

# Performance Report 2021/22

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1 July 2021 to 30 June 2022



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# Introduction

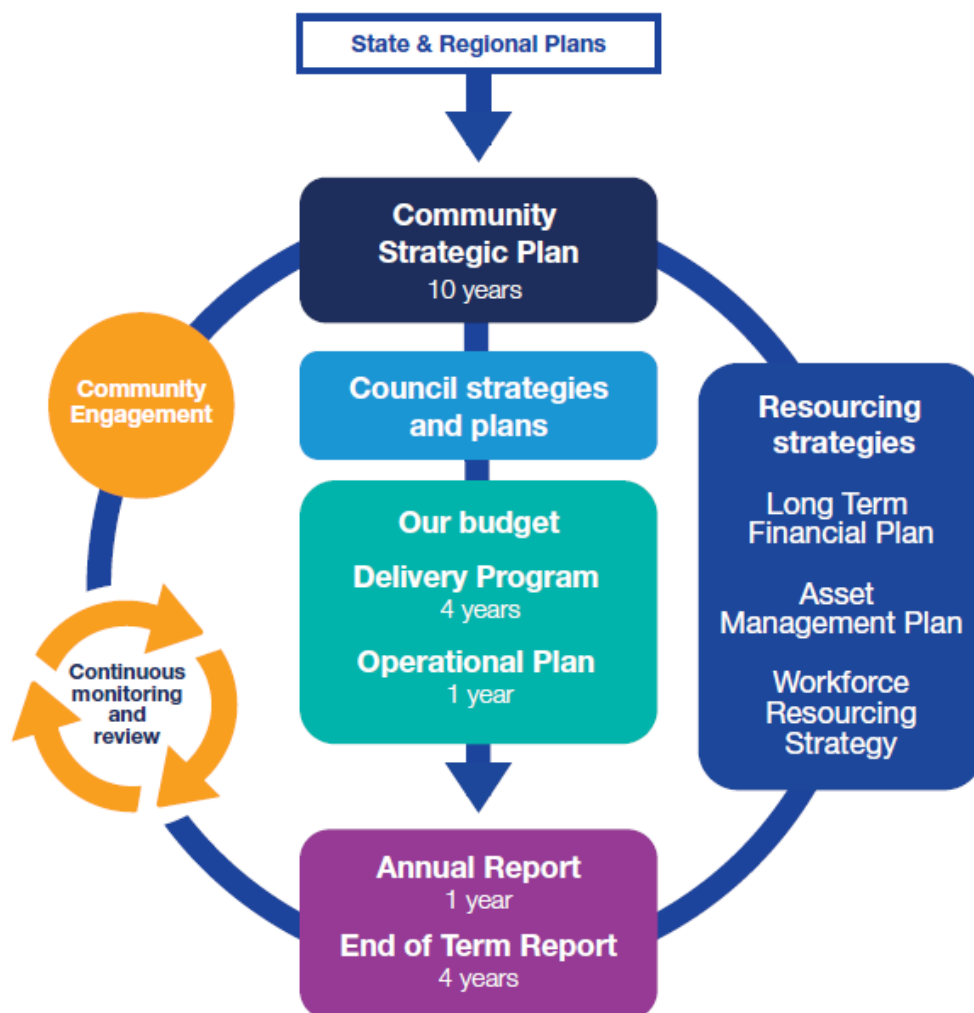
## Our planning and reporting framework

The Integrated Planning and Reporting framework helps Council discuss funding priorities and service levels with our community, including how these shape our local identity and how we can work together to create a more sustainable future.

Under NSW Government legislation, councils must prepare a number of plans detailing how they intend to deliver works and services in the short and long term.

These plans are based on the community's priorities, identified in the Community Strategic Plan 2040, and present a balanced approach to planning that considers how our resources can be used to deliver community outcomes.

As part of this framework councils are required to provide progress reports with respect to the principal activities detailed in the Delivery Program at least every six months.



## Our strategic directions

The five strategic directions as set out in the Community Strategic Plan 2040 provide the structure for this Report. These are our focus areas for achieving our community's long-term priorities and goals and ultimately our community's vision for the future. Our five strategic directions are:



### Community leadership and collaboration

- Accountability
- Transparency
- Representations
- Strategy
- Participation
- Informed decision making
- Governance
- Communication
- Engagement
- Active community members



### Safe and healthy community

- Safe places and spaces
- Perception of safety
- Emergency response
- Public health
- Safe behaviours
- Healthy lifestyle
- Recreation
- Sports
- Access to healthy food
- Health and support services



### Growing economy

- Diversity of our industry
- Encouragement of innovation and entrepreneurial
- Enabled by technology
- Small business
- Freight and logistics hub
- Tourism
- Active hubs
- Retail options



### Community place and identity

- Connection to place
- Family friendly
- City of good sports
- Multicultural community
- Arts and cultural centre
- A city with a country lifestyle
- Defence presence
- Opportunities to connect



### The environment

- Planning for a growing city
- Protecting and enhance our natural environment
- Sustainability
- Facility improvements
- Housing options
- Maintaining our built environment




## What is the Performance Report?

Performance Report 2021/22 provides a summary of Council's activities and performance for the financial year and outlines the progress we've made in implementing Council's combined Delivery Program and Operational Plan 2021/22.

Through this report, we look at what we've accomplished by measuring the outputs of the services, programs and projects delivered by Council (what we did), and the effectiveness of our strategies and plans through outcomes (what we've achieved) for the period 1 July 2021 to 30 June 2022.

### *Action status*

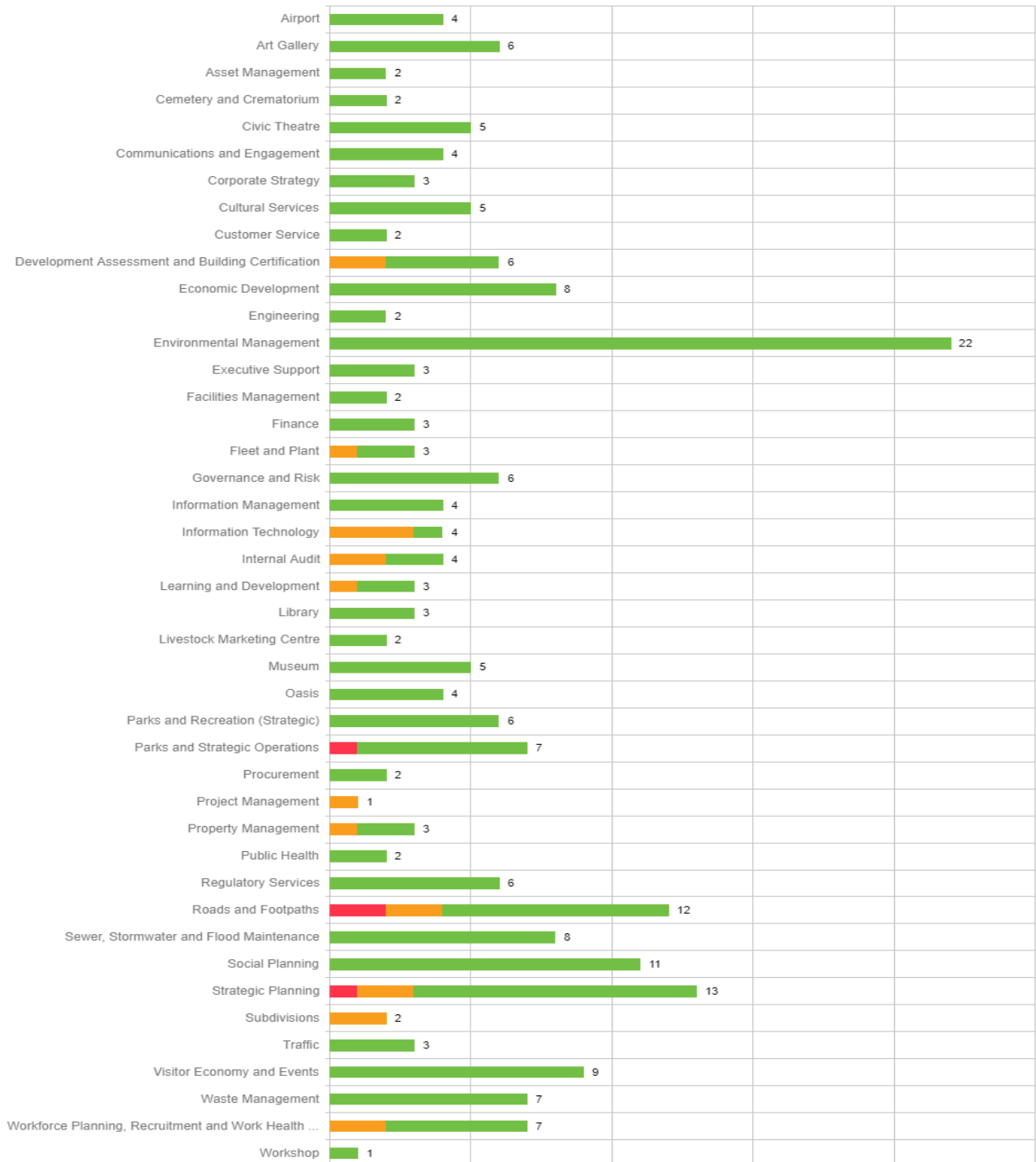
Actions are assigned a status (as per the following table) to identify their level of completion against expected outcomes for the reporting period.

	<b>Off track</b>	Indicates that an action is at risk, and generally relates to the target for the year not being met or the action is on hold
	<b>Monitor</b>	Indicates that an action may be at risk if issues are not addressed, and generally relates to the target for the year not being met
	<b>On track</b>	Indicates that an action is on track or completed and the target for the year was met

# Our Performance 2021/22

Status summary by Service Area

4 Off track    19 Monitor    194 On track



## Community leadership and collaboration

### We have strong leadership

#### Ensure transparency and accountability

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.1.1	Continue participation in forums including Riverina Joint Organisation (RIVJO), Canberra Region Joint Organisation (CRJO) and Regional Cities NSW	Council is an active member of the Riverina Joint Organisation and an Associate Member of the Canberra Joint Organisation which provides an opportunity to work collaboratively within the region on key issues and priorities.	Executive Support	100%	●
1.1.2	Continue to deliver digitisation and sentencing of hard copy records	Records are continuously quality controlling and sentencing records to ensure we deliver a good service to our internal customers. This ensures files are easily accessible making it a more efficient process for Council's customers to access their development files.	Information Management	100%	●
1.1.3	Continue to develop a strong information and records management culture	ECM training is provided continuously across the organisation to improve records and information management across the organisation. E-Learning modules are mandatory for all new staff and explain the importance of good record management	Information Management	100%	●
1.1.4	Coordinate and facilitate Council's corporate reporting processes in accordance with the Integrated Planning and Reporting requirements	Council's corporate reporting processes were undertaken in accordance with the Integrated Planning and Reporting requirements. Corporate performance reports completed during this period include Council's six-monthly Performance Reports, 2020/21 Annual Report, 2016/17-2020/21 State of the Environment Report (included in the 2020/21 Annual Report), and 2016/17-2020/21 End of Term Report.	Corporate Strategy	100%	●
1.1.5	Coordinate and facilitate the development of Council's four-year Delivery Program and annual Operational Plan to support the delivery of the Community Strategic Plan	Council's Delivery Program 2022/23-2025/26 and Operational Plan 2022/23 were developed during the reporting period and adopted 27 June 2022 in accordance with the Integrated Planning and Reporting requirements.	Corporate Strategy	100%	●
1.1.6	Develop and deliver an Annual Internal Audit Plan considering	Changes in resourcing during the second half of this year have impacted the delivery of some actions identified in the 2021/22	Audit	60%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	Council's areas of risk exposure	Internal Audit Plan. Outstanding actions will be carried forward to 2022/23 Internal Audit Plan for completion.			
1.1.7	Develop and deliver an Internal Audit Strategic Plan	The Internal Audit Strategic Plan was developed during the financial year however, changes in resourcing during the second half of the year have impacted the delivery of some actions within the reporting period. Outstanding actions will be carried forward for completion 2022/23 financial year.	Audit	60%	●
1.1.8	Develop and implement a First Nations Peoples Employment and Retention Strategy	Council's First Nations Employment & Retention Strategy is currently under development with the focus on how Council can implement further support for First Nations people in relation to; employment opportunities; training and development and career development. A workshop was held in March 2022 with internal staff members including First Nations staff. Feedback received by staff will be used to create a draft strategy document. Further consultation will be held with internal staff once the draft document is developed. First Nations community consultation will also be undertaken at this time. An Expressions of Interest process for a local artist to design the artwork for the new strategy will also be undertaken. Delivery and finalisation of the strategy is projected for the 2022/2023 financial year.	People and Safety	50%	●
1.1.9	Ensure Council's insurance coverage appropriately protects Council's risk exposures and Council has a robust claims management process	Council completed Statewide's Continuous Improvement Program with the completion of workbooks on Claims Management, Stormwater Management, Trees and Tree Roots. Council staff attended two regional risk meetings and participated in high level engagement with Council's Statewide Regional Risk Manager including workshop sessions with risk management officers, infrastructure, and parks operational staff. Extensive inspections and reporting were undertaken across the local government area including but not limited to Wagga Beach,	Governance & Risk	100%	●



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		Pomingalarna Cycling Complex, Botanic Gardens Zoo, Tarcutta Truck Stop.			
1.1.10	Facilitate operational improvements based on the outcomes of audits, reviews and gap analysis conducted through the Internal Audit program	Recommendations of audits, reviews and gap analysis are tracked for its implementation and reported quarterly to the advisory committee. Operational improvements are prioritised based on risk and formally tracked for monitoring progress of implementing recommendations.	Audit	100%	●
1.1.11	Manage and maintain Council's business information, corporate records and archive facilities in accordance with Council's Information Management Framework	Council's corporate records and archive facilities are consistently maintained to ensure compliance with records standards.	Information Management	100%	●
1.1.12	Manage and report on Council's financial position and performance	Management and reporting on Council's financial position has been completed. In October 2021, the 2020/21 Financial Statements were completed and submitted to the Office of Local Government adhering to the due date. Monthly Business Activity Statements have been completed and submitted.	Finance	100%	●
1.1.13	Manage complaints in accordance with Council's Complaints Handling Framework	A level of complaints management occurs within the respective area of Council, with complex complaints and those involving multiple directorates or responses back from third parties taking longer to be finalised with communications managed in accordance with the Complaint Handling Policy.	Governance & Risk	100%	●
1.1.14	Manage Council's treasury functions	Over the past year, Council's investment portfolio has returned 1.25%, outperforming the AusBond Bank Bill index by 1.15%. Council's cashflow has been managed in accordance with Council's Investment Policy.	Finance	100%	●
1.1.15	Manage property related interactions, leasing and licencing of land and buildings and crown land management ensuring legislative compliance	All leases/licences which expired in 2021/22 H2 have been identified. Renewal of these leases/licences have commenced, and it is anticipated that these will all be finalised during the next reporting period.	Land and Property	90%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		The occupancy rate of Council's property portfolio remains relatively stable. Two new licences were entered into during the current period and one licence was terminated. There has also been a formal assignment of one airport hangar sublease.			
1.1.16	Manage the sale and acquisition of land and buildings ensuring legislative compliance	Council's acquisitions and disposals continue as anticipated. Council has acquired one additional property (old Ambulance Station). Council has also received several unsolicited enquiries in relation to disposal of Council assets which are currently being reviewed and will be reported to Council in due course.	Land and Property	100%	●
1.1.17	Mature Council's Procurement Management framework and continue to embed into decision making through the delivery of Council's procurement policy and procedure education and training programs	As new employees commence training is being provided around purchasing requirements and Council's policy.	Procurement Services	100%	●
1.1.18	Mature Council's Risk Management framework and continue to embed into decision making	Review of the Fraud and Corruption Prevention Policy and Fraud and Corruption Prevention Framework, together with development of the Fraud Prevention Action Plan (FY 2022-23) and Fraud Risk Register are in progress, with reporting to the August 2022 Audit, Risk and Improvement Committee. These documents take into account updated ICAC corruption prevention publications and investigation findings and the revised fraud and corruption standard.	Governance & Risk	75%	●
1.1.19	Provide effective contract management, contractor management and procurement management services and support ensuring compliance with legislative requirements and organisational values	Contract administration is managed via software that captures qualifications, contract end dates etc. Support is provided to staff in the management of their contactors including help with terms & conditions. These functions are ongoing.	Procurement Services	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.1.20	Provide high-level executive support to the Mayor and Councillors	Councillors and the Mayor have been provided with the support necessary. Workshops have been held according to schedule and councillor request have been either completed or are in progress.	Executive Support	100%	●
1.1.21	Provide open and accessible government information as well as a commitment to the protection of privacy in accordance with legislative requirements	During the reporting period, Council received seven valid formal access to information applications and 1,222 informal access to information applications under the Government Information (Public Access) Act 2009 (GIPA Act). The Information Management team is consistently providing members of the public with access to open access information and fulfilling requests under 10 business days. All open access information released is then published on Council's website for easy access in the future.	Information Management	100%	●
1.1.22	Roll-out the Organisational Culture Survey and implement actions to support alignment with Council's values-based organisational culture	Culture Survey completed in 2021 with staff satisfaction rate 77.4%. Results from survey have been distributed and communicated to Council staff. Decision pending from Council's Executive Team to implement a 2022 Culture Survey for more up to date and accurate data.	People and Safety	100%	●
1.1.23	Undertake planning for the NSW Local Government Elections, develop pre-election materials and facilitate information sessions for potential candidates with a focus on promoting equity and diversity	Council facilitated information sessions for potential candidates with a focus on promoting equity and diversity prior to the NSW Local Government Elections. Information sessions were delivered in collaboration with the Australian Local Government Women's Association, Local Government NSW and Ruth McGowan. Council also delivered a communications and engagement campaign promoting the NSW Government's Stand for Your Community - Diversity Counts campaign which aims to increase the number of candidates from under-represented groups.	Governance & Risk	100%	●
1.1.24	Update and implement a comprehensive Councillor professional development and induction program	Under Clause 183 of the Regulation, the general manager must ensure that induction training is delivered to each councillor who has been elected to the council for the first time and refresher training to each councillor who is re-elected	Governance & Risk	95%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		to the council, with 6 months of their election. Council undertook the last formal Induction Program session on 10 May 2022. A professional development program is currently in progress. The general manager must also ensure that an ongoing professional development program is delivered to the mayor and each other councillor over the course of their terms on council. Provision of a monthly Professional Development Update via the Council Bulletin commenced in early February 2022. That communication includes an outline of training and professional development opportunities scheduled for the month ahead and additional resources and information to support councillors in their role.			
1.1.25	Provide independent assessment and research of current Internal Audit best practice and advice to the Executive and audit committee	Internal audit findings and recommendations are presented to the Executive and audit committee at the completion of each assessment.	Audit	100%	●

### Plan long term for the future of the city

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.2.1	Continue to develop and implement Council's Asset Management Strategy and plans	Council's Asset Management Strategy 2022 and Asset Management Plans 2022-2026 were developed during this period and adopted by Council 27 June 2022. The Asset Management Plans 2022-2026 include Transport, Recreational, Buildings, Stormwater and Sewer assets.	Project Management Office	100%	●
1.2.2	Continue to implement the Disability Inclusion Action Plan	The draft All Abilities Inclusion Action Plan (formerly Disability Inclusion Action Plan) has come off public exhibition period and will go to the next ordinary Council meeting in August 2022. Key achievements have been extensive consultation and community forums with key groups of all abilities in the development of the updated All Abilities Inclusion Action Plan, ongoing monthly meetings with the Wagga Access Reference Group with extension of membership to	Social Planning	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		key stakeholder groups including health and transport, successful annual grants achieved for disability groups for projects that target individuals of all abilities.			
1.2.3	Continue to implement the Reconciliation Action Plan	The Reconciliation Action Plan (RAP) working group continue to meet regularly to review the implementation of the Reconciliation Action Plan. Key achievements for this period include the installation of Wagga Wagga City Council's Acknowledgement of Country in Wiradjuri language installed in the Civic Centre and all of Council's cultural facilities, the delivery of a full weeks program designed by Wiradjuri community during National Reconciliation Week, commissioning and installation of Wiradjuri artwork displayed on Riverside precinct signage that celebrates Wiradjuri heritage and culture and ongoing involvement in monthly Mawang Gaway meetings.	Social Planning	100%	●
1.2.4	Continue to implement the Recreation, Open Space and Community Strategy 2040	Staff continue to implement the Recreation, Open Space and Community Strategy. Items that have been completed during 21/22 include: <ul style="list-style-type: none"> <li>• Concept Design for Bolton Park Masterplan</li> <li>• Stage 2 Riverside project</li> <li>• Pomingalarna Cycling Complex</li> <li>• Active Travel Plan Implementation substantially completed</li> <li>• Planning and delivery of open space for growth areas</li> <li>• Delivery of major events</li> </ul>	City Strategy	100%	●
1.2.5	Develop a strategic property portfolio plan	Preparation of strategic property plan commenced during 2021-22 H2. Further work required to finalise strategic property portfolio plan which will be assisted by additional resources from July 2022.	Land and Property	30%	●
1.2.6	Develop the 2023 Reconciliation Action Plan	Reconciliation Action Plan is on track for December 2022 update. First draft has been reviewed by Reconciliation Australia and ongoing internal consultations are underway for July 2022	Social Planning	90%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.2.7	Develop the 2025 Disability Inclusion Action Plan	All Abilities Inclusion Action Plan has come off of public exhibition. Due to next ordinary Council meeting in August 2022	Social Planning	95%	●
1.2.8	Manage the delivery of Council's capital works program in accordance with Council's Project Management Framework and project plans	<p>Capital works projects and programs account for over \$86 million of the planned activities for the 2021/2022 financial year.</p> <p>Progress: % YTD Actual \$69,268,582 vs Approved Budget \$108,984,216 = 64%.</p> <p>Project status summary (life of project) 125 projects:</p> <ul style="list-style-type: none"> <li>● Off track = 1</li> <li>● Monitor = 59</li> <li>● On track or completed = 65</li> </ul> <p>See 'project performance report 2021/22' in this document for further information per project.</p>	Project Management Office	64%	●

## We are informed and involved in decision making

### Communicate with our community

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.3.1	Continue to develop and implement corporate and City brand guidelines	Corporate branding has been implemented successfully at new Council projects, such as Pomingalarna Cycling complex and Riverside Stage 2, working alongside First Nations stakeholders. Branding continues to be managed, developed and implemented on behalf of other teams and facilities, such as in the new Library branding. City branding has undergone some change since the response to NOM last year, but no further development of this brand has taken place.	Communications and Engagement	100%	●
1.3.2	Develop and implement inclusive and accessible communications campaigns using a range of channels and media to reach community and stakeholders with key information	The Communication and Engagement team ensures that communication to our community is inclusive and accessible where this can be implemented. Care is taken to include hard-to-reach audiences by using a wide variety of mediums to deliver information.	Communications and Engagement	100%	●
1.3.3	Increase access to information and expand	Council's information is shared via social media channels, Council's		100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	Council's engagement with the community through improved use of digital platforms and communication	website, weekly emailed newsletter and the weekly published Council News. Social media acts as the main channel for disseminating information and providing updates so new and innovative ways of publishing news and updates are being continuously explored. Changes to the delivery of Council News are currently being implemented and will take effect later this year.	Communications and Engagement		

### Ensure our community feels heard and understood

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.4.1	Coordinate and facilitate a review of the existing Community Strategic Plan	An internal working group was established to undertake the review of the existing Community Strategic Plan - Wagga View before progressing to the executive, Council and the community. This group included broad representation from all areas across Council to ensure the social, environmental, economic, and governance matters were considered and addressed throughout the review process. The revised Community Strategic Plan 2040 was adopted 27 June 2022 in accordance with the Integrated Planning and Reporting requirements.	Corporate Strategy	100%	●
1.4.2	Support and facilitate community engagement activities to better understand key issues, community needs and priorities	The Communication and Engagement team continue to support teams within the organisation who engage with the public, ensuring that Council's commitment to engagement, detailed in the Community Engagement Strategy, is undertaken. During this period 26 projects have been published online with 6,983 visitors made aware of the projects. The team continues to inform the community via social media, Council's website and weekly emailed newsletter.	Communications and Engagement	100%	●

## City of Wagga Wagga services reflect the needs of the community

### Ensure efficient and effective processes

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.5.1	Continue to deliver a sustainable fleet replacement program aligned to operational requirements and provide optimal outcomes for Council and the community	<p>39 items of plant and fleet were scheduled for replacement in the 2021/22 year. Supply issues associated with COVID-19 and resourcing had an impact with the following outcomes achieved:</p> <ul style="list-style-type: none"> <li>• 3 light vehicles were deferred</li> <li>• 3 plant items were put on hold pending internal service reviews</li> <li>• 11 items were replaced</li> <li>• 11 items have had orders placed and we are awaiting delivery</li> <li>• 11 items of plant were not started</li> </ul>	Procurement Services	60%	●
1.5.2	Continue to implement Council's Information and Communications Technology (ICT) Strategy and manage the delivery of Council's ICT projects	Implementation of projects identified in the strategy has ceased due to prolonged and ongoing resource shortages within the ICT division. This is unlikely to change in the next 6 months, however the most critical projects will still progress with the assistance of third-party providers.	Information and Communications Technology Services	70%	●
1.5.3	Deliver quality and timely recruitment services and induction of new employees to ensure understanding of Council structures and policies	The People & Safety Team continue to deliver recruitment and induction services for all new employees. A review and analysis of recruitment processes was undertaken to determine internal and external factors impacting recruitment timeframes. It was determined that the measure of less than, or equal to, six weeks to conduct end-to-end recruitment processes was not realistic due to delays in pre-employment check completion (i.e. police checks, medicals) and internal processes for final sign off on appointments.	People and Safety	100%	●
1.5.4	Develop and deliver effective learning and development programs in line with identified priorities, compliance requirements and the objectives of Council's Workforce Plan	All identified learning and development programs completed in line with Council's Corporate Training Plan.	People and Safety	100%	●
1.5.5	Engineering design projects are completed within adopted / amended timeframes	Concept engineering design projects were completed internally, detailed engineering design projects were completed utilising	Project Management Office	100%	●



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		external contractors due to limited staff resources.			
1.5.6	Maintain operational fleet and plant to support ongoing service delivery and operational requirements and meet critical functions of Council	Routine maintenance and servicing of plant and fleet was completed as required to ensure customers were able to undertake their work as required.	Workshop	100%	●
1.5.7	Manage Council's Cyber Security systems and processes in accordance with Council's Cyber Security Strategy	Council has implemented a number of services to identify any attacks in near real time before any damage can occur to systems and data. Progress against the implementation plan within the strategy has been delayed however due to ongoing resource shortages.	Information and Communications Technology Services	40%	●
1.5.8	Manage operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets in accordance with IPWEA best practice standards for fleet	183 items of Plant and Fleet have had risk assessments completed on them by an independent company. The plant and equipment is fit for purpose and adequate controls are in place for their safe operation.	Procurement Services	100%	●
1.5.9	Manage plant and equipment hire to support ongoing service delivery and operational requirements and meet critical functions of Council	Wet and Dry Hire of Plant was supplied as required in accordance with Council's procurement procedures.	Procurement Services	100%	●
1.5.10	Management of Council's rates and revenue functions	Council's rates and revenue functions continue to be managed accordingly. Council's rates and charges outstanding at EOM June 2022 is a slightly decreased position when compared to the same date in prior years, which would be mainly due to the current COVID-19 environment. All Section 603 certificate requests have been processed within the five business day timeframe.	Finance	100%	●
1.5.11	Provide advice and information regarding engineering related matters to industry and community	Most engineering matters are submitted within Planning and Development interactions with Council.	Project Management Office	100%	●
1.5.12	Provide advice and information regarding heavy vehicle permits for State roads and traffic or transport	Enquiries relating to heavy vehicle permits and traffic were resolved within 20 business days.	Technical and Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	related enquiries to industry and community				
1.5.13	Review and update Council's Customer Service Charter	Work is continuing on the development and review of the Customer Service Charter and will carry over to 2022/23.	Customer Service	10%	●

### Be easily accessible to all members of our community

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
1.6.1	Continue to provide our community with simple and convenient ways to access and do business with Council through the delivery of high quality customer service via phone, counter and digital channels	Customer Service have had a good year with 76% first call resolution and a 5% abandon rate. The afterhours call centre abandon rate was a little higher due to COVID-19 and staff shortages.  The team received 55,733 overall calls, 807 webchats, processed 3,379 applications and 12,679 customer requests during this period.	Customer Service	100%	●
1.6.2	Facilitate Council and committee meetings and provide a clear line of communications between members of the public and Councillors	Council and committee meetings held in accordance with their respective endorsed schedules.	Governance & Risk	100%	●
1.6.3	Publicise the availability of accessible facilities through online mapping e.g. Accessible parking spaces and toilets and hearing loops (DIAP item 2.31)	National public toilet maps are available on Council's website for use by the public	Information and Communications Technology Services	100%	●

## Safe and healthy community

### We are safe

#### Create safe spaces and places

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.1.1	Continue to implement the Wagga Wagga Crime Prevention Plan	The Wagga Wagga Crime Prevention Plan is in the process of being updated, now known as the Community Safety Action Plan. Key achievements of the Crime Prevention Plan has been Council working alongside Department of Housing to hold a community clean-up day for the Ashmont suburb, attendance at community meetings	Social Planning	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		held at each community hub (Ashmont, Koorngal, Tolland) and the collaboration with Wagga Wagga Local Area Command (Police) of quarterly Community Safety Precinct meetings.			
2.1.2	Deliver fire hazard reduction programs and services relating to public property	This was achieved within the designated timeframe.	Parks and Strategic Operations	100%	●
2.1.3	Deliver maintenance and cleaning services to ensure the Central Business District (CBD) and community facilities are safe, clean and accessible to meet the needs the community	During the reporting period Council received minimal complaints relating to the Central Business District (CBD) amenities and community facilities. All requests for CBD maintenance and cleaning were responded to within 5 business days. During this financial year we continued to experience COVID-19 related issues that impacted budget with additional cleaning required to ensure community facilities were available.	Facilities Maintenance and Management	100%	●
2.1.4	Develop and implement programs for the management and maintenance of signs, traffic control, road closures and car park line marking	Signs maintenance and renewal occurred as required in response to customer requests. Traffic Control occurred as required for events such as Anzac Day, Festival of W, etc. Line marking was renewed on all the Regional Roads as well as Oura Road and Lloyd Road.	Roads and Footpaths	100%	●
2.1.5	Develop the 2025 Community Safety Action Plan	Draft Community Safety Action Plan has come off of public exhibition. Due to next ordinary Council meeting in August 2022	Social Planning	95%	●
2.1.6	Monitor and maintain the Council Closed Circuit Television (CCTV) network	A replacement program has been commenced for the aging cameras within the CBD, however ongoing delays in sourcing hardware have continued into the 22/23 financial year.	Information and Communications Technology Services	80%	●
2.1.7	Undertake road safety audits	Road Safety Audits were undertaken on all the Regional Roads with renewing of line marking, vegetation clearing to improve sight distances, replacement of guard railing and shoulder maintenance being some of the actions undertaken over the year in response to corrective actions identified in the audits.	Roads and Footpaths	100%	●

### Promote safety and safe behaviours

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.2.1	Develop and implement Council's Health & Wellbeing Strategy	Development of a Health and Wellbeing Program is completed and will be implemented during the 2022/23 period.	People and Safety	100%	●
2.2.2	Provide education and undertake promotion of public health initiatives including the production of educational resources, material and campaigns to raise awareness of public health activities	The Environmental Health team have delivered a number of initiatives to raise awareness of public health matters. This includes Food Safety Newsletters, Food safety resources eg. calendars and hand washing posters were distributed. The Environmental Health team undertook promotional activities during Food Safety week to raise public awareness on effective hand washing and food safety.	Environmental Health Compliance	100%	●

### Be responsive to emergencies

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.3.1	Provide responsive, effective emergency management and emergency prevention services such as traffic control, online communications and alerts, repair works and flood gate and operations	Significant periods of around the clock traffic control was provided on Mundowry Lane over the year to manage the traffic risk associated with high water levels from the Murrumbidgee River overtopping the road. Regular online communications and alerts were provided. Flood gate 13 at the Beach carpark and flood gate 18 at Mason Street were regularly closed to prevent river water entering the beach carpark as well as the railway underpasses in Tarcutta Street and the Sturt Highway. Flood Gate 15 was also regularly closed to prevent river water flooding Tony Ireland Park.	Sewer, Stormwater and Flood Maintenance	100%	●

### Monitor and enforce public safety

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.4.1	Deliver effective regulatory services to enhance public safety, manage risks and ensure compliance with on and off-street parking	Parking patrols have been carried out to ensure compliance with legislation.	Regulatory Services	100%	●
2.4.2	Deliver effective regulatory services to	Activities have included responding to roaming livestock, Street activity	Regulatory Services	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	enhance public safety, manage risks and ensure compliance with public road reserve and street activities	approvals, abandoned vehicles, dumped rubbish/littering and footpath obstructions.			
2.4.3	Deliver fire hazard reduction programs and services relating to private property	Monitoring and enforcement of fire hazards on residential land has been implemented. Wet conditions through the Spring and Summer period has resulted in increased vegetation growth.	Regulatory Services	100%	●
2.4.4	Manage impound operations including undertaking inspections, issuing infringements and disposal of items	Management of abandoned vehicles, trolleys, illegal signs, and footpath obstructions has been ongoing.	Regulatory Services	100%	●
2.4.5	Manage the potentially contaminated land register	The management of the potentially contaminated land register is an ongoing process working alongside the Canberra Joint Organisation team to identify possible contamination as well as develop and implement protocols. The UPSS active service station component with risk assessment is nearing completion but the inactive UPSS sites cannot be measured at this stage and are still being researched and identified.	Development Assessment and Building Certification	100%	●
2.4.6	Perform compliance and regulatory public health inspections, investigations and assessment to ensure public health and safety compliance in accordance with the NSW Food Regulation Partnership and relevant legislative requirements	Environmental Health officers have undertaken all scheduled public health inspections and reporting. The Team inspected 851 premises this year including the food 527, skin penetration and beauty industries 66, mortuaries 3, cooling water systems 15, and public swimming pools 27 and septic 213.	Environmental Health Compliance	100%	●
2.4.7	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Schedules and through the Fire Safety Statement Program	AFS processing is progressing on track. Properties become due and processed quarterly. Properties that do not respond are forwarded to Compliance for action. Currently this process is being worked on in conjunction with ongoing major project of issuing each property with a Schedule. Issuing of the Schedule impacts the yearly AFS process.	Development Assessment and Building Certification	100%	●
2.4.8	Provide effective ranger services to enhance	The management of dogs roaming, aggressive dogs and swooping	Regulatory Services	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	public safety, manage risks and ensure compliance with companion animal legislation	birds to enhance public safety continues to be effective.			
2.4.9	Provide high quality companion animal management facilities, programs, and services through the Glenfield Road Animal Shelter	The Glenfield Road Animal Shelter provided care for 569 cats and 604 dogs during the 12 months. Ongoing programs have focused on promoting responsible pet ownership, desexing, microchipping and lifetime registration of companion animals.	Regulatory Services	100%	●
2.4.10	Undertake mandatory inspections of swimming pools as prescribed under legislation	Inspections organised and being undertaken are reliant upon site/property access, Building Surveyor availability, workload & information sufficiently provided to undertake the inspection within the five business days. During this period 37.35% of inspections were completed within five business days.	Development Assessment and Building Certification	100%	●

## We promote a healthy lifestyle

### Provide services and facilities that make recreation a part of everyday life

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.5.1	Continue to implement the Playground Strategy	Uranquinty Rest Area Playground replacement has been completed. Playground Strategy has been reviewed and amended for consultation with Councillor's.	City Strategy	100%	●
2.5.2	Deliver a sustainable maintenance program to ensure our high-profile fields and second tier ovals are available to meet the diverse needs of our community	We provided a weekly mowing schedule across our ovals during the growth season. The oval surrounds were on a three-week maintenance rotation and this was achieved all year.  The annual over sow program was implemented with a significant cost saving and better seed strike rate result using a different blend of Rye seed across the ovals. Bolton Park and Jubilee have been aerated this year as well.  A very wet season this year which has led to an increase in ovals being sodden.	Parks and Strategic Operations	100%	●
2.5.3	Provide high quality aquatic facilities through	Overall attendances are tracking well considering the disruptions	Oasis Aquatic Centre	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	the Oasis to meet community needs and industry standards	related to COVID-19 and the restrictions that the business has had to operate under.  Major Oasis Regional Aquatic Centre undertaking's 2021 – 2022: <ul style="list-style-type: none"> <li>Started Tender process on Oasis Regional Aquatic Centre Energy Saving Project.</li> <li>Installed new Pelican Pool &amp; Spa Access Hoist, allows a person with any disability to have access to 25m and 50m Pools.</li> <li>During COVID-19 NSW Health Public swimming pool closures - The Oasis undertook the opportunity to clean, refurbish and repaint indoor pools balance tanks.</li> <li>Oasis Regional Aquatic Centre hosted 2022 NSW Country Junior Water Polo Championships. 57 teams registered for the weekend.</li> </ul>			
2.5.4	Undertake planning for sustainable maintenance and operations of recreational assets	Council continues to develop best practice management plans for asset renewal. The Recreational Asset Management Plan has been reviewed and updated.  Staff continue to upgrade recreation and open space assets in consideration of asset condition, utilisation and risk.	City Strategy	100%	●
2.5.5	Undertake plans of management to reflect the current and future recreational needs of the community	This is a multi-year process that is completed in partnership NSW Crown Lands. Draft Plans of Management have been developed for Pomingalarna and Lake Albert which will be finalised in 2022/23. Initial development has commenced on the Bolton Park Plan of Management.	City Strategy	75%	●

**Promote participation across a variety of sports and recreation**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.6.1	Facilitate partnerships with sporting and community organisations for the delivery of community infrastructure and programs	Council partnered with a number of sporting and community organisations to upgrade infrastructure projects. These projects included the upgrade of Kart-Club track, female friendly change rooms at Parramore Park, new scoreboard at Jubilee Park,	City Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		Connolly Park field 4, Mangoplah football oval changerooms, Bolton Park Amenities as well as a number of project funded via the annual grants program.			
2.6.2	Provide high quality sports and recreational facilities through Bolton Park Stadium to meet community needs and industry standards	Bolton Park Stadium achieved 81% of forecasted income, which was impacted by COVID-19 restrictions. 2175 bookings were made this year across a range of activities including basketball, roller skating, school and community group bookings and Expos.	Oasis Aquatic Centre	100%	●
2.6.3	Provide high quality sports and recreational facilities through the Multi-Purpose Stadium to meet community needs and industry standards	Multi-Purpose Stadium achieved 90% of the predicted income, which was impacted by COVID-19 restrictions. 11,878 bookings were made this year across a range of activities including basketball, netball, volleyball, futsal and school group bookings.	Oasis Aquatic Centre	100%	●

## ***We have access to health and support services that cater for all our needs***

### **Promote services that support the community**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.7.1	Auspice the provision of service across the Riverina Murray region to deliver the Commonwealth Home Support Program to assist our ageing population to remain safely in their own homes	Service delivery has resumed to normal operations post lifting of COVID-19 public health restrictions and work plan fulfilled. Key achievements for this period include the running of regional forums for Aged Care and Disability Services in regards to key legislative reforms and changes to service delivery models, the collaborative delivery of the Wagga Wagga Elder Abuse Conference with NSW Health, NSW Public Trustee and Guardian and Wagga Wagga Local Area Command (Police).	Social Planning	100%	●

### **Provide services that support our community**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.8.1	Develop and deliver a seasonal maintenance program for the cemetery to agreed service standards	Inspections have been completed in the designated timeframes over this period.	Parks and Strategic Operations	100%	●



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
2.8.2	Provision of cemetery and crematorium services including the management and maintenance of Wagga Wagga Lawn Cemetery, Monumental Cemetery and 4 rural cemeteries	The cemeteries and crematorium have been operating in line with NSW health legislation and requirements and policy. The Cemetery is in the process of converting to an online booking system from a manual one for the booking of services by the funeral directors.	Parks and Strategic Operations	100%	●

## Growing economy

### We are a regional capital

#### Ensure complete and accessible transport networks

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.1.1	Continue to implement the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040	<p>Ongoing consultation between Council, developers and Transport for NSW is occurring to ensure future residential growth is connected to sufficient road networks.</p> <p>Active travel and pedestrian accessibility is continually being improved through both crossability improvements being implemented as part of the Active Travel project and review of Pedestrian Access and Mobility Plans.</p> <p>Consideration has commenced on developing an overall parking strategy.</p> <p>Street lighting enhancements are occurring in Estella and Gobbagombalin.</p>	City Strategy	100%	●
3.1.2	Ensure the aerodrome safety meets all operational compliance standards and regulations	No reportable incidents.	Airport	100%	●
3.1.3	Improve bus shelters to be accessible (rolling scheme upgrades) (DIAP item 2.23)	No bus shelters improvements to make them more accessible were completed in the 2021/22 financial year.	Roads and Footpaths	0%	●
3.1.4	Improve connections of footpaths to increase connectivity to community infrastructure (DIAP item 2.14)	A missing concrete path link on Macleay Street between Erin Street and Railway Street was constructed to provide improved connectivity between the schools and the railway station in this area.	Roads and Footpaths	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.1.5	Manage and maintain Airport facilities and services	All facilities serviceable and operational.	Airport	100%	●
3.1.6	Manage National Heavy Vehicle Regulator applications and undertake traffic management assessments and inspections	National Heavy Vehicle Regulator (NHVR) applications were resolved within six working days.  Development Application traffic management reviews (as received) were undertaken within statutory timeframes 30 days.	Technical and Strategy	100%	●
3.1.7	Provide traffic management services and support and assist local on-road events organisers with traffic management applications, plans and co-ordination	Support and assistance was provided for the Anzac Service and the Wagga Gold Cup. Most traffic management applications were processed within very tight timeframes due to events coming back online post COVID-19 restrictions.	Technical and Strategy	100%	●
3.1.8	Review the Airport Master Plan	Still in process.	Airport	90%	●


### Encourage business investment to ensure the city is a leading centre for freight and logistics

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.2.1	Actively participate and promote the Airport and Airport industry and support industry sustainability and growth	COVID-19 recovery has limited better performances.	Airport	90%	●
3.2.2	Continue to advocate for and participate in initiatives to promote and grow the livestock market industry and support sustainability and growth of the agribusiness sector	Livestock Marketing Centre (LMC) management has actively participated in and advocated for the livestock marketing industry throughout 2021/22, including representation on the board of the Australian Livestock Markets Association (ALMA). ALMA is the peak representing association for the livestock marketing industry in Australia at both state and federal levels of government by way of advocating for and promoting livestock marketing initiatives and sustainability.	Livestock Marketing Centre	100%	●
3.2.3	Management of the Riverina Intermodal Freight and Logistics Hub (RIFL) project	The RIFL Hub project has met many key milestone throughout 2022, completion of the rail siding, construction of the 26,000m2 hardstand for the container terminal and continuing progress on the Terminal facility development ready for Visy to commence operations in	Economic Development	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>the coming months, these are significant achievements.</p> <p>Works have also progressed on the 60ha subdivision with earthworks, sewer and stormwater networks complete. In the last few months focus has shifted to road and pavement construction, with subgrade preparation and kerb &amp; gutter works well underway. Overall program works are due for completion during Q2 2022/23.</p> <p>Council staff continue working closely with the Regional Growth Development Corporation and service providers to facilitate further expansion of the new industrial estate adjoining the terminal. This will compliment the development of the RIFL terminal and industrial land. Interest in the RIFL terminal and adjoining land remains strong and grows with further progress on the project. It is anticipated that market interest will be tested through an Expression of Interest (EOI) process in the second half of 2022.</p>			

**Attract and support local businesses and industry**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.3.1	Attract and support private and public partnerships and investment to grow our region	<p>Council continue to work closely with all levels of government to push for investment and support on key projects and government priorities. This includes the NSW Government's Wagga Wagga Special Activation Precinct (SAP), the Health and Knowledge Precinct, Lake Albert Water Supply Pipeline and the Federal Government through the Inland Rail program for enhancement and expansion of the RIFL Terminal.</p> <p>Council has collaborated with the NSW Government and Junee, Coolamon and Lockhart Shire Council's to develop the 2022 Regional Economic Development Strategy which sets out the vision for the region, strategies and projects.</p>	City Strategy	100%	●
3.3.2	Continue to engage and collaborate with the local	Council hosts the Business Roundtable providing a vital forum	City Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	business community on economic development priorities, actions and relevant issues	<p>for collaboration and exchange with key industry and business stakeholders.</p> <p>Ongoing partnerships with Business Chamber and the Committee for Wagga provide platform for promotion and support of key activities and projects.</p> <p>Council has facilitated other business priorities e.g. encouraging local participation in future Riverina Defence Base redevelopment contracts.</p> <p>The High Street Grant is due for completion before the end of the financial year which brought beautification, practicality and accessibility to Fitzmaurice St. This grants purpose was to increase foot traffic to Fitzmaurice St to boost retail opportunities. Collaboration with Fitzmaurice St retail group was key to deciding how the money should be spent in order to achieve the best outcome as well as preserving and enhancing the right atmosphere.</p> <p>The yearly small business grants provide small businesses the opportunity to present their ideas and projects and seek funding to execute them. This provides business support and increases entrepreneurialism while achieving economic outcomes Council cannot produce.</p>			
3.3.3	Deliver and facilitate workshops and famils to the tourism industry and event organisers to assist in business development	<p>The Visitor Servicing team were able to hold one Famil Day in Q4 which saw the return of this activity after the COVID-19 disruptions. The famil day was part of the Tourism Partner Program and saw 25 guests registered to attend and the inclusion of 8 local businesses who supported the days activities, alongside WWCC. The Familiarisation Day included a look-through the Visitor Information Centre followed by a tour along the Wiradjuri Trail through to Riverside; Wagga Beach which allowed our partners to view this progressive area. The tour then went on to visit the Pomingalarna Multi-Sport Cycling Complex which included bike demonstrations before</p>	Visitor Economy and Events	100%	

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		undertaking a Winery Lunch at Borambola Wines and then return to the Visitor Information Centre. This famil was an exceptional feature of the many offerings at Wagga Wagga and the feedback was extremely positive.			
3.3.4	Lobby for Wagga Wagga as a place to deliver Government's priority projects	<p>We continue to work closely with all levels of government to push for investment and support on key projects and government priorities. This includes the NSW Government's Wagga Wagga Special Activation Precinct (SAP), the Health and Knowledge Precinct including Health NSW and education sectors, Lake Albert Water Supply Pipeline and the Federal Government through Inland Rail program for enhancement and expansion of the RiFL Terminal. Continuous collaboration with state government around the development and sales process of the lots at SAP and RiFL ensures that Wagga is viewed as a progressive industrial city worth investing in.</p> <p>Most recently, collaboration with Junee Shire, Coolamon Shire, Lockhart Council and State Government to Develop the Regional Economic Development Strategy which outlines the major projects Council will focus to achieve the best Economic growth and how state can assist with this.</p>	City Strategy	100%	●
3.3.5	Support and promote the Health and Knowledge Precinct	<p>The Wagga Wagga Health and Knowledge Precinct is evolving to the next stage of development having locked in the Masterplan.</p> <p>The NSW Government has allocated \$1m in funding towards the new governance model and establishment of pilot projects precinct which will now be known as the Murrumbidgee Health and Knowledge Precinct.</p> <p>The focus is now on formalising the governance and framework to target and develop future opportunities around workforce planning, training and education.</p> <p>An interim board has been established with an Alliance Group of industry partners that will bring</p>	City Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		knowledge and expertise to the board.			
3.3.6	Facilitate the Special Activation Precinct (SAP) project	Council engages regularly with State Govt agencies & other stakeholders to foster timely delivery of SAP infrastructure, attract suitable businesses / industries and facilitate streamlined development approval processes.	Economic Development	100%	●
3.3.7	Promote Wagga Wagga as the regional capital of Southern NSW	Ways to attract business and grow existing enterprises in addition to ongoing work via Prospectus and Snapshot are being investigated. These included enhanced economic research, business website redevelopment, virtual concierge.	City Strategy	100%	●
3.3.8	Provide high-quality Livestock Marketing Centre facilities and services	<p>The Livestock Marketing Centre (LMC) has engaged a suite of policies and procedures to achieve the delivery of a high-quality facility and services that meet the requirements of the broad range of stakeholders in the industry throughout 2021/22.</p> <p>Continued maintenance programs have been delivered throughout the year in line with scheduled works programs and budget.</p> <p>The capital improvement project of installing shade sails throughout the remainder of the sheep delivery yards was also completed on time and within budget.</p>	Livestock Marketing Centre	100%	●

## We are a tourist destination

### Promote our City and Villages

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.4.1	Create, aggregate and distribute tourism content to further develop Wagga Wagga and surrounds as a desirable visitor destination	<p>Several destination marketing initiatives were delivered during this period to encourage visitation and build the profile of the City.</p> <p>Council partnered with Destination New South Wales and seven neighbouring Tourism Partner Councils to deliver a major marketing campaign titled 'The Drive Way' to feature key regional visitor experiences aligning to key visitor markets. This campaign featured 38 businesses across seven regions in a seven-part docu-</p>	Visitor Economy and Events	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>series published on council's website and social platforms. Cross marketing initiatives gained over 800,000 impressions over the eight-week period.</p> <p>In Q3-Q4, the Visit Wagga Wagga (VWW) website undertook a refresh to enhance the user experience and overall presentation to promote the Wagga Wagga + Surrounds destination. The website included the introduction of an itinerary planner through an interactive map, curated/themed trails and new video experiences. The VWW website had 146,198 page views in Q4.</p> <p>An updated and revised 'Business Event and Conference Guide' was developed for digital and print production with 169 impressions already viewed online.</p> <p>The Visit Wagga Wagga social media platforms, both Facebook and Instagram grew by 11% over this period.</p>			

**Accommodate and provide support to visitors**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.5.1	Profile and support local producers and services through the Visitor Information Centre	<p>Despite COVID-19 related disruptions earlier in this period, sales of local goods and products remained high, growing 9% from the previous year sales. With \$69,229 in sales in Q4 and 7436 visitors through the door.</p> <p>New regional products have continued to be sourced and stocked in the visitor centre for sale and support given to regional producers.</p> <p>The Visitor Information Centre supported the Tourism Partner Famil Day and has continued to operate as a driver reviver site throughout this period.</p>	Visitor Economy and Events	100%	●
3.5.2	Provide visitor information services and support through the Visitor Information Centre	<p>During this period, the Wagga Wagga Visitor Information Centre recorded a total of 23,520 visitors through the doors, Q4 saw 7436 which was the best performing quarter for the year. However,</p>	Visitor Economy and Events	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>overall visitation was down 22% from the previous year.</p> <p>Staff distributed the Wagga Wagga + Surrounds Visitor Guide, city maps, as well as monthly industry newsletters. Regular updates to the community was also undertaken through the issuing of media releases, Council News articles, and updates on the website and social media channels. Staff continued to facilitate the daily requests for accommodation, experience and attraction information which sourcing new products and businesses to support through the facility.</p>			

**Provide a variety of events, festivals and activities**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.6.1	Continue to identify events, festivals and experiences for the community and our visitors	<p>This reporting period brought the return of events and festivals in the city after the easing of Public Health Order restrictions. The What's On Guide returned to its printed format for the Autumn and Winter editions, distributing over 20,000 copies across the city and through the Wagga Wagga Visitor Information Centre between Q3-Q4.</p> <p>The weekly What's On listings featured in Council News continued throughout the reporting period and the seasonal What's On email newsletters continued to demonstrate strong engagement with 40% click rates.</p> <p>Over 660 events in the city were promoted through Council's calendar of events and the 'Wagga Events' social media platform continued to share regular updates and grew over 8%.</p>	Visitor Economy and Events	100%	●
3.6.2	Develop and deliver a diverse range of exhibitions and public programs through the Art Gallery which attract and support cultural tourism and visitor economy in our region	<p>Over the FY period the Gallery delivered 20 exhibitions across its Main Gallery and Glass Gallery. In addition, it supported the delivery of five regional artist exhibitions in the E3 Exhibition space and one artist Commission '41' - Freya Jobbins' - entry to Lower entrance. A particularly innovative exhibition 'Windowless Worlds' with associated public programming,</p>	Art Gallery	100%	●



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>drew new audiences and garnered wider attention from the sector. It considered glass as a metaphor for the failure of governments towards their citizens. Cocurated with CSU academic Sam Bowker and the Gallery. Included works from the collection and loaned and imported glass objects. Delivery with Social Planning of SMS 50+ wellness / Yoga in the Gallery.</p> <p>It is estimated that approximately 30% of our visitor numbers are tourists to the region. For the Glass Gallery, this number increases to approx 40% of visitors.</p>			
3.6.3	Develop and deliver a diverse range of exhibitions and public programs through the Museum which attract and support cultural tourism and visitor economy in our region	The Museum of the Riverina redevelopment works, currently underway, will make major improvements to the museum's exhibition spaces, collection storage, accessibility to the site and strengthen the overall visitor experience on offer. Museum's range of exhibitions include "Made in Wagga; "Huthwaites the friendly store"; "Marrmabidya -paintings by Aunty Kath Withers; "Earth Canvas from Albury Library Museum; "Cleverman" from Australian Centre for Moving Images, "The Scott Sisters" from Australian Museum; and "Jack Munday" - from Unions NSW.	Museum	100%	●
3.6.4	Develop and deliver a range of events, festivals and activities through the Civic Theatre which attract and support cultural tourism and visitor economy in our region	In this period the theatre presented the theatre season shows, The Wagga Comedy Fest, Music at Midday, Live at The Lagoon as well as community shows, commercial hires and community workshops.	Civic Theatre	100%	●
3.6.5	Facilitate state and national level participation and elite sport events	Council partnered with a number of sporting organisation to delivery state, national and elite events. These included: NSW Touch Junior State Cup, NRL Premiership match, NRL NSW Cup and Jersey Flegg Matches, Academy Games, Water Polo NSW Junior Country Championship, Wagga Wagga tennis open, NSW Orienteering State League Carnival, Brumbies Provincial Championship.	City Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.6.6	Maintain a diverse program of events, festivals and activities to appeal to a broad audience that build on the City's assets	<p>Q4 has been host to the Festival of W 2022 event which is currently underway and will be complete in Q1 2022/2023 period. There were 12 other major events and 6 events that received funding in Q4 totalling \$80,000.</p> <p>Most notably, the NSW Regional Academy Games were a partnership initiative with the Manager of City Strategy. ANZAC Day activities were also supported with the Walk of Honour successfully executed.</p> <p>In this report period, a total of 11 new events and 47 existing/ongoing events received one-on-one support and guidance from Council. 31 Major events occurred over this period and attracted approximately 95,000 attendees combined, with almost 39,000 in Q4.</p> <p>The Wagga Events social media page has had a progressive increase in followers with an 8% increase on the previous period. This page is used to specifically feature the Wagga events, festivals and activities.</p>	Visitor Economy and Events	100%	●
3.6.7	Manage and maintain the Zoo, including animal welfare, facility maintenance and public education	The Zoo has seen an increase in school-based work experience students and university placement students at the zoo with the easing of COVID-19 restrictions. The Zoo curators have also increased the amount of organised Zoo tours on offer to the community, school groups and Day Cares. Six-monthly Vet checks have been completed and all DPI requirements were met over the financial year, so renewal of exhibition license was approved.	Parks and Strategic Operations	100%	●
3.6.8	Monitor and liaise with new or existing tourism businesses for inclusion in Wagga Wagga Tourism Partner Program and relevant industry training	The 2021/22 Wagga Tourism Partner Program concluded with a membership of 157 tourism operators along with seven of those being neighbouring regional councils. During this reporting period members participated in two industry networking events, seven destination marketing initiatives, and were also featured throughout five destination publications to promote the city and surrounds. Partners were also provided support through funding	Visitor Economy and Events	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		opportunities such as the Fast Track Event Sponsorship and Annual Grants programs.			
3.6.9	Provide support to local businesses and industry operators involved in tourism and the delivery of events	<p>A key focus for this period was to provide the ongoing support and logistical advice to event organisers to revitalise and curate their events.</p> <p>A total of 11 new events and 47 existing / ongoing events received one-on-one support and guidance from Council. 31 Major events occurred over this period and attracted approximately 95,000 attendees combined with almost 39,000 in Q4.</p> <p>One-on-one support continued for new and existing tourism operators with staff recording over 500 touchpoints across the city and surrounding region. This included 80 on site familiarisations and four letters of support for funding to build on tourism experiences for the City. A total of 14 industry newsletters were published to highlight marketing opportunities, support outlets, funding opportunities and general updates within the tourism sector.</p>	Visitor Economy and Events	100%	●

## We are a centre for education and training

### Provide education and learning opportunities

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.7.1	Collaborate with key stakeholders to identify pathways, resources and networks to enhance education and training opportunities and address skill shortages in our region	<p>Council is an active member of the Riverina Joint Organisation and an Associate Member of the Canberra Joint Organisation which provides an opportunity to work collaboratively within the region on key issues and priorities.</p> <p>Regional workforce issues are addressed in a number of forums including the Joint Organisations and Wagga Wagga Business Roundtable and Riverina medical Specialist Recruitment Committee.</p>	City Strategy	100%	●
3.7.2	Deliver annual Regional Artist Development (RAD) Residency program in support of Regional Creatives - providing mentoring	Regional Artist Development Residency Program - E 3 Exhibition space (3 x 4 week residencies x Gallery mentorship). Each residency involved delivery of 2 Public Programs. Opportunity to showcase and elevate the profile of	Art Gallery	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	opportunities and promotion of talent	<p>regional artists. Mentorship gave critical attention to their work.</p> <ol style="list-style-type: none"> <li>1. Cross Disciplinary Artists (Jyi Rayner, Greg Corosi, Charles) 4-31 October 2021. Visual Artist, Performer and Writer developed script and gave public performances during the residency.</li> <li>2. Leigh Hewitt (Portrait Artist) 4 April - 8 May. Visual Artist. completed major works, ran open studios and portrait workshop.</li> <li>3. The Art Factory - (Jacko Meyers, Damien Triulcio, Adrian Buntin, Alison Davies). Dystopian Universe involved installation and performances.</li> </ol>			
3.7.3	Develop and provide innovative learning and education resources to assist our community to engage in the Museum's programs and activities	Museum's exhibition and public programs, accompanied by school visits and presentations to 12 local community groups, provided innovative learning and education resources to assist our community to engage in the Museum's programs and activities	Museum	100%	●
3.7.4	Enhance leadership capability across the organisation	All identified and targeted Leadership Training and Development Courses and offerings were scheduled with 100% attendance.	People and Safety	100%	●
3.7.5	Identify and develop a suite of personal development programs aligned to organisational values and provide opportunities for staff to engage in activities to enhance leadership capabilities across the organisation	<p>All identified learning and development programs completed in line with Council's Corporate Training Plan.</p> <p>Due to COVID-19 and limited access to staff due to absences, the Leadership Program Delivery was put on hold and will be re implemented in 2022/23.</p>	People and Safety	50%	●
3.7.6	Increase and develop audience participation through Exhibition, Learning and Engagement programs through the Art Gallery	<p>Priority audiences Youth, First Nations, Kids and Family.</p> <p>Initiatives and programs: Youth - through the Young Creative Collective advisory group, we support YCC in developing programs for youth (15-28). Including Friday Nights - Summer Mix x 2, Music in the Gallery, Winter films, workshops etc. This program offers Youth employment and training opportunities,</p>	Art Gallery	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>mentorship in events management and program development.</p> <p>First Nations: Wiradjuri Creatives Program (x 8 weeks) with artist Lorraine Connelly Northey. HOME Program, with Wiradjuri artists and eight regional schools to develop appreciation of art in the maintenance of culture.</p> <p>Partners: Art Gallery of NSW and Education Department. Kids and Family - Programs include: 'Young at Heart' involving sensory play, motor skill development and providing a supportive social environment for new parents. After school term-based leisure classes 'Take Off at 4'. Summer, Winter and Easter Art camps for ages 6-15.</p> <p>General Public programs include Artist and Curator talks, Music programs, performances Art Workshops, Exhibition launches.</p>			
3.7.7	Provide an annual education program to support local skills development through the Civic Theatre	<p>In this period the Civic Theatre has delivered workshops with Bell Shakespeare, Sydney Symphony Orchestra, Patch Theatre Company and NIDA.</p> <p>The theatre partnered with Create NSW and APRA/AMCOS to deliver a two-day song writing intensive called Songmakers on the April school holidays.</p> <p>Two Plug and Play sessions were held including social media and marketing. The theatre provided mentoring for Freeroam Theatre company in marketing. The theatre delivered community workshops as part of Double Delicious and Black Cockatoo.</p>	Civic Theatre	100%	●
3.7.8	Provide training to all employees on bullying and harassment (DIAP item 3.10)	All new staff have completed Bullying and Harassment training as part of the Induction Program.	People and Safety	100%	●
3.7.9	Utilise the Art Gallery to support creative industry development through the Regional Artist Development (RAD) Exhibition Program	<p>Regional Artist Development Program involves mentoring by Gallery staff for participating artists. Mentoring involves critical attention, and support in curatorial practice, exhibition development and design.</p> <p>Additional support is offered through Gallery communications</p>	Art Gallery	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>and public programs where we arrange media opportunities for artists. It is anticipated that where appropriate and desirable RAD artists may be approached to consign artworks to the Gallery shop.</p> <p>In addition, the Main Gallery residency of senior sector practitioners, Julie Ewington and Helen Grace provided professional development for our staff and for regional creatives through workshop (curatorial) and studio visits.</p>			

## We have employment opportunities

### Provide career opportunities

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
3.8.1	Increase number of people with a disability employed at Council towards a 10% target (DIAP item 3.8)	Equal Employment Opportunity (EEO) data collected upon employee commencement is not mandatory for the employee to complete. Current available information is not a valid reflection of current workforce. Further discussions to be held with Social Planning regarding an approach to fulfill DIAP item 3.8 requirements.	People and Safety	30%	●
3.8.2	Undertake annual Employee Opinion Survey of employees to gauge workplace diversity and employees' attitudes to inclusion and accessibility (DIAP item 3.4)	The 2021 Culture Survey undertaken by CERM PI (University of South Australia) did not have a focus on workplace diversity and employee attitudes to inclusion and accessibility. Further consultation to be held with Social Planning to determine appropriate method to capture this information in accordance with DIAP item 3.4.	People and Safety	30%	●

## Community place and identity

### We are proud of where we live and our identity

#### Promote a strong sense of place

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.1.1	Coordinate a suite of annual events to celebrate and showcase Wiradjuri and First	Sorry Day ceremony on the 26 May 2022 and a suite of Reconciliation Week programming 27 May to 3 June 2022 was delivered. Key	Social Planning	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	Nations Peoples Culture and Heritage	achievements included the truth telling panel with Wiradjuri Elders held in Wagga Wagga City Library regarding Aboriginal soldiers and the stolen generation, a public screening of Operation:Native, a youth program with RAAF Wiradjuri and First Nations members at the Tolland Hub and a community Cultural Tour with a Wiradjuri Elder. Wagga Wagga City Council is also represented on the NAIDOC committee to deliver NAIDOC week events 3 to 10 July 2022.			
4.1.2	Create opportunities for our community to participate in Museum exhibitions and public programs	A highlight during this period was the opening of a new touring exhibition Earth Canvas in December 2021 as part of the Summer exhibition schedule at the Historic Council Chambers museum site.  Community engaged and participated in a wide variety of exhibitions and public programs and had significant input into the redevelopment of the new Museum at Botanic Gardens site.	Museum	100%	●
4.1.3	Create opportunities for the development of local stories and local identity through a variety of performing arts activities	The Civic Theatre has partnered with Griffin Theatre Company to train and mentor local emerging playwrights.  The theatre supported the development of Black Sun/Blood Moon which employed local creatives and was based in Wagga Wagga.  The theatre commissioned the new musical Voyagers to be written by an ex-Wagga local and the theatre helped developed the new local play written by teenagers who came to Australia as refugees, Sharing Stories, Sharing Place.	Civic Theatre	100%	●
4.1.4	Deliver a diverse and inclusive annual schedule of social and community events, programs and projects	FRESH program delivered for duration of April 2022, which is a cross generational suite of events, workshops and programs for those of all backgrounds. This included programming for the LGBTQI+ community (DELSI), culturally and linguistically diverse, Wiradjuri and First Nations (Haus of Dizzy), youth and aged. FUSION was delivered on 9 April 2022 and will be delivered as per schedule on 15	Social Planning	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		October 2022 at the new Botanic Gardens site.			
4.1.5	Present Art Gallery exhibitions and programs that feature local and regional artists and their stories	In addition to Regional Artists exhibition content previously reported July 21-Dec 21, Regional Artist exhibitions for Jan - July 22 include: Face to Face, Vic McEwan (Main Gallery), One Does Nothing Alone (Margaret Carnegie Gallery), Silk InRoads - (E 3), community project involving 60 local participants (embroiders). Regional Artist Development (RAD Program Artist Residencies: Leigh Hewitt, The Art Factory - Dystopian Universe. Curator + Artist duo (Julie Ewington + Helen Grace) in Residence in the Gallery project Lab. As seasoned practitioners they have been involved in professional development of regional arts practitioners in exhibition development / curatorial workshop, Public Forum, artist studio visits and mentoring.	Art Gallery	100%	●

### Value our heritage

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.2.1	Administer the Heritage Grants Program, and coordination of the heritage advisor service	The Heritage Grants Program has been completed for 2021 with all grant monies being allocated. All actions associated with the delivery of the heritage advisory service have also been completed.	Development Assessment and Building Certification	100%	●
4.2.2	Review and update the controls relating to Heritage in line with the outcomes of the Central Business District (CBD) Master Plan	Preliminary works have been done with survey work identifying the existing performance of the Wagga Wagga City Centre. This preliminary work is being used to guide the development of a scope for the CBD Master Plan. The intent is that heritage consideration will form part of the CBD Master Plan to assist with addressing challenges with the existing heritage controls.	City Strategy	20%	●

### Provide services that contribute to a family friendly city

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.3.1	Provide a range of aquatic activities, programs, and events	Oasis Learn to Swim program continues to average 90% enrolments during this period.	Oasis Aquatic Centre	100%	●



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	for the community through the Oasis	<p>Overall bookings / attendances are tracking well considering the disruptions related to COVID-19 and the restrictions that the business has had to operate under.</p> <p>Staffing the Learn to Swim program has been an ongoing challenge during this period.</p> <p>Oasis Regional Aquatic Centre approved as NSW Government First Lap voucher provider.</p>			

**Provide services and facilities that make us a centre for arts and culture**

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.4.1	Continue to implement the Cultural Plan 2020-2030	<p>Completed items:</p> <p>1.02: Improve the Wagga Wagga City Library Service - development of Standalone Library Service including 2 x Agile Library vans operational from 1 July 2022.</p> <p>1.03: Expand the Wagga Wagga Civic Theatre - masterplan draft complete.</p> <p>1.04: Upgrade the Museum of the Riverina - Museum redevelopment continued</p> <p>2.02: Commission a significant public artwork within the Riverside precinct that celebrates Wiradjuri heritage and culture - the development phase of this project commenced in collaboration with Mawang Gaway.</p> <p>2.12: Develop Live Music and Events Kit for community events in parks and open spaces - kit used for council-led events (FRESH) and community events (Fitz Fest) through EOI process.</p> <p>2.28: Align public art activities to placemaking and activation objectives - review of Public Art Policy and development of refreshed Public Art Plan. Two new murals installed at Bolton Park and Simmons St pump stations involving workshops with young people to collaborate on mural designs with professional artists. Two pilot episodes of Public Art Audio Trail launched.</p>	Cultural Services	100%	●
4.4.2	Continue to implement the Public Art Plan 2022-2026	The development of the Public Art Plan 2022-2026 has been completed after review by Executive, Councillors and the	Cultural Services	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>Public Art Advisory Panel. The Public Exhibition period will end on Tuesday 12 July 2022 where the Plan will then proceed towards being endorsed by Council in early August 2022.</p> <p>Development of River Life major commission commenced in collaboration with Mawang Gaway.</p>			
4.4.3	Deliver the Civic Theatre's performing arts season	<p>In the second half of 2021 the Civic Theatre was closed. When it reopened the theatre presented music at Midday and two Silver Circle shows. In 2022 the Civic Theatre delivered following Season shows: The Wharf Revue, King of Pigs, Voyagers, Rhonda Burchmore, Black Cockatoo, Stardust and The Mission, Black Sun/Blood Moon, Double Delicious, Guess How Much I Love You, Sydney Symphony Orchestra and It Takes Two.</p>	Civic Theatre	100%	●
4.4.4	Delivery of capital works redevelopment project at the Botanic Gardens museum site including research, community consultation and curation of new exhibitions and collection storage spaces in preparation for the reopening of a new visitor experience	<p>The capital works redevelopment program currently underway includes:</p> <ul style="list-style-type: none"> <li>• Construction of a new 469 square metre museum exhibition gallery showcasing unique, diverse local collections and stories. The semi-permanent exhibition space will explore important themes such as Wiradjuri cultural heritage and perspectives, Agriculture and Rural history, Wagga at War, the Murrumbidgee River, Post-war Wagga, and Wagga's cultural and sporting history.</li> <li>• Specialty housing and interpretation of the State heritage listed Mobile Cook's Galley.</li> <li>• Upgrade of the existing Museum building into a collection storage space.</li> <li>• Installation of a museum quality collection storage system to maximise space to improve the management of the 25,000 objects in the permanent collection holdings.</li> <li>• Additional shedding to house the large agricultural machinery collection.</li> </ul>	Museum	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		Museum has offered a diverse range of exhibitions and public programs and undertaken partnership programs and exhibitions with Council partners and community stakeholders ie. Library, Gallery and Theatre.			
4.4.5	Develop and implement a diverse exhibition and public program schedule through the Museum	All exhibitions and public programs outlined elsewhere in this report, were delivered on time and within budget.	Museum	100%	●
4.4.6	Provide a library service that is socially inclusive, culturally rich and learning centred	<p>Loans and visitation rates steadily rose across the year as COVID-19 regulations were relaxed and public programs moved from digital to live events. Community groups resumed their monthly sessions and the staff were able to offer Tech Savvy Seniors classes and Storytime sessions on a regular basis.</p> <p>The library was also involved in two research projects based on increasing memberships, increasing multicultural language collections and a partnership to bring Social Workers and Public Libraries closer together with 2 x 500hr placements by CSU Social Work Students. The Behavioural Insight Project was a partner research project between the Department of Planning, Industry and Environment; the State Library of NSW; and a small group of NSW public libraries including Wagga Library. The goal was to increase attendance by the community in public spaces by changing their behaviours. The library focused on increasing Junior Memberships over the month of September by informing parents on the benefits of their child having his/her own library card. In September 2021 there were 57 new memberships which was 30.4% of all new memberships in that period, and an increase 15-20% over the same month in the previous year. The Punjabi Project was in partnership with the State Library of NSW, Charles Sturt University and the library. It resulted in a new Punjabi collection available for loan and the commencement of a Punjabi</p>	Library	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		Women's Group, and Punjabi Language sessions for children.			
4.4.7	Provide and facilitate the hire of the Civic Theatre to community and commercial users	The Theatre was closed for several months in 2021 and many shows had to be postponed into the first half of 2022. It has meant that the theatre has been operating over capacity to catch up and deliver these shows. Highlights during this period include Bidgee Theatre Company's production of Mamma Mia, the Riverina Youth Orchestra, The Wiggles and two major concerts as part of Great Southern Nights, Amy Shark and Archie Roach.	Civic Theatre	100%	●
4.4.8	Provide curatorial design and delivery of an annual exhibition program, education and public program schedule and collection management through the Art Gallery	All planned exhibitions for the 21/22 FY delivered on time and on budget. Exhibition launches for Spring, Summer, Autumn, Winter. Audience engagement strategies in place to attract new audiences. Examples include: Youth Programming, Wiradjuri Programming, Education and Kids and Families programs increased in number. Gallery added Easter Art camp to its program, including Wiradjuri story telling. Programmed 'Funhouse - Carnival of Glass' in the Glass Gallery to be particularly attractive to young audiences. Collection management - Gallery continues its commitment to best practice with implementation of Vernon CMS. We have resourced this area with a one day a week contract position to develop content for Vernon. Received funding for Glass Gallery Collection portal to increase public access to information about our exhibited collection.	Art Gallery	100%	●

## **We have opportunities to connect with others**

### **Activate community spaces to promote connectedness**



Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.5.1	Continued development of collections, programs and resources that support our multicultural community	Programs for members of the Multicultural community included a range of activities that provided opportunities for people to learn and engage together.  Language Cafe resumed pre-COVID-19 levels with an increase	Library	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>in participants and volunteers. Participants visited the Museum of the Riverina in January, and they attended the Ghorza Exhibition, which explored a rich cultural story in textiles created by local people in the E3 Space.</p> <p>Tech Savvy Communities classes were delivered in a number of local languages - Dari, Burmese, Kurmanji and Tibetan. These classes were very popular with a younger cohort of learners who appreciated the opportunity to increase their technology skills without having to be fluent in English.</p> <p>The Library was involved in an innovative partnership program bringing the two professions of Librarianship and Social Work together. The Social Work Placement partnership between Charles Sturt University and Wagga Library had 2 five hundred hour placements in the last 12 months. Mini Resources Fairs for the multicultural community developed by the CSU student included presentations by local service providers including Legal Aid, Red Cross and Headspace to the Language Cafe participants and volunteers.</p>			
4.5.2	Implement a prioritised program of improvements to ensure our community facilities are available to meet current and future needs of the community	<p>Priority projects were delivered to improve community facilities in this financial year including:</p> <ul style="list-style-type: none"> <li>- Anderson Oval Amenities upgrade</li> <li>- Library Levels 0&amp;1 upgrade</li> <li>- Improvements to Rural Halls were through the Annual Rural Halls Grants.</li> </ul> <p>During this financial year we continued to experience COVID-19 related issues that impacted budget with additional cleaning required to ensure community facilities were available.</p>	Facilities Maintenance and Management	100%	●
4.5.3	Upgrades to existing parks and playgrounds are undertaken in line with existing works schedule to increase accessibility where possible (DIAP item 2.6)	<p>Accessibility considerations evident at the new Riverside precinct with additional disability parking spaces implemented, a drop off zone and 2.4m wide path directly connected to other pathways to increase accessibility to amenities, such as the adult change facility.</p>	Social Planning	100%	●

### Groups, programs and activities bring us together

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
4.6.1	A suite of inclusive programs are offered across the City of Wagga Wagga's cultural facilities that include targeted programs, shows and exhibitions for people with disabilities (DIAP item 1.3)	<p>A range of inclusive programs and exhibitions were developed and delivered across the cultural facilities.</p> <p>During this period highlights were the Art Gallery supporting an exhibition from The Art Factory Supported Studio 'Dystopian Future' and an artist with a disability being included in the paid Youth Team who assisted Jeff McCann on delivering the Bolton Park pump station workshops and mural.</p>	Cultural Services	100%	●
4.6.2	Administer the Annual Grants Program	<p>The program opened on 15 March and closed on 17 May 2021. The 2021/22 program consisted of 10 categories; Arts, Culture and Creative Industries, Community Programs &amp; Projects, Events, Local Heritage, Natural Environment, Neighbourhood and Rural Villages, Recreational Facilities, Rural Halls, Youth Led Initiatives &amp; Small Business.</p> <p>The program prioritised applications that demonstrated that their event, project or program would contribute to decreasing social and community disadvantage in the neighbourhoods of Ashmont, Tolland, Mount Austin and Koorngal. This was in response to the Notice of Motion - Decreasing Social and Community Disadvantage report that was endorsed at the 28 September 2020 Ordinary Meeting of Council.</p> <p>A total of 111 applications were received for assessment, with \$224,400 available and endorsed by Council at the Ordinary Meeting of Council on Monday 26 July 2022. The total amount of funding requested by the community across all categories was \$549,889.</p>	Cultural Services	100%	●
4.6.3	Continue to implement the Events Strategy and Action Plan	Implementation of the Events Strategy and Action Plan 2020-2024 continues with the ongoing support of community groups and organisations who deliver events. With \$80,000 awarded in Q4 to key events - Stone the Crows, Live at Lunch, Fitz Fest, Gears and Beers,	Visitor Economy and Events	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		<p>Bidgee Theatre Productions and most prominently the NSW Academy Games which was in partnership with the Manager of City Strategy. The activation of the Wagga Riverside will also continue with a blanket events DA currently being developed for this precinct.</p> <p>Further progress has been undertaken in the investment sector with the reviewed and updated Event and Conference Guide being reproduced in Q4, including more than 60 venues and 100 local businesses/support services. The Wagga Tourism Partner Program has supported local and regional businesses to develop new and existing products and allowed for collaboration in the Autumn Famil Day which engaged 8 local businesses to deliver this program.</p>			
4.6.4	Coordinate and facilitate mayoral events and functions, workshops, and ceremonies	<p>The Wagga Wagga community welcomed 386 new Australian citizens to the city this year, including 87 children, at 16 ceremonies.</p> <p>During the first half of the financial year Council implemented the option of conducting online Citizenship ceremonies due to the ongoing uncertainty of COVID-19 and lockdowns. On 8 March 2022, Citizenship Ceremonies recommenced in a face to face setting.</p>	Executive Support	100%	●
4.6.5	Deliver cultural partnership programs to activate and energise our city, precincts and public spaces	<p>Partnership highlights during this period were:</p> <ul style="list-style-type: none"> <li>Supporting the community-led event Fitz Fest through the use of the Live Music Kit to deliver a First Nations focused outdoor stage at the Wollundry Lagoon Ampitheatre.</li> <li>Working closely with The Art Factory Supported Studio and Salad Days Half-Way Print Fest to complete the 1st year of the Sustainability Incubator program</li> <li>Collaborating with Wagga Wagga Public School to connect students and a professional artist together to workshop the design of the</li> </ul>	Cultural Services	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
		Simmons St pump station mural.			
4.6.6	Deliver learning and community programs, events, exhibitions and partnerships through the Library that address key priorities	<p>Exit Surveys at Library events consistently demonstrated a satisfaction rate between 90-95% rate.</p> <p>The resumption of public programs after COVID-19 resulted in high visitation rates at author talks including: Anita Heiss, Alicia Thompson, Laurie Dicker, Natalie Fisher Sulari Gentil and the 2022 One Book On Wagga author Alice Pung. The Friends of the Library provided catering for these events and Collins Bookshop attended to sell the authors' books.</p> <p>Children's programs also returned to live performances with regular Storytime sessions. In January there were early language speech therapy sessions held weekly for young families by local Speech Pathologists.</p> <p>Tech Savvy Classes for First Nations People, funded by the NSW Government, were presented by young Indigenous trainers at Community Centres in Ashmont. Tolland and Koorringal. Local Community groups including U3A, the Shakespeare Club and the Knitting Group held regular sessions in the library.</p>	Library	95%	
4.6.7	Work with local agencies and organisations that provide awards e.g. Wagga Wagga Seniors festival community service awards, service clubs, business chamber to advocate for an accessibility award to recognise businesses increasing access through redesign, policies and process to increase access for people with disabilities (DIAP item 1.8)	During this period regular meetings occurred with the Wagga Access Reference Group (WARG) to support and advocate with the membership to continue their work to increase access through redesign, policies and processes to increase access for people with disabilities. Additional key stakeholder groups invited to be members of the WARG to assist with this work has also occurred.	Social Planning	100%	



## The environment

### We plan for the growth of the city

#### Ensure sustainable urban development

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.1.1	Assess and determine development applications, construction certificates, complying development applications and manage risks through monitoring their compliance	All applications within this Action are reliant on sufficient information lodged, Officers availability for assessment / inspection and workload. Staff numbers and continued increase in Applications lodged, expected previously agreed timeframes will be difficult to achieve. Also, during this period there were an increase in all applications due to property improvements or sale of properties. This has impacted the processing times with zero of the seven key performance targets achieved for this period.	Development Assessment and Building Certification	100%	●
5.1.2	Assess and determine public section 68 applications ensuring compliance with engineering standards and development conditions	A high volume of work has been experienced in this period and the Subdivision section is currently one Engineer short, impacting application processing timeframes this FY. As a result, targeted timeframes were not met with 68% of section 68 processed within 14 business days.	Subdivisions	100%	●
5.1.3	Assess and determine subdivision development applications and subdivision works certificates ensuring compliance with engineering standards and development conditions	A high volume of work has been experienced in this period and the Subdivision section is currently one Engineer short, impacting application processing timeframes 2021/22. Also, the complexity of some Subdivision Works Certificates requires more time to assess and also requires consultation with other staff within Council which requires extra time. As a result, targeted timeframes were not met with 0% Subdivision Work Certificate applications determined within 20 business days and 68% of Subdivision Certificate applications determined within 10 business days.	Subdivisions	100%	●
5.1.4	Assess and process infrastructure contributions required for complying development certificates and development applications	Complying developments and development applications are assessed against the contribution plans and infrastructure contributions are applied.	City Strategy	100%	●
5.1.5	Continue to implement the Local Strategic	Work is continuing on development of the Northern Growth Structure Plan with the draft plan prepared and	City Strategy	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	Planning Statement 2040	currently being finalised for exhibition purposes.  Preliminary work has been completed with Place Score to inform the CBD Master Plan. The Place Score report helps us to understand key challenges and opportunities within the CBD prior to developing the scope of works.			
5.1.6	Develop a structure plan for the Northern Growth Area	The Northern Growth Area Structure Plan is in the final drafting phase for exhibition purposes. Stakeholder and Community engagement occurred in February and June 2022 to inform the development of the structure plan.	City Strategy	70%	●
5.1.7	Develop and implement a City Centre Master Plan	Preliminary works have been done with survey work identifying the existing performance of the Wagga Wagga City Centre. This preliminary work is currently being used to guide the development of a scope for the CBD Master Plan.	City Strategy	50%	●
5.1.8	Manage developer agreements as required in line with Council's policy	The Developer Agreements Policy has been adopted by Council to guide the management of planning agreements and works in kind agreements. One proposed planning agreement will be reported to Council to place on public exhibition in August 2022.	City Strategy	100%	●
5.1.9	Monitor project delivery, infrastructure contribution income and Reserve balances of infrastructure contributions	Projects and income are monitored, and Reserve balances will be reported in the Financial Statements.	City Strategy	100%	●
5.1.10	Prepare a new Wagga Wagga Development Control Plan	Progress continues to be delayed. In the absence of a State Template for the development control plan being released, priority amendments are currently being considered and prioritised as an interim measure.	City Strategy	20%	●
5.1.11	Present planning proposals to Council within six months of lodgement	Six planning proposals have been received during the 21/22 Financial Year. One has already passed the six month reporting timeframe, three have met the six month reporting timeframe and two are yet to be reported or pass the reporting timeframe.  A significant contributor to the delay in reporting planning proposals to Council is where the proposal requires significant decisions to be made where we do not have clear strategic policy or strategy to inform the decision.	City Strategy	50%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.1.12	Provide advice and information regarding infrastructure contributions to industry and community	Customer service is a focus and customers receive a response within three days.	City Strategy	100%	●
5.1.13	Update and maintain the Local Environmental Plan including review and monitoring of the Local Environmental Plan to ensure alignment with adopted strategies	<p>Amendments to the LEP are assessed and processed and this work acts as a mechanism to update and maintain the LEP. A further six proposals have been received to amend the LEP. A number of proposals received have highlighted gaps within strategic planning direction and the need to complete this work which will inform a holistic amendment to the LEP to reflect the strategic work.</p> <p>Strategic work that is underway that will achieve this includes the Northern Growth Area Structure Plan and CBD Master Plan.</p> <p>Work is commencing on developing a planning framework that realises the vision and intent of the Health and Knowledge Precinct Master Plan, this could result in an amendment to the LEP.</p>	City Strategy	100%	●
5.1.14	Update the Sewer Development Servicing Plan	The Development Servicing Plan (DSP) Sewer is currently on hold pending the development of a Sewer Capacity Model. This model shows where the Sewer network is expected to have capacity issues as a result of the growth of the city and then models solutions. The preferred solution is costed and will then inform the DSP Sewer.	City Strategy	0%	●

## We protect and enhance our natural areas

### Provide healthy natural areas

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.2.1	Complete required State and Commonwealth annual environmental reporting	All reporting for Council Environmental Protection Licences completed.	Environmental Management	100%	●
5.2.2	Continue to implement Council's Priority Weed Management Program in accordance with the	Activities have been undertaken to control and prevent the establishment of priority weeds on 2500 km of rural road reserves, and inspections of high risk pathways.	Environmental Management	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	Regional Weeds Action Program				
5.2.3	Continue to implement Management Plan actions for the Birramal Conservation Area and the Marrambidya Wetland	Weed control and habitat enhancements have been on-going.	Environmental Management	100%	●
5.2.4	Continue to implement the Roadside Vegetation Management Plan	Connectivity between areas of high conservation value vegetation in the Pulletop area have been improved with revegetation and weed eradication works. Green guideposts have been installed in High Conservation Value areas of roadside vegetation.	Environmental Management	100%	●
5.2.5	Continue to implement the Underground Petroleum Storage Systems Regulation 2019	The UPSS process is under construction with applications being populated and reliant upon information that becomes available from customers.	Development Assessment and Building Certification	100%	●
5.2.6	Implement actions that reduce the impacts of key threatening processes within areas of environmental significance	Augmented hollows and 3D nest boxes were installed at Wilks Park, Munday Reserve and Marrambidya Wetland.	Environmental Management	100%	●
5.2.7	Implement actions to improve connectivity of habitats for threatened species	Revegetation programs at Bomen have taken place, as well as in schools through National Tree Day and private properties through the One Tree 4 Me initiative.	Environmental Management	100%	●
5.2.8	Monitor and report on Council's water, energy, waste, and carbon emissions	Council utilises the Azility platform and the National Greenhouse Emissions Reporting Scheme to track our performance in these areas.	Environmental Management	100%	●
5.2.9	Protect and enhance wildlife corridors within the Bomen Special Activation Precinct (SAP) area	15,000 native seedlings were planted at Bomen during winter 2021.	Environmental Management	100%	●
5.2.10	Undertake monitoring program for the former landfill and former gasworks	Monitoring completed as required.	Environmental Management	100%	●
5.2.11	Undertake remediation works at the former Wiradjuri Landfill	Council have engaged a qualified consultant and an independent auditor to develop the Remediation Action Plan and site Environmental management Plan.	Environmental Management	50%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.2.12	Undertake Urban Salinity monitoring program	On-going monitoring of urban salinity piezometer network completed.	Environmental Management	100%	●
5.2.13	Undertake water quality monitoring program for natural waterbodies	Murrumbidgee River, Lake Albert and Flowerdale Lagoon water monitoring completed.	Environmental Management	100%	●

## Create and maintain a functional, attractive and health promoting built environment

### Look after and maintain community assets

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.3.1	Develop a Council carpark renewal program	Only attribute capture of carparks to improve the asset register for car parks occurred. A quote was obtained from a consultant to progress this action however, funding was not available to complete the works.	Roads and Footpaths	20%	●
5.3.2	Develop a footpath replacement program	Only updating of the footpath network in the GIS system occurred. Development of this program will fall out of the statutory revaluation of the footpath assets where condition assessment of the paths must be undertaken. The revaluation of the footpath network must occur in 2022/23 and is an action in the 2022/23 Operational Plan.	Roads and Footpaths	10%	●
5.3.3	Develop a Pedestrian Access and Mobility Plan (PAMP)	A consultant has been engaged to review and revise the PAMP. An inception meeting was held with the consultant on the 23 June 2022. The consultant will be capturing data on the path network for the full week commencing 25 July 2022 and meeting with TfNSW to understand their requirements and feedback. The new addition of the PAMP is expected to be adopted by Council in quarter three of 2022/23.	Roads and Footpaths	5%	●
5.3.4	Develop a Wagga Wagga Central laneway renewal program	Due to a lack of internal resources, this action did not commence. An external quote to complete the action was obtained, however no funding was available to deliver the action.	Roads and Footpaths	0%	●
5.3.5	Develop and implement programs for construction and maintenance of sealed roads, pavements,	12km (134,308 m2) of sealed roads were rehabilitated including: <ul style="list-style-type: none"> <li>• Pearson Street (0.6km)</li> <li>• Dobney Avenue (0.8km)</li> <li>• Lake Albert Road (1.6km)</li> </ul>	Roads and Footpaths	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	shoulders, bridges, culverts and table drains, including the replacement of aged infrastructure	<ul style="list-style-type: none"> <li>• Koorinal Road (2.4km)</li> <li>• Red Hill Road (1.5km)</li> <li>• Stanley Street (0.82km)</li> <li>• Northcott Parade (0.55km)</li> <li>• Darlow Street (0.3m)</li> <li>• Holbrook Road (900m)</li> <li>• Oura Road (2.4km)</li> </ul> <p>14km (128,988m<sup>2</sup>) of urban roads and 3km (16,650m<sup>2</sup>) of rural roads were resealed. The budget allocation was 79% expended.</p> <p>Four culverts on sealed roads were renewed.</p>			
5.3.6	Develop and implement programs for construction and maintenance of unsealed roads, culverts, bridges and table drains, including the replacement of aged infrastructure	<p>36.2km of gravel re-sheeting was completed on 18 unsealed roads. Maintenance grading was undertaken as required. The budget allocation was 100% expended.</p> <p>19 culverts on unsealed roads were renewed. 20 culverts were extended and had headwalls renewed. Cleaning out of culverts occurred on 25 roads across the Council area.</p>	Roads and Footpaths	100%	●
5.3.7	Develop and implement programs for construction of new drainage structures and maintenance and repair of kerb, gutter and footpath assets	New underground stormwater piping was brought on line at the eastern end of Lloyd Road. Kerb and Guttering was renewed on Lewisham Avenue, Cross Street and Macleay Street between Coleman Street and Railway Street. Footpath repairs were undertaken in response to Utility Service provider works as well as customer requests.	Roads and Footpaths	100%	●
5.3.8	Manage and respond to sewer and storm water system failures	All sewer and storm water system failures were responded to within 2 hours. There was no breach of EPA licences for Sewer and storm water systems.	Sewer, Stormwater and Flood Maintenance	100%	●
5.3.9	Manage the impact of sewerage pumping stations and treatment plants on surrounding residents	There was no complaints received from the operation of the Sewer Treatment Plants. Two odour complaints were received from residents living near the Sheppard Street pump station.	Sewer, Stormwater and Flood Maintenance	100%	●
5.3.10	Prepare and complete the annual Closed-Circuit Television (CCTV) inspection and jetting program	The CCTV and jetting program to enable the sewer main rehabilitation program to be undertaken is complete.	Sewer, Stormwater and Flood Maintenance	100%	●
5.3.11	Provide, renew and upgrade sewer assets	3.9km of sewer mains were relined with the sewer mains rehabilitation	Sewer, Stormwater and	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	in accordance with the Sewer Management Plan	budget being 95% expended. The majority of relining was undertaken in Koorringal (2.5km). Approximately 500m of relining in each of Lake Albert, Turvey Park and Wagga Wagga rounded out the program.	Flood Maintenance		
5.3.12	Provide, renew and upgrade storm water assets in accordance with the Storm water Management Plan	<p>Apart from new stormwater assets associated with subdivision development, no new stormwater systems were installed or renewed.</p> <p>Funding for feasibility studies was obtained for various actions in the MOFFS and VOFFS to inform upgrades required.</p>	Sewer, Stormwater and Flood Maintenance	100%	●
5.3.13	Undertake asset revaluations in accordance with Local Government requirements	Council has received the draft valuations of Council's land, sewer and buildings portfolio for inclusion in the 2021/22 annual financial statements.	Finance	100%	●

### Create an attractive city

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.4.1	Conduct urban canopy mapping and establish a tree cover target for urban areas within infrastructure friendly species	The urban canopy mapping has been completed and the draft Urban Cooling Strategy is complete but has not been formally adopted by Council yet.	Environmental Management	95%	●
5.4.2	Deliver a sustainable maintenance program to ensure our parks and public spaces are suitable and accessible to all	The open space maintenance crews have provided a 4 week maintenance program across our parks and open space reserves throughout Wagga and the surrounding Villages. Our irrigated Parks have been mown on a 2 week maintenance program during growth season as well. This has been achieved within the timeframe with resources available during one of the heaviest growth seasons on record. This has been delivered within budget allocations.	Parks and Strategic Operations	100%	●
5.4.3	Manage Council's street trees and deliver a sustainable proactive street tree maintenance program to monitor the health and risk aspects of our tree assets	Tree audit continues to be updated and added to. All contracted works are now being entered into the audit and used to monitor works. All internal pruning/removals are being recorded in the audit. All street tree planting is being captured in the audit.	Parks and Strategic Operations	100%	●

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.4.4	Review & update Council's Street Tree Management Policy	Not started due to resourcing shortages, will commence 2022/23.	Parks and Strategic Operations	0%	●

### Improve the facilities of our spaces and places

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.5.1	Planning for new and/or replacement of footpath assets within identified high priority areas (Ashmont, Mount Austin, Tolland and Koorlingal)	The 2019-2034 Local infrastructure Contributions Plan has identified the location of new footpath assets in all suburbs across Wagga Wagga.  Funds to construct the paths are being collected via Section 7.11 contributions from developments as they occur.	Roads and Footpaths	100%	●

### We create a sustainable environment for future generations

#### Educate the community in sustainability

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.6.1	Continue to support the implementation of NSW Net Zero 2050 through the promotion and delivery of local initiatives, projects, and programs that reduce carbon emissions	Council has formally committed to developing a Community Net Zero Emission 2050 Strategy and to running six-monthly forums.	Environmental Management	100%	●
5.6.2	Coordinate environmental activities for the community to participate in	Activities such as tree planting, spotlighting tours, wetland tours, Garage Sale Trail and Clean Up Australia Day have been coordinated this year.	Environmental Management	100%	●
5.6.3	Provide environmental education workshops and programs	A variety of sustainability workshops and tours were provided to local schools and community groups.	Environmental Management	100%	●



### Be proactive with waste management

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.7.1	Continue to implement regional waste strategies and projects	<p>Council's 'Going Green' workshops were successfully delivered during this period offering reusable nappy and menstrual products rebates. A review of the Nappy and Menstrual Product rebate trial is currently being undertaken.</p> <p>Participation in "Lets Scrap Together" project funded through NSW Environment Protection Authority, media campaign highlighting FOGO with information about what materials can be placed in the green waste bins and what the benefits for the community are.</p>	Gregadoo Waste Management Centre	100%	●
5.7.2	Deliver kerbside waste collection services	Provisions of kerbside waste collection services is ongoing. Management and contractor delivery is compliant.	Gregadoo Waste Management Centre	100%	●
5.7.3	Develop a business case for an asbestos and slag cell	Cell design completed. Delivery planned for 2022/23 financial year.	Gregadoo Waste Management Centre	100%	●
5.7.4	Develop a business case for leachate management	Business case developed. Design concepts underway.	Gregadoo Waste Management Centre	100%	●
5.7.5	Investigate opportunities for value added processes for the management of food organics and green organics (FOGO) waste	Council processing greenwaste on site for re-use saving landfill volumes. Some material being delivered to Wormtech and on sold as organic fertiliser.	Gregadoo Waste Management Centre	100%	●
5.7.6	Manage and maintain waste management and recycling facilities	Ongoing site maintenance undertaken at Gregadoo and rural transfer stations. Regular sampling undertaken for EPA Licence compliance reporting. Gregadoo Tip shop continuing to recover and on sell discarded items. Participation in REROC Steel recovery tender process with steel products sold to recycling firm.	Gregadoo Waste Management Centre	100%	●
5.7.7	Manage the Leachate system	Zero (0) discharge to the environment through maintenance of the Leachate system achieved.	Gregadoo Waste Management Centre	100%	●
5.7.8	Provide trade waste services	Administration of Liquid Trade Waste services is provided by a dedicated Liquid Trade Waste officer. Additional resourcing is required to undertake the inspection program.	Sewer, Stormwater and Flood Maintenance	100%	●

### Minimise our impact on the environment

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.8.1	Conduct monitoring and reporting to ensure compliance with relevant legislative requirements relating to sewer, storm water and flood maintenance	Monitoring and reporting of the Sewerage Treatment Plants as required by Environmental Protection Licences issued by the EPA is published on Councils website. There has been no non-compliances over the reporting period	Sewer, Stormwater and Flood Maintenance	100%	●
5.8.2	Conduct surveys of council managed land to determine conservation value and identify management actions	Surveys have been completed at Wilks Park and Willans Hill.	Environmental Management	100%	●
5.8.3	Continue to implement the Biodiversity Strategy: Maldhangilanha 2020-2030	Several initiatives from the Biodiversity Strategy: Maldhangilanha have been implemented including Aboriginal Cultural Awareness training for all staff, tree planting along active travel paths and establishment of native grasses on sections of the levee bank.	Environmental Management	100%	●
5.8.4	Identify and implement actions to reduce our reliance on potable water consumption in parks and public spaces	The roll out of the Toro Sentinel irrigation controllers continued last FY. All the major Parks have been which included: <ul style="list-style-type: none"> <li>• VMG/Collis/Main street</li> <li>• Botanic Gardens</li> <li>• Bedervale Oval</li> <li>• Cootamundra Boulavarde</li> <li>• Riverside</li> <li>• Cycling Complex</li> </ul>	Parks and Strategic Operations	100%	●

### Demonstrate sustainable practices

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
5.9.1	Develop a Net Zero Emissions strategy	Council formally adopted the Corporate Net Zero Emission 2040 Strategy in June 2022.	Environmental Management	100%	●
5.9.2	Management of National Tree Day activities	National Tree Day 2021 was held on land adjacent to the Bomen Axe Quarry.	Environmental Management	100%	●
5.9.3	Promote and deliver initiatives that reduce carbon emissions	Council has installed an additional solar system at the Alan Turner Depot and continues to look for opportunities to reduce emissions.	Environmental Management	100%	●
5.9.4	Undertake monitoring and reporting of compliance with environmental protection licenses, water quality of	Annual returns were completed for all Council sites with an Environmental protection licence, including sewerage treatment works, the livestock marketing centre and the landfill. National Greenhouse Energy & Emissions	Environmental Management	100%	●

● Off track  
 ● Monitor  
 ● On track

Code	Action 2021/22	Annual comment	Primary Responsibility	Progress	Status
	waterways and urban salinity, as well as Council's water, waste, energy and carbon emissions	Reporting and landfill gas flaring data was submitted to the Clean Energy Regulator. Council continued to periodically monitor the water quality of the Murrumbidgee River, Lake Albert and Wollundry Lagoon, as well as the groundwater and salinity levels of the city's 200 piezometers.			

## Project performance report 2021/22

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
12202	Oasis - Diving Board Replacement		Completed	61,105	61,854	101%	●
12922	Glenfield Road Corridor Works - TT1		Completed	75,000	2,345	3%	●
12941	Jubilee Oval to Red Hill Road - Drainage Improvements	Survey and stormwater analysis complete. This project feeds into Project 12922 – Glenfield Road Corridor Works and should be completed at the same time to gain work delivery efficiencies. A Review of Environmental Factors is required prior to commencing detailed programming and delivery of works.	Active	100,000	12,302	12%	●
13684	Dunns Rd - Roads & Traffic Facilities	Stage 1 of the Dunns Road project comprises three steps: Phase 1 – Upgrade of the stormwater drainage – completed Phase 2 – Earthworks, which involve removing existing top layers of the road and then replacing these layers, using GPS enabled graders – underway Phase 3 – Sealing the entire length of Dunns Road – pending The completion of Stage 1 will occur in December 2022. Stages 2 and 3 of the upgrade, which involve intersection improvements at either end of Dunns Road, rely on elements determined by external agencies.	Active	3,942,279	1,038,013	26%	●
15084	Farrer Road Widening & Reconstruction - TT4	Road works were completed and opened on 5 August 2020. Defect Inspection was completed and practical completion issued. Additional works to install a fence	Completed	86,083	17,647	21%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
		along the TAFE land boundary and removal of rocks was completed in December 2020.					
15090	Pine Gully Road - Bike Track (2006-19 Plan)	Ongoing	Active	125,048	388	0%	●
15226	Airconditioning Upgrade - Civic Centre (2nd floor) 2006-19	Contractors have installed all units. Project commissioning is has been finalised. Practical completion issued 23 July 2020. Additional works are being investigated due to efficiencies in the delivery of the first phase. Second phase - heat injection: Practical completion 9-05-22.	Active	524,662	474,205	90%	●
15293	Sportsground Lighting Program - McPherson Oval	Specification has been compiled. Site has been surveyed. Onsite geotech has been completed and we are just waiting for the report to come through.	Active	545,171	5,887	1%	●
16497	Wollundry Lagoon Admin Bldg Protection Bank (2006-19 Plan)		Completed	115,190	171	0%	●
17742	Murray St Stormwater Project	Investigation works are being completed internally at this stage, no significant expenditure expected in this financial year.	Active	16,527	5,720	35%	●
17744	Riverside - Hampden Bridge Legacy Project	Projects defect liability period to end in approximately 6 months.	Completed	30,444	95	0%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
17760	Bolton Park Upgrade - ROS15	The implementation of the Bolton Park Masterplan is a 20 year project. The current project is part of the initiation phase which will see the development of a concept design that will feed into the future planning of the project scope and the staging of the project.	Active	209,682	68,587	33%	●
17976	Pomingalarna Multisport Cycling Complex - ROS8	The project is complete.	Completed	4,946,424	4,755,426	96%	●
18115	Estella Rise Embellishment - ROS4	Works completed 2020/2021 - toilet block construction near playground - BMX bike track - rubber softfall installation in playground - tree planting around park perimeter - shade sail installed over playground - dog park constructed - installation of combination goal posts - installation of flying fox - installation of 4 fitness stations	Completed	2,993	871	29%	●
18638	Lake Albert - Raising Water Level	Ongoing	Active	228,968	9,209	4%	●
18738	Glenfield Road Drainage Remediation (North of Fernleigh Rd)	Investigation works are underway, no construction works are expected in 2020/21.	Active	103,192	1,656	2%	●
18792	River Life	Multi year project - totalling \$132,236 over 20/21-21/22 FYs	Active	35,532	639	2%	●
18796	Northern Sporting Precinct (Peter Hastie Oval) ROS11 + LA4	Planning in progress	Active	1,288,710	4,003	0%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
18798	Riverside - Wagga Beach Landscape Upg Stg 2 - ROS9	The project is complete.	Completed	8,549,080	8,306,049	97%	●
18812	Active Travel Plan - TT26	Access denied to rail corridor for Forest Hill link delayed tender and construction. Permission now granted and works proceeding to tender	Active	6,385,363	2,950,421	46%	●
18847	Botanic Gardens Museum Site Redevelopment Project	While the new building works are progressing the museum team are working behind the scenes preparing to return the collections onsite that are currently located in temporary storage locations. The upgraded collections storage areas will include a walk-in freezer, which is essential for preventative pest management; museum grade climate control; specialised lighting; and custom designed shelving. These upgrades will allow the Museum of the Riverina to improve the overall care and management of the thousands of objects that make up their permanent collection holdings, for future generations to research, explore and enjoy.	Active	4,206,967	2,571,714	61%	●
18903	Victory Memorial Gardens Amenities	Planning in progress	Active	1,183	3	0%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
18922	Female Change Room Facilities	An agreement has been signed with Wagga Rugby League to deliver to the female change facilities at Parramore Park. Works on services and earthworks for the construction of the concrete slab has commenced. Final construction design has been completed with construction to be completed mid 2021.	Completed	241,113	128,022	53%	●
19334	Umbango RFS Shed Construction	Ongoing	Active	234,977	113,747	48%	●
19526	Stormwater - Copland Street Drainage Project	Initial investigation of works has commenced. Pending decision on how much land can be sold. No major construction expenditure expected in 2021.	Active	108,115	336	0%	●
19534	Gobbagombalin Stormwater Infrastructure	Works commenced in July 2020. The revised date of completion is July 2021.	Completed	118,804	32,352	27%	●
19541	Depot Fuel Tanks & Bowsers Replacement	Demolition works have been completed and the old in ground fuel tanks have been removed. SPEL Tank has been installed. Canopy footings have been installed and steelwork erection has been completed. Canopy cladding, electrical and plumbing was completed. Facility was completed and handed over for use. Defect inspection completed. Practical completion was achieved on 17th of September. Receive O&M Manuals and complete any outstanding defects. Some additional concrete works have been undertaken due to the sufficient remaining budget.	Completed	318,900	318,459	100%	●



Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
19544	RIFL Stage 2A - Rail Siding	More than one-million pavers covering 26,000 square metres have been laid for the new RIFL terminal base. A new access road is being built to link the RiFL terminal to the roundabout at Dorset Drive and Merino Road.	Completed	12,052,018	12,165,853	101%	●
19545	RIFL Stage 2C - Industrial Subdivision - Civil Works	Ongoing	Active	18,793,950	6,332,042	34%	●
19546	Botanic Gardens Zoo - Stg 2 CCTV		Completed	10,028	31	0%	●
19567	Civic Theatre Audio System Upg incl Sound Desk	Ongoing	Active	80,000	62,078	78%	●
19573	The Gap RFS Shed	Ongoing	Active	212,778	112,926	53%	●
19590	Euberta Hall & Sportsground Water Bore & Irrigation System	Council has resolved to pay Euberta Polocrosse club to complete the bore installation. Advice received from Polocrosse club that due to delays in getting their licence finalised, the bore is likely to be installed early 2022.	Active	42,689	523	1%	●
19601	Pine Gully Road Corridor Works - TT2	Ongoing	Active	75,000	43,326	58%	●
19604	Gregadoo Road Corridor Works - TT7	Ongoing	Active	170,000	52,792	31%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
19649	Gobbagombalin - 2 local parks - ROS3 + LA3	Ongoing	Active	840,438	362,847	43%	●
19661	Lloyd Establish 3 Local Parks - ROS5+LA5+LA6+LA7	1. Engaged a contractor to undertake a tree audit 2. Engaged a contractor to undertake tree maintenance work as per the tree audit recommendations 3. Engaged a concrete contractor to construct a 2.5m wide footpath from Deakin Ave to Fernleigh Rd	Active	190,251	170,951	90%	●
19668	Harris Road to Open Space (shared path) - ROS13	Works completed - large landscape rocks put in place to provide an unauthorised vehicle barrier - tree planting between Pine Gully rd and Paradise Dr - installation of a double cable fence between Pine Gully road and Paradise Dr - mulched tree planting area - mowed site (ongoing as required) - extended large landscape rock area to include active travel path loop - constructed gabion rock armoured table drains either side of the shared pathway - construct access paths from adjacent streets to link with the shared path - mill the old asphalt road adjacent to the new shared path in preparation for grass seeding - continue tree planting and mulching	Active	262,215	84,687	32%	●
19681	Red Hill Road Upgrade - TT3	Planning in progress	Active	79,123	28,124	36%	●
19736	Lord Baden Powell Drive Redevelopment Project	It is envisaged that the work will go to tender June 2022	Active	89,402	5,869	7%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
20411	Bolton Park Amenities		Completed	147,155	174,288	118%	●
20550	RIFL Stage 2B - Terminal Works	Ongoing	Active	7,832,009	7,567,469	97%	●
20570	Parks - Smarter Sportsgrounds Systems		Completed	7,000	7,029	100%	●
20571	Wilga Park - Stronger Communities	Project now complete.	Completed	11,250	12,335	110%	●
20582	Art Gallery Air Conditioning Upgrade	All submissions came in over budget. Rejected all offers and to negotiate with contractors. Scope of works amended. Approval provided to proceed from grant funding body. Contract has been signed by both parties. Works scheduled to commence on site from 19-04-21. Some additional minor building works to assist with climate control of the space have been approved to be performed during construction phase.	Active	12,875	6,543	51%	●
20848	Fuel Management System - Council Fuel Trailers	Installation of data fuel system is scheduled to commence in Mid February, completion at the moment is still on track for the end of March.	Completed	12,236	7,093	58%	●
20959	Parks Smart Irrigation Pilot	Ongoing	Active	96,501	96,612	100%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
20991	Koorungal Rd Pavement Rehab		Completed	1,000,076	1,013,774	101%	●
21001	Enlighten For Equity Project	Council is currently delivering a Primary Prevention initiative focused on the prevention of domestic & family violence in the Wagga community. The purpose of this element is for Council to lead a campaign with young people between the ages of 10-18 to encourage and continue a conversation on equity and respect. The aim is to collaboratively create dynamic, interactive and meaningful industrial design and lighting works for permanent installation that reflect equity and respect. These will be displayed as part of the Riverside Precinct for the community to enjoy and reflect upon.	Completed	271,951	251,770	93%	●
21003	Lake Albert Rd St 3B Urban Asphalt		Completed	2,098,585	1,744,320	83%	●
21004	Lake Albert Rd St 3A Urban Asphalt		Completed	2,657,922	1,629,848	61%	●
21082	RIFL Stage 3D Relocation of Power	In progress	Active	5,631,095	4,951,378	88%	●
21086	Bagley Drive Land Acquisition	In Progress	Active	148,849	9,791	7%	●
21130	Active Travel Plan - Stage 2	The project is complete under budget.	Completed	2,886,871	2,649,417	92%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
21195	Library Capital Wks Stg 1 (State Library Priority Grant)	In progress	Active	14,892	2,630	18%	●
21274	Bourke St & Bourkelands Dr Inters Upg (2006-19 Plan) Deliv	In progress	Active	100,102	160	0%	●
21275	Bakers Lane Widening + Intersection Upgrade - TT5	Ongoing	Active	43,501	33,392	77%	●
21285	Flowerdale Foot Bridge	Ongoing	Active	155,024	22,935	15%	●
21308	Civic Theatre Lift Control Upgrade	Ongoing	Active	70,254	15,913	23%	●
21338	Workshop Oil Shed	Order has been placed with B&B Petroleum. Concrete slab and footings have been poured. Shed has been delivered. Shed has been erected and the air and oil lines have been installed. The electrical has also been fitted off and the shed is operational. The old oil shed has been decommissioned. The new roller door has been installed on the old oil shed.	Completed	133,614	143,761	108%	●
21348	Dobney Ave & Pearson St Pavement Rehab	A total of 1.4 km of road including the two roundabouts outside of Bunnings was upgraded as part of the \$5.6 m project. Works included the milling out of existing pavement, putting in a thick layer of asphalt pavement and overlaying a continuous asphaltic concrete wearing layer along the length of both roads and roundabouts.	Completed	5,589,601	4,892,945	88%	●

● Off track ● Monitor ● On track

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
21366	Cemetery Outdoor Touch Screen Kiosk		Active	14,990	34	0%	●
21367	Riverside Basketball Court Upgrade	Delayed by flood damage	Completed	49,955	40,155	80%	●
21446	Library Capital Wks Stg 1 (State Lib Infrast grant)	Works completed - practical completion reached 19-7-22	Completed	255,388	39,096	15%	●
21454	Your High Street Grant Program	On track.	Completed	326,000	181,200	56%	●
21460	Fire Control Centre Refurbishment	Complete	Completed	78,724	75,864	96%	●
21476	Duke of Kent Community Building	Late start by contractor	Active	800,000	33,824	4%	●
21480	Driver Reviver Site Upgrade VIC	Complete	Completed	148,090	148,155	100%	●
21481	Library Community Learning Space Tech & Furn	Ongoing	Active	72,380	49,440	68%	●
21497	Wagga Wagga Kart Club Facility Renewal	Ongoing review with Kart club	Active	407,407	387,954	95%	●

● Off track ● Monitor ● On track

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
21498	CCTV Camera Replacement Baylis St	Ongoing	Active	40,000	490	1%	●
21569	Tarcutta Pump Track Construction		Delayed	127,520	124,823	98%	●
21577	54 Johnston St Property Acquisition	Complete	Completed	785,000	627,653	80%	●
21598	Old Narrandera Road Sealing Fixing Local Roads	Ongoing	Active	600,000	65,693	11%	●
21620	Active Travel Research Project	Ongoing	Active	77,000	56,353	73%	●
21624	Bolton Park Stadium Repairs & Upgrades	All works intended for the financial year are completed	Active	130,279	104,719	80%	●
21650	GRAS Concrete & Shade Sails	In progress	Active	51,000	48,878	96%	●
21651	GRAS Boom Gate Installation	In progress	Active	19,000	19,007	100%	●
21655	Botanic Gardens Railway Boundary Fence	In progress	Active	40,000	10,659	27%	●
21665	Art Gallery Purchase of Equipment for Media Project Lab	In progress	Active	49,657	45,457	92%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
21666	Civic Theatre Stage Upgrade		Delayed	41,278	47	0%	●
21691	Library Accessible Toilet Upgrade	In progress	Active	44,500	23,781	53%	●
21696	Botanic Gardens Dingo Enclosure Fence			18,770	17,649	94%	●
21776	Wagga Cricket Ground Roof Replacement	In progress	Active	32,400	26	0%	●
21777	Wiradjuri Walking Track Upgrade & Repair	In progress	Active	256,668	204	0%	●
21778	Mangoplah Recreation Reserve Amenities Block Upgrade	In progress	Active	119,701	95	0%	●
21789	Tarcutta Recreation Reserve Infrastructure Upgrade	In progress	Active	74,358	59	0%	●
21791	Humula Infrastructure Upgrade	In progress	Active	42,768	34	0%	●
21792	Tarcutta Memorial Hall Upgrade	In progress	Active	72,456	58	0%	●
21816	Cremator Brickworks Reline	In progress	Active	200,000	159	0%	●
28121	Oasis - Circulation Pumps	In progress	Active	145,000	97,389	67%	●



● Off track ● Monitor ● On track

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
28147	Oasis - Replace 50m Pool Covers & Rollers	Complete	Completed	79,992	80,972	101%	●
28148	Oasis - Replace Dive Pool Covers & Rollers	Complete	Completed	35,350	33,538	95%	●
28149	Oasis - Replace Pool Cover Winch		Completed	150	186	124%	●
28162	Oasis - Energy Savings Projects	Delayed due to tender issues	Active	1,446,738	- 35,194	-2%	●
28192	Oasis - Replacement of Portable Disabled Lift		Completed	25,000	-	0%	●
39042	Pedestrian Facilities (PAMP) Program	In progress	Active	53,000	2,532	5%	●
45106	LMC - Landscaping	Project is nearing completion with street lighting being installed on the entry road to the Livestock Marketing Centre. There is to be further work with new signage.	Active	15,364	48	0%	●
45108	LMC - Cattle Yard Capability Upgrade	This project is currently in the Defect & Liability phase, which concludes in September 2019. Signage is remaining.	Completed	47,072	617	1%	●
45109	LMC - Implement a Wifi Network	Complete but not invoiced	Completed	218	1,604	737%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
45111	LMC - Resurface Existing Sheep Yards	Specifications, plans and tender docs compiled. Tender released.	Active	1,000,000	19,195	2%	●
45120	LMC - Install Shade sails in sheep deliveries	In progress	Active	723,799	646,009	89%	●
47278	Airport - Upgrade to Code C: Taxiways A, B, D, E	No activities are planned for future months as project is complete.	Completed	355,169	253,034	71%	●
47323	Airport - Ancillary Land Acquisition	Plan of acquisition survey in progress	Active	15,000	458	3%	●
47328	Airport Light Aircraft Precinct Required Works		Completed	75,000	902	1%	●
50086	Sewer - Pumping Station Hammond Ave SPS15 New Assets	In progress	Active	121,176	5,338	4%	●
50199	Sewer - Pump Station SPS22 Elizab Ave F/Hill New Assets	Pump station is complete. All construction work has been completed spoil needs to be disposed of.	Completed	300,000	988	0%	●
50224	Sewer - Ashmont SPS, Rising Main & Gravity Main Upgrade	In planning	Active	29,942	2,550	9%	●
50250	Sewer - Trunk Main Lloyd to Ashmont SPS23	The project is complete.	Completed	13,234	22,480	170%	●

● Off track ● Monitor ● On track

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
50256	Sewer Pump Station SPS30 Bomen New Assets	In progress	Active	1,842,839	2,733	0%	●
50258	Sewer - Pump Station SPS39 Copland St New Assets	Ongoing	Active	65,348	203	0%	●
50266	Sewer - Treatment Works Forest Hill Plant New Assets	In progress	Active	143,779	5,632	4%	●
50375	Sewer - Bomen Infrastructure - New Assets	In progress	Active	1,362,010	491	0%	●
50384	Sewer - Install Flowmeters at Major Pumpstations	In progress	Active	34,941	52	0%	●
50403	Sewer - Sturt Highway Pressure Sewer Rising Main	Awaits further review	Completed	65,000	3,932	6%	●
50404	Sewer - Shed Upgrade Pump Wash for E1 Pumps	The project is complete.	Completed	30,000	29,031	97%	●
70092	GWMC - Progressive Site Rehab	Ongoing	Active	65,153	204	0%	●
70101	GWMC - Road Rehabilitation	Ongoing	Active	44,000	4,665	11%	●

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
70104	GWMC - Hook Truck & Bins	At this stage there are no hook lift bins being purchased. As the Rural Transfer Stations are upgraded over the coming years this budget will be used to purchase bins for these.	Active	4,966	15	0%	●
70135	GWMC - Gas capture network expansion & gas powered evaporator	The first stage of the Project which was the gas capture expansion is completed within budget. The second stage which is the supply and installation of gas turbines is in the negotiation stage with a supplier. Budget, scope and timeline will be established once negotiations are completed. Investigating offsetting excess generation to other WWCC sites.	Active	507,983	11,668	2%	●
70146	GWMC - New Cell Services	Design RFQ documents being prepared. Once a design has been completed more accurate estimates would be know for setting the budget.	Completed	25,218	794	3%	●
70147	GWMC - Domestic Precinct	A concept layout plan was compiled with surveying and soil testing completed on the site. Transgrid have advised of a proposed transmission line easement that will run through the site. Council is currently in talks with Transgrid about the effects of the easement on our site and restricted use of the land.	Active	33,136	3,898	12%	●
70164	GWMC Construction of New Cell	Basis of design reports have been completed. Key stakeholder and planning meetings have been held. Tonkin consulting have been awarded the design contract. 40% designs have been received and reviewed. Planning advice has been sort and received. 70% designs have been received and reviewed. IFT design have been received and reviewed. Orders have been placed for SEE's with	Active	500,000	194,749	39%	●

● Off track ● Monitor ● On track

Job No	Project name	Annual comment	Active / delayed / completed	Approved budget \$	Actual YTD \$	%YTD actual vs budget	Status
		NGH Consulting, BDAR's with NGH Consulting and submitting of DA to the SRPP with Salvestro Planning. Revised QS's are being sort SMEC has been issued with an order to carry out an audit of the Tonkin IFT designs. NGH have carried out their initial site assessment for the SEE's and BDAR's. BDAR's offsets are being calculated and species survey requirements are being finalised.					
70168	GWMC - Plant Shed	Out to tender	Active	63,838	21,720	34%	●
70178	GWMC - Monocell Construction	In planning	Active	318,749	219,002	69%	●