60,467		\$60,467
	ASSET SUPPORT	\$60,467		\$60,467
Built Assets			\$127,000	\$127,000
	CANYONLEIGH HALL STORAGE ROOM ADDITION		\$20,000	\$20,000
	HILL TOP COMMUNITY CENTRE FLOOR RESURFACING		\$44,000	\$44,000
	MITTAGONG YOUTH & RECREATION CENTRE FLOOR RESURFACING		\$43,000	\$43,000
	MITTAGONG YOUTH & REC CENTRE ROOF SAFETY SYSTEMS		\$20,000	\$20,000
Community Engagement		\$38,716		\$38,716
	COMMUNITY ENGAGEMENT	\$38,716		\$38,716
Corporate Planning		\$103,250		\$103,250
	CORPORATE SERVICES SPECIAL PROJECTS	\$103,250		\$103,250
Parks Assets		\$141,285	\$365,000	\$506,285
	PARKS & RESERVES SIGNAGE	\$13,500		\$13,500
	PARKS ASSETS	\$58,161		\$58,161
	PARKS PLANS OF MANAGEMENT	\$69,624		\$69,624
	MT GIBRALTAR LOOKOUT PLATFORM DECK RENEWAL		\$10,000	\$10,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
	BURRAWANG OVAL SPORTSFIELD RE-FURBISHMENT		\$35,000	\$35,000
	MITTAGONG TENNIS COURTS STRUCTURAL REPAIR AND RENEWAL		\$80,000	\$80,000
	CHILDREN'S PLAYGROUND RENEWALS		\$30,000	\$30,000
	CAPITAL FLORAL PARKS LANDSCAPING RENEWALS		\$25,000	\$25,000
	FERNDALE OVAL - BALLSTOP FENCING AND GATES		\$15,000	\$15,000
	STEPHENS PARK - AMENITIES BUILDING/ CANTEEN REFURBISHMENT		\$85,000	\$85,000
	LIONS PARK BOWRAL - PERGOLA AND RETAINING WALL RENEWAL		\$25,000	\$25,000
	SPORTFIELD & RESERVE PARK FURNITURE RENEWALS		\$30,000	\$30,000
	SPORTSFIELDS - GOAL POSTS, ACCESS AND FENCE RENEWALS		\$30,000	\$30,000
	Road Safety Officer	\$12,000		\$12,000
Roads & Drainage Engineering	ROAD SAFETY OFFICER	\$12,000		\$12,000
		\$224,231		\$224,231
Roads & Drainage Engineering	ROADS & DRAINAGE ENGINEERING	\$224,231		\$224,231
		\$50,000		\$50,000
Tourism, Economic Development and Events				
Tourism		\$50,000		\$50,000
	TOURISM	\$50,000		\$50,000

INFRASTRUCTURE RECOVERY PROGRAM
2015-16

Branch	Program/Project Description	Operating Expenditure	Capital Expenditure	Grand Total
Water, Sewer and Business Units		\$779,561	\$790,595	\$1,570,156
Bowral Pool		\$65,000		\$65,000
	BOWRAL POOL	\$65,000		\$65,000
Bundanoon Pool		\$25,000		\$25,000
	BUNDANOON POOL	\$25,000		\$25,000
Mittagong Pool		\$105,802	\$209,557	\$315,359
	MITTAGONG POOL	\$105,802		\$105,802
MVWMAC Construction	MITTAGONG POOL - LOAN PRINCIPAL REPAYMENTS		\$209,557	\$209,557
		\$431,575	\$330,038	\$761,613
MVWMAC Operations	LEISURE CENTRE	\$431,575		\$431,575
	LEISURE CENTRE LOAN PRINCIPAL REPAYMENTS		\$330,038	\$330,038
Operations Support Admin		\$30,000		\$30,000
	MOSS VALE POOL	\$30,000		\$30,000
Pools & Facilities			\$140,000	\$140,000
	DEPOT IMPROVEMENT - SHEDS, SECURITY, FENCING		\$140,000	\$140,000
Public Cemeteries		\$61,950	\$85,000	\$146,950
	POOLS & FACILITIES	\$61,950		\$61,950
	BOWRAL POOL - RESURFACE POOL		\$80,000	\$80,000
	BOWRAL POOL - RENEW LIGHT TOWERS		\$5,000	\$5,000
		\$60,234	\$26,000	\$86,234
	PUBLIC CEMETERIES	\$60,234		\$60,234
	CEMETERY NEW INFRASTRUCTURE		\$26,000	\$26,000
		\$6,618,802	\$5,358,834	\$11,977,636
Grand Total		\$6,618,802	\$5,358,834	\$11,977,636

ABOUT CAPITAL WORKS

Assets

Wingecarribee Shire Council has a significant number of assets under its care and control to provide safe and efficient services for the community within the shire. Council maintains, renews and upgrades the assets on behalf of the community. Council's assets are valued at approximately \$1.2B.

Capital works schedule

Council's Capital Works Schedule is set out for a period of 10 years. The Delivery Program focuses on the 4 year works program and the annual Operational Plan focuses on works that will take place in that financial year.

The Capital Works Program is presented in the major Asset categories below:

- 1. Roads and Drainage
- 2. Parks and Property
- 3. Corporate Services
- 4. Operations
- 5. Sewer
- 6. Water

The process

Every year council undertakes the development of the capital works program. There are 17 different sources of inputs that are considered when developing the plan:

- 1 . Previous IRS priority schedule
- 2 . Customer reports/complaints
- 3 . Councillors requests
- 4 . Staff inspection reports & requests
- 5 . Traffic committee
- 6 . Section 94 works programs
- 7 . Traffic modelling
- 8 . Pavement Management Systems outputs
- 9 . Condition/risk management outputs
- 10. Flood Management Study
- 11. Bicycle plan
- 12. Sports & Recreation Committee
- 13. Plans of Management
- 14. Community Committees
- 15. Pedestrian Access Mobility Plan (PAMP)
- 16. Aquatic Strategy
- 17. Asbestos Management Plan

Council works to consolidate many dispersed projects and identify funding for each project. Projects are scoped and staged as required.



Council has a significant number of assets under its care and control to provide safe and efficient services for the community.

CAPITAL WORKS SCHEDULE 2015-2025

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	Total
Strategic & Assets	697,000	2,231,000	511,000	592,000	580,000	590,000	577,000	570,000	590,000	1,819,000	8,757,000
Built Assets	227,000	1,851,000	144,000	207,000	155,000	160,000	152,000	160,000	160,000	1,454,000	4,670,000
Parks Assets	470,000	380,000	367,000	385,000	425,000	430,000	425,000	410,000	430,000	365,000	4,087,000
Operations Management	15,150,350	14,919,825	7,147,376	8,125,853	7,200,635	7,258,399	7,728,821	6,924,277	6,747,341	6,712,585	87,915,462
Bridge Construction	799,200	700,000	750,000	650,000	750,000	950,000	750,000	960,000	648,000	195,000	7,152,200
Civil Design & Projects	102,000	12,300	0	48,000	0	20,000	20,000	20,000	0	20,000	242,300
Concrete	843,400	263,500	290,700	302,800	235,100	245,800	232,100	232,900	288,700	243,900	3,178,900
Construction	5,799,000	6,161,100	614,000	168,700	814,250	638,250	1,165,600	80,000	310,000	265,000	16,015,900
Drainage	616,000	690,000	400,000	1,500,000	400,000	500,000	342,000	430,000	330,000	260,000	5,468,000
Kerb & Guttering	74,000	103,400	77,000	80,000	56,000	70,000	66,000	77,000	15,000	15,000	633,400
Parks & Reserves	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Local Roads Construction	5,668,478	5,878,253	4,092,204	4,417,881	3,896,713	3,790,477	4,070,149	4,055,905	4,087,169	4,650,213	44,607,442
Regional Roads Construction	1,011,800	874,800	687,000	722,000	807,100	802,400	841,500	827,000	827,000	827,000	8,227,600
Vegetation Management	10,000	10,000	10,000	10,000	15,000	15,000	15,000	15,000	15,000	10,000	125,000
Traffic Facilities	76,472	76,472	76,472	76,472	76,472	76,472	76,472	76,472	76,472	76,472	764,720
Operational Support	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	1,400,000
Water, Sewer and Business Units	8,868,000	8,794,000	13,734,000	21,509,000	17,664,000	8,239,000	16,392,000	15,572,000	9,067,000	18,952,000	138,791,000
Welby Rehabilitation	780,000	0	0	0	0	0	0	0	0	0	780,000
Plant Replacement	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	2,616,000	26,160,000
Pools & Facilities	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	172,000	4,492,000	6,040,000
Public Cemeteries	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000
Sewer Capital Works	2,115,000	2,430,000	3,145,000	7,385,000	8,160,000	3,160,000	7,358,000	11,038,000	4,528,000	7,898,000	57,217,000
Water Capital Works	3,159,000	3,550,000	7,775,000	11,310,000	6,690,000	2,265,000	6,220,000	1,720,000	1,725,000	3,920,000	48,334,000
Finance & Corporate	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	1,775,000
Bushfire	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	177,500	1,775,000
Customer & Information Services	276,498	276,498	276,498	276,498	276,498	276,498	276,498	276,498	276,498	276,498	2,764,980
Libraries	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	1,890,000
Information Services	87,498	87,498	87,498	87,498	87,498	87,498	87,498	87,498	87,498	87,498	874,980
Tourism, Economic Development & Events	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Tourism	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Grand Total	25,171,348	26,400,823	21,848,374	30,682,851	25,900,633	16,543,397	25,153,819	23,522,275	16,860,339	27,939,583	240,023,442



DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
1 - General Fund	19,412,348	1,364,237	4,819,239	904,300	7,692,872	2,637,000	283,000	931,700	780,000
02 - Corporate & Strategy	1,152,998	278,498	492,000	105,000	177,500	100,000	0	0	0
013 - Built Assets	227,000	0	127,000	0	0	100,000	0	0	0
Canyonleigh Hall storage room addition	20,000	0	20,000	0	0	0	0	0	0
Corbett Gardens Design Documentation									
Infrastructure Upgrade	100,000	0	0	0	0	100,000	0	0	0
Hill Top Community Centre floor resurfacing	44,000	0	44,000	0	0	0	0	0	0
Mittagong Youth & Rec Centre Roof Safety Systems	20,000	0	20,000	0	0	0	0	0	0
Mittagong Youth & Recreation Centre floor resurfacing	43,000	0	43,000	0	0	0	0	0	0
014 - Bushfire Services	177,500	0	0	0	177,500	0	0	0	0
Bushfire Equipment Purchases	177,500	0	0	0	177,500	0	0	0	0
018 - Children & Youth Libraries	51,000	51,000	0	0	0	0	0	0	0
Children and Youth Services Resources	51,000	51,000	0	0	0	0	0	0	0
034 - Customer and Information Services Admin	87,498	87,498	0	0	0	0	0	0	0
Information Services Capital Projects	87,498	87,498	0	0	0	0	0	0	0
070 - Mobile Library	110,000	110,000	0	0	0	0	0	0	0
Lending and Outreach Resources	110,000	110,000	0	0	0	0	0	0	0
084 - Parks Assets	470,000	0	365,000	105,000	0	0	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
Burrawang Oval Sportsfield Refurbishment	35,000	0	35,000	0	0	0	0	0	0
Capital Floral Parks Landscaping Renewals	25,000	0	25,000	0	0	0	0	0	0
Children's Playground Renewals	30,000	0	30,000	0	0	0	0	0	0
Ferndale Oval - Ballstop fencing and gates	20,000	0	15,000	5,000	0	0	0	0	0
Lions Park Bowral - Pergola and Retaining Wall Renewal	25,000	0	25,000	0	0	0	0	0	0
Mittagong Tennis Courts Structural Repair and Renewal	80,000	0	80,000	0	0	0	0	0	0
Mt Gibraltar Lookout Platform Deck Renewal	10,000	0	10,000	0	0	0	0	0	0
Sportfield & Reserve Park Furniture Renewals	30,000	0	30,000	0	0	0	0	0	0
Sportsfields - Goal Posts, Access and Fence Renewals	30,000	0	30,000	0	0	0	0	0	0
Stephens Park - Amenities Building/Canteen Refurbishment	185,000	0	85,000	100,000	0	0	0	0	0
097 - Reference & Information Services	28,000	28,000	0	0	0	0	0	0	0
Information and Electronic Services Resources	28,000	28,000	0	0	0	0	0	0	0
144 - Tourism	2,000	2,000	0	0	0	0	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
Tourism Equipment Purchases over \$1000	2,000	2,000	0	0	0	0	0	0	0
03 - Operations	18,259,350	1,085,739	4,327,239	799,300	7,515,372	2,537,000	283,000	931,700	780,000
007 - Bridge Construction	799,200	0	799,200	0	0	0	0	0	0
Colo St Bridge Replacement	470,000	0	470,000	0	0	0	0	0	0
Kirkland Road Bridge Replacement	329,200	0	329,200	0	0	0	0	0	0
022 - Civil Design & Projects	102,000	0	20,000	0	46,000	0	36,000	0	0
Design Eridge Park Road, Burradoo Construction	0	0	0	0	0	0	0	0	0
Design Lyell Cook St Drainage Upgrade	13,000	0	0	0	0	0	13,000	0	0
Design Traffic Signals - Bong Bong St / Merrigang St	10,000	0	10,000	0	0	0	0	0	0
Design Wilson Dr Rock cutting, widening and realignment	10,000	0	10,000	0	0	0	0	0	0
Moss Vale Golf Course Detention basin scoping and design	69,000	0	0	0	46,000	0	23,000	0	0
Wilson Drive Repair -Design	0	0	0	0	0	0	0	0	0
027 - Concrete	843,400	0	243,400	0	280,000	320,000	0	0	0
Albion Street, Mittagong - New Footpath	6,400	0	6,400	0	0	0	0	0	0
Banyette Street Footpath Renewal, Bowral	29,000	0	29,000	0	0	0	0	0	0
Bong Bong Street Footpath Renewal, Bowral	45,000	0	45,000	0	0	0	0	0	0
Bowral Street Footpath Construction (north)	60,000	0	0	0	0	60,000	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
Bowral Street Footpath Construction (south)	60,000	0	0	0	0	60,000	0	0	0
Bowral Street Footpath Renewal, Bowral	33,000	0	33,000	0	0	0	0	0	0
Chalker Parade Shared Pathway Construction	280,000	0	0	0	280,000	0	0	0	0
Corbett Plaza Walkway Upgrade	200,000	0	0	0	0	200,000	0	0	0
East Bowral Cyclepath Renewal	34,000	0	34,000	0	0	0	0	0	0
Mittagong Cyclepath Renewal	13,000	0	13,000	0	0	0	0	0	0
Moss Vale Road Footpath Renewal, Burradoo	17,000	0	17,000	0	0	0	0	0	0
Old Hume Highway, Mittagong - New Footpath	45,000	0	45,000	0	0	0	0	0	0
Recreational Pathway Scoping and Design	10,000	0	10,000	0	0	0	0	0	0
Station Street Footpath Renewal, Bowral	11,000	0	11,000	0	0	0	0	0	0
028 - Construction	5,799,000	0	417,000	0	3,556,000	1,826,000	0	0	0
Aquatic Centre Shelter (South Side) Bus Shelter	34,000	0	0	0	34,000	0	0	0	0
Argyle Street (North Side) south of Suttor Rd Bus Shelter	28,000	0	10,000	0	18,000	0	0	0	0
Bowral Distributor Stage 1, Merrigang St- Wingecarribee St	4,000,000	0	0	0	2,500,000	1,500,000	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve	
Construct Traffic Signals - Bong Bong St / Merrigang St	450,000		0	324,000	0	0	126,000	0	0	0
Design & Const. Roundabout - Bendooley St/Wingecarribee St	200,000		0	0	0	0	200,000	0	0	0
Erith St Bus Bays next to Rosnel Guest House	68,000		0	10,000	0	58,000	0	0	0	0
Old South Rd (Bus bay & Shelter) Design & Construct	68,000		0	22,000	0	46,000	0	0	0	0
Renewal of Bowral Carpark - Off Merrigang & Bundaroo Sts	26,000		0	26,000	0	0	0	0	0	0
Shirewide Litter Bin Installations and Renewals	5,000		0	5,000	0	0	0	0	0	0
Shirewide Street Seat Installations and Renewals	5,000		0	5,000	0	0	0	0	0	0
Sign Installations and Renewals	15,000		0	15,000	0	0	0	0	0	0
Traffic Signals - Old Hume Hwy / Railway Tce / Crimea St	900,000		0	0	0	900,000	0	0	0	0
048 - Leased Vehicles	800,000	400,000		0	400,000	0	0	0	0	0
Vehicle Purchases	800,000	400,000		0	400,000	0	0	0	0	0
049 - Plant	1,331,000		0	0	399,300	0	0	0	931,700	0
Plant & Small Plant Purchase	1,331,000		0	0	399,300	0	0	0	931,700	0
066 - Drainage	616,000		0	0	0	0	369,000	247,000	0	0
Ferguson Crescent Drainage Construction	546,000		0	0	0	0	369,000	177,000	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve	
Murrimba Rd Drainage Upgrade Design and Construct	25,000		0	0	0	0	0	25,000	0	0
Romney Place To Railway Drainage Construction	45,000		0	0	0	0	0	45,000	0	0
068 - Kerb & Guttering	74,000	15,000	59,000	0	0	0	0	0	0	0
Alice Street, Mittagong Kerb & Gutter Renewal	17,000		0	17,000	0	0	0	0	0	0
Argyle Street, Berrima Kerb & Gutter Renewal	16,000		0	16,000	0	0	0	0	0	0
MR260 Local Segment K&G Renewal	21,000		0	21,000	0	0	0	0	0	0
Queen St, Mittagong K&G renewal	5,000		0	5,000	0	0	0	0	0	0
Shirewide Kerb Ramp renewals - based on condition	15,000	15,000	0	0	0	0	0	0	0	0
081 - Parks & Reserves	10,000		0	10,000	0	0	0	0	0	0
Berrima Market Place Tree Renewal & Park Furniture	10,000		0	10,000	0	0	0	0	0	0
090 - Pools & Facilities	172,000	87,000	85,000	0	0	0	0	0	0	0
Bowral Pool - Refurbish tililing	20,000	20,000	0	0	0	0	0	0	0	0
Bowral Pool - Renew Control Joints	20,000	20,000	0	0	0	0	0	0	0	0
Bowral Pool - Renew light towers	15,000	10,000	5,000	0	0	0	0	0	0	0
Bowral Pool - Resurface Pool	100,000	20,000	80,000	0	0	0	0	0	0	0
Bundanoon Pool - Renew Amenities Building Roof	17,000	17,000	0	0	0	0	0	0	0	0
094 - Public Cemeteries	26,000		0	26,000	0	0	0	0	0	0
Cemetery New Infrastructure	26,000		0	26,000	0	0	0	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
102 - Local Roads Construction	5,305,949	517,449	2,221,400	0	2,545,100	22,000	0	0	0
Bendooley St Asphalt Resheeting	344,500	0	0	0	344,500	0	0	0	0
Bong Bong Rd Rehabilitation & Drainage Construction	1,036,000	0	550,000	0	486,000	0	0	0	0
Guardrail Replacement & Upgrade Program	80,000	0	80,000	0	0	0	0	0	0
Install guardrail at Station Road/Park Road	20,000	0	20,000	0	0	0	0	0	0
Local Roads Gravel Resheeting Program	574,000	250,000	324,000	0	0	0	0	0	0
Local Roads Resealing Program	2,848,949	267,449	926,000	0	1,655,500	0	0	0	0
Marulan Street Construction & Sealing	27,800	0	27,800	0	0	0	0	0	0
Narellan Road Construction & Sealing	224,800	0	224,800	0	0	0	0	0	0
West Parade Road Widening	149,900	0	68,800	0	59,100	22,000	0	0	0
103 - Regional Roads Construction	1,011,800	0	0	0	1,011,800	0	0	0	0
Exeter Road Rehabilitation	140,400	0	0	0	140,400	0	0	0	0
Old Hume Hwy Rehabilitation	551,400	0	0	0	551,400	0	0	0	0
Regional Roads Gravel Resheeting Program	80,000	0	0	0	80,000	0	0	0	0
Regional Roads Resealing Program	240,000	0	0	0	240,000	0	0	0	0

DETAILED CAPITAL WORKS PROGRAM
2015-16

	Totals	General Funds	IRS	Capital Contributions	Capital Grant	s94 Contribution	Stormwater Management Charge	Plant Replacement Reserve	Domestic Waste Reserve
104 - Local Roads Maintenance	362,529	66,290	296,239	0	0	0	0	0	0
Heavy Patching	362,529	66,290	296,239	0	0	0	0	0	0
151 - Traffic Facilities	76,472	0	0	0	76,472	0	0	0	0
Signage	76,472	0	0	0	76,472	0	0	0	0
154 - Vegetation Management	10,000	0	10,000	0	0	0	0	0	0
Streetscape Improvements - Exeter Badgery's Way	10,000	0	10,000	0	0	0	0	0	0
052 - Operations Support Admin	140,000	0	140,000	0	0	0	0	0	0
Depot Improvement	140,000	0	140,000	0	0	0	0	0	0
117 - Welby Rehabilitation	780,000	0	0	0	0	0	0	0	780,000
Welby Rehabilitation - Land Improvement	780,000	0	0	0	0	0	0	0	780,000

CAPITAL WORKS PROGRAM
SEWER FUND 2015-16

	Totals	s64 Contribution	Plant Replacement Reserve	Augmentation Reserve
SEWER FUND	2,340,000	2,115,000	225,000	0
03 - Operations	2,340,000	2,115,000	225,000	0
048 - Leased Vehicles	50,000	0	50,000	0
Sewer Lease Vehicle Replacement	50,000	0	50,000	0
049 - Plant	175,000	0	175,000	0
Sewer Plant Replacement	175,000	0	175,000	0
134 - Sewer Capital Works	2,040,000	2,040,000	0	0
Sewer Main Capacity Upgrades	100,000	100,000	0	0
Sewer Main Renewals	800,000	800,000	0	0
Sewer Manhole Renewals	200,000	200,000	0	0
Sewer Pump Replacements	75,000	75,000	0	0
Sewer Telemetry System - Component Upgrade	30,000	30,000	0	0
Sewer Telemetry System - Renewal	200,000	200,000	0	0
SPS - Renewals	100,000	100,000	0	0
SPS Capacity Upgrades	75,000	75,000	0	0
SPS Upgrades / Improvements	85,000	85,000	0	0
STP - Renewals	150,000	150,000	0	0
STP Upgrades / Improvements	200,000	200,000	0	0
Vent Pipe Replacement	25,000	25,000	0	0
139 - Sewer Reticulation Private Works	75,000	75,000	0	0
Sewer Private Works, Connections & Extensions	75,000	75,000	0	0

CAPITAL WORKS PROGRAM
WATER FUND 2015-16

	Totals	s64 Contribution	Plant Replacement Reserve	Augmentation Reserve
WATER FUND	3,419,000	1,085,000	260,000	2,074,000
2 - Water Fund	3,419,000	1,085,000	260,000	2,074,000
03 - Operations	3,419,000	1,085,000	260,000	2,074,000
048 - Leased Vehicles	60,000	0	60,000	0
Water Lease Vehicle Replacement	60,000	0	60,000	0
049 - Plant	200,000	0	200,000	0
Water Plant Replacement	200,000	0	200,000	0
164 - Water Capital Works	2,979,000	905,000	0	2,074,000
DAM - Renewals	40,000	40,000	0	0
DAM - Upgrades	30,000	30,000	0	0
New Meters & Connections	145,000	145,000	0	0
RES - Inlet Direction Nozzles (3 Sites)	30,000	30,000	0	0
RES - Renewals	75,000	75,000	0	0
Water Hydrants, Valves & PRVs	100,000	100,000	0	0
Water Main Renewals	800,000	0	0	800,000
Water Meter Replacements	300,000	300,000	0	0
Water Telemetry System - Renewal	200,000	0	0	200,000
Water Telemetry System - Upgrade	20,000	0	0	20,000
WPS - Renewals	75,000	75,000	0	0
WPS - Upgrades	35,000	35,000	0	0
WTP - Bundanoon - Upgrade Filter Valves	50,000	50,000	0	0
WTP - Medway - Upgrades	25,000	25,000	0	0
WTP - Winge - DAF Sludge Treatment	674,000	0	0	674,000
WTP - Winge - Lime Dosing Modification	380,000	0	0	380,000
167 - Water Meter Planned Maintenance	30,000	30,000	0	0
Water Bulk Meters	30,000	30,000	0	0
169 - Water Reticulation Private Works	150,000	150,000	0	0
Water Private Works, Connections & Extensions	150,000	150,000	0	0

Environment Levy Funded Program	2015-16	2016-17	2017-18	2018-19
1.1 ROADSIDE RESERVE ENV WEED PROJECTS	\$30,000	\$15,000	\$0	\$0
1.1 WEED MANAGEMENT	\$348,791	\$308,791	\$268,791	\$268,791
1.2 REVEGETATION	\$146,325	\$146,325	\$146,325	\$146,325
1.2 SUPPORT COMMUNITY NURSERY	\$21,758	\$21,758	\$21,758	\$21,758
1.3 GREEN WEB ACTION	\$24,677	\$24,677	\$24,677	\$24,677
1.3 VEGETATION CONSERVATION	\$51,741	\$51,741	\$51,741	\$51,741
1.4 INDIAN MYNA	\$1,426	\$1,426	\$1,426	\$1,426
2.2 MITTAGONG CK ACTION FROM RIPARIAN PLAN	\$49,042	\$49,042	\$49,042	\$0
3.3 COMMUNITY SUSTAINABILITY	\$34,103	\$34,103	\$34,103	\$34,103
4.1 AWARENESS CAMPAIGNS	\$11,434	\$11,434	\$11,434	\$11,434
4.1 COMMUNITY EDUCATION	\$28,145	\$28,145	\$28,145	\$28,145
4.2 COMMUNITY SUPPORT	\$20,136	\$20,136	\$20,136	\$20,136
4.2 LANDCARE & BUSHCARE	\$44,853	\$44,853	\$44,853	\$44,853
4.3 ENV & SUSTAINABILITY COMMITTEE SUPPORT	\$19,921	\$19,921	\$19,921	\$19,921
4.3 ENVIRONMENT LEVY AWARENESS	\$4,765	\$4,765	\$4,765	\$4,765
4.4 RURAL PARTNER PROGRAM	\$26,527	\$26,527	\$26,527	\$26,527
4.4 URBAN SUSTAINABILITY PARTNER PROGRAM	\$66,031	\$66,031	\$66,031	\$66,031
5.1 DATA COLLECTION BIODIVERSITY	\$8,732	\$8,732	\$8,732	\$8,732
A1 ENV LEVY PROGRAM COORDINATION	\$135,188	\$135,188	\$135,188	\$135,188
A2 GRANT APPLICATIONS	\$21,987	\$21,987	\$21,987	\$21,987
A4 ENV LEVY CORPORATE SUPPORT	\$65,969	\$65,969	\$65,969	\$65,969
BIODIVERSITY CONSERVATION - VERTEBRATE PEST MGT/MGT PLANS	\$54,441	\$0	\$0	\$0
WHITES CK MOSS VALE MAINTENANCE	\$21,769	\$44,800	\$69,200	\$47,600
INTERPRETIVE SIGNAGE	\$0	\$27,400	\$0	\$0
Total	\$1,237,760	\$1,178,750	\$1,120,750	\$1,050,108

STATEMENT OF REVENUE POLICY

General Principles

Council has increased its rate income in accordance with Section 506 of the Local Government Act 1993 and The Independent Pricing and Regulatory Tribunal (IPART) determination that the rate pegging increase for general income received from ordinary rates for the 2015-2016 financial year is not to exceed 2.4 per cent.

For the 2015-2016 financial year in accordance with Section 498 of the Local Government Act, Council's ordinary rate levy will be calculated on the basis of an Ad valorem rate determined by the amount in the dollar in respect of the relevant rating category and sub category. A minimum rate also applies to each relevant rating category and sub category in accordance with Section 548 of the Local Government Act.

For the 2015-2016 financial year, in accordance with Section 499 of the Local Government Act, Council's Environment Levy will be calculated on the basis of a base amount plus an ad valorem rate determined by the amount in the dollar relevant for this rate. The base amount will be subject to a maximum of 50% of the total revenue raised by the levy in accordance with Section 500 of the Local Government Act.

2015-2016 RATING STRUCTURE WITH RATE PEGGING				
Category	Sub-Category	Rate in the \$	Minimum Rate	Yield
Residential	Ordinary	0.004435	\$ 805.52	\$24,648,999
Residential	Renwick	0.004900	\$ 805.52	\$241,062
Business	Ordinary	0.007087	\$ 805.52	\$4,310,728
Mining	Ordinary	0.011100	\$ 805.52	\$83,640
Farmland		0.002253	\$ 1,177.10	\$3,885,157
Mining	Coal Rights Only	0.001365	\$ -	\$ 58
				\$33,169,644
		Rate in the \$	Base Rate	
Environmental Levy		0.00007460	\$ 24.35	\$ 1,107,044
			Estimate Yield	\$34,276,688



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POLICY

- 1

Farmland Category
- 1.1

The Farmland category will apply uniformly to all rateable assessments within the Local Government area that satisfy the FARMLAND criteria in Section 515 of the Act.
- 1.2

The rate in dollar for FARMLAND assessments will be set at 0.002253.
- 2

Residential Category
- 2.1

The Residential category will apply uniformly to all rateable assessments within the Local Government area that satisfy the RESIDENTIAL criteria in Section 516 of the Act with the exception of rateable assessments deemed Residential Renwick.
- 2.2

For the purposes of rating in Wingecarribee, the Renwick sub-category includes all rateable assessments that will form part of the Renwick subdivision.
This rate being for the funding of additional costs associated with a higher standard of green space and community infrastructure provided within that precinct.
- 2.3

The rate in dollar for the RESIDENTIAL assessments will be set at 0.004435.
- 2.4

The rate in dollar for the RENWICK subcategory will be set at 0.004900.
- 3

Mining Category
- 3.1

The Mining category will apply uniformly to all rateable assessments within the Local Government area that satisfy the MINING criteria in Section 517 of the Act.
- 3.2

The rate in dollar for the MINING assessments will be set at 0.011100.
- 3.3

The rate in dollar for the COAL RIGHTS ONLY assessments will be set at 0.001365. No minimum applies to COAL RIGHTS ONLY assessments.
- 4

Business Category
- 4.1

The Business category will apply uniformly to all rateable assessments within the Local Government area that satisfy the BUSINESS criteria in Section 518 of the Act.
- 4.2

The rate in the dollar for the business category will be set at 0.007087.

SPECIAL RATES – ENVIRONMENT LEVY

In June 2000 the NSW Minister for Local Government approved a request by Council for a Special Variation to its General Income for environmental projects. This special rate was approved for three years and again for a further five years in 2003. In July 2008 the Minister again approved the extension of this rate for a further five years to 2012-13. In June 2012 IPART again approved the continuation of this levy until 2018-19.

Accordingly, Council will continue to levy a Special Rate on all rateable land in the Shire. The Environment Levy is used to fund specific expenditure on the following environmental projects:

- Biodiversity Conservation**
- Reduced impact of invasive weeds
 - Net increase in native vegetation extent
 - Increase area of significant native vegetation conserved to reduce threats to biodiversity resilience
 - Enhanced capacity of Council and community to protect and restore natural ecosystems

- River Health and Wetlands**
- Improved water quality management for our major rivers and creeks
 - Improvement in the health and function of our riparian areas

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

- Environmental Systems**
- Monitoring, evaluation and reporting system in place to support best practice Natural Resource Management and environmental program performance
 - Foundations for NRM Asset Management are in place
 - Risk to environment is reduced through regulation, enforcement and development of Council systems and processes.

Council has assessed the base/ad valorem method for raising the Environmental Levy as the most equitable. This method will minimise the impact of the levy on individual rate paying assessments. This rate is an ad valorem/ base Special Rate with the base component raising 50% of the total levy income. The base rate for the Environment Levy Special Rate will be set at \$24.35 and the rate in the dollar will be set at 0.00007460.

- CHARGES**
- Council levies charges for the following:
- 1

Water supply
- 2

Sewerage
- 3

Resource Recovery
- 4

Interest on Overdue Rates and Charges
- 5

Stormwater Management Service Charge

- 1

Water Supply Charges
In 2015-2016 Council has again reviewed its Water pricing structure in accordance with the guidelines set down by the NSW Office of Water.

- 1.1

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

- 1.2

Accounts will be calculated on the basis of:

i

Access charge (Section 501 of the Act)

- Business, Farmland and Mining properties (including non rateable properties)
 - Residential

ii

Volumetric Usage charge (Section 502 of the Act)

- Business, Farmland and Mining (including non rateable properties)
 - Residential
- STATEMENT OF REVENUE POLICY
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-
- 1.3

The following charging structure will apply from the first full billing period in 2015-2016
- 1.4

i

Fixed Access Charge (Per annum per occupancy)
Residential: Charges will be expressed in daily terms and included on each of the three accounts per year. Residential charges will be equivalent to \$158.00 or \$0.43 per day.

ii

Business, Farmland and Mining properties (including non rateable properties): Charges will be expressed in daily terms and included on each of the three accounts per year PLUS charges increasing by the factor applying to a particular meter size.

iii

For properties that have a water pressure reading of less than 120 kilopascals (17.6 psi) at the meter, a rebate of 50% will be applied to the fixed water access charge only. The rebate only applies if the problem is not rectified within 7 days of Council being notified. The rebate will continue to apply until the minimum standard of pressure is provided.
- | | | | |
|---|---|--|----------------------|
| 1.5 | Water Usage Charges
The usage charge applies to all water consumed. Each account is calculated on the number of days in the reading period based on the following tariff structure: | | |
| | Tariff 1 | 0 to 616 litres per day | \$1.78 per Kilolitre |
| | Tariff 2 | Over 617 litres per day | \$2.67 per Kilolitre |
| Non-residential usage charges are at the following tariff | | | |
| | Tariff 1 | 0 to ALL litres per day | \$1.78 per Kilolitre |
| 1.6 | Estimated Yield of Charges | | |
| | Access charge: | | |
| | | Business, Farmland & Mining properties (including non rateable properties) | \$521,800 |
| | | Residential | \$2,963,100 |
| | Usage charge: | | |
| | | Business, Farmland & Mining properties (including non rateable properties) | \$1,565,300 |
| | | Residential | \$5,626,500 |
| | | Total Estimated Yield | \$10,676,700 |
- Water usage charges for the 2015-16 financial year
- | METER SIZE | | TARIFF | FACTOR | DAILY CHARGE | ANNUAL CHARGE |
|---------------|--------------|----------|--------------|----------------|-------------------|
| 3/4" | 20mm | 1 | 1.00 | \$0.43 | \$158.00 |
| 1" | 25mm | 2 | 1.56 | \$0.67 | \$246.00 |
| 1 1/4" | 32mm | 3 | 2.56 | \$1.10 | \$403.00 |
| 1 1/2" | 40mm | 4 | 4.00 | \$1.72 | \$629.00 |
| 2" | 50mm | 5 | 6.25 | \$1.87 | \$683.00 |
| 2 1/2" | 65mm | 6 | 10.56 | \$4.55 | \$1,662.00 |
| 3" | 80mm | 7 | 16.00 | \$6.89 | \$2,518.00 |
| 4" | 100mm | 8 | 25.00 | \$10.77 | \$3,933.00 |
| 6" | 150mm | 9 | 56.25 | \$23.69 | \$8,651.00 |
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Sewerage Charges
In 2015-2016 Council has again reviewed its Sewer pricing structure in accordance with the guidelines set down by the NSW Office of Water.

- 2.1

Sewerage charges will be billed on a water and sewerage account issued three (3) times during the year and will be deemed due 30 days after the posting date of the account.
- 2.2

i

Accounts will be compiled on the basis of:

•

Access charge (Section 501 of the Act)

•

Business, Farmland and Mining properties (including non rateable properties)

•

Residential consumers

ii

Volumetric Usage charge (Section 502 of the Act)

•

Business, Farmland and Mining properties (including non rateable properties)
- 2.3

The following charging structure will apply from the first full billing period in 2015/2016.
- 2.4

i

Fixed Access Charge (Per annum per occupancy)

Residential - Charges will be expressed in daily terms and included on each of the three accounts per year. Residential charges will be equivalent to \$756.00 or \$2.07 per day.

ii

Business, Farmland and Mining properties (including non rateable properties) - Charges will be expressed in daily terms and included on each of the three accounts per year PLUS charges increasing by the factor applying to a particular meter size as per the table following:

METER SIZE		TARIFF	FACTOR	DAILY CHARGE	ANNUAL CHARGE
3/4"	20mm	1	1.00	\$1.70	\$622.00
1"	25mm	2	1.56	\$1.84	\$673.00
1 1/4"	32mm	3	2.56	\$4.36	\$1,593.00
1 1/2"	40mm	4	4.00	\$6.81	\$2,489.00
2"	50mm	5	6.25	\$10.65	\$3,889.00
2 1/2"	65mm	6	10.56	\$18.00	\$6,575.00
3"	80mm	7	16.00	\$27.26	\$9,958.00
4"	100mm	8	25.00	\$42.60	\$15,559.00
6"	150mm	9	56.25	\$95.85	\$35,009.00

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

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2.6 Sewerage Trade Waste Charges
Fees for Business, Farmland, Mining properties (including nonrateable properties) that discharge liquid trade waste into sewers will be made and included in formal agreements between Council and the individual industry concerned. In the absence of an agreement, the full sewerage charging structure will apply.

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

2.7 Sewerage Usage Charges
The usage charge applies to all water consumed on Business, Farmland, Mining properties (including nonrateable properties. Each account is calculated on the number of days in the reading period based on the following tariff structure:

Residential No usage charge to apply to properties categorised Residential

Business, Farmland, Mining properties (including nonrateable properties) Usage Charge \$1.33 per KI

2.8 Estimated Yield of Charges	
Access charge:	
Business, Farmland and Mining consumers	\$926,400
Residential consumers	\$11,545,000
Usage charge:	
Business, Farmland and Mining consumers	\$466,900
Residential consumers	\$0
Total Estimated Yield	\$12,938,300

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

These charges are being phased in over a two year period with the first year (2015-16) receiving a 50% discounted discharge factor. Full charges will apply from 2016-17.

3 Resource Recovery Charges
Resource recovery charges in Wingecarribee are structured in two (2) categories Domestic Waste Management Service charge and Resource Recovery management charges - actual use.

3.1 Domestic Waste Management Service Charge (Section 496 of the Act)

3.1.1 This charge is specifically for the purpose of funding kerb side material collection including subsidising the bulky waste kerbside collection service.

3.1.2 For the purposes of raising charges under Section 496 of the Act in Wingecarribee Council deems a parcel of rateable land as that which is categorised under the proposed zoning of Residential R2, R3, R4 and R5 or currently rated as residential for the purpose of residential dwelling within the Compulsory Resource Recovery Collection Area and for which a service is available and will incur a Domestic Waste Management Service Charge for each parcel of rateable land.

3.1.3 Owners of properties that have been approved as 'Non Rateable' may apply to have a domestic waste collection service allocated to a property that is being used for residential purposes and for which a service is available.

3.1.4 Owners of properties that fall outside the Compulsory Resource Recovery Collection Area, that are being used for residential purposes and for which a service is available may apply to use the service.

3.1.5 Owners of Business rated properties that have a residence on site may apply for a domestic waste collection service where a service is available, providing an undertaking is given to ensure waste collected is of residential and not commercial origin.
Vacant land within the Compulsory Resource Recovery Collection Area categorised under the proposed zoning of Residential R2, R3, R4 and R5 or currently as residential is charged the Vacant Land Waste Management Charge.



• Domestic Waste - Vacant land property	\$ 25.00
• Domestic Waste – 80L Weekly	\$412.00
• Domestic Waste- 80L Fortnightly	\$310.00
• Domestic Waste-140L Weekly	\$513.00
• Domestic Waste- 240L Weekly	\$663.00
• Domestic Waste- Special 240L Weekly	\$412.00
• Domestic Waste – 80L Weekly Non Rateable	\$412.00
• Domestic Waste – Special 240L Weekly Non Rateable	\$412.00
• Domestic Waste - MUD – 80L Weekly	\$321.00
• Domestic Waste - MUD – 80L Fortnightly	\$220.00
• Domestic Waste - MUD - 140L Weekly	\$422.00
• Domestic Waste - MUD - 240L Weekly	\$572.00
• Domestic Waste - MUD - Special 240L Weekly	\$321.00
• Domestic Waste - MUD – 80L Non Ratable Weekly	\$321.00
• Domestic Waste - MUD - 140L Non Rateable Weekly	\$422.00
• Domestic Waste - MUD - 240L Non Rateable Weekly	\$572.00
• Domestic Waste - MUD - Shared 240L Fortnightly	\$220.00
• Domestic Waste - MUD - Shared 240L Weekly	\$321.00
• Domestic Waste - MUD - Shared 240L Non Rateable Weekly	\$321.00
• Domestic Waste- Additional 80L Garbage Bin	\$210.00
• Domestic Waste- Additional 140L Garbage Bin	\$311.00
• Domestic Waste- Additional 240L Garbage Bin	\$461.00
• Domestic Waste- 360L Recycling Bin Upgrade	\$ 38.00
• Domestic Waste- Additional 240L Organics Bin	\$ 90.00
• Domestic Waste- Additional 240L Recycling Bin	\$111.00
• Domestic Waste- Additional 360L Recycling Bin	\$150.00



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3.2 Domestic Waste Management Service Charge – Actual Use (Section 502 of the Act)

- 3.2.1 This charge is to be applied to all non rateable assessments that meet the criteria in 3.1.3 above and utilise a Council domestic waste collection service.
- 3.2.2 The annual Domestic Waste Management charges are shown in the 2015-16 Fees and Charges Schedule.
- 3.2.3 Council has a twice yearly inert clean-up campaign. Collections are advertised and held on a ‘user pays’ basis and is subsidised from domestic waste management revenue. Residents who have a domestic waste collection may book and pay for a collection from the frontage of their property. Cost for this service is \$77.00 per collection (conditions apply).

NOTE: Commercial waste collection service fees and waste disposal fees are included in the list of Fees & Charges attached to this Policy.

4 Interest on Overdue Rates and Charges
Council will charge interest on overdue rates and charges at the rate determined by the Minister of Local Government in accordance with Section 566(3) of the Local Government Act (8.5% for the 2015/2016 rating year).

5 Stormwater Management Service Charge
Council implemented a Stormwater Management Service Charge in 2006/07 under (Section 496A (1)) of the Local Government Act.

This charge is to be levied in the following situations:

1. In respect of urban land that is categorised for rating purposes as either residential or business, and
2. Where the land is located within a stormwater catchment area.
3. This charge does not apply land that is vacant.

STORMWATER LEVY STRUCTURE	
Category	Charge
<u>Residential</u>	
- Urban	\$25.00 each property
- Vacant	Exempt
- Strata	\$12.50 each unit
<u>Business</u>	
- Strata	350m2 or part thereof x \$25.00 (divided by no of units within strata)
- Urban	350m2 or part thereof x \$25.00 (up to a maximum of \$250.00)

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FEES

Please see separate 2015-16 Fees and Charges for a full list of fees

The schedule that follows outlines:

- i. Each fee proposed to be charged
- ii. The purpose of the fee
- iii. The amount of the fee
- iv. The pricing category of each fee

Council has conducted a full review of its existing fee structure to ensure that each fee satisfies the principles contained in the Pricing Policy.

CHARGES

1 Policy Statement
Council's pricing policy will be equitable and whilst generally supporting the pay for service philosophy, it will recognise people's ability to pay and balance an expectation that some services will be cross subsidised for the common good of the community.

2 Strategic Goals
2.1 To explore all cost effective opportunities to maximise Council's revenue base.

2.2 To ensure customers value for money by providing effective and efficient service.

2.3 To balance the dependence on rates and grants against other funding sources.

2.4 To manage financial risk in a volatile economic climate.

2.5 To ensure that debt financing is limited to revenue raising activities and that the total debt is limited to ensure long term financial stability.

2.6 To provide integrated and coordinated services which assist all sections of the community in line with Council's corporate goals.

2.7 To develop pricing structures that can be administered simply and cheaply and be easily understood by the

public. In so doing, recognising that aiming at simplicity can sometimes lead to minor inequities.

Charges

3 Pricing Policy Principles

Category 1 – Full Cost Recovery
1.1 Recovery of all direct and indirect costs associated with providing a service, including in some cases, making provision for future capital expenditure.

Category 2 - Partial Cost Recovery
2.1 Subsidised operations which are of benefit to the community as a whole, as well as individuals and in particular low income users.

Category 3 - Market Pricing
3.1 When Council provides a similar service “in competition” with other councils or agencies, e.g. sale yard fees, hall hire, etc., where people may go elsewhere if the fee is too high. This category also includes prescribed or recommended fees. Council will not use subsidies to aggressively price others out of the market or compete unfairly.

Category 4 - Rate of Return Pricing
4.1 Profit making or entrepreneurial activities. Aimed purely at revenue generation (including investments in financial institutions).

Category 5 - Incentive Pricing
5.1 Where Council sets a fee structure to encourage people to “do the right thing” e.g. a scaled tariff that rewards low water consumers, library fines, etc.

Category 6 - Sewerage Pricing
6.1 Is not based on property values.

6.2 Collects revenue to fund the sewerage system from people who actually benefit from availability or use of Council's sewerage system.

6.3 Eliminates cross subsidies within the community.

6.4 Ensures Council derives sufficient income to:

- i. Operate the sewerage system, irrespective of seasonal

fluctuations.

ii. Provides for future capital expenditure and debt servicing.

6.5 Can be administered simply and cheaply and can be easily understood by the public.

Category 7 - Water Charging
7.1 Is not based on property values.
7.2 Collects revenue to fund the water supply system from the people who actually benefit from availability or use of Council's water supply.

7.3 Ensures Council derives sufficient income to operate the water supply system, irrespective of seasonal fluctuations and provides for capital and debt servicing.

7.4 Eliminates cross subsidies within the community.

7.5 Encourages conservation of water by having a scaled tariff that rewards low consumers.

7.6 Provides for future capital expenditure and debt servicing

7.7 Does not impede Council's commitment to greening the district.

7.8 Can be administered simply and cheaply and be easily understood by the public.

Category 8 - Section 94 Contributions Pricing
8.1 To ensure Section 94 contributions accurately reflect the costs incurred by Council in providing infrastructure (roads, drains, sewerage, etc.), open space and recreational facilities, needed to meet the additional needs of the community created by new development and in doing so, ensure the local amenity does not diminish.

Category 9 – Prescribed Fees
9.1 Regulation or Act sets a maximum fee that can be charged.



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PRIVATE WORKS

Policy

Private works will be undertaken by Council's Operations Division if sufficient resources are available, and the undertaking of the private works does not impact on Council's works program or core business activities. Any private works undertaken will ensure that Council does not incur a loss and that the work is to an acceptable standard.

STATEMENT OF BORROWINGS

Council has not budgetted to borrow any funds in the 2015/16 financial year.

INVESTMENTS

Policy

1 Background

Interest on investments represents a significant contribution to the total income of Council and it is essential that Council has clear policy guidelines as to how funds can be invested. While the Local Government Act 1993 and Ministers Guidelines are quite explicit as to the types of institutions with which Council can invest there are nevertheless variations in the financial ratings of these institutions and the types of investments that can be purchased, which are not explained.

This policy aims to:

- i. Clearly state the institutions with which Council can invest
- ii. The maximum proportion of funds that may be placed with individual organisations
- iii. The types of investments entered into.

2 Policy Guidelines

Funds for Investment

Any Council funds not required for current financial commitments are to be invested.

Authority for Investment

The Investment of surplus funds will be in accordance with Section 625 of the Local Government Act and by order of the Minister as published in the Gazette.

Guidelines

Authorised investments will only include those that comply with Council's policy. This could include but not necessarily be limited to:

- Bank accepted/endorsed bank bills;
- Bank interest bearing deposits;
- Deposits with Non-Bank Financial Institutions approved by the Office of Local Government;
- Any debentures or securities issued by an authorised deposit-taking institution (as defined in the Banking Act 1959(Cwth), but excluding subordinated debt obligations.

A council or entity acting on its behalf should exercise the care, diligence and skill that a prudent person would exercise in investing council funds. A prudent person is expected to act with considerable duty of care, not as an average person would act, but a wise, cautious and judicious person would. (Ref: Trustee Amendment (Discretionary Investments) Act 1997 section 14 A (2)).

3 General Policy Guidelines

a. Diversification

At any time, Council shall not hold more than 50% of its total investment portfolio with approved non-bank Financial Institutions. Where a council invests in banks, building societies and credit unions it should know that these institutions are regulated as authorised deposit taking institutions by the Australian Prudential Regulation Authority (APRA) under the Banking Act 1995.

A quotation process with at least three (3) financial institutions will be undertaken to ensure maximisation of the return on Council's investment portfolio. Council's investment strategy will consider the desirability of diversifying investments and the nature and risks associated with each investment. The strategy will aim to return the best yield possible in accordance with the guidelines and Council's investment policy.

b. Credit Ratings

As per the Ministers Order, Council will not invest in securities that are not subject to a credit rating. If any of the securities of funds held are downgraded such that they no longer fall within Council's investments policy guidelines, any security or fund concerned will be divested within 30 days or as reasonable a time as is practical at the discretion of the Chief Financial Officer.

Investments with approved non-bank financial institutions will be the

only exception to this standard as they are not rated (must comply with all other requirements of this policy).

4 Variation to Policy

The General Manager is delegated authority under the Local Government Act to approve variations to this policy if the investment is to Council's advantage and/or due to revised legislation, without diminishing Council's security.

5 Reporting

In accordance with the Financial Management Regulation and the Code of Accounting Practice and Financial Reporting, a monthly report is to be made available to Council, detailing Council's investment portfolio. For audit purposes certificates must be obtained from the Banks/Funds Manager (s) confirming the amounts of investments held on Council's behalf at 30 June each year.

6 Investment Advisors

Council can appoint an Investment Advisor to provide written and oral advice in relation to the optimum maximisation of its Investment portfolio, provided such services and strategy complies with Council's policy. An investment adviser/investment dealer acting on behalf of Council must be licensed by the Australian Securities and Investment Commission.