

Operational Performance Report 2023/2024

1 January 2024 - 30 June 2024



Acknowledgement of Country

Wagga Wagga City Council gulbali-yanhi ngurambang-gu Wiradjuri-gu walumaldhaany-galang. nghanha bela mayiny Wiradjuri. yindyamali-yanhi mudyigangalang-bu belumbambal-bu balugirbam-bu yindyamali-yanhi bagaraygan nguarambang-gawali-i yandu muran.

wigi wagga wagga-dha ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu buyaa-bu giilaang-galam-bu. ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu dhaagun-giyalam-bu bila-galang-giyalam-bu. gulbali-yanhi Wiradjui-mayiny ngurambanguwal-bu bala yarruwala-bu waluwin-bu walabangan-bu dhirrangel-bu.

Wagga Wagga City Council acknowledges the traditional custodians of the land, the Wiradjuri people, and pays respect to Elders past, present and future and extends our respect to all First Nations Peoples in Wagga Wagga.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers. We also recognise the resilience, strength and pride of the Wiradjuri and First Nations communities.

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Introduction

Community vision, principles, and priorities

Our vision for the future

“In 2040 Wagga Wagga will be a thriving, innovative, connected and inclusive community on the Murrumbidgee. Rich in opportunity, choice, learning and environment, Wagga is a place where paths cross and people meet.”

Our guiding principles

To ensure that we achieve the community vision in the future, it is necessary that we start embedding elements of that vision into today’s planning. Four key words have been chosen by the community to be used as guiding principles in planning for our future.

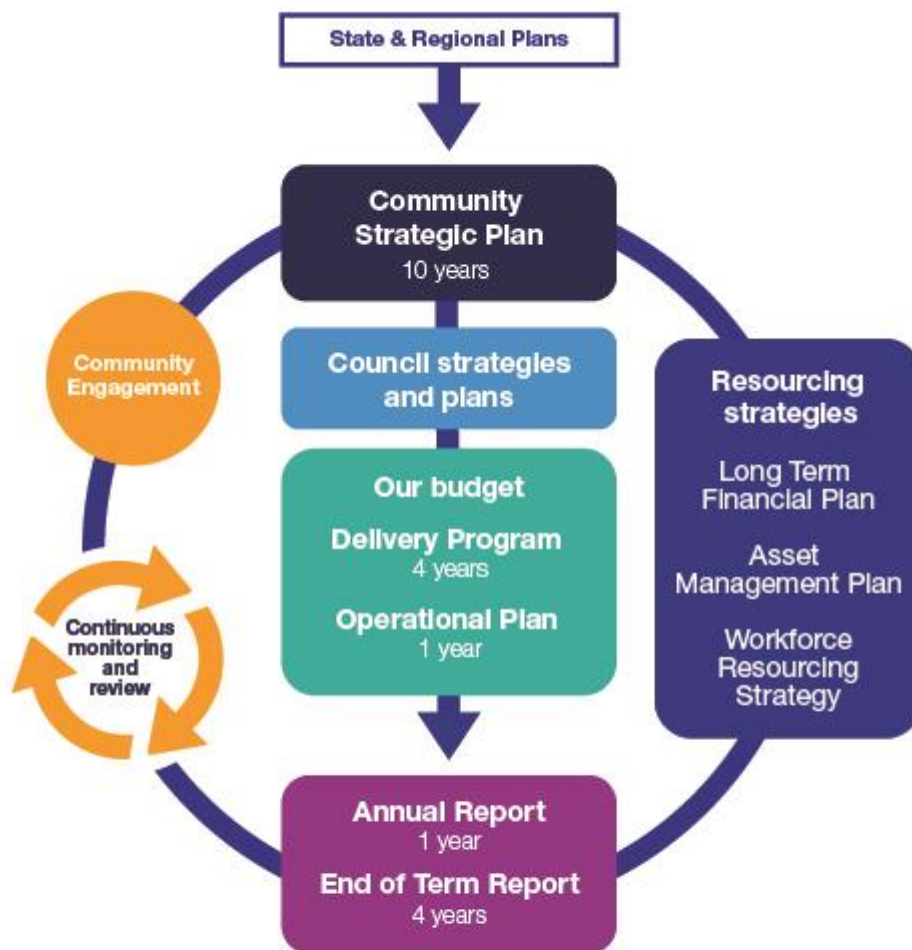
Thriving Growth Development Success Liveability Healthy Sustainable Strong economy	Innovative Creative New ideas and thinking Entrepreneurial leading Efficient and effective Creating best practice	Connected Feeling part of a community Relationships Communication technology Place and space integration Heritage Networking	Inclusive Including everyone Accessibility All cultures and backgrounds Friendly Inviting Equal opportunity Fair Welcoming
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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.



Our strategic directions

The five strategic directions as set out in the Community Strategic Plan 2040 provide the structure for this report demonstrating our commitment to achieving our long-term objectives 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

How the plans relate to each other

The Community Strategic Plan identifies the objectives that the community wants to head towards over the next 10+ years and also sets out the strategies on how to get there. The Community Strategic Plan sits at the highest level of Council's planning hierarchy and guides all other Council strategies and plans.

The Delivery Program picks up these strategies and then links them to the principal activities Council will undertake for the period of the Delivery Program (usually four years). These activities guide the actions (services, programs and projects) that will be undertaken by Council each financial year to bring us closer to our shared community vision and goals as identified in the Community Strategic Plan 2040.

The Operational Plan outlines the actions (services, programs and projects) that Council will undertake each financial year that contribute to achieving the commitments of the Delivery Program and Community Strategic Plan. It identifies the annual budget required to deliver the actions and the responsible service area within Council who will oversee and report on the actions.



Monitoring our performance






Council regularly tracks and monitors the Delivery Program and Operational Plan, and reports to the community on progress and outcomes achieved every six-months through the Operational Performance Report (this report) as well as on an annual basis through the Annual Report. Council also tracks progress towards the Community Strategic Plan 2040 through the State of our City Report (formally referred to as the End of Term Report) which is produced at the end of each Council term and presented to the incoming Council. The Community Strategic Plan will also be updated at the commencement of each Council term to ensure it remains relevant and continues to reflect community aspirations. All reports will be available on Council's website at wagga.nsw.gov.au.

About this Report

The Operational Performance Report 2023/24 provides an overview of Council's activities and performance between 1 January 2024 to 30 June 2024. Through this report, we look at what we've accomplished throughout the second half of the financial year and the progress we've made in implementing Council's Delivery Program and Operational Plan 2023/24.

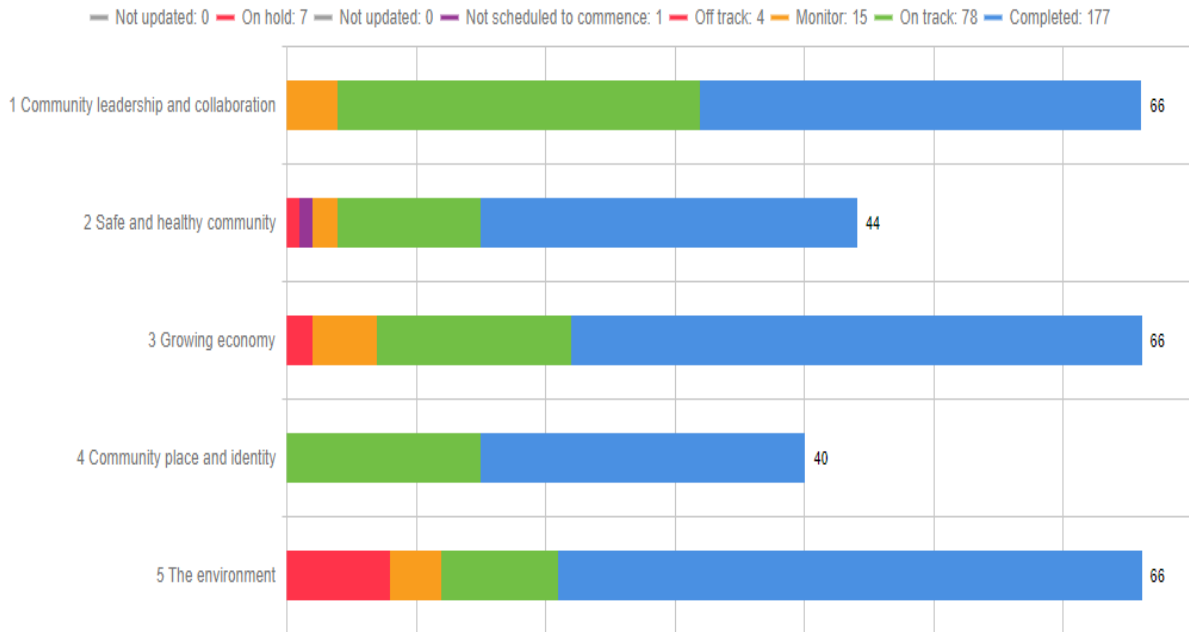
Action status key

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

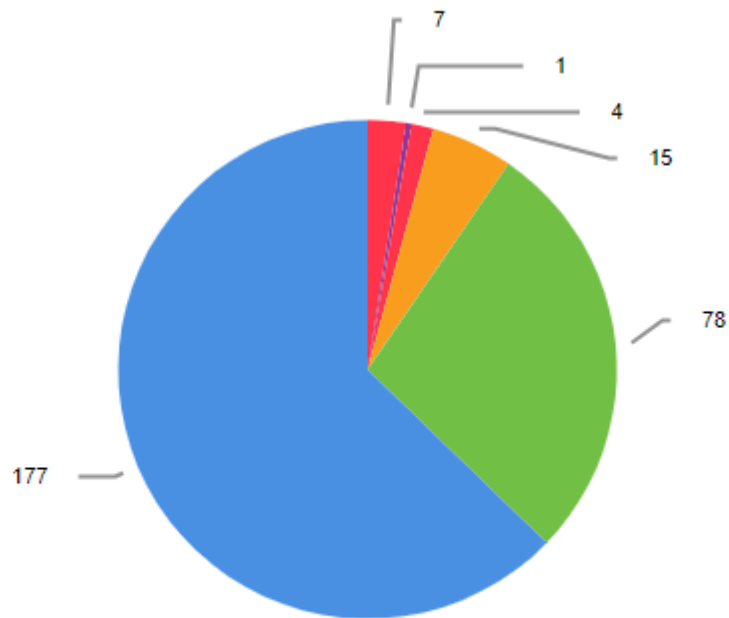
	Not scheduled to commence	Indicates that an action was not due to commence during the reporting period
	Off track / On hold	Indicates that an action is at risk, and generally relates to the target for the reporting period not being met or the action is on hold
	Monitor	Indicates that an action may be at risk if issues are not addressed, and generally relates to the target for the reporting period not being met
	On track	Indicates that an action is on track this financial year and generally relates to the target for the reporting period being met
	Completed	Indicates that an action has been completed this financial year and generally relates to the target for the reporting period being met

Our Performance 1 January 2024 – 30 June 2024

Year-to-date status summary by Strategic Direction

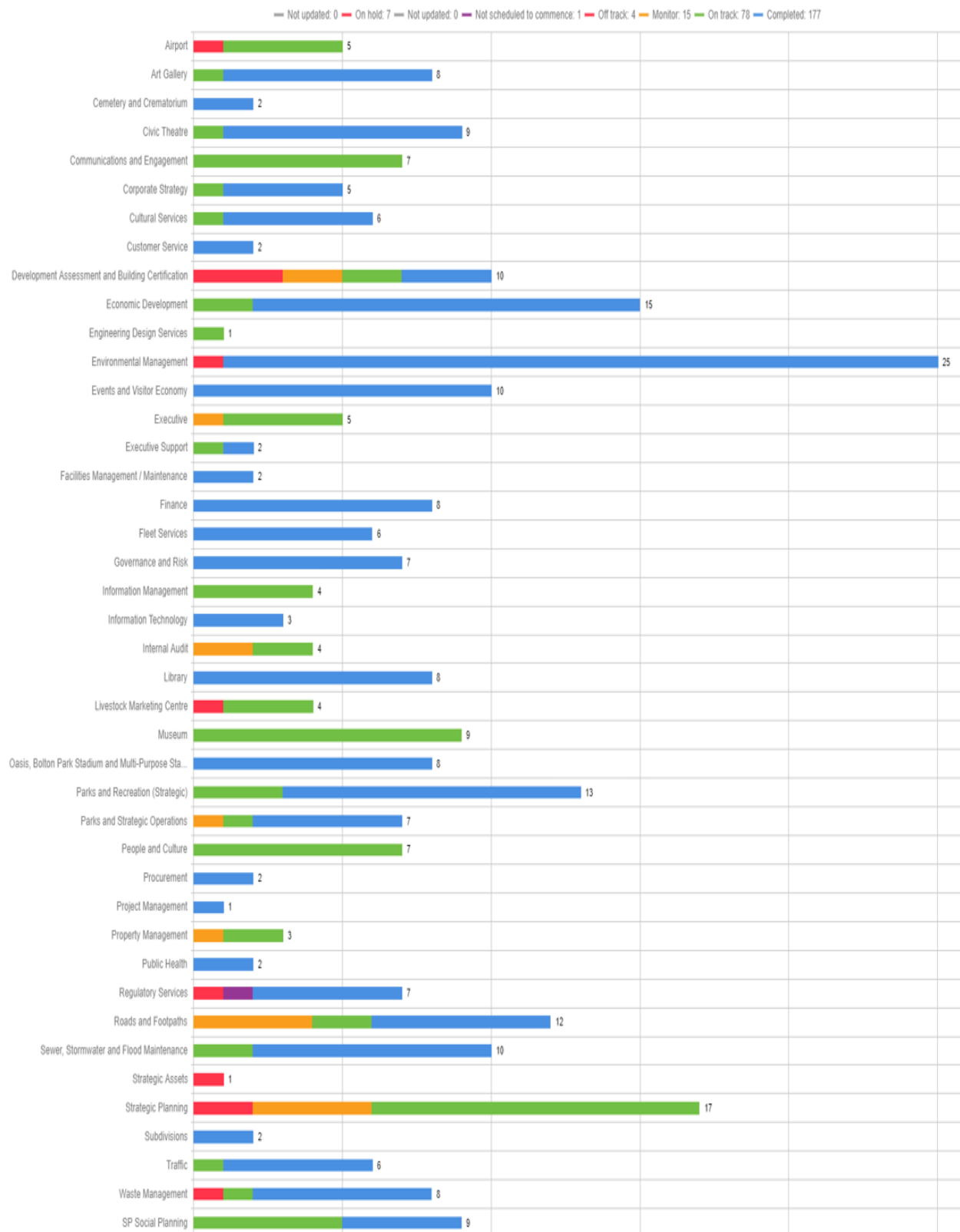


Year-to-date status summary – All Actions



Legend: On hold, Not scheduled to commence, Off track, Monitor, On track, Completed

Year-to-date status summary by Division



Community leadership and collaboration

Wagga Wagga has strong community leadership and a shared vision for the future

Our leaders represent our community

Code	Action	Comment	Primary Responsibility	Progress	Status
1.1.1.1.1	Coordinate and facilitate Citizenship ceremonies	Council continues to conduct ceremonies each month. These are well attended and Council is keeping on top of the backlog.	Executive Support	100%	
1.1.1.2.1	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	Election campaign is being run as a project. Project plan in place and weekly meetings are being held to monitor progress. The first major milestone has been completed. (Candidate session 19th June)	Governance, Risk & Performance	100%	
1.1.1.2.2	Update and implement a comprehensive Councillor professional development and induction program	Induction program completed and approved by GM. Professional development to be conducted following election	Governance, Risk & Performance	100%	
1.1.1.3.1	Develop and implement Council's Leadership and Culture Program aligned to organisational values and provide opportunities for all staff to engage in activities to enhance leadership capabilities across the organisation	We have had a successful rollout of our leadership program across the organisation. The initiatives and programs delivered have been aimed to enhance leadership capabilities, foster professional growth, and align with our organisational goals. The diverse representation at each of the programs that we have been running ensures a broad and inclusive leadership development experience. Training and programs were conducted through a mix of in-person and virtual formats to accommodate various work arrangements. We supported 13 staff members to participate in the 'Intentional Leadership Foundations Program' delivered by the Institute of Managers and Leaders ANZ resulting in positive feedback on impacts for participants both professionally and personally.	People and Culture	50%	
1.1.1.4.1	Facilitate strategic planning discussions between neighbouring local government areas to maximise wider potentials	There are no specific strategic planning discussions being coordinated with neighbouring LGA's, however general discussions occur as required. Council will distribute information regarding draft	Executive	100%	

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	and unlock new opportunities across the region	documents such the Housing Strategy and Economic Development Strategy to neighbouring LGA's when they are on public exhibition.			
1.1.1.4.2	Participate in forums such as Joint Organisations, Regional Capitals Australia and Regional Cities NSW	Council continues to actively participate in forums such as the Canberra Region Joint Organisation, Regional Capitals Australia, Regional Cities NSW and Riverina Regional Cities. These forums provide a good opportunity to discuss matters relevant to us and other similar sized Councils and to advocate as a group when necessary. Council has also recently resolved to join the Riverina and Murray Joint Organisation as an associate member.	Executive	100%	
1.1.1.4.4	Review and monitor Council's Advocacy Plan to support Council and other representative groups to take advantage of advocacy opportunities as they arise	The Advocacy Plan was updated in 2023 and to date no further changes have been made this financial year. The Plan will undergo a full review with the new Council early in the term.	Corporate Strategy	100%	
1.1.1.5.1	Administer the Annual Grants Program	The 2024/25 Annual Grants Program application period opened on Monday 19 February 2024 and closed on Monday 6 May 2024. The Program offered the opportunity for individuals, community groups and organisations to apply for funding for a range of programs and activities across the Local Government Area. The program consisted of ten categories: Arts, Culture & Creative Industries, Community Programs & Projects, Events, Local Heritage, Environment, Neighbourhood & Rural Villages, Recreational & Community Facilities, Rural Halls, Youth Programs & Projects, and Small Business. A total of 93 applications were received for assessment in the 2024/25 Annual Grants Program, with \$268,059 available inclusive of the 2023/24 uncommitted funds and additional funding made available to the Small Business, Events, and Environment categories. The total amount of funding requested by the community across all categories was \$521,372.60. Recommendations were endorsed at 22 July 2024 Ordinary Meeting of Council and all	Cultural Services	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		successful and unsuccessful applicants have been advised.			

Plan long term for the future of Wagga Wagga

Code	Action	Comment	Primary Responsibility	Progress	Status
1.1.2.1.1	Continue to develop and implement Council's Asset Management Strategy and Asset Management Plans	<p>Work progressed as planned in the 2nd half of 2023/24 on the next asset categories requiring revaluation during 2024/25 financial year.</p> <p>A new Asset Steering Committee has been initiated, with Terms of Reference approved by Executive Team.</p>	Finance	100%	●
1.1.2.1.2	Continue to implement Council's Workforce Resourcing Strategy	Ongoing focus on workforce resourcing activities including recruitment, and realignment of skillsets and divisional areas to suit strategic objectives and deliverables. Recruitment of trainees and apprentices has been an outstanding success over the last 12 months, enabling teams to succession plan, upskill and grow talent to address skill shortages and plan for the future. Two (2) divisional plans scheduled for delivery in 2024.	People and Culture	70%	●
1.1.2.1.3	Continue to develop and implement Council's Long Term Financial Plan	Council's Long Term Financial Plan (LTFP) has recently been adopted at the 24 June 2024 Council meeting. The LTFP will continue to be reviewed and updated on a monthly basis when new information becomes available, to ensure the plan remains up to date, via the Monthly Financial Performance Report.	Finance	100%	●
1.1.2.1.4	Investigate opportunities to narrow Council's Infrastructure Funding Gap	The revised 2024/25 Long Term Financial Plan was approved at the 24 June 2024 Council meeting. The extensive Roads and Transport Assets condition assessments recently completed by will now provide Council with up-to-date data. Council finance staff are currently investigating opportunities to narrow the gap.	Finance	100%	●
1.1.2.2.1	Coordinate and facilitate corporate planning and reporting processes including	Council's Delivery Program and Operational Plan are monitored throughout the year and reviewed	Corporate Strategy	100%	●

Code	Action	Comment	Primary Responsibility	Progress	Status
	review of the Delivery Program and Operational Plan and integration of resource strategies	annually as part of Council's performance reporting framework. Staff are in the process of developing the Annual Report 2023/24 to meet the November 2024 due date. Additionally council is developing the State of the City report (formally the End of Term report) to be presented to the new elected councillors.			
1.1.2.2.2	Coordinate and facilitate the full review of the Community Strategic Plan 2040	<p>The community engagement for the development of the Community Strategic Plan - Wagga Wagga 2050 has been well received with community members very happy to have conversations with Council around planning for the future. The visits to villages have been well received and attended in most instances, the pop-up stalls at events, shopping centres and community spaces have also been very well received. Council has facilitated discussions at many functions including a Wagga Business Chamber business breakfast, International Women's Day event etc.</p> <p>It is anticipated that the main round of engagement will be completed by mid-August with a workshop with new Councillors scheduled for October. Further pop ups will occur as we take the draft plan out on public exhibition in November - December 2024. The final plan will be endorsed by Council in February 2025.</p>	Corporate Strategy	100%	●
1.1.2.2.4	Undertake the community survey to better understand key issues, priorities and satisfaction levels regarding the services and facilities provided by Council	Micromex were engaged to conduct the Wagga Wagga Community Satisfaction Survey during January 2024. The survey was conducted via phone and reached 500 residents from our Local Government Area representing the demographics of our community. The results from the survey will be used to develop the 'State of the City Report' along with using this information as part of the Community Strategic Plan development.	Corporate Strategy	100%	●
1.1.2.3.1	Advocate to and collaborate with State Government and key stakeholders to plan for	During this period project highlights include the delivery of the Back to School Party event in Tolland which	Social Planning	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	and deliver services, programs and projects that work towards decreasing social and community disadvantage across our local government area	provided much needed access to education supplies, food relief and safe introductions with local services along with the delivery of the Tolland Community Clean up with Homes NSW.			
1.1.2.4.1	Manage the delivery of Council's capital works program in accordance with Council's Project Management Framework and project plans	Changes made to the Projects Directorate and the PMO function. All reporting completed as per the reporting schedule.	Governance, Risk & Performance	100%	●
1.1.2.4.2	Review and administer Council's Project Management Framework	Changes made to the Project Management Directorate and the PMO function. All reporting completed as per reporting schedule.	Governance, Risk & Performance	100%	●

Our community is informed and actively engaged in decision making and problem-solving to shape the future of Wagga Wagga

Communicate with our community

Code	Action	Comment	Primary Responsibility	Progress	Status
1.2.1.1.1	Continue to support and manage the use of corporate and City brand guidelines	Council's branding requirements are supported by the review of Council's uniforms by staff in 2023/24. Staff have also development a signage style guide to inform Council's branding in the physical spaces of facilities, parks and other assets. Work continues on applying branding to all graphic design requests that come to the team, and building on our extensive branding documents. An example of this is the internal design work supporting the Learning Organisation communications.	Communications and Engagement	100%	●
1.2.1.2.1	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 has been implementing what was learned in the accessibility training to all projects. Staff continue to improve the use of IAP2 methodology in engagement projects and paying close attention to Council's identified community groups in the Community Engagement Strategy. Council's website is also being reviewed for accessibility	Communications and Engagement	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		requirements. The communications team have provided support and advice for key campaigns in 2024, including the Community Strategic Plan (CSP) community engagement, which has endeavored to reach a broad cross section of the city and surrounds.			
1.2.1.2.2	Explore community expectations in relation to the level, type and preferred method of communication and engagement	The Communication and Engagement team have been involved in the delivery of engagement across the Local Government Area in order to learn more about our communities and apply what has been learned to future planning of communication and engagement. Improvements have already been planned to the delivery of social media, project updates and future engagement activities.	Communications and Engagement	100%	●
1.2.1.2.3	Increase access to information and expand Council's engagement with the community through improved use of digital platforms and communication	<p>WWCC's Facebook audience decreased by 3%, and reach decreased by 2% compared to the 2023 calendar year. Visits increased by 113% compared to 2023.</p> <p>Year on year, our Instagram audience decreased by 2.6%, and reach decreased by 11.9%. Profile and page visits decreased by 19.2%.</p> <p>Direct audience engagement, measured by EDM subscriber numbers, saw an increase of 2% subscribers compared to the previous year.</p> <p>A social media review is now underway to make adjustments to social media use in order to improve engagement across all channels.</p>	Communications and Engagement	100%	●

Ensure our community feels heard and understood

Code	Action	Comment	Primary Responsibility	Progress	Status
1.2.2.1.1	Coordinate and facilitate community engagement activities in accordance with Council's Community Engagement Strategy	The Communication and Engagement team has supported the delivery of the Community Strategic Plan engagement across the city and surrounds. The team has also supported delivering the CBD Masterplan	Communications and Engagement	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		and continues to advise on participation in other plans and strategies to ensure activities for the community continue to occur.			
1.2.2.1.2	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 has undergone training in accessibility for communications officers, and for graphic designers, and continues to apply what has been learned to the delivery of Council projects and strategies. Alongside proactive targeting of Council's identified stakeholder groups in the Community Engagement Strategy the team have been working to ensure that a variety of methods are used when trying to communicate to our community. Work is underway to examine the accessibility of online channels to reach our communities.	Communications and Engagement	100%	●

Wagga Wagga City Council leads through engaged civic governance and is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service

Ensure transparency and accountability

Code	Action	Comment	Primary Responsibility	Progress	Status
1.3.1.1.1	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	Training is provided to new employees who undertake purchasing as part of their job. Council also run Tender Evaluation Panel training for those staff who may be required to evaluate offers. This was done in April 2024.	Procurement Services	100%	●
1.3.1.1.2	Provide effective contract management, contractor management and procurement management services and support ensuring compliance with legislative requirements and organisational values	Services delivered to the organisation is ongoing	Procurement Services	100%	●
1.3.1.2.1	Develop and deliver an Annual Internal Audit Plan considering Council's areas of risk exposure	The majority of the revised Annual Internal Audit Plan has been delivered, with one emerging risk	Internal Audit	80%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		addressed with a reactive audit, at the request of Management.			
1.3.1.2.2	Develop and deliver an Internal Audit Strategic Plan	The 2021-2024 Strategic Internal Audit Plan was initially developed in 2021 and has since undergone annual reviews to ensure ongoing relevance and appropriateness. Several updated versions of the Annual Internal Audit Plan have been subsequently created and approved by the Executive and the Audit, Risk, and Improvement Committee. Throughout this period, emerging risks have been diligently considered, leading to the initiation of one reactive audit by Management. However, due to staffing constraints within Internal Audit and other factors, not all originally planned audits have been executed as scheduled.	Internal Audit	60%	●
1.3.1.3.1	Facilitate operational improvements based on the outcomes of audits, reviews and gap analysis conducted through the internal audit program	I have successfully facilitated operational improvements based on the outcomes of audits, reviews, and gap analyses conducted through our internal audit program and Management Initiated Reviews. I have worked closely with the relevant departments, communicated the findings and agreed the recommendations. I have monitored the implementation of recommendations through the Improvement Initiatives Database and reported on progress to the Audit, Risk and Improvement Committee quarterly.	Internal Audit	100%	●
1.3.1.3.2	Provide independent assessment and research of current Internal Audit best practice and advice to the Executive and audit committee	The Chief Audit Executive is actively engaged in training, participating in online forums and webinars, and researching best practices in Internal Audit. The assessments and insights gained from these activities are presented to the ARIC during their quarterly meetings and the annual one-on-one session between the Chief Audit Executive and the ARIC, as well as to the Executive.	Internal Audit	100%	●
1.3.1.4.1	Manage and report on Council's financial position and performance	Monthly Finance reports completed and submitted to Council for approval. Finance staff continue to meet monthly with internal Divisional Managers and Facility Managers to manage each area's budgets.	Finance	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Monthly Business Activity Statements have been completed and submitted.			
1.3.1.4.2	Manage Council's rates and revenue functions	Section 603 Certificates are being processed within the required time frame. For 2023/24 budgeted Section 603 income was 91.41% of forecast. Council rates collection as at 30 June 2024 was 5.31% compared to 5.14% same time last year. This is still a strong result given the cost-of-living pressures affecting the community and reflects a proactive rate recovery program carried out through 2023/24.	Finance	100%	●
1.3.1.4.3	Manage Council's treasury functions	Over the past year, Council's investment portfolio has returned 3.86%, marginally underperforming the AusBond Bank Bill index of 4.37% by 0.51%. Councils' investment portfolio has continued to outperform the AusBond Bank Bill index over the longer term time period, returning 2.67% per annum over the past 3 years, outperforming the benchmark by 0.23% over this time. Council's cashflow has been managed in accordance with Council's Investment Policy.	Finance	100%	●
1.3.1.5.1	Ensure Council has a robust claims management process and Council's insurance coverage appropriately protects Council's risk exposures	Reporting for insurance is in place to review claims monthly. Next action is to develop a Standard Operating Procedure	Governance, Risk & Performance	100%	●
1.3.1.5.2	Manage complaints in accordance with Council's Complaints Handling Framework	A complaints handling standard operating procedure has been drafted. We are now reporting complaints to the Chief Operating Officer on a monthly basis and the Governance team are reviewing weekly.	Governance, Risk & Performance	100%	●
1.3.1.5.3	Mature Council's Risk Management Framework and continue to embed into decision making	BCP test conducted, and policy updated following recommendations. Fraud plan has been updated and risk reporting completed.	Governance, Risk & Performance	100%	●
1.3.1.6.1	Develop a Strategic Property Portfolio Plan	Property Team have progressed the review of the current Public Land Register, with an update expected to be finalised by August 2024. Once	Land and Property	30%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		review completed, a broader strategic property review can be progressed - depending on level of detail sought, additional resourcing will be required. In the interim, the Property Team have also provided input into notice of motion (NOM) responses relating to Council owned property available for housing purposes.			
1.3.1.6.2	Manage property related interactions, leasing and licensing of land and buildings and Crown land management ensuring legislative compliance	Renewal of Community License Agreements proceeding as scheduled. Some Community License Agreements have been impacted by issues in relation to Crown Land / Native Title which are being investigated. Commercial Lease renewals progressing - several additional leases currently being negotiated. Grazing EOI completed. Current status - 110 community / commercial agreements, 18 grazing licenses and 36 airport agreements.	Land and Property	100%	●
1.3.1.6.3	Manage the sale and acquisition of land and buildings ensuring legislative compliance and value for money	Property Team is currently actively involved in the proposed disposal of land within the RIFL subdivision. Property Team is also working on a significant number of potential land acquisitions to facilitate project delivery including Plumpton Road duplication for Southern Growth Area, Lake Albert Pipeline and North Wagga Flood Levee projects.	Land and Property	100%	●
1.3.1.7.1	Provide open and accessible government information as well as a commitment to the protection of privacy in accordance with legislative requirements	We continue to provide open access information to members of the community along with publishing some information online for easy access moving forward. We also ensure all formal GIPA Applications are responded to within the legislated 20 business days and Subpoenas are responded to within the set timeframes listed on the applications	Learning and Development	100%	●

Provide professional, innovative, accessible and efficient service delivery

Code	Action	Comment	Primary Responsibility	Progress	Status
1.3.2.1.1	Continue to implement Council's Information and Communications Technology (ICT) Strategy and manage	Council's prior ICT strategy has been completed and a new strategy is being developed. The ICT projects identified during	Information and Communications Technology Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	the delivery of Council's ICT projects	business planning are on track for completion by 30 June 2024.			
1.3.2.1.2	Manage Council's cyber security systems and processes in accordance with Council's Cyber Security Strategy	All cyber security projects completed for 2023/24 financial year	Information and Communications Technology Services	100%	●
1.3.2.2.1	Engineering design projects are completed within adopted / amended timeframes	Various projects have been designed with limited in house resource, and consultants engaged where necessary.	Engineering Design Services	100%	●
1.3.2.3.1	Roll-out the Organisational Culture Survey and implement actions to support alignment with Council's values-based organisational culture	The 2024 Employee Engagement Survey was delivered in April/May 2024. Organisational results have been communicated with staff and an internal workshop scheduled for September 2024 to develop ideas and initiatives in response to staff feedback.	People and Culture	70%	●
1.3.2.4.1	Deliver quality and timely recruitment services and induction of new employees to ensure understanding of Council structures and policies	<p>The People & Culture Team continue to review processes and systems to reduce recruitment timeframes and fill vacant roles whilst attracting suitable candidates for roles and Council. Timeframes, at times, are influenced by external factors (i.e., pre-employment checks and internal authorisations).</p> <p>New employees continue to complete mandatory induction training. The People & Culture Team are finalising a review of all induction processes.</p>	People and Culture	90%	●
1.3.2.4.2	Implement and support the initiatives from the Equal Employment Opportunity Management Plan, Reconciliation Action Plan, First Nations Employment and Retention Strategy and All Abilities Inclusion Action Plan	Ongoing implementation and reporting of initiatives within the Equal Employment Opportunity Management Plan, Reconciliation Action Plan, First Nations Employment and Retention Strategy and All Abilities Inclusion Action Plan in accordance with key delivery dates.	People and Culture	100%	●
1.3.2.5.1	Investigate service review programs to improve the efficiency and effectiveness of council operations	The service review of the Development Assessment and Building Certification area is well underway and is scheduled for completion at the end of this calendar year.	Executive	75%	●

Code	Action	Comment	Primary Responsibility	Progress	Status
1.3.2.6.1	Develop and deliver effective learning and development programs in line with identified priorities, compliance requirements and the objectives of Council's Workforce Resourcing Strategy	<p>The 23/24 Corporate Training Plan for the fiscal year was developed, endorsed, and implemented, with 94% of the budget being expended (see attached 23/24 Corporate Training Plan Review). The Learning & Development (L&D) Team scheduled all compliance training sessions, fulfilled Individual Performance and Development Plan requests, and accommodated additional training needs on an ad-hoc basis.</p> <p>In May and June 2024, the L&D team consulted with Supervisors, Managers, and Directors through a survey to understand their teams' training and development needs. They also reported on the compliance refresher training required for 24/25, which helped in developing the Corporate Training Plan for the 24/25 fiscal year. This 24/25 Corporate Training Plan was endorsed by the executive team and is ready to be implemented in July 2025.'</p>	Learning and Development	100%	●
1.3.2.7.1	Continue to deliver a sustainable fleet replacement program aligned to operational requirements and provide optimal outcomes for Council and the community	<p>After completion of the 23/24FY, Fleet Services were able to achieve a 68.25% return on the allocated budget, 28.25% above council targeted benchmark. With a procurement rate of 78.46% due to delay and short supply of various assets, this was in line with an expected target due to Fleet Assets being carried into 24/25FY for delivery. As Wagga City Council await delivery of the carried assets, the 31,75% variance will be reflected within the 24/25FY budget amounts.</p>	Fleet Services	70%	●
1.3.2.7.2	Develop and implement a plant, equipment, and fleet management strategy / plan	<p>Fleet services continue to work in line with the Plant, Fleet & Equipment 15 year replacement plan which forms the content of the Long Term Financial Plan. By managing these plans efficiently with focus on ensuring full capacity is met, these increase the capacity within the functional areas and ensure</p>	Fleet Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		community targets and expectations are met with regard to community works.			
1.3.2.7.3	Maintain operational fleet and plant to support ongoing service delivery and operational requirements and meet critical functions of Council	<p>An internal audit on Wagga City Council Fleet Management System has seen an improvement within the workshop facility regarding works preventative maintenance programs. These programs ensure the service and maintenance of all council assets are met in line with manufacturing guidelines and internal service level agreements for each functional area.</p> <p>With the support of each functional area conductional essential pre starts of Plant and Fleet, the Workshop Facility can appropriately schedule the required works in to ensure all plant and equipment is effectively maintained without impacting the safe working risks and Wagga City Council return on investment of each asset.</p>	Fleet Services	95%	●
1.3.2.7.4	Manage operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets in accordance with IPWEA best practice standards for fleet	At the completion of the 23/24FY Fleet Services calculated a utilisation rate of 89.31% on all Heavy Plant assets. The calculations are based on Industry Best Practice Standards which is monitored by IPWEA Fleet. The introduction of the Fleet Operations Officer has supported these increased utilisation rates due to the internal reporting processes. The ability to cross hire assets within various functional areas creates higher capacity for utilisation within WWCC Plant, Fleet & Equipment	Fleet Services	90%	●
1.3.2.7.5	Manage plant and equipment hire to support ongoing service delivery and operational requirements and meet critical functions of Council	With the implementation of the Plant Hire Refresh within the 23/24FY, The Fleet Operations Officer has been working with functional areas to ensure all plant hire in operating efficiently. The process of consistent Fleet Utilisation reporting with functional areas to ensure each asset is operating in line with national benchmark standards,	Fleet Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		and the ability to cross hire within internal stakeholders has seen a reduction in external hired plant and equipment.			
1.3.2.8.1	Manage operational works depot and stores to support ongoing service delivery and operational requirements and meet critical functions of Council	Operational works depot has seen various improvements to ensure the ongoing support to all key functional areas operating from the works depot. Various improvements are to be implemented within 24/25FY including the Worker on Foot upgrade and upgraded Traffic Management plans. These upgrades will assist the functional areas tasked with achieving the community targets and expectations set out within the 24/25FY.	Fleet Services	100%	●
1.3.2.9.1	Continue to deliver digitisation and sentencing of hard copy records	We are progressing in the uploading of scanned applications into ECM. There is still a lot of work to do in this space and the team will continue to work through this during their spare time due to resourcing in the records team.	Information Management	80%	●
1.3.2.9.2	Continue to develop a strong information and records management culture	Training for ECM, Property & Rating and Procure 2 Pay is conducted every month for all new staff. This financial year council ran 12 x ECM training session and approximately 6 x Procure 2 Pay and 6 x Property & Rating training sessions.	Information Management	100%	●
1.3.2.9.3	Manage and maintain Council's business information, corporate records and archive facilities in accordance with Council's Information Management Framework	Records continue to perform duties to ensure all records are scanned, sentenced and destroyed were required. The team distribute electronic records across the organisation on a daily basis.	Information Management	100%	●


Be easily accessible to all members of our community

Code	Action	Comment	Primary Responsibility	Progress	Status
1.3.3.1.1	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	Council continue to provide our community with simple and convenient ways to access and do business through the delivery of high quality customer service via phone, counter and digital channels.	Customer Service	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	phone, counter and digital channels				
1.3.3.1.2	Provide advice and information regarding development assessment and building certification related matters to industry and the community	Duty Town Planner and Building Surveyor available daily to customers. Industry newsletter has been created for relevant industry stakeholders.	Development Assessment and Building Certification	100%	●
1.3.3.1.3	Provide advice and information regarding engineering related matters to industry and community	Infrastructure Services has been informing the community of our works program through the local media channels as well as on Live Traffic. 399 traffic updates were provided on Live Traffic for the Wagga Wagga local government area.	Traffic	100%	●
1.3.3.1.4	Provide advice and information regarding heavy vehicle permits for State roads and traffic or transport related enquiries to industry and community	The National Heavy Vehicle Regulator is the peak body that provides advice and information and where applications for Heavy Permits are made. Council provides advice and information on local traffic related matters via our Traffic Section. 578 Heavy Vehicle Permits were received over the 2023/24 financial year. As at the 30th June 2024, 545 applications have been completed at an average processing time of 12.77 days	Traffic	100%	●
1.3.3.1.5	Provide advice and information regarding infrastructure contributions to industry and community	The contributions team continues to provide advice and information to the community and industry whilst balancing other operational requirements. Further resourcing to continue delivering this action is likely in the short to medium term with the workload required to shift focus on large scale VPA's and other development contributions negotiations for other key projects across the LGA.	Strategic Planning & Contributions	50%	●
1.3.3.1.6	Provide advice and information regarding rates and revenue related matters to industry and the community	100% of matters are responded to within three days.	Finance	100%	●
1.3.3.1.7	Review and update Council's Customer Service Charter	The Customer Service Charter has been reviewed.	Customer Service	100%	●
1.3.3.2.1	Facilitate Council and committee meetings and provide a clear line of communications between	Business papers have been completed on time throughout the course of the year.	Governance, Risk & Performance	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	members of the public and Councillors				
1.3.3.2.2	Provide high-level executive support to the Mayor and Councillors	Executive support is provided to Councillors on a regular basis. This includes the coordination of workshops, meetings, events and administrative support.	Executive Support	100%	

Safe and healthy community

Our community feel safe

Create safe spaces and places

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.1.1.1	Provide effective ranger services to enhance public safety, manage risks and ensure compliance with companion animal legislation	Ranger staffing levels have lead to longer response times for non safety related calls, however safety related response times continue to be met as a priority.	Regulatory Services	100%	
2.1.1.1.2	Provide high quality companion animal management facilities, programs, and services through the Glenfield Road Animal Shelter	The Glenfield Road Animal Shelter continues to deliver outstanding rehoming numbers, achieving all expected rehoming rates. The shelter continues to deliver excellent animal welfare standards and processes.	Regulatory Services	100%	
2.1.1.2.1	Develop and implement Council's Health and Wellbeing Strategy	A wellness calendar has been implemented, which cover items like: National Smart Eating Week, Men's and Women's Health Week, RU OK Day, Safe Work Month, Finance and health checks.	Work Health and Safety	80%	
2.1.1.3.1	Continue to implement the Community Safety Action Plan	Council continued to implement the Community Safety Action Plan during this period working closely with Police to carry out Crime Prevention Through Environmental Design assessments. Planning for the next Family Community Safety Day for 2025 is underway in collaboration with Wagga Local Area Command and emergency services to provide an opportunity for residents to engage with Police, other emergency services organisations and Council staff to provide feedback and raise issues regarding community safety matters.	Social Planning	100%	
2.1.1.4.1	Monitor and maintain the Council Closed Circuit Television (CCTV) network	Approximately 50% of CCTV cameras have been replaced as part of an ongoing replacement program. The remaining 50% are due for replacement in the 24/25 financial year.	Information and Communications Technology Services	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Promote safety and safe behaviours

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.2.1.1	Partner and work with Government stakeholders to improve road safety and behaviour change	Council works with Transport for NSW via the Local Traffic Committee to improve road safety. During 2023/24, line marking and delineation improvements to enhance road safety were undertaken at four roundabouts (Hudson/Barton/Hargrave, Watson/Lingiari, Muttama/Ross & Messenger/Bradman) and four segments of road (Bourke Street - Red Hill to Holbrook, Red Hill Road - Glenfield to Bourke, Lake Albert Road - Koorringal to Lakeside East and Bourke Street - Urana to Fernleigh)	Roads and Footpaths	100%	●
2.1.2.1.2	Undertake road safety audits	No road safety audits have been conducted during this period due to budget constraints. Council is working on developing an action plan instead.	Roads and Footpaths	0%	●
2.1.2.2.1	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	A number of public health resources were developed including joint educational material with NSW Health and Murrumbidgee Local Health District to educate children about protecting themselves from mosquito bites. The resources highlighted measures that could be taken around the home to reduce the impact of mosquitoes. The 2024 MLHD Excellence award was received for this project in raising awareness on vector control. The project in the Riverina was rolled out to schools through the NSW Department of Education. By next summer, the project will be rolled out in primary schools across the State of New South Wales. When new legislated additions were made in the Food Standards Code Australia/ New Zealand the Environmental Health team designed resources with QR codes to help businesses adopt the new changes.	Environmental Health Compliance	100%	●
2.1.2.3.1	Continue to implement priority actions identified in Council's Inland Water Safety Management Plan	WWCC is continuing to implement priority actions identified in Council's Inland Water Safety Management Plan internally and with external stakeholders such as Royal Life Saving. The Inland Water Safety Plan is due to be reviewed in November 2024.	Recreation Assets	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.2.3.2	Deliver water safety education programs such as Royal Life Saving's Swim and Survive program	The Oasis Aquatic continues to be the region's leading provider in aquatic safety education programs. In 23/24 4920 participants enrolled in the Oasis Swim School 10 session program which increased by 380 participants from 22/23. The Outback Lifesavers program was also a huge success with 24 participants. The Oasis partners with Royal Life Saving Society Australia (RLSSA) to deliver the Lifeguard and Learn to Swim Qualification courses on-site. A further 24 local primary and secondary schools participated in school-based learn to swim programs in 23/24.	Oasis Regional Aquatic Centre	100%	●

Be responsive to emergencies

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.3.1.1	Provide and maintain support for emergency services and bush fire services in order to respond effectively to any type of emergency	Council is a heavy plant hire contractor to the RFS for emergency services. Over the period 1 July 2023 to 30 June 2024, council responded to two RFS requests for assistance and provided a grader and operator to a fire on a property on Thompson Road, Kyeamba as well as the Twelve Mile Road Yarragundry.	Sewer, Stormwater and Flood Maintenance	100%	●
2.1.3.1.2	Provide responsive, effective emergency management and emergency prevention services such as traffic control, online communications and alerts, repair works and flood gate operations	Council provides after hours call out services to respond to emergencies. We regularly provide updates via Councils media teams as well as communications and alerts via Live Traffic. 399 traffic updates were provided on Live Traffic for the Wagga Wagga LGA over 2023/24.	Sewer, Stormwater and Flood Maintenance	100%	●
2.1.3.2.1	Continue to support the development of local emergency management plans and local recovery management plans in partnership with emergency service agencies and key stakeholders to ensure we are working to prevent, prepare for, respond to, and recover from emergencies including natural hazards and disasters	Council facilitates and chairs the Local Emergency Management Committee (LEMC). 4 meetings are conducted per year. Meetings were held in August and November of 2023 as well as February and May 2024. Council has a Local Emergency Management Plan dated June 2021 and is in the process updating it for endorsement by the LEMC at a future meeting. Council has a draft Pre-Disaster Recovery Plan that it is developing in conjunction with the NSW Reconstruction Authority.	Traffic	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Council is also participating in developing the next generation Bushfire Risk Management Plan with the Rural Fire Service.			
2.1.3.3.1	Continue to implement actions from the Council's Floodplain Risk Management Plans	<p>North Wagga Flood Mitigation options - Council resolved to upgrade the levee to a 5% AEP flood immunity in May 2024</p> <p>Council has several flood studies funded by a variety of sources currently underway. These include</p> <p>Glenfield Drain and Flowerdale Storage area mitigation options Lake Albert Flood Mitigation options Levee Pump Augmentation scheme Uranquinty Levee Feasibility and design Humula and Mangoplah Flood Studies</p> <p>Council will be completing some of these studies within the next 12 months and begin the implementation phase when appropriate.</p>	Sewer, Stormwater and Flood Maintenance	100%	●

Monitor and enforce public safety

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.4.1.1	Deliver effective regulatory services to enhance public safety, manage risks and ensure compliance with on and off-street parking	Due to a lack of staffing, regular parking enforcement has been suspended and response times to customer complaints have extended.	Regulatory Services	50%	●
2.1.4.1.2	Deliver effective regulatory services to enhance public safety, manage risks and ensure compliance with public road reserve and street activities	Ongoing monitoring programs have been carried out for dumped rubbish, footpath obstructions, abandoned vehicles and articles. However, due to staffing numbers response times have increased significantly, with the exception of roaming stock. As this is a safety issue, these complaints are still addressed within the expected timeframes.	Regulatory Services	100%	●
2.1.4.1.3	Deliver fire hazard reduction programs and services relating to private property	Rangers have undertaken Fire Hazard inspections for overgrown properties during the fire danger period.	Regulatory Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
2.1.4.1.4	Deliver fire hazard reduction programs and services relating to public property	The fire hazard reduction works have been completed as per RFS standards & timeframes. APZs have been mown and sprayed to reduce the fuel loads to acceptable levels deemed by RFS inspections. SFS have been sprayed and mown and vegetation has been kept to acceptable standards.	Parks and Strategic Operations	100%	●
2.1.4.1.5	Manage impound operations including undertaking inspections, issuing infringements and disposal of items	Inspections of Dangerous, Menacing and Restricted dog keeping requirements are completed for this financial year.	Regulatory Services	100%	●
2.1.4.1.6	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 completed 100 % of health inspections scheduled. Authorised officers reinspect premises where required to ensure matters are addressed in line with the relevant Acts and Regulations. Annual reporting had been submitted to the NSW Food Authority for the 2023-2024 period. The report identified 423 fixed food businesses and 33 mobile food businesses. All registered businesses were inspected to ensure compliance with the NSW Food Act, associated Regulation and the Food Standards Code Australia/ New Zealand.	Environmental Health Compliance	100%	●
2.1.4.1.7	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Schedules and through the Fire Safety Statement Program	AFS process is progressing and significant progress has been made. 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%	●
2.1.4.1.8	Undertake mandatory inspections of swimming pools as prescribed under legislation	Private Swimming pool inspections complete within 5 business days of receiving swimming pool certificate request Target: 100% Actual: 75% Public swimming pool inspections complete annually Target: 100%	Development Assessment and Building Certification	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Actual: 0% Notes: Nil inspections undertaken in 6 month period.			

Our community embraces healthier lifestyle choices and practices

Promote access and participation for all sections of the community to a full range of sports and recreational activities

Code	Action	Comment	Primary Responsibility	Progress	Status
2.2.1.1.1	Attract and support community participation in a range of sports and recreational activities in open spaces, parks, reserves and gardens	Ongoing. WWCC recreation team are continually supporting community and sporting groups that encourage participation in sport and recreation activities. Examples include; The Man Walk, Biketober, All Abilities gala day, NSW Touch Championships, NRLW trial game.	Recreation Assets	100%	●
2.2.1.1.2	Attract and support community participation in a range of sports and recreational activities through Bolton Park Stadium	Bolton Park continues to play a pivotal role in the community providing casual access in a centrally convenient location. It is used by a large number of community organisations including Wagga Tigers FNC, Wagga Basketball, Twin City Skate, Wheelchair Basketball, Freedom Solutions Australia (Disability bikes), Clontarf, Wagga Filipino Basketball League and local schools. Bolton Park stadium has also hosted a number of significant events such as the NSW Academy Games, Australian Boarding Schools expo and Riverina Rumble car exhibition. Court usage increased in 23/24 to 3983.75 hours.	Oasis Regional Aquatic Centre	100%	●
2.2.1.1.3	Attract and support community participation in a range of sports and recreational activities through Multi-Purpose Stadium	The Multi Purpose Stadium continues to play a pivotal role in Wagga's sport and recreation landscape. As one of Wagga's premier indoor facility it plays host to National, State and local events. Anchor tenants such as Wagga Netball, Wagga Futsal, Wagga Basketball continue to host regular competitions which is supported by a significant amount of casual user groups. These casual user groups include local soccer, netball and football clubs, STARRTS Multicultural group, Riverina Rollers, Samoan Christian Church Community Group, Southern Sports	Oasis Regional Aquatic Centre	100%	●

Code	Action	Comment	Primary Responsibility	Progress	Status
		Academy, Netball NSW and local schools. The MPS has also hosted major events such as the NSW Academy Games, Impact Wrestling Tour, Super Netball and education roadshows. In 23/24 the MPS was booked for 2224.25 hours.			
2.2.1.1.4	Investigate opportunities to increase utilisation through Bolton Park Stadium and Multi-Purpose Stadium	Bolton Park Stadium and Multi Purpose Stadium have hosted a number of significant community events in addition to major sporting events and competitions. Across the two stadiums there has been conferences, expo's and exhibitions including the Australian Boarding Schools Expo, Riverina Rumble Car Exhibition, Impact Wrestling Tour, Super Netball, Religious Ceremonies and business conferencing. Further to these community events there is till regular sport programming such as Wagga Netball, Wagga Futsal, Twin City Skate, Badminton, Volleyball and Basketball. In November 2024 the MPS will also host it's first high school formal highlighting it's multi purpose capacity as one of Wagga's premier indoor facilities.	Oasis Regional Aquatic Centre	100%	●
2.2.1.1.5	Provide a range of aquatic activities, programs, and events for the community through Oasis	<p>The Oasis Aquatic Centre continues to provide a number of programs to the Wagga community which include the Oasis Swim School, Aqua Aerobics, Over 50's dryland fitness, Salti and Outback lifesavers. The Oasis Aquatic Centre also hosts between 25 and 30 school swimming carnivals each year as well as regional, state and national swimming and water polo events.</p> <p>In 23/24 4920 participants enrolled in the Oasis Swim School 10 session programs which increased by 380 participants from 22/23. Attendance in Aqua Aerobics programs rose from 8874 in 22/23 to 9436 in 23/24 and this years Outback Lifesavers was a success with 24 participants. A key result of the Oasis Customer Satisfaction survey was that 88.57% of people are likely or highly likely to recommend the Oasis Aquatic Centre to others. The Oasis Aquatic Centre also experienced its greatest year for annual visitation with</p>	Oasis Regional Aquatic Centre	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		263,469 visitations for 23/24 this was 7000 up on 22/23 and the highest visitation since 2018.			
2.2.1.2.1	Continue to implement the Active Travel Plan	Staff continue to implement the Active Travel Plan. Construction of the remaining elements of Stage 1 is being completed leaving only the Forest Hill section to remain which will be constructed in 2024/25. Stage 3 design is 80% complete and funding has been received to allow the construction of one link within Stage 3.	Recreation Assets	100%	●
2.2.1.3.1	Develop and adopt the Exhibition Centre Master Plan	Initial stakeholder discussions have commenced with users of the Exhibition Centre. Community engagement and the development of the will be completed during 2024/25. The Cricket Ground Masterplan has been placed on public exhibition.	Recreation Assets	100%	●
2.2.1.4.1	Continue to implement the Playground Strategy	<p>The Playground Strategy was adopted by Council on 22nd July 2024.</p> <p>Staff are continually working on actioning the recommendations identified in the Playground Strategy. The key themes are:</p> <p>Shade at Playgrounds has been identified as a priority area, this is addressed through recommendations 4, 6 & 8. Council currently has 25 playgrounds with sails, 7 of these have been constructed since the audit was completed. A further 5 playgrounds have funding confirmed and plans for construction are in progress.</p> <p>The construction of a water/splash park has been a key recommendation highlighted from the community. A water/splash park has been incorporated in the Bolton Park Masterplan and staff are continuing to seek grant opportunities.</p> <p>Fencing was another key recommendation and was added to the newly adopted Strategy. Staff will investigate further and seek grant funding.</p>	Recreation Assets	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
2.2.1.4.2	Renew the Playground Strategy	The revised Playground Strategy 2024-2044 was adopted by Council at 22 July 2024 Meeting.	Recreation Assets	100%	
2.2.1.5.1	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	This has been achieved over the financial year.	Parks and Strategic Operations	100%	
2.2.1.5.2	Investigate potential improvements and funding opportunities to O'Halloran Park Agility Track	Due to staffing this has not commenced.	Regulatory Services	0%	
2.2.1.5.3	Manage and maintain the Zoo, including animal welfare, facility maintenance and public education	This has been achieved in accordance with the DPI guidelines for Captive animal management	Parks and Strategic Operations	100%	
2.2.1.5.4	Provide high quality aquatic facilities through Oasis to meet community needs and industry standards	The Oasis Aquatic Centre maintained it's Royal Life Saving 5 star safety rating with a 99% 5-Star score and an overall safety rating of 96%. The Oasis Aquatic Centre also experienced its greatest year for annual visitation with 263,469 visitations for 23/24 this was 7000 up on 22/23 and the highest visitation since 2018. The Oasis also experienced record membership with 555 members.	Oasis Regional Aquatic Centre	100%	
2.2.1.5.5	Provide high quality sports and recreational facilities through Bolton Park Stadium to meet community needs and industry standards	Bolton Park continues to play a pivotal role in the community providing casual access in a centrally convenient location. It is used by a large number of community organisations including Wagga Tigers FNC, Wagga Basketball, Twin City Skate, Wheelchair Basketball, Freedom Solutions Australia (Disability bikes), Clontarf, Wagga Filipino Basketball League and local schools. Bolton Park stadium has also hosted a number of significant events such as the NSW Academy Games, Australian Boarding Schools expo and Riverina Rumble car exhibition. Court usage increased in 23/24 to 3983.75 hours.	Oasis Regional Aquatic Centre	100%	
2.2.1.5.6	Provide high quality sports and recreational facilities through Multi-Purpose Stadium to meet community	The Multi Purpose Stadium continues to play a pivotal role in Wagga's sport and recreation landscape. As one of Wagga's premier indoor facility it plays host to	Oasis Regional Aquatic Centre	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	needs and industry standards	National, State and local events. Anchor tenants such as Wagga Netball, Wagga Futsal, Wagga Basketball continue to host regular competitions which is supported by a significant amount of casual user groups. These casual user groups include local soccer, netball and football clubs, STARRTS Multicultural group, Riverina Rollers, Samoan Christian Church Community Group, Southern Sports Academy, Netball NSW and local schools. The MPS has also hosted major events such as the NSW Academy Games, Impact Wrestling Tour, Super Netball and education roadshows. In 23/24 the MPS was booked for 2224.25 hours.			
2.2.1.5.7	Undertake planning for sustainable maintenance and operations of recreational assets	Ongoing. Council's Parks & Recreation team are continually monitoring all recreational assessments to ensure they are in safe and working condition, Maintenance schedules have been developed to attend to any operational issues in a timely manner. The 2023/24 Recreational Asset renewal budget was allocated based off asset condition data.	Recreation Assets	100%	●
2.2.1.5.8	Undertake plans of management to reflect the current and future recreational needs of the community	Lake Albert Plan of Management has been approved by Crown Lands to progress to public exhibition to move towards adoption. The Pomingalarna PoM is currently being finalised with work commencing on the Willans Hill (Inclusive of the Botanic Gardens) and Bolton Park.	Recreation Assets	100%	●
2.2.1.5.9	Review and update the Botanic Gardens masterplan	Internal and external stakeholder consultations have been completed including a 'Have Your Say' public submission process. Discussions have started with an architect to collate information and develop a masterplan.	Recreation Assets	100%	●

Our community has access to health and support services that cater for all of our needs

Support and continue to develop services to improve and promote community health and wellbeing

Code	Action	Comment	Primary Responsibility	Progress	Status
2.3.1.1.1	Collaborate with State Government and key stakeholders for improved access to local health services to support the mental and physical health and wellbeing of our community	Council is actively participating in the Murrumbidgee Health and Knowledge Precinct and the Riverina Medical Specialists Recruitment and Selection Committee. Council also made a submission to the Select Committee on Remote, Rural and Regional Health through Dr Joe McGirr MP to continue to articulate and advocate for the health needs of our communities.	Executive	100%	
2.3.1.2.1	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	This auspiced program ended at 30 June 2023.	Social Planning	100%	
2.3.1.3.1	Continue to support and promote the Health and Knowledge Precinct	Council continues to actively support the Murrumbidgee Health and Knowledge Precinct and is actively contributing to the Board, Alliance and one of the working groups. Council contributed to the development of the Murrumbidgee Health and Knowledge Precinct Strategy in partnership with the Precinct team and were pleased to participate in the inaugural Regional Health Innovation Showcase in August 2024. Council also will commence Strategic Planning work on moving the current Wagga Wagga Health and Knowledge Precinct Master Plan through to the implementation phase in the second half of 2024.	Economic Development	60%	
2.3.1.4.1	Deliver the Reconciliation Action Plan Working Group, Wagga Youth Interagency Group and the Wagga Access Reference Group	By strengthening the promotion of key working groups and interagency meetings Council has successfully increased participation at the Elders & Executive meetings, RAP Working Group and Youth Interagency Group. Council staff are also active members in the Wagga Aboriginal Interagency Group, Triple H Forum, Wagga Domestic Violence Liaison Committee, Wagga Community Drug Action Team,	Social Planning	100%	

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Wagga Access Reference Group, and Health Roundtable.			

Growing economy

Wagga Wagga is a thriving, innovative and connected regional capital city

Improve, maintain and renew transport networks and building infrastructure to provide safe, affordable, efficient and reliable transport connections for our community

Code	Action	Comment	Primary Responsibility	Progress	Status
3.1.1.1.1	Pursue funding opportunities with Transport for NSW for improvement works on local and regional roads and at blackspot locations	Council continues to monitor and seek out relevant grants as they become available. The Grants Officer is the primary contact for information on available grants.	Roads and Footpaths	100%	
3.1.1.2.1	Continue to implement the Council Footpath Replacement program	Council completed a tender process for the footpath replacement program. This process has concluded, and a purchase order will be issued this week to initiate the first 33 percent of the project.	Roads and Footpaths	100%	
3.1.1.3.1	Facilitate and chair the Local Traffic Committee	Over the 2023/24 financial year, Council facilitated and chaired meetings of the Local Traffic Committee in July, September, November, February, April and June. Minutes of meetings are presented to Council for determination of the Committee's advice.	Traffic	100%	
3.1.1.3.2	Manage National Heavy Vehicle Regulator applications and undertake traffic management assessments and inspections	578 Heavy Vehicle Permits were received over the 2023/24 financial year. As at the 30th June 2024, 545 applications have been completed at an average processing time of 12.77 days.	Traffic	100%	
3.1.1.3.3	Provide traffic management services and support and assist local on-road event organisers with traffic management applications, plans and co-ordination	Councils Traffic Officer advises, supports and assists event organisers to achieve the required approvals to legally and safely conduct events on roads such as the Mardi-Gras, cycling events, etc.	Traffic	100%	
3.1.1.4.1	Continue to implement improvements to carparking	Council maintains the existing carparks with the allocated budget of \$42,000, which covers only general maintenance activities and does not permit the construction of new spaces.	Roads and Footpaths	65%	
3.1.1.4.2	Continue to implement the Council carpark renewal program	At this stage, Council only maintains its own carparks. The budget does not permit the construction of new carparks.	Roads and Footpaths	0%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
3.1.1.5.1	Continue to implement the Pedestrian Access and Mobility Plan (PAMP)	The work has recently finished, with a final inspection still to completed.	Roads and Footpaths	100%	●
3.1.1.6.1	Continue to implement the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040	The desktop review of the WWITS will be undertaken in 2024/25 while the team delivers the Housing Strategy and CBD Masterplan.	Strategic Planning & Contributions	0%	●
3.1.1.7.1	Continue to implement the Wagga Wagga Central Laneway Renewal program	A register of infrastructure assets and condition assessment of each laneway in Central Wagga has been completed. This information can now be used develop what upgrades are required for each laneway as well as an order of works priority for all the laneways.	Roads and Footpaths	20%	●
3.1.1.7.2	Develop and implement programs for construction and maintenance of sealed roads, pavements, shoulders, bridges, culverts and table drains, including the replacement of aged infrastructure	The Council has successfully resealed over 80 percent of the scheduled roads, and these efforts are continuing.	Roads and Footpaths	100%	●
3.1.1.7.3	Develop and implement programs for construction and maintenance of unsealed roads, culverts, bridges and table drains, including the replacement of aged infrastructure	The maintenance and culvert programs have been completed.	Roads and Footpaths	100%	●
3.1.1.7.4	Develop and implement programs for construction of new drainage structures and maintenance and repair of kerb, gutter and footpath assets	Council has replaced a significant amount of kerb and gutter, as well as pipe culverts, with the program progressing on schedule.	Roads and Footpaths	100%	●
3.1.1.7.5	Develop and implement programs for the management and maintenance of signs, traffic control, road closures and car park line marking	Council completed a substantial amount of line marking this year, with all planned work now finished.	Roads and Footpaths	100%	●
3.1.1.8.1	Ensure the aerodrome safety meets all operational compliance standards and regulations	No non-compliance issues have been identified by the regulator, or in any of the external audits.	Airport	100%	●
3.1.1.8.2	Manage and maintain Airport facilities and services	The ongoing management and maintenance of all airport facilities are addressed on an on-going basis by airport staff and accredited contractors.	Airport	85%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Establish and grow Wagga Wagga serving as world class freight and logistics hub to the region and beyond

Code	Action	Comment	Primary Responsibility	Progress	Status
3.1.2.1.1	Actively participate and promote the Airport and airport industry and support industry sustainability and growth	Further development of the airport is dependent on the renewal of our current lease due to expire in June 2026.	Airport	100%	●
3.1.2.1.2	Conduct a feasibility study to identify future development opportunities at the Airport	The preparation of a feasibility study is on hold pending a determination on the future lease of the Airport.	Airport	0%	●
3.1.2.1.3	Protect the airport from the encroachment of incompatible development and encourage developments that facilitate Wagga Wagga serving as the gateway city of Southern NSW	Council continues to protect the critical infrastructure of the airport through appropriate policy settings in the LSPS	Airport	100%	●
3.1.2.2.1	Manage the Riverina Intermodal Freight and Logistics Hub (RIFL) project	The RIFL Hub program of works has been completed. The Rail and Terminal commenced operations in December 2022 and Council is working closely with the NSW Regional Growth Development Corporation to facilitate further expansion of the new industrial estate adjoining the terminal. This will complement 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. Market interest through an Expression of Interest (EOI) process was demonstrated across a variety of industry types including value-add manufacturing, agribusiness and logistics.	Economic Development	100%	●
3.1.2.3.1	Protect assets and encourage developments that facilitate Wagga Wagga serving as the gateway city of Southern NSW	Ongoing. The recent work between RGDC and Council staff on developing an addendum to the LICP and deed for agreement has been postponed. The work will continue, but will pivot to look at investment attraction to facilitate the development of the SAP. Council continue to ensure development that facilitates Wagga Wagga's position as the gateway of southern NSW is maintained.	Strategic Planning & Contributions	75%	●

Recognise the future opportunities for Wagga Wagga will be gained by continued investment to strengthen our digital literacy and infrastructure, connecting our community, industry and services to new exciting opportunities now and in the future

Code	Action	Comment	Primary Responsibility	Progress	Status
3.1.3.1.1	Work with Governments, service providers and consumer advocates to improve service quality, connectivity and accessibility	Council Staff participated in a Business Expo organised by Business Connect to showcase access to regional business support Services.	Economic Development	100%	

Wagga Wagga is an attractive location for people to live, work and invest

Encourage and support investment to develop Wagga Wagga

Code	Action	Comment	Primary Responsibility	Progress	Status
3.2.1.1.1	Facilitate the Special Activation Precinct (SAP) project	Ongoing. Council continues to work collaboratively with RGDC to identify and attract investment within the SAP, with discussion in progress with a number of potential opportunities.	Economic Development	20%	
3.2.1.2.1	Attract and support private and public partnerships and investment to grow our region	Funding applications were successful for the Lake Albert Pipeline, Southern Growth area, McPherson Oval and for future housing planning projects. Cost Benefit Analysis was completed for the Airport and the Rail Trail Projects in the second half of the year. Funding applications continue to be submitted when funding programs become available.	Economic Development	100%	
3.2.1.2.2	Lobby for Wagga Wagga as a place to deliver state, regional and local priority projects	Meetings continue to be held with officials from State and Federal Governments around community and business needs, viable projects and funding opportunities. Success has been achieved in securing funding for transport, housing, sporting, roads, supporting infrastructure and business advice events, Work is ongoing to develop a further pipeline of business cases and cost-benefit analysis for future projects in line with State and Federal guidelines.	Economic Development	100%	
3.2.1.2.3	Pursue funding partnerships for the delivery and future operations of the Active Travel Plan	Ongoing. Staff continue to seek funding options for the implementation of the Active Travel Plan. During June 2024 it was announced that Council was successful in securing \$1.35M in funding for the construction of a bike	Recreation Assets	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		path between the Exhibition Centre and Hammond Avenue.			
3.2.1.2.4	Pursue funding, philanthropy, sponsorship and partnerships for the Art Gallery through developing and identifying suitable projects for support	The development of partnerships, sponsorship and philanthropy is ongoing. Key activities during this period included partnering with the Friends of the Gallery to hold a Philanthropy forum, a partnership with Friends of the Gallery and Earth Canvas to deliver an artist residency and partnering with the University of Sydney - Museum Studies Program to implement an education and internship program at the Wagga Wagga Art Gallery.	Art Gallery	100%	●
3.2.1.2.5	Pursue funding, philanthropy, sponsorship, and partnerships for the Library	Key partnership programs delivered during this period include Tech Savvy Seniors, First Nations Seniors Tech Help and Tech Savvy Communities along with Learn English and Play (LEAP) program. Community events and workshops were also delivered in partnership with the Wagga Wagga & District Historical Society, STARTTS Refugee Support Services, Murrumbidgee Local Health District and Hearing Australia.	Library Services	100%	●
3.2.1.2.6	Pursue funding, philanthropy, sponsorship, and partnerships for the Museum	During this period the Museum continued to work on the delivery of \$50,000 (ex GST) Community Heritage Grant funding from the State Government, Department of Planning and Environment toward the research and recording of local Wiradjuri/Wiradyuri and First Nations oral histories. This 2 year project fulfills action 7.9 in Council's Reconciliation Action Plan and is due to be completed by 30 June 2025.	Museum	100%	●
3.2.1.2.7	Pursue funding, sponsorship, and partnerships for the delivery of community infrastructure and programs	Ongoing. Staff are continually pursuing funding to assist with delivering identified community infrastructure projects and programs. Multiple grant funded projects are in development including Bolton Park Tennis, Jubilee Park Athletics, Kessler Park, Gissing Oval. WWCC were successful in Growing Regions Program gaining funding for the Lake Albert Pipeline project. Grant applications are currently in for further amenity projects and staff	Recreation Assets	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		continue to seek further funding opportunities.			
3.2.1.2.8	Pursue funding, sponsorship, and partnerships for the delivery of environmental initiatives, projects, and programs	Numerous grant funding applications have been submitted to both State and Federal government to undertake on-ground rehabilitation works such as erosion control, weed control, willow removal, native plantings, and installation of habitat structures. Funding has also been sought for education programs to raise awareness and educate on threatened species and habitat and responsible pet ownership. Council has also partnered with entities such as Spark and Westpac to fund environmental initiatives.	Environment and Sustainability	100%	●
3.2.1.2.9	Pursue funding, sponsorships, and partnerships for events, festivals and activities	<p>During this period \$170,000 in event sponsorship was secured for Festival of W 2024 from project funding from Transport for NSW (\$150K) and Destination NSW (20K) with funds allocated to staging and programming street-based activations along with out of region marketing initiatives to encourage stronger economic return through visitation to the City particularly targeting the Canberra market.</p> <p>Council also established a partnership with Local Government New South Wales (LGNSW), Junee and Coolamon Shire Councils to host the 2024 Destination and Visitor Economy Conference in Wagga Wagga in May 2024.</p>	Visitor Economy and Events	100%	●
3.2.1.2.10	Pursue funding, sponsorships, and partnerships for the Civic Theatre	During the period the Civic Theatre developed partnerships with local businesses to create opportunities for shared presentation of events such as Opera in the Vines (2025) and Love and Forgetting (2024). During the period \$50,000 of funding was secured through the NSW Government Local Commitments fund for the Civic Theatre's Plug and Play live music mentoring program.	Civic Theatre	100%	●
3.2.1.2.11	Pursue funding, philanthropy, sponsorship and partnerships to support our community and develop Wagga Wagga	Council maintained Service Level Agreements with local community and artistic organisations including Eastern Riverina Arts, Riverina Conservatorium of Music, Booranga Writers' Centre, Wagga Wagga	Social Planning	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Eisteddfod, School of Arts Community Theatre, and the Riverina Summer School for Strings.			

Attract and support local businesses, industry and employment opportunities

Code	Action	Comment	Primary Responsibility	Progress	Status
3.2.2.1.1	Continue to implement the Regional Activation Strategy	Th Economic Development Strategy proposal has now received feedback from the GM and Exec Team. An internal steering group has been formed to finalise the methodology to complete the Strategy.	Economic Development	100%	●
3.2.2.2.1	Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues	6 meetings were held with the Wagga Wagga Business Chamber to discuss economic issues and priorities. Council also presented 2 economic overviews to the Business Chamber and Wagga Accounting Group. Work has commenced on the Economic Development Strategy including development of Sectoral Focus Groups to help generate business community-led ideas to boost our economy.	Economic Development	100%	●
3.2.2.2.2	Foster entrepreneurs and start-ups	Staff are working alongside the Business Chamber to develop a Business Skills Course for Local Businesses. Delivery partners potentially include CSU, TAFE and Private Providers. A small business training seminar is also being planned in October.	Economic Development	100%	●
3.2.2.2.3	Promote business development initiatives to support businesses to come to the region and grow within the region	Staff continue to work with MLHD, RDA Riverina and Committee for Wagga Wagga on people attraction and retention projects. The Businrss Roundtable Group had a further 5 meetings in the first six months of 2024 with nine strategic presentations delivered to discuss business and people attraction. Council also partnered with Regional Australia Institute and RDA Riverina to host an event to develop new ideas to attract new waves of skilled and humanitarian migrants to the region.	Economic Development	100%	●
3.2.2.2.4	Promote Wagga Wagga as the regional capital of Southern NSW	Planning is now under way for the next Economic Snapshot. Also discussions are taking place to	Economic Development	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		develop an on-line real time dashboard available for internal and external users to access high quality and up to date economic and social data.			
3.2.2.2.5	Provide for more diverse industries, including renewable energy, emerging and creative industries and the development of new small business ventures	Council has continued to work with RGDC, ORED and NSW State Government to attract new businesses to Wagga Wagga, especially the Special Activation Precinct. An Expression of Interest process was held and Staff are actively pursuing six leads for set up in the SAP. Other non-SAP enquiries are also continuing with new and expanding existing businesses. Council is also working with the Business Chamber to support small businesses in the current fragile economic conditions particularly in the Retail Sector.	Economic Development	100%	●
3.2.2.3.1	Provide high-quality Livestock Marketing Centre facilities and services	The LMC continues to provide high quality marketing services by maintaining assets and delivery capital improvements to assist agencies in transacting livestock sales in relation to available resources.	Livestock Marketing Centre	100%	●
3.2.2.3.2	Review and update the Livestock Marketing Centre Strategic Master Plan to reflect the current and future needs of the livestock market industry	Review on hold to consider strategic discussions with principal stakeholder (Wagga Selling Agents Association).	Livestock Marketing Centre	0%	●
3.2.2.4.1	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	LMC management and staff continue to participate and represent the business and sector locally, regionally and at state and federal levels.	Livestock Marketing Centre	100%	●

Wagga Wagga is an attractive tourist destination

Facilitate planning and development of visitor-related facilities and services

Code	Action	Comment	Primary Responsibility	Progress	Status
3.3.1.1.1	Review and monitor local planning instruments to ensure they support development of facilities and	This is an ongoing operational process. A register of issues and opportunities continues to be developed to keep track of potential	Strategic Planning & Contributions	50%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	services in appropriate locations	improvements to instruments. Work to date on the Housing Strategy, CBD Masterplan and broader precinct scale planning proposals (SGA) are also contributing to the identification of opportunities for instrument changes to facilitate appropriate development.			
3.3.1.2.1	Create, aggregate and distribute tourism content to further develop Wagga Wagga and surrounds as a desirable visitor destination	<p>Three destination marketing campaigns were launched during this period to promote and encourage visitation in the City. This included the release of Stage 2 of the Point of View (POV) digital series promoting local perspectives of hidden gems, the launch of Magic Moments campaign showcasing over 13 businesses and attractions, the launch of the 12 month regional campaign Out for Adventure showcasing mirco adventures within Wagga Wagga and surrounding regions in partnership with 5 councils including Coolamon, Snowy Valleys, Greater Hume, Cootamundra-Gundagai and Lockhart Shire.</p> <p>Marketing activities for Festival of W 2024 commenced in this period with a strong focus on out of region marketing initiatives in print and digital media to promote visitation and brand awareness of the city.</p> <p>Visit Wagga Wagga digital platforms recorded positive growth with the Visit Wagga Wagga website recording over 180,000 page views during this period, adding to the total annual growth of 57%, and social media channels (Facebook and Instagram) reached a combined following over 41,000.</p>	Visitor Economy and Events	100%	●

Accommodate and provide support to visitors

Code	Action	Comment	Primary Responsibility	Progress	Status
3.3.2.1.1	Profile and support local producers and services through the Visitor Information Centre	During this period retail sales at the Visitor Information Centre continued to grow year-on-year recording a growth of 21%. This trend has been driven by the growth in demand and expansion in the centre's local product range	Visitor Economy and Events	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		including food and Wiradjuri/Wiradyuri and First Nations products.			
3.3.2.2.1	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 13,480 customers through the doors adding to the annual growth of 3.9%, with 90% of those being visitors from outside the Wagga Wagga Local Government Area. Staff distributed a range of Council developed destination publications, city maps, as well as monthly industry newsletters.</p> <p>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>	Visitor Economy and Events	100%	●

Provide a variety of events, festivals and activities

Code	Action	Comment	Primary Responsibility	Progress	Status
3.3.3.1.1	Deliver and facilitate workshops and famils to the tourism industry and event organisers to assist in business development	During this period the 'In Conversation Series' delivered an industry event with high-profile key note speaker Victoria Devine from She's On the Money. This event attracted over 40 local and regional businesses. Over 370 business contact inquiries were recorded during this period ranging from requests to participate in Council led programs and events as well as requests for assistance in providing industry related support. Six public relations and familiarisation opportunities were delivered this period including two national TV programs (Weekend Sunrise and Better Homes and Gardens), two print editorials (Canberra Times and Out in Canberra) and two strategic media and industry visits to the Wagga Wagga and surrounding region.	Visitor Economy and Events	100%	●
3.3.3.1.2	Monitor and liaise with new or existing tourism businesses for inclusion in	During this period the 2023/24 Tourism Partner Program supported a membership of 166 partners	Visitor Economy and Events	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	Wagga Wagga Tourism Partner Program and relevant industry training	including six neighbouring shire councils and 10 new tourism businesses entering the sector. The program delivered an 'In Conversation series' workshop providing financial skills development for small business along with industry support through the Major Events, Festivals and Films Sponsorship stream and Annual grants funding programs.			
3.3.3.1.3	Provide support to local businesses and industry operators involved in tourism and the delivery of events	During this period, one-on-one tourism support was provided to operators with staff attending 51 site visits across the city, rural villages and partnering shire councils including Coolamon, Lockhart, Junee, Greater Hume, Cootamundra - Gundagai, and Snowy Valleys. Eight industry newsletters were published to highlight available support, funding, upcoming campaign initiatives and general industry updates.	Visitor Economy and Events	100%	●
3.3.3.2.1	Continue to identify events, festivals and experiences for the community and our visitors	Two seasonal What's On publications were developed and distributed via the Visitor Information Centre showcasing over 220 events during this period. The weekly What's On listings continued to be published in Council News along with regular updates promoted through social media and digital channels which grew by 16% across the year.	Visitor Economy and Events	100%	●
3.3.3.2.2	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	A visitor survey completed during this period confirmed that 70% of visitors to the Art Gallery were from outside of the Riverina region. Of these numbers 60% were motivated to visit the National Art Glass collection during this period. The Wagga Wagga Art Gallery retail operations source over 50% local, regional and Australian product, contributing to the support of local and regional artists and creative industries.	Art Gallery	100%	●
3.3.3.2.3	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	During this period the museum presented temporary exhibitions focused on presenting Women's history along with public programs focused on environmental, storytelling and curriculum based and school holiday programming.	Museum	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
3.3.3.2.4	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	During this period the Civic Theatre delivered the 2024 Comedy festival including acts by Tom Gleeson, Mel Buttle, Geraldine Hickey and Wil Anderson resulting in a 15% increase in audience numbers across five days. In April the Civic Theatre delivered the inaugural 'Sundown Sessions' a two-week long music festival featuring acts by Emma Donovan, 19-Twenty, Sunday Lemonade a range of local performers. Also during the period, venue hirer events such as Brad Cox & Cosentino, drew 30% of audience from outside of the Wagga Wagga Local Government Area.	Civic Theatre	100%	●
3.3.3.2.5	Facilitate state and national level participation and elite sport events	Ongoing. Strategic Recreation are continually seeking new and existing state and national level participation and elite sports events. NSW Touch JSC, AusCycling MTB State Champs, NSW Karting Junior State Champs, Giants Netball preseason game were held with great success. There are a number of events secured for future including ACT Brumbies Super 7s, NSW Touch JSC.	Recreation Assets	100%	●
3.3.3.2.6	Maintain a diverse program of events, festivals and activities to appeal to a broad audience that build on the assets of Wagga Wagga	During this reporting period Council delivered community events including the Australia Day community event series including a Wiradjuri/Wiradyuri and First Nations opening event, community BBQ breakfast, Australia Day Awards Ceremony, and the annual Walk of Honour ceremony. Other highlights during this period including visitor servicing and event logistics support toward the NSW Junior Touch Southern Cup Conference, The Academy Games, Great Southern Nights, and LGNSW Destination and Visitor Economy Conference.	Visitor Economy and Events	100%	●

Wagga Wagga is a centre for education and training

Support and promote quality and choice in education and vocation pathways

Code	Action	Comment	Primary Responsibility	Progress	Status
3.4.1.1.1	Develop and provide innovative learning and education resources to assist our community to engage in the Library's programs and activities	During this period the library implemented a wide range of innovative and accessible partnerships and programs. This delivery schedule included the Agile Library pop-ups series at community festivals and events, the ongoing provision of outreach programs in the rural villages and suburban areas including the purchase of new collection resources to support the children's program at the library.	Library Services	100%	●
3.4.1.1.2	Develop and provide innovative learning and education resources to assist our community to engage in the Museum's programs and activities	During this period the Museum developed learning resources for primary school tours, family friendly workshops and events with a particular focus on Wiradjuri/Wiradyuri and First Nations storytelling along presenting a schedule of school holiday and weekend programs.	Museum	100%	●
3.4.1.2.1	Collaborate with key stakeholders to identify pathways, resources and networks to enhance education and training opportunities and address skill shortages in our region	3 Strategic presentations and discussions were undertaken around the Skills areas within the Business RoundTable in the first six months of 2024 - CSU, TAFE, NSW Government.	Economic Development	100%	●
3.4.1.3.1	Deliver annual Regional Artist Development (RAD) Residency program in support of Regional Creatives - providing mentoring opportunities and promotion of talent	During this period the Art Gallery continued to present the annual Regional Artist Development (RAD) Residency program along with supporting the Elsa Dixon First Nations Artist in Residence, Juanita McLauchlan to continue to develop her arts practice and take up opportunities to exhibit her work in metropolitan centres of Sydney and Melbourne.	Art Gallery	100%	●
3.4.1.3.2	Utilise the Art Gallery to support creative industry development through the Regional Artist Development (RAD) exhibition program	The Regional Artist Development Program (RAD) offers mentored opportunities to Riverina based early career artists to exhibit (x3) and undertake residencies (x3) with the Gallery each year. During this period the following artists were supported through the RAD program - Sophie Chauncy, Kate Smith and Melissa Martin. The Gallery also supported a curator in residence, Hayley Megan French, to work with local artist Julia	Art Gallery	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Roche and continued to support local artists and artisans through stocking their work in the Gallery retail shop.			
3.4.1.3.3	Provide an annual education program to support local skills development through the Civic Theatre	During the period the Civic Theatre presented 5 touring works targeting Primary and Secondary schools as part of the Education Season with accompanying community engagement workshops. The Civic Theatre recruited 3 School Based Trainees (SBATs) and 1 full time Adult trainee during the period.	Civic Theatre	100%	●
3.4.1.3.4	Utilise the Livestock Marketing Centre to support industry training and local skills development in the agribusiness sector	The LMC avails itself to the Australian Livestock and Property Association and its members to conduct training and staff development courses. Regional Schools and universities are welcomed to attend sales with information/explanations provided by LMC staff and Wagga Selling Agents Association members on operational and industry activities.	Livestock Marketing Centre	100%	●

Wagga Wagga is a hub for activity

Facilitate the development of vibrant precincts

Code	Action	Comment	Primary Responsibility	Progress	Status
3.5.1.1.1	Continue to implement the Recreation, Open Space and Community Strategy 2040	Ongoing. The ROSC strategy is continuing to be implemented through Council funding and pursuing grant funding. The ROSC strategy will undergo a renewal in the 2024/25 financial year to review.	Recreation Assets	100%	●
3.5.1.2.1	Continue to implement the Events Strategy and Action Plan	Implementation of the Events Strategy and Action Plan 2020-2024 continued highlights during this period including the delivery of rounds one and two of the Major Events, Films and Festivals Sponsorship program with over \$85,000 allocated for the delivery of six major events in the city. The events category of the Annual Grants Program for 2023/24 was also highly subscribed with 16 applications received with \$35,000 distributed between six community events in the city and surrounding rural villages.	Visitor Economy and Events	100%	●
3.5.1.3.1	Foster vibrant nightlife	A response to the Nighttime Economy Notice of Motion was completed and a Councillor	Economic Development	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Workshop was held in June 2024. Survey data showed little appetite for this initiative in the current fragile economic conditions. It was agreed to gather more evidence and ideas through the Economic Development Strategy and CSP consultations and report back. Staff will also continue to apply for funding opportunities to improve Amenity and Infrastructure in the CBD area to promote Night-time activity.			

Community place and identity

Our community are proud of where we live and our identity

Promote a strong sense of place

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.1.1.1	Create opportunities for our community to participate in Museum exhibitions and public programs	During this period the museum presented temporary exhibitions focused on presenting Women's history along with public programs focused on environmental, storytelling and curriculum based and school holiday programming.	Museum	100%	●
4.1.1.2.1	Create opportunities for the development of local stories and local identity through a variety of performing arts activities	A highlight during this period was the presentation of 'Balcony Sessions' in partnership with local music group The Groove Factory featuring emerging singers and musicians, and 'Sundown Sessions', a two-week long music festival which featured local acts such as Bidgee Blues Club, Riverina Conservatorium of Music, Riverina Youth Theatre & local jazz performers. During this period local Bidgee Theatre Company's Priscilla Queen of the Desert was presented at the Civic Theatre to sold out audiences across three weeks.	Civic Theatre	100%	●
4.1.1.3.1	Present Art Gallery exhibitions and programs that feature local and regional artists and their stories	During this period the Gallery exhibited and presented public programs with local artist Julia Roche's 'When our eyes adjust' exhibition in the Margaret Carnegie Gallery and in the E3 gallery space with artist Sophie Chauncy's work. Artist residencies hosted during this period included artists Melissa Martin, Kate Smith and Juanita McLauchlan.	Art Gallery	100%	●

Value our heritage

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.2.1.1	Celebrate our heritage through arts and culture programs and projects	A highlight during this period was the hosting of the LGNSW Destination & Visitor Economy Conference at the Wagga Wagga Civic Theatre in May. Delegates had the opportunity to attend a cultural walk with Elder Uncle James Ingram, a public art walking tour with Council's Cultural Officer and a tour of cultural venues including the Wagga Wagga Art	Cultural Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Gallery. Council's Events Officer provided an in-depth presentation to delegates on the success of the annual Festival of W as part of the main conference program. The temporary public art commission 'Flock' by Tom Buckland was also on display around the Wollundry Lagoon throughout the conference and was created specifically to celebrate local bird life found in the area. Delegates also had the opportunity to work directly with the artist in series of hands on workshops creating their own bird sculptures, and the commission provided opportunity for the local community to engage with and enjoy this temporary artwork over a 3 week exhibition period.			
4.1.2.1.2	Incorporate cultural heritage in the design of public spaces	Community consultation for the inclusion of Wiradjuri/Wiradyuri and First Nations design in public spaces was undertaken to inform the draft Botanic Gardens Masterplan, draft CBD Masterplan and Marrambidya Wetland Masterplan.	Social Planning	100%	●
4.1.2.2.1	Administer the Heritage Grants Program, and coordination of the heritage advisor service	All grants have been approved and funds allocated	Development Assessment and Building Certification	100%	●
4.1.2.2.2	Assess and determine development against relevant state and local planning controls and their objectives to ensure heritage and the distinct characters of our urban villages are protected and conserved	The Heritage Grants Program has been completed for 2023 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%	●

Provide services and facilities that make Wagga Wagga a centre for arts and culture

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.3.1.1	Progress the Master Plan and funding options subject to any decisions of Council	The Wagga Wagga Civic Theatre Masterplan was endorsed by Council at the ordinary meeting on 11 June 2024.	Civic Theatre	100%	●
4.1.3.2.1	Continue to implement the Cultural Plan 2020-2030	The implementation of actions in the Cultural Plan continued during this period including with the following actions delivered: 1.03 Expand the Wagga Wagga Civic Theatre - Civic Theatre Masterplan was endorsed	Cultural Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		<p>by Council on 11 June 2024 after a period of community consultation;</p> <p>2.02 - Commission a significant public artwork within the Riverside precinct that celebrates Wiradjuri heritage and culture - Two Wiradjuri/Wiradyuri artists were endorsed by Council on 24 June 2024 to design and install two artworks in the Riverside precinct;</p> <p>2.12 Develop a Live Music Kit for community events in parks and open spaces - Live Music Kit was utilised by community members and organisations for six different events including the International Day of People with Disability Celebration, Mawang ngiyanihi bala Yurruwala community event, and Youth Week Fun Day at Chambers Park in Tolland;</p> <p>2.31 Increase early childhood creative learning programs - TAPE IT early childhood workshops were delivered in Tarcutta, Uranquinty and Wagga Wagga during the April school holidays which catered to all abilities;</p> <p>2.36 Coordinate philanthropy, sponsorship and partnerships for Council cultural facilities - 'Heart and Hip Pocket - Philanthropy and the Arts' free forum was presented at the Wagga Wagga Art Gallery</p>			
4.1.3.3.1	Continue to implement the Public Art Plan 2022-2026	<p>The implementation of the Public Art Plan continued during this period with highlights including: two Wiradjuri/Wiradyuri artists were selected by the Wiradjuri/Wiradyuri advisory panel and endorsed by the Public Art Advisory Panel and Council on 24 June 2024 to develop artworks to be installed in the Riverside precinct; 'Flock' by artist Tom Buckland and a temporary artwork was commissioned for a 3 week exhibition period, to coincide with the LGNSW Destination & Visitor Economy Conference hosted in Wagga Wagga and the Wagga Comedy Fest over the June long weekend; 'Ashmont mural' project commissioned two artists, to work with the students from Ashmont Public School to design a mural for the Jack Mission Oval amenities block - design development was undertaken through a day of</p>	Cultural Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		workshops at the school on 20 June 2024; artist Carla Gottgens was commissioned to work with the community of Currawarna to create a new bench seat for their community playground and hall. The Currawarna community participated in a creative workshop with the artist to develop creative motifs for the bench on 29 June 2024; and EOIs were sought from artists to develop designs concepts for a future creative lighting installation alongside the Wollundry Lagoon in Johnston Street, Wagga Wagga.			
4.1.3.4.1	Deliver the Civic Theatre's performing arts season	The Civic Theatre provides services and facilities to local users and community groups, touring hirers, major performing arts organisations and contemporary music promoters. During this period the Civic Theatre welcomed Bidgee Theatre Company's Priscilla Queen of the Desert, the NSW Local Government Conference, Mater Dei Catholic College with Grease the Musical, Murrumbidgee Local Health District's Excellence Awards, Training Services NSW Riverina Training Awards, Cosentino, Kasey Chambers, Brad Cox, The Robertson Brothers and Ian Moss. Seven Season works were also presented during this period by nationally acclaimed companies such as Bangarra Dance Theatre, Bell Shakespeare and Flying Fruit Fly Circus.	Civic Theatre	100%	●
4.1.3.4.2	Develop and implement a diverse exhibition and public program schedule through the Museum	During this period the museum presented temporary exhibitions focused on presenting Women's history, the Bald Archy Portrait Prize 2023, coordinated the 2024 Bald Archy Portrait Prize and tour schedule in through NSW and Victoria along with presenting public programs focused on environmental, storytelling and curriculum based and school holiday programming.	Museum	100%	●
4.1.3.4.3	Implement the new standalone service delivery model through the Wagga Wagga City Library service to improve access to library	Wagga Wagga City Library provides a 52-hour, 7-day per week service from the Civic Centre site with the Agile Library regularly visiting 9 villages and 11 suburban sites across the local government area. Ensuring a library presence in	Library Services	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	services across the Local Government Area	villages and neighbourhood locations effectively expands and diversifies the reach of library services, programs, and events. The eLibrary, provides library members with 24/7 access to digital collections with 22% of Library visitations being online through the virtual front door.			
4.1.3.4.4	Investigate activation of library services in neighbourhood centres	Across the reporting period a number of new Agile Library sites have been added to the schedule making the service more accessible including a fortnightly service to Gobbagombalin and Kapooka. The library continues to support community groups and organisations through the provision of meeting spaces and resources at the Civic Centre site. The opening hours of Level 0 entry doors were extended by 24 hours per week during this period. The Library also partnered with Hearing Australia to provide access to hearing tests across suburban and rural village locations as part of the Agile Library Service schedule.	Library Services	100%	
4.1.3.4.5	Investigate new service delivery models through the Museum service to improve access and develop new audiences	During this period the museum extended opening hours to include evening viewing times as part of the 16 day Festival of W. This flexible programming has proven to be a successful approach to reach new audiences attending this type of evening festival activation in the city.	Museum	100%	
4.1.3.4.6	Provide a library service that is socially inclusive, culturally rich and learning centred	Additional multicultural and Home Library resources and Large Print collection items were acquired during this period increasing access to print and digital resources for respective community members. Another highlight during this period was the presentation of a youth photography exhibition in the library promoting the voices and interests of young culturally and linguistically diverse members of the community.	Library Services	100%	
4.1.3.4.7	Provide and facilitate the hire of the Civic Theatre to community and commercial users	During this period the Civic Theatre hosted 54 performances by community and commercial hirers. Air conditioning was also installed back of house and external sheeting on the building was upgraded as part	Civic Theatre	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		of a scheduled maintenance schedule.			
4.1.3.4.8	Provide curatorial design and delivery of an annual exhibition program, education and public program schedule and collection management through the Art Gallery	Exhibitions presented during this period included 'The Good - Anna Louise Richardson' co-curated by Dr Lee-Anne Hall from the Wagga Wagga Art Gallery and Rachel Arndt from the Wangaratta Regional Gallery. This exhibition is currently on a national tour, funded by Creative Australia and administered by Museums & Galleries NSW. The exhibition 'See You in Hell' featuring the works of Louise Zhang and Jessica Bradford and curated by Wagga Wagga Art Gallery was exhibition from December 2023 - March 2024, and was then selected by Blacktown Arts to show in Sydney from July - Aug 2024. Public programs and special events were delivered during this period to compliment the exhibition schedule.	Art Gallery	100%	●
4.1.3.4.9	Reopen the Museum Botanic Gardens site and activate the Botanic Gardens precinct	The Museum's Botanic Gardens site was officially reopened in February 2023, with the Lord Baden Powell Drive pedestrian link and road upgrade completed in late December 2023. A diverse range of public programs including bookable education school and adult/family weekend tour experiences is now available along with group and individual bookings available to attend workshops, author talks and special events.	Museum	100%	●

Acknowledge and celebrate the contribution that people from culturally and linguistically diverse backgrounds make to our community

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.4.1.1	Continued development of collections, programs and resources that support our multicultural community	During this period the library delivered bilingual Tech Savvy Communities classes, Learn English and Play (LEAP) a program for multicultural families with pre-schoolers and weekly Language Café English conversation classes. The Agile Library and Outreach Services supported the multicultural playgroup at the Tolland Neighbourhood Centre and Indigenous Playgroups at Ashmont and Kooringal.	Library Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.4.1.2	Deliver a diverse and inclusive annual schedule of social and community events, programs and projects	During this period the Community Development team collaborated with community partners and stakeholders to deliver a diverse range of community activities including National Apology Day, Seniors Festival, Youth Week, TAPE IT 2652 children's program, National Sorry Day, Reconciliation Week, Refugee Week, FRESH intergenerational program and NAIDOC Week.	Social Planning	100%	●

Support ongoing growth and investment of the Defence bases located in Wagga Wagga

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.5.1.1	Ensure land use planning decisions protect the ongoing growth and operation of the Kapooka Army Barracks and Royal Australian Air Force military air base	This is an ongoing operational consideration. There are no specific actions required to be taken (such as back-zoning), however it is of critical ongoing importance that strategic planning decisions continue to prioritise protection of these Defence assets.	Strategic Planning & Contributions	50%	●

Support and grow strong and resilient village and neighbourhood communities

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.6.1.1	Monitor and report against Council services, programs and projects to ensure they continue to meet the needs of our village and neighbourhood communities	Councils obligations under the integrated planning and reporting framework are ongoing. The state of the city report (formally know as the end of term report) has been finalised and endorsed by the executive team, which is to be resented to current and new councillors in the new financial year (2024/25).The 6 monthly report on the Operational Plan 2023/24 H2 (this report) is being finalised for inclusion at an October council meeting.	Governance, Risk & Performance	100%	●
4.1.6.1.2	Ensure Council's communications campaigns and engagement activities provide opportunities for our village and neighbourhood communities to be informed of and participate in decisions that shape Wagga Wagga	The Communication and Engagement team has supported direct engagement activities in villages and neighbourhoods for this past year's engagement activities, The team visited villages and neighbourhoods to support the Community Strategic Plan and the CBD Masterplan and will re-visit villages towards	Communications and Engagement	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		the end of 2024 to inform residents of the outcomes of their submissions. Further to this the communications team is working on an engagement project that aims to provide tools and information to residents from villages who are interested in being kept more in the loop about Council's strategies, plans and policies.			
4.1.6.2.1	Review and monitor local planning instruments to ensure they support the development of strong and resilient village and neighbourhood communities	This is an ongoing process. Both the Housing Strategy and CBD Masterplan will have a major impact on this area and generate additional work to continue supporting strong and resilient neighborhoods and villages. The progress of these projects is tracked elsewhere.	Strategic Planning & Contributions	50%	●
4.1.6.3.1	Continue to fund community activation projects through relevant Annual Grants categories	The 2023/24 Annual Grants Program funded the following projects and programs that were delivered during this period including: 'Craft: The Dirty Word' exhibition of local female artists at The Station's Ambo Gallery (Arts, Culture and Creative Industries category), 'Berries and Tunes' a series of live music events at Bidgee Strawberries & Cream (Events category), Eastern Riverina Arts 'Rock the Villages' tour of small halls (Neighbourhood & Rural Villages category), construction of a Staging Ground for the Oura Rural Fire Service (Recreational & Community Facilities category), refresh of entryway to Ladysmith Hall with heritage colours (Rural Halls category), and purchase of new bottling equipment for Rewild Water Kiefer (Small Business category).	Cultural Services	100%	●

Provide services that contribute to Wagga Wagga being family friendly

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.7.1.1	Implement a prioritised program of improvements to ensure our community spaces and places are multi-functional and available to	Ongoing. The Recreational Asset team continues to provide a structured programme of upgrades and maintenance to council's recreational assets. A budget has	Recreation Assets	20%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	meet current and future needs of children and families in our community	been developed using data from Council's asset register to prioritise required asset renewal works. These projects include: replacement of park furniture and installation of new seating and plans etc, installation of new playgrounds, sportsground improvements.			
4.1.7.2.1	Review and amend planning instruments to ensure development contributes to connectivity between existing and proposed landscape corridors, public spaces, and walking and cycling networks	This is ongoing work, The work to date to the Housing Strategy and CBD Masterplan will contribute to the identification of specific interventions contributing to this. The review of the WWITS in FY24/25 will also contribute to this.	Strategic Planning & Contributions	50%	●

Support and acknowledge the importance of Wiradjuri and First Nations people, culture, and place in our community

Code	Action	Comment	Primary Responsibility	Progress	Status
4.1.8.1.1	Coordinate annual events schedule to celebrate and showcase Wiradjuri and First Nations Peoples culture and heritage significant dates	Council collaborated with Wiradjuri/Wiradyuri and First Nations Elders, cultural knowledge holders and community members to develop and deliver events for National Apology Day, National Sorry Day, Reconciliation Week and NAIDOC Week 2024 with preliminary planning already underway for National Apology Day (February) 2025.	Social Planning	100%	●
4.1.8.2.1	Continue to implement the Reconciliation Action Plan	The RAP working group met quarterly during this period to review progress of the delivery of all actions identified in Council's Reconciliation Action Plan (RAP) and provide feedback on the plan to renew the document in 2025. Council carried out community consultation for the RAP renewal during this period which has been reported back via the RAP Working Group and Elders and Executive meeting schedules.	Social Planning	75%	●
4.1.8.3.1	Continued development of collections, programs and resources that support Wiradjuri and First Nations cultural heritage	During the reporting period, the library partnered with Playgroup NSW to provide Storytime and Agile Library Services for Wiradjuri/Wiradyuri and First Nations families in Ashmont and Koorngal. The First Nations Seniors Tech Help program was delivered by First Nations tutors at various	Library Services	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		neighbourhood centres across the city including Tolland and Ashmont.			
4.1.8.4.1	Present Art Gallery exhibitions and programs that feature Wiradjuri and First Nations artists and their stories	The Gallery's First Nations program is supported by Elder in Residence, Aunty Cheryl Penrith. Aunty Cheryl provides cultural advice and guidance in the development of exhibitions and programs. During this period, the Gallery exhibited First Nations artist Denis Golding 'Power' and presented children's art workshops with Denis on cape making.	Art Gallery	100%	●
4.1.8.4.2	Present Museum exhibitions and programs that feature aspects of Wiradjuri and First Nations cultural heritage	A programming highlight during this period was the presentation of an exhibition of First Nations Children's art work during NAIDOC week. The museum's Wiradyuri gallery space located at the Museum's Botanic Gardens site continued to be a popular with local residents and visitors to the City seeking to engage with local Wiradjuri/Wiradyuri history and storytelling.	Museum	100%	●
4.1.8.4.3	Present performance and events that feature Wiradjuri and First Nation's culture	During this period the Civic Theatre presented Emma Donovan as part of 'Sundown Sessions', and Bangarra Dance Theatre's 'Yuldea' which included workshops delivered at the Wagga Academy of Ballet with Redhill Public School and Ashmont Public School students.	Civic Theatre	100%	●

Our community feel welcome, included and connected

Activate community spaces to promote connectedness

Code	Action	Comment	Primary Responsibility	Progress	Status
4.2.1.1.1	Implement a prioritised program of improvements to ensure our community facilities are available to meet current and future needs of the community	With the introduction of the Property Inspections Officer within the Facility Management Department, crucial data has been captured and collated to ensure a strategic plan is developed within the facility management and properties team for continued improvements within all council owned facilities. These strategic plans will ensure the future needs of the community are met. Key projects include the completion of Civic Theatre external sheeting and safe working at heights, along	Facilities Management / Maintenance	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		with the commencement of Amenity areas and public rest stops facilities.			

Provide programs and activities to bring us together

Code	Action	Comment	Primary Responsibility	Progress	Status
4.2.1.2.2	Continue to implement the All Abilities Inclusion Action Plan	Council continues to implement the All-Abilities Action Plan in partnership with the Wagga Access Reference Group (WARG) with highlights during this period including the presentation of an all abilities dance and movement program for both the Seniors Festival 2024 and Youth Week 2024, coordinating an on-site accessible consultation with the members of the Wagga Access Reference Group for the Wagga CBD Masterplan, sensory sessions programmed at Festival of W, and an all-abilities dance program presented at FRESH intergenerational festival in June 2024.	Social Planning	100%	
4.2.2.1.1	Deliver learning and community programs, events, exhibitions and partnerships through the Civic Theatre	The Wagga Wagga Civic Theatre delivers a diverse range of programs, events and activities that enable community connection and lifelong learning. Highlights during this period included presenting 8 performances of the Australian Army Band Kapooka and delivering the 'Helping hand' program, an initiative where theatre goers can contribute financially to a fund that supports young people to access and engage with Civic Theatre. The Civic Theatre has also developed a partnership with University of the Third Age (U3A) to deliver talks & tours for members, and presentations at Wagga View Club & Carer's Gateway.	Civic Theatre	100%	
4.2.2.1.2	Deliver learning and community programs, events, exhibitions and partnerships through the Library that address key priorities	During this period lifelong learning and community connection was supported through a variety of library programs and events including the delivery of regular multicultural, seniors, intergenerational and early literacy programs. A series of pop-up creative workshops and school holiday programs were presented in rural villages and suburban locations across the Local Government Area.	Library Services	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
4.2.2.1.3	Deliver learning and community programs, events, exhibitions and partnerships through the Museum	During this period the museum hosted group bookings and tours with local community groups and organisations such as the University of the Third Age, Probus and Wagga Wagga & District Historical Society to support life long learning and active participation in the cultural life of the City.	Museum	100%	●
4.2.2.1.4	Increase and develop audience participation through Exhibition, Learning and Engagement programs	Art Gallery education and public program highlights during this period include the delivery of the popular 'Summer Artcamp' program, After School art program 'Take off at Four'; the 'Young at Heart' for babies and their carers/parents' program and a children's cape making workshop with artist Denis Golding for children. Group tour were hosted with school groups, TAFE students, University of the Third Age, Language Cafe participants and artists from the Art Factory.	Art Gallery	100%	●

The environment

Future growth and development of Wagga Wagga is planned for in a sustainable manner

Ensure sustainable urban development

Code	Action	Comment	Primary Responsibility	Progress	Status
5.1.1.1.1	Continue to implement the Local Strategic Planning Statement 2040	Ongoing. The Housing Strategy, CBD Masterplan and Northern Growth Areas structure planning are significant actions from the LSPS and are well underway.	Strategic Planning & Contributions	10%	●
5.1.1.2.1	Develop a structure plan for the Northern Growth Area	Staff are currently rescoping this project with a view to going out to market again in 2024. Consultants for each of the technical studies are expected to be engaged before the end of 2024 calendar year.	Strategic Planning & Contributions	25%	●
5.1.1.2.2	Develop and implement a City Centre Master Plan	The development of the CBD masterplan has continued with key stakeholder and community engagement being undertaken during March/April 2024. Two sets of workshops for business and landholders have been delivered by the consultant with a formal consultation summary currently being prepared by staff. Further consultation opportunities for business groups and First Nations stakeholders needs to be undertaken. Actions arising from a workshop facilitated by the consultant with Council's executive team noted technical gaps including a comprehensive traffic and parking study and heritage matters. Approval was given to identify budget and prepare a scope to deliver the traffic and parking component. Heritage matters were discussed and are now the subject of a NOM which staff are currently considering and will prepare a response to accordingly. A draft CBD masterplan will be likely delivered mid next year, pending no further delays or additional work being required on heritage matters.	Strategic Planning & Contributions	35%	●
5.1.1.3.1	Assess and determine development applications, construction certificates, complying development applications and manage risks through monitoring their compliance	Development Applications determined within 40 calendar days. Total 262. 142 within 40 days. Target: 100% Actual: 54% Building information certificates processed within 27 calendar days. Total 92, 76 within 27 business days.	Development Assessment and Building Certification	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		Target: 100% Actual: 82% Construction Certificates determined within 40 calendar days. Total 111. 58 within 40 days. Target: 100% Actual: 52% Complying Development Certificates determined within 20 calendar days. Total 38. 17 within 20 days. Target: 100% Actual: 45% Residential plumbing section 68 determined within 7 business days. Total 176. 122 within 7 business days. Target: 100% Actual: 69% Drainage diagrams processed within 5 business days. 733 Received. Target: 100% Actual: 94% 10.7 planning certificates processed within 5 business days. Total 1,030. 826 within 7 Business Days. Target: 100% Actual: 80%			
5.1.1.4.1	Assess and determine public section 68 applications ensuring compliance with engineering standards and development conditions	17 Section 68's were approved in the period. All approvals were in accordance with Council's Engineering Guidelines and satisfied the conditions of consent where applicable.	Subdivisions	100%	●
5.1.1.4.2	Assess and determine subdivision development applications and subdivision works certificates ensuring compliance with engineering standards and development conditions	4 Subdivision Works Certificates were approved in the period. All approvals satisfied the DA conditions and Council's Engineering Guidelines. 34 Subdivision Certificates were issued in the period and all satisfied the DA conditions.	Subdivisions	100%	●
5.1.1.5.1	Present planning proposals to Council within six months of lodgment	While the Strategic Planning team prioritises the development of key policy initiatives, including the Housing Strategy, Interim Affordable Housing Strategy, CBD Masterplan, Northern and Southern Growth Area's and manages a backlog of planning proposals, the processing of planning proposals is taking longer than anticipated. The backlog of Planning Proposals has progressively been managed and completed, however new Planning Proposal's continue to be lodged which are increasing in complexity in	Strategic Planning & Contributions	0%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		a Wagga Wagga context. For example, the Planning Proposal for the SGA is a complex matter with interrelated dependencies from other teams across Council. As a result reporting them to Council within 6 months of lodgments is not considered to be appropriate in ensuring best practice planning outcomes for the community.			
5.1.1.6.1	Review and update bushfire risk management provisions in the Development Control Plans (DCP) consistent with State Government regulations and guidelines	DCP rewrite is on the Service Review list of projects that require resources/funding.	Development Assessment and Building Certification	10%	●
5.1.1.6.2	Review and update flood management provisions in the Development Control Plans (DCP) consistent with Council's adopted flood risk management plans and studies	DCP rewrite is on the Service Review list of projects that require resources/funding.	Development Assessment and Building Certification	10%	●
5.1.1.7.1	Assess and process infrastructure contributions required for complying development certificates and development applications	Staff are continuing to assess and process referrals for DA's and CDC's. With the volume and complexity of VPAs, WIKAs, DA/CDC referrals times are increasing. If there is continued increase in volume and complexity it is likely that additional resourcing will be required to deliver this service.	Strategic Planning & Contributions	50%	●
5.1.1.7.2	Manage developer agreements as required in line with Council's policy	Council continues to maintain an up to date Planning Agreement register consistent with the requirements of Section 7.10 of the EP&A Act 1979 and Section 203(1) of the EP&A Regulation.	Strategic Planning & Contributions	50%	●
5.1.1.7.3	Monitor project delivery, infrastructure contribution income and Reserve balances of infrastructure contributions	This is an ongoing operational requirement. Contributions accounts have been monitored and reported.	Strategic Planning & Contributions	50%	●
5.1.1.7.4	Update the Sewer Development Servicing Plan	This project is reliant on completion of the Housing Strategy (now expected June 2025). This work will need to be put forward for scheduling in the FY2025/26 in this years business planning.	Strategic Planning & Contributions	0%	●
5.1.1.7.5	Update the Stormwater Development Servicing Plan	This project is reliant on completion of the Housing Strategy (now expected June 2025). This work will	Strategic Planning & Contributions	0%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		need to be put forward for scheduling in the FY2025/26 in this years business planning.			

Provide for a diversity of housing that meets our needs

Code	Action	Comment	Primary Responsibility	Progress	Status
5.1.2.1.1	Collaborate and advocate for urban renewal opportunities with State and Federal Government	Strategic Planning have worked very closely with Homes NSW (LAHC) on the Tolland Urban Renewal project to facilitate the renewal and delivery of over 500 homes. During the reporting period the Tolland Masterplan was adopted and implemented through the DCP. The SAPP process continues alongside negotiations on the reclassification of the land and VPA matters. The Strategic Planning team will continue to advocate for opportunities such as the former Toll site on Travers Street.	Strategic Planning & Contributions	50%	●

Our natural areas are protected and enhanced

Preserve and improve our natural assets

Code	Action	Comment	Primary Responsibility	Progress	Status
5.2.1.1.1	Continue to implement the Biodiversity Strategy: Maldhangilanha 2020-2030	Ongoing actions from the Biodiversity Strategy include updating existing Development Control Plans to strengthen environmental practices, implementation of cultural awareness training, management of Council's Asset Protection Zones in accordance with RFS Sustainable Protection Practices and Council's Engineering Guidelines, and hosting engagement activities to promote the importance of biodiversity including backyard bird count, bat workshops and planting native species.	Environment and Sustainability	100%	●
5.2.1.2.1	Build and install artificial habitat structures	Council staff and volunteers installed a a floating reed bed at the Marrambidya Wetland to provide shade and habitat underneath for fish and to provide nesting habitat for water bird and turtles away from land predators	Environment and Sustainability	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		like foxes, cats and dogs. Five possum nesting boxes were also installed at Rocky Hill Reserve.			
5.2.1.2.2	Continue to implement Management Plan actions for the Birramal Conservation Area and the Marrambidya Wetland	The draft Marrambidya Wetland Plan of Management is currently awaiting consent from the Minister, however a number of initiatives are progressing such as the major resurfacing of the carpark area, and commissioning of a Wiradjuri artist to feature on the updated signage being developed. Erosion control works were undertaken in Birramal along with a small amount of revegetation, and information has been developed to educate residents of Lloyd and Springvale on the importance of the Birramal Conservation Area and the unique threatened species that exist right on their doorstep.	Environment and Sustainability	100%	●
5.2.1.3.1	Continue to implement Council's Priority Weed Management Program in accordance with the Regional Weeds Action Program	Weed management control works within councils reserves and roadsides were undertaken, along with inspections of council land and high risk pathways. Property inspections for priority weeds on private and public managed lands were less than previous years due to staff vacancies. Staff collaborated with other departments to engage with the community by working in with the Agile Library service and One Tree Tree for Me events, providing a wider outreach with positive outcomes.	Environment and Sustainability	100%	●
5.2.1.3.2	Continue to implement the Roadside Vegetation Management Plan	Council has undertaken routine inspections of roadsides to identify priority weeds and control their spread. Heavily infested areas are identified with red guide posts to warn work crews of these areas, and green guide posts are installed to identify areas containing endangered ecological communities.	Environment and Sustainability	100%	●
5.2.1.4.1	Develop an Arboreal Mammal Management Plan	The Arboreal Mammal Management Plan was completed and adopted in October 2023 and is now being implemented.	Environment and Sustainability	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
5.2.1.4.2	Implement actions to improve connectivity of habitats for threatened species	Council has undertaken various revegetation projects in Bomen, Birramal (Lloyd), Dhulura (CSU), and Koorngal to help increase the extent of native vegetation and improve connectivity for wildlife.	Environment and Sustainability	100%	●
5.2.1.5.1	Conduct monitoring and reporting to ensure compliance with relevant legislative requirements relating to sewer, storm water and flood maintenance	Monitoring of sewer Treatment Plants in accordance with EPA licenses is undertaken and reported on our website. The Sewer Treatment plants are meeting the discharge requirements of our license.	Sewer, Stormwater and Flood Management	100%	●

Our built environment is functional, attractive and health promoting

Look after and maintain community assets

Code	Action	Comment	Primary Responsibility	Progress	Status
5.3.1.1.1	Undertake asset revaluations in accordance with Local Government requirements	Council has completed its Bridges asset revaluation for the 2023/24 financial year and is currently under review by Councils External Auditors, NSW Audit Office.	Finance	100%	●
5.3.1.2.1	Develop and deliver a seasonal maintenance program for the cemetery to agreed service standards	The cemeteries have continued to be maintained regularly. The rural cemeteries are being mown every 4 weeks minimum, and the monumental cemetery and lawn cemetery have been mown weekly as required. This has also included seasonal spraying for broadleaf weeds and fertiliser for the lawns during growth season.	Parks and Strategic Operations	100%	●
5.3.1.2.2	Provision of cemetery and crematorium facilities and services including the management and maintenance of Wagga Wagga Lawn Cemetery, Monumental Cemetery and four rural cemeteries	This continued to be done in line with Council's policies and the Cemeteries & Crematoria Act 2013. There has also been licensing requirements that have been implemented in line with NSW state Government requirements including the implementation of a complaints register & introduction of the interment levy on all internments.	Parks and Strategic Operations	100%	●
5.3.1.3.1	Manage and respond to sewer and stormwater system failures	All sewer & stormwater system failures continue to be responded to within 2 hours of receiving notification.	Sewer, Stormwater and Flood Management	100%	●
5.3.1.3.2	Manage the impact of sewerage pumping stations	Manage the impact of sewerage pumping stations and treatment plants on surrounding residents.	Sewer, Stormwater	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
	and treatment plants on surrounding residents	Sewer treatment plants & pump stations are managed in accordance with Industry standards and EPA licenses.	and Flood Management		
5.3.1.3.3	Prepare and complete the annual Closed-Circuit Television (CCTV) inspection and jetting program	Closed-Circuit Television (CCTV) inspection and jetting program completed for the 23/24 sewer main rehabilitation program. Contractor appointed for sewer mains rehabilitation program in May 2024.	Sewer, Stormwater and Flood Management	100%	●
5.3.1.3.4	Provide, renew and upgrade sewer assets in accordance with the Sewer Management Plan	Contract for the sewer mains rehabilitation program awarded in May 2024.	Sewer, Stormwater and Flood Management	100%	●
5.3.1.3.5	Provide, renew and upgrade stormwater assets in accordance with the Stormwater Management Plan	As part of a long-term financial plan review, no stormwater renewal projects were proposed for 23/24.	Sewer, Stormwater and Flood Management	100%	●

Create an attractive city

Code	Action	Comment	Primary Responsibility	Progress	Status
5.3.2.1.1	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	The team continued to work through the school zones during school holidays. Formative pruning has continued to Street trees and reserve trees planted in the newer developments and existing parks over the last 2 years as well as any in fill planting during this time. The Street trees are also continually monitored in conjunction with the Waste service provider and our street sweepers to limit damage to our trees and vehicles servicing the kerb area.	Parks and Strategic Operations	100%	●
5.3.2.1.2	Review the Street Tree Strategy to ensure our street tree policies and practices support the delivery of the Biodiversity Strategy	The team continues to work with consultants to review the existing policies and procedures and develop an all-encompassing document in line with other councils of a similar size. This is being done in consultation with internal stakeholders.	Parks and Strategic Operations	80%	●
5.3.2.2.1	Deliver a sustainable maintenance program to ensure our parks and public spaces are suitable and accessible to all	Our open spaces continued to be maintained to provide access for all to utilise.	Parks and Strategic Operations	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Improve the facilities of our spaces and places

Code	Action	Comment	Primary Responsibility	Progress	Status
5.3.3.1.1	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	Facility Maintenance Department continue to conduct cleaning services inline community requirements and expectations. Works are scheduled within the Facility Maintenance budgets and ensure appropriate cleaning services are undertaken within the CBD and further amenity areas within the LGA. Facility Maintenance team work within the Council Graffiti Management Plan to ensure the removal of graffiti is dealt with effectively and efficiently.		100%	●

Wagga Wagga is sustainable, liveable and resilient to the impacts of climate change

Educate and engage our community in sustainability

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.1.1.1	Coordinate environmental educational activities and programs for the community	Staff conducted a total of 34 community events, including the One Tree for Me program, National Tree Day, Clean Up Australia Day, Aussie Backyard Bird Count, National Science Week, the Garage Sale Trail, Plastic Free July, and community planting events at Horsley Park, Kooringal and at Uranquinty.	Environment and Sustainability	100%	●

Work towards net zero emissions for Council by 2040

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.2.1.1	Implement priority actions from Council's Corporate Net Zero Emissions 2040 Strategy	Council has completed several actions including solar installation projects at the Multipurpose Stadium and Duke of Kent Community building, installation of energy efficient heat pump hot water system at 17 council sites, installation five of 22 kW public EV chargers, tariff analysis of 200 electricity accounts and commencement of a power purchase agreement (PPA) for supply of all electricity. Council is also an active participant in the Canberra Region Joint Organisation (CRJO) Net Zero Group.	Environment and Sustainability	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.2.1.2	Monitor and report on Council's water, energy, waste, and carbon emissions	Electricity, gas and water usage at Council's facilities are monitored regularly through Council utility bills, as are greenhouse gas emissions generated through operating our fleet and operating the landfill.	Environment and Sustainability	100%	●

Support and empower our community to reach 50% reduction in emissions compared to 2005 levels by 2030 and to achieve Net Zero Emissions by 2050

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.3.1.1	Lobby State and Federal Government to address barriers to the take up of renewable energy, energy efficiency and sustainable transport	Council continues to advocate for State and Federal government initiatives that will focusing on removing the barrier to take up of renewable energy for residents, in particular those that are tenants.	Environment and Sustainability	100%	●
5.4.3.1.2	Seek funding to prepare a Climate Change Mitigation Strategy outlining Council's support and tools available for the community's transition	Council is implementing an Urban Cooling Strategy to help mitigate the urban heat island effect resulting from a warming climate. Council in partnership with Canberra Region Joint Organisation, NSW Government and Commonwealth Government has also completed the development of a Resilience Blueprint. The Blueprint provides direction, tools and links to support our services and resources to help adapt.	Environment and Sustainability	100%	●
5.4.3.1.3	Continue to collaborate with State and Federal Government and key stakeholders for effective and impactful climate change initiatives to support our community to reach 50% reduction in emissions compared to 2005 levels by 2030 and to achieve Net Zero Emissions by 2050	Council is working on a local, regional and state level to identify opportunities for local businesses, households, industry, primary producers and government to deliver climate change initiatives that suit different people and different scenarios. Council participates in the NSW Sustainability Advantage Program, the Cities Power Partnership, the Canberra region Joint Organisation and the Net Zero Forum to increase awareness and encourage local uptake of grants and subsidies to reduce emissions through installing solar or battery systems, energy efficient appliances and equipment, electric vehicles and chargers and more.	Environment and Sustainability	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.3.1.4	Develop a Community Net Zero Emissions Roadmap in consultation with our community and key stakeholders	Council undertook an extensive consultation process to develop the Community Net Zero Emissions 2050 roadmap which was adopted in November 2023.	Environment and Sustainability	100%	
5.4.3.1.5	Facilitate 6 monthly forums comprising of representatives of relevant community and business groups with State Government agencies to discuss the approach to community net zero emissions	Staff have facilitated 6-monthly forums comprising representatives from a number of community groups, business groups and State Government agencies to discuss the approach towards Community net zero emissions, acknowledging that everyone in the community has a role to play in the transition, and are at different places on the journey with varying capacities to act.	Environment and Sustainability	100%	

Adapt to our changing environment

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.4.1.1	Identify and implement actions to reduce our reliance on potable water consumption in parks and public spaces	Reducing reliance on potable water consumption is a priority for Council's strategic and parks & gardens areas. Council's strategic team are working in combination with the parks and gardens team to implement new plans and update existing assets to move forward. Ashmont Oval recently went under irrigation improvements and other sites have been identified in ROSC.	Recreation Assets	100%	
5.4.4.2.1	Promote the Heat Wave Plan to the community	Council has a dedicated resource on the web with information on heatwaves and health, how to prepare your home, where to find cool public spaces and shaded playgrounds, as well as access to other resources. Council is also implementing initiatives from the Urban Cooling Strategy to help address urban heat in the long term.	Environment and Sustainability	100%	
5.4.4.3.1	Provide environmental education programs to empower a climate resilient community	Staff have delivered community engagement initiatives including securing free access for the community to the premium version of SunSPOT, a solar calculator allowing homeowners and businesses to complete a simple, private and reliable rooftop solar assessment without having to engage with sales companies, running a weekly HelpDesk service	Environment and Sustainability	100%	

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		<p>in the library for people who need assistance with using SunSPOT to see if solar or batteries are suitable for them, adopting an Electric Vehicle Charging Infrastructure on Public Land Policy and installing five 22 kW public EV chargers, and encouraging local businesses of all sizes to take up opportunities from the NSW government and Federal government to install solar systems, batteries, energy efficient appliances and equipment, electric vehicles and chargers.</p> <p>Council staff have also been educating the community on the benefits of trees for shade and cooling, biodiversity enhancement and carbon sequestration. This occurs through Cool Schools workshops and One Tree for Me events.</p>			
5.4.4.4.1	Implement priority actions from the Urban Cooling Strategy	<p>Council staff have created an interactive Wagga Wagga Urban Heat & Canopy Mapping Tool for the public to access, which shows land surface temperature and vegetation cover over the 27 suburbs in the study area, where you can drill down to your suburb, street or individual house. Staff have also run Cool Schools workshops and given away thousands of native plants to the community to plant at home through the award winning 'One Tree 4 Me' program, as well as planting 93 new shade trees along Bourke Street in commemoration of the 150th anniversary of the Presentation Sisters.</p>	Environment and Sustainability	100%	●
5.4.4.5.1	Review and implement priority actions in Asset Management Plans	<p>Strategic Asset Management has recently moved to Finance, and it is proposed to undertake a complete review and rewrite of Councils Asset Management Policy, Strategy and Asset Management Plans. As part of this, Finance staff will engage with Asset Owners to develop asset category specific improvement programs and actions for implementation.</p>	Finance	50%	●

Minimise our impact on the environment

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.5.1.1	Complete required State and Commonwealth annual environmental reporting	Annual reporting to the NSW EPA has been completed for facilities operating under an environmental protection license which includes the Livestock Marketing Centre, the Forest Hill, Narrung and Koorinal sewage treatment plants, and the Gregadoo Waste Management Center. Other annual reporting includes waste and resource recovery statistics for NSW government, National Pollution Inventory reporting, National Greenhouse & Energy Scheme reporting, commonwealth Emission Reduction Fund reporting and auditing.	Environment and Sustainability	100%	●
5.4.5.1.2	Undertake monitoring program for the former landfill and former gasworks	The former Tarcutta Street gasworks groundwater monitoring events were completed as required. Staff and consultants have also developed a revised Environmental Management Plan for approval by the NSW EPA and an accredited site auditor.	Environment and Sustainability	100%	●
5.4.5.1.3	Undertake water quality monitoring program for natural waterbodies	Water quality monitoring was undertaken for two sites in the Murrumbidgee River, Flowerdale Lagoon and Wollundry Lagoon to assess these waterways for health. Sampling of water from Lake Albert continued for bacteria and blue green algae with health advice issued to the public in line with recommended alert levels.	Environment and Sustainability	100%	●
5.4.5.2.1	Develop a local Offsets Policy	This is on hold awaiting the current review of the Federal Environmental Protection and Biodiversity Conservation Act, the NSW Biodiversity Conservation Act and the upcoming Wagga Wagga DCP review,	Environment and Sustainability	50%	●
5.4.5.2.2	Review and update environmental impact assessment process	Council has an Environmental Project Officer to review and ensure compliance with state and federal legislative requirements for Part 5 projects. Staff from strategic planning, development planning, and project management also completed NSW government training on the NSW Biodiversity Offset Scheme.	Environment and Sustainability	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.5.3.1	Continue to implement the Underground Petroleum Storage Systems Regulation 2019	The management of the potentially contaminated land register is an ongoing process working to identify possible contamination as well as develop and implement protocols. The Underground Petroleum Storage Systems (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. Proposal has been sent to gain legal assistance to review Council's framework for contaminated land management.	Development Assessment and Building Certification	100%	●
5.4.5.3.2	Manage the potentially contaminated land register	As matters come to our attention, they are investigated within the time frame provided.	Compliance	100%	●
5.4.5.3.3	Undertake remediation works at the former Wiradjuri Landfill	Council engaged a contractor to carry out site works as required in the site Remediation Action Plan to cap the site of the former landfill, install drainage and landscape the south-eastern portion, including a playground. Recapping, drainage and contouring have been completed, and landscaping and playground installation are commencing soon.	Environment and Sustainability	90%	●
5.4.5.4.1	Deliver kerbside waste collection services	Contamination rates in FOGO vary from <2% to 10%. Waste education is being targeted to problem suburbs/streets with ongoing high contamination rates with a penalty system in place for bin removal where applicable.	Gregadoo Waste Management Centre	100%	●
5.4.5.4.2	Develop a business case for an asbestos and slag cell	Business case and designs are completed. Awaiting biodiversity results with targeted species checks coming to a close.	Gregadoo Waste Management Centre	100%	●
5.4.5.4.3	Develop a business case for leachate management	Awaiting authorization for this project continuation via net zero targets for use of heat exchange. Alternatively a filtration system to be approved by Council and EPA at very early stages.	Gregadoo Waste Management Centre	0%	●
5.4.5.4.4	Develop and implement a prioritised program of improvements to rural waste management and recycling facilities and services	Further recycling initiatives have been initiated at the rural transfer stations creating a recycling option for E-Waste and soft plastics.	Gregadoo Waste Management Centre	100%	●

■ Not scheduled
 ● Off track / On hold
 ● Monitor
 ● On track
 ● Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.5.4.5	Manage and maintain waste management and recycling facilities	Waste acceptance as per EPA license with a sorting transfer station, 7 rural transfer stations, a Community recycling centre, container deposit scheme in place. Annual reports are sent to EPA with no non compliance occurrences.	Gregadoo Waste Management Centre	100%	●
5.4.5.4.6	Manage the Leachate system	3 leachate ponds, including 1 evaporation pond, are monitored daily with no non-compliance since 2022. Ongoing management and tests are applicable with filtration and/or evaporation projects being investigated.	Gregadoo Waste Management Centre	100%	●
5.4.5.4.7	Provide trade waste services	Council continues to provide ongoing effective Liquid Trade Waste management to the users of the City. Six new approvals were issued for the reporting year, and two approvals closed, resulting in 314 current Liquid Trade Waste approvals for the City. We conducted 53 Liquid Trade Waste inspections throughout the year.	Sewer, Stormwater and Flood Management	100%	●

Transition towards a circular economy through more sustainable resource use

Code	Action	Comment	Primary Responsibility	Progress	Status
5.4.6.1.1	Continue to implement regional waste strategies and projects	Waste Educator has been extended another 6 months to be advertised as a full time role. Investigations are ongoing to assign projects for circular economy, resource recovery and Net Zero strategies.	Gregadoo Waste Management Centre	100%	●
5.4.6.1.2	Investigate opportunities for value added processes for the management of food organics and green organics (FOGO) waste	A new contract has been rewarded for a further 2 +1+1 with WormTech with focus being on keeping contamination low and food waste high. Opportunities for GWMC green waste to be added as an additional stream is available which will reduce garden waste going to landfill.	Gregadoo Waste Management Centre	100%	●
5.4.6.2.1	Promote circular economy opportunities through collaboration and innovation with business and industry	Further work has been undertaken with key circular economy businesses to relocate to the Wagga SAP. This area will also be a focus within the upcoming Economic Development Strategy with a Focus Group being	Economic Development	100%	●

Not scheduled
 Off track / On hold
 Monitor
 On track
 Completed

Code	Action	Comment	Primary Responsibility	Progress	Status
		developed to gain new insights and ideas from Business.			