

Operational Performance Report 2022/23

Six-monthly progress update July to December 2022



Acknowledgement of Country

Wagga Wagga City Council gulbali-yanhi ngurambang-gu Wiradjuri-gu walumaldhaany-galang. nganha bala mayiny Wiradjuri. yindyamali-yanhi mudyigangalang-bu balumbambal-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 ngurambangguwal-bu bala yarruwala-bu waluwin-bu walabangan-bu dhirrangal-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 2022/23 six-monthly progress update provides an overview of Council's activities and performance between 1 July 2022 to 31 December 2022. Through this report, we look at what we've accomplished throughout the first half of the financial year and the progress we've made in implementing Council's Delivery Program and Operational Plan 2022/23.

Action status key

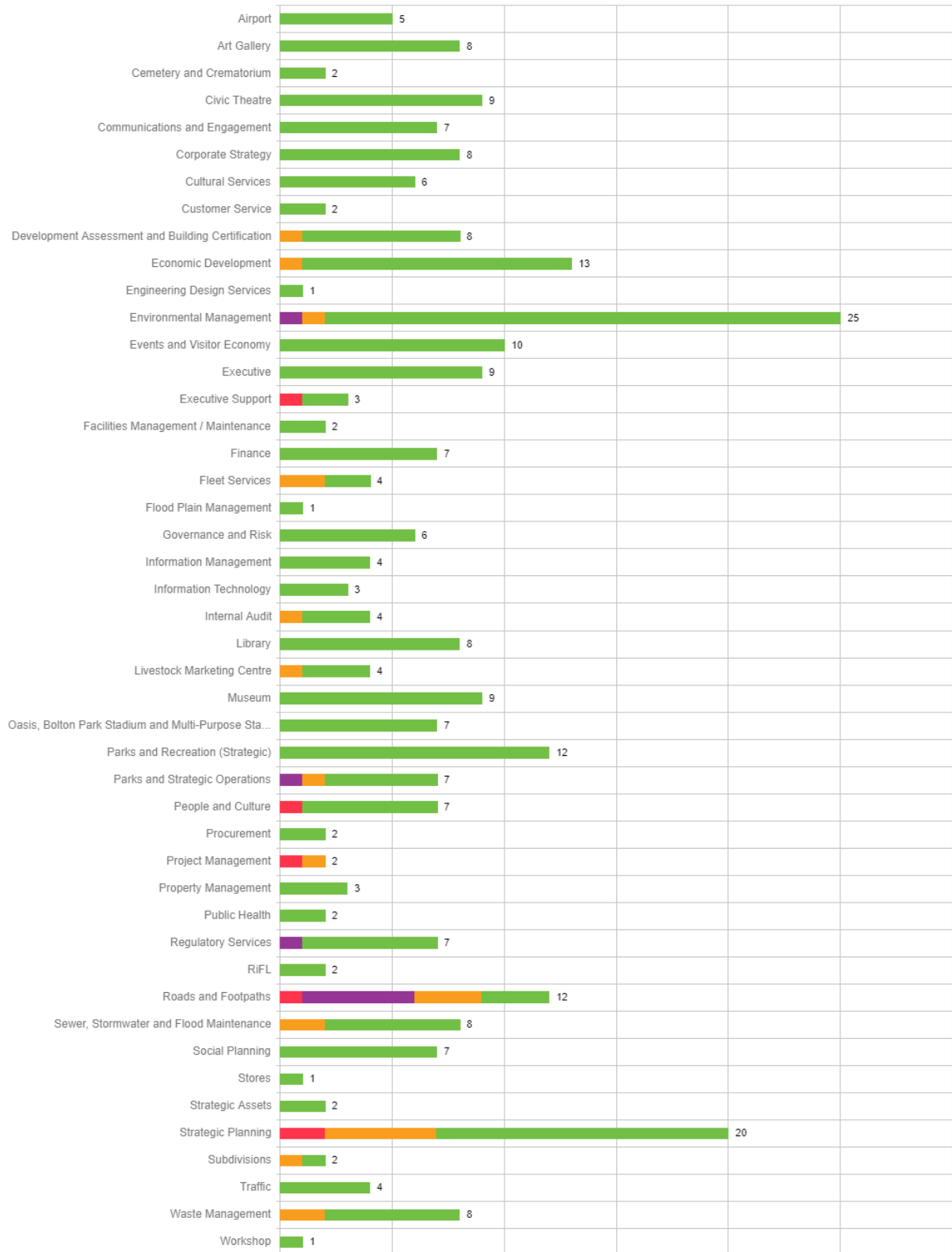
Actions are assigned a status (as per the following table) to identify their level of completion against expected outcomes for the financial year.

	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 / Completed	Indicates that an action is on track or has been completed this financial year and generally relates to the target for the reporting period being met

Our performance July to December 2022

Year-to-date status summary by Service Area

■ 8 Not scheduled
 ● 0 Off track / 6 On hold
 ● 22 Monitor
 ● 239 On track / 9 Completed



Community leadership and collaboration

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

Our leaders represent our community

Code	Action	Comments	Primary Responsibility	YTD Status
1.1.1.1.1	Coordinate and facilitate Citizenship ceremonies	During the first half of the financial year the Wagga Wagga community welcomed 185 new Australian citizens to the city, including 41 children, at six ceremonies.	Executive Support	●
1.1.1.1.2	Coordinate and facilitate Sister City Community committee meetings and events	The Sister City Community Committee is on hold pending a Councillor workshop to consider Sister City arrangements including the Committee. A workshop is currently scheduled for April 2023 now that we have staff in the area.	Executive Support	●
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	Reporting to Council to resolve the conduct of the NSW Local Government Elections in 2024 will be undertaken in early 2023, with the remaining actions not yet scheduled to commence.	Governance & Risk	●
1.1.1.2.2	Update and implement a comprehensive Councillor professional development and induction program	<p>Councillors have attended all collective professional development sessions with individual activities also undertaken during the reporting period.</p> <p>Individual Councillor professional development plans and programs to be developed for the calendar year 2023, with a current consolidated plan already in place.</p>	Governance & Risk	●
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	Consultation has taken place with supervisors, managers and leaders across the organisation, with six sessions being held. Feedback and focus areas for the development of the leadership and culture program will be presented to the Executive team for endorsement.	People and Culture	●
1.1.1.4.1	Advocate strongly on behalf of the community with State and Federal Government departments, agencies and organisations	<p>Council continued to successfully lobby both the State and Federal Government to provide funding for key projects and programs as part of efforts to support and deliver financially sustainable services and facilities for our community.</p> <p>During the reporting period Council was successful in a number of applications that include but are not limited to the Wagga Wagga Housing Strategy, Museum digitisation project, Humula and Mangoplah Flood Studies, Bill Jacob Athletics Centre Lighting Upgrade, Festival of W at Victory Memorial Gardens, Stadium Upgrades (Equex Centre + Bolton Park), Shade Sails over Playgrounds,</p>	Executive	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Pomingalarna Cultural Garden Stage 1 and a number of road and flood related projects.		
1.1.1.4.2	Continue participation in forums including Riverina Joint Organisation (RIVJO), Canberra Region Joint Organisation (CRJO) and Regional Cities NSW	Wagga Wagga has formally withdrawn from the Riverina Joint Organisation but continues to participate in the Canberra Regional Joint Organisation. Discussions will take place this year in relation to opportunities to create another Joint Organisation within the region.	Executive	●
1.1.1.4.3	Facilitate integration and co-operation between the local government areas to maximise wider potentials and unlock new opportunities across the region	At this stage Council is still an active member of the Riverina Joint Organisation (RiVJO), but this is due to cease at the end of the financial year. The Executive team are investigating further opportunities for regional collaboration and strategic planning in anticipation of this membership coming to an end.	Executive	●
1.1.1.4.4	Review and update Council's Advocacy Plan to support Council and other representative groups to take advantage of advocacy opportunities as they arise	A draft list of items has been developed and a Councillor workshop is scheduled for January 2023. The new draft plan will then be presented to Council.	Executive	●
1.1.1.5.1	Administer the Annual Grants Program	<p>The program opened on 7 March 2022 and closed on 9 May 2022. The 2022/23 program consisted of 10 categories: Arts, Culture and Creative Industries, Community Programs & Projects, Events, Local Heritage, Natural Environment, Neighbourhood and Rural Villages, Recreational Facilities, Rural Halls, Youth Led Initiatives & Small Business.</p> <p>A total of 97 applications were received for assessment in the Annual Grants Program 2022/23, with \$242,640 available inclusive of the 2021/22 uncommitted funds. The total amount of funding requested by the community across all categories was \$533,647. Council endorsed the recommended projects at the 18 July 2022 Ordinary Council meeting.</p>	Cultural Services	●

Plan long term for the future of Wagga Wagga

Code	Action	Comments	Primary Responsibility	YTD Status
1.1.2.1.1	Continue to develop and implement Council's Asset Management Strategy and Asset Management Plans	Scheduling and delivery of a routine inspection program for all infrastructure asset conditions is in progress. 2023 will see the classification of roads by condition, as well as the delivery of further asset condition reviews and the calibration of the Wagga Wagga traffic model.	Project Management Office	●

Code	Action	Comments	Primary Responsibility	YTD Status
1.1.2.1.2	Continue to implement Council's Workforce Resourcing Strategy	<p>People & Culture continue to support all service areas with resourcing strategies and services to fill vacancies to deliver services and program delivery.</p> <p>Council has implemented a Health and Wellbeing Strategy in consultation with staff which has been branded Health Matters. The strategy includes an annual program of initiatives and health promotional material accessible by all.</p> <p>A review of Council's volunteer program has recently been reviewed in partnership with Internal Audit to develop an action plan for the future.</p> <p>Position descriptions are being reviewed at the time they become vacant with specific regards to licenses and qualifications requirements, the purpose of this is for alignment with current workforce needs.</p>	People and Culture	●
1.1.2.1.3	Continue to develop and implement Council's Long Term Financial Plan	<p>Council's Long Term Financial Plan (LTFP) continues to be reviewed and updated on a monthly basis - reported to Council in the Monthly Financial Performance Report.</p> <p>The next full iteration of the LTFP is in the process of being compiled, with the first Councillor Budget workshop scheduled to be held during February 2023.</p>	Finance	●
1.1.2.1.4	Investigate opportunities to narrow Council's Infrastructure Funding Gap	<p>The review and development of the 2023/24 Long Term Financial Plan is underway. The engagement of the firm to undertake the Roads condition assessments will provide Council with an up-to-date infrastructure funding gap amount. Council finance staff are currently investigating opportunities to narrow the gap.</p>	Finance	●
1.1.2.2.1	Coordinate and facilitate Council's corporate reporting processes in accordance with the Integrated Planning and Reporting requirements	<p>Council's Delivery Program and annual Operational Plan are monitored throughout the year and reviewed annually as part of Council's performance reporting framework. Council's Operational Performance Report 2021/22 and Annual Report 2021/22 were developed and published on Council's website during this reporting period.</p>	Corporate Strategy	●
1.1.2.2.2	Coordinate and facilitate the development of Council's four-year Delivery Program and annual Operational Plan to support the delivery of the Community Strategic Plan	<p>The business planning process for the 2023/24 financial year commenced in October 2022 and is due to be completed in April 2023. The business planning process will inform the annual review of Council's Delivery Program and resourcing strategies and the development of Council's Operational Plan 2023/24, which will be developed during the second half of</p>	Corporate Strategy	●

Code	Action	Comments	Primary Responsibility	YTD Status
		the financial year as a sub-plan (year two) of Council's four-year Delivery Program 2022/23-2025/26 in line with resources available to Council.		
1.1.2.2.3	Ensure Council's adopted high-level strategies and plans are reflected in the Delivery Program and Operational Plan based upon the Community Strategic Plan objectives and strategies	The actions as set out in Council's high-level strategies and plans have informed Council's business planning for the 2023/24 financial year.	Corporate Strategy	●
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	Council's biennial community satisfaction survey has been rescheduled to align with the NSW Local Government Elections and will be conducted in early 2024. A review of the survey questionnaire has commenced this year to ensure the survey remains current and continues to inform Council's decision making and program delivery.	Corporate Strategy	●
1.1.2.2.5	Commence the process for conducting a full review of the Community Strategic Plan 2040	Initial planning to coordinate and facilitate a full review of the existing Community Strategic Plan 2040 commenced during this period. An internal working group will be established early in 2023 to inform the review process. This group will include broad representation from all areas across Council to ensure the social, environmental, economic, and governance matters are considered and addressed.	Corporate Strategy	●
1.1.2.3.1	Advocate to and collaborate with State Government and key stakeholders to plan for and deliver services, programs and projects that work towards decreasing social and community disadvantage across our Local Government Area	Council continued to advocate and collaborate with the State Government and key stakeholders to plan for and deliver services, programs and projects that work towards decreasing social and community disadvantage across our LGA. Key activities during this period included progress on the Tolland Renewal Project, local clean-up day at Koorringal and the Annual Grants Program 2022/23 provided funding to areas that have high levels of social and community disadvantage.	Executive	●
1.1.2.3.2	Designate a section in Council's annual report that specifically addresses Council's efforts to reduce social and community disadvantage	The activities undertaken by Council in 2021/22 that contribute towards decreasing social and community disadvantage and improving the health and liveability of our community across the Wagga Wagga LGA have been summarised in Council's Annual Report 2021/22 available on Council's website.	Corporate Strategy	●
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	<p>Post Covid "hangover" and cost increases due to international pressure have pressured delivery.</p> <p>Delivery is again picking up speed and delivery is envisaged as accelerating in the second half of the 2022/23 financial year.</p>	Project Management Office	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Progress: % YTD Actual \$8,670,899 vs Approved Budget \$86,772,611 = 10%. Project status summary (life of project) 135 projects: — Not scheduled = 66 ● Off track = 3 ● Monitor = 40 ● On track or completed = 26 See 'Capital project performance July to December 2022' in this document for further information per Capital project.		

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	Comments	Primary Responsibility	YTD Status
1.2.1.1.1	Continue to develop and implement corporate and City brand guidelines	Continuous management of Council's various branding requirements occurs through the team monitoring work produced across the organisation to ensure correct styles, imagery and logos are used. This extends to Council facilities with a recent example being the update of the Wagga Wagga City Library's branding, and the new Museum of the Riverina site.	Communications and Engagement	●
1.2.1.2.1	Audit the efficacy of both formal and informal communication streams	The Communication and Engagement team is constantly monitoring and adjusting Council's formal and informal communication streams. For example, changes have been made to how Council News is published, reducing the weekly print output to two pages per week, and increasing focus on in-community engagement. Relationships with government and media stakeholders continues and support is provided to a wide array of groups to ensure communication to our community is at a consistently high level. Work has also begun on ensuring the connect.wagga platform is suitable for our audience and usable by Council staff.	Communications and Engagement	●
1.2.1.2.2	Explore community expectations in relation to the level, type and preferred method of communication and engagement	Council is committed to listening to all perspectives in our community by using a wide range of communication methods to reach the widest cross section of residents and engaging with targeted community groups for specific	Communications and Engagement	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>circumstances. During this period a review of the Community Engagement Strategy was adopted. Staff are now progressing with the development of a village consultation plan.</p>		
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>The Community and Engagement team continue working to increase audiences across our main social media platforms, Instagram and Facebook.</p> <p>The team also continues to work on increasing our subscriber numbers to the weekly emailed Council News via Mailchimp through changes. It should be noted that the increase in traffic/ reach, particularly through social media channels, can be reflective of events occurring in the community that draw a lot of local attention as opposed to any change in strategy. An increase in engagement numbers does not necessarily indicate any changes in strategy from the communications team. This is best illustrated by looking at peak engagement times in 2022, which occurred around the time of flooding, and following local flooding in the recovery period.</p> <p>The Communications team provided consistent information to the community around road closures, and these tend to be posts that draw a lot of attention, both positive and negative. The team do monitor this work and aim to continuously improve access to information for all residents.</p>	Communications and Engagement	●

Ensure our community feels heard and understood

Code	Action	Comments	Primary Responsibility	YTD Status
1.2.2.1.1	Coordinate and facilitate community engagement activities in accordance with Council's Community Engagement Strategy	<p>Engagement activities with our villages and rural communities are being planned for 2023. Support to other Council teams has already begun for 2023 with advice being provided to the Strategic Planning team.</p> <p>The Engagement Toolkit resource for internal staff is due to be finalised in January 23. The toolkit will support and guide effective engagement by Council staff and our community. It will be reviewed by internal staff and will be continuously improved upon.</p>	Communications and Engagement	●

Code	Action	Comments	Primary Responsibility	YTD Status
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	<p>Inclusivity and accessibility are noted for any communications campaigns where the Communications and Engagement team's input is provided.</p> <p>The team have provided support and advice for key activities throughout the year, including Wagga Wagga Net Zero Emissions Community Roadmap – Initial Community Consultation, Draft Innovate Reconciliation Action Plan 2022-2024 (RAP), Draft Urban Cooling Strategy 2022-2052, various LEP Amendments, various Development Applications.</p>	Communications and Engagement	●

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	Comments	Primary Responsibility	YTD 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	As new employees come onboard it is practice to provide them with procurement training to ensure there is understanding of the organisation requirement on that employee.	Procurement Services	●
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	Support is provided to the organisation to assist relevant staff to use contracts put in place and to manage those contracts / contractors' delivering services. Documentation is updated to reflect legislative changes to ensure the organisation is working within the requirements of that legislation.	Procurement Services	●
1.3.1.2.1	Develop and deliver an Annual Internal Audit Plan considering Council's areas of risk exposure	Plan completed. Council's Audit, Risk and Improvement Committee endorsed the Annual Internal Audit Plan 2022/23 at its August 2022 meeting. The delivery of the internal audits scheduled within that plan has been impacted by resourcing changes, which has reduced the number of internal audits delivered in the applicable quarters.	Internal Audit	●
1.3.1.2.2	Develop and deliver an Internal Audit Strategic Plan	Revised Strategic Internal Audit Plan 2021/22 - 2023/24 was endorsed by Council's Audit, Risk and Improvement Committee at its meeting on 19 August 2021.	Internal Audit	●

Code	Action	Comments	Primary Responsibility	YTD Status
1.3.1.3.1	Facilitate operational improvements based on the outcomes of audits, reviews and gap analysis conducted through the Internal Audit Program	Completed for the applicable period. An Internal Audit Improvement Initiatives register is regularly reviewed, updated and maintained. This is reported to the Audit, Risk and Improvement Committee who oversee continuous improvement initiatives arising from internal audit recommendations and also approve any revisions to timeframes for completion of those items, as an accountability mechanism.	Internal Audit	●
1.3.1.3.2	Provide independent assessment and research of current Internal Audit best practice and advice to the Executive and audit committee	Resourcing deficiencies during the reporting period impacted the ability to undertake consultation and monitoring of these activities. However, reporting was still completed during the period, with Internal Audit Update reports provided to each Audit, Risk and Improvement Committee meeting, in addition to other reports relating to the roles and functions of the Committee.	Internal Audit	●
1.3.1.4.1	Manage and report on Council's financial position and performance	<p>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.</p> <p>The 2021/22 Financial Statements were completed and submitted to the Office of Local Government in October 2022 adhering to the due date.</p> <p>Monthly Business Activity Statements have been completed and submitted.</p>	Finance	●
1.3.1.4.2	Manage Council's rates and revenue functions	Council's rates and revenue functions continues to be managed accordingly. Council's rates and charges outstanding at EOM December 2022 is in an improved position when compared to the same date in prior years. All Section 603 certificate requests have been processed within the five-business day timeframe.	Finance	●
1.3.1.4.3	Manage Council's treasury functions	Over the past year, Council's investment portfolio has returned 1.84%, outperforming the AusBond Bank Bill index of 1.25% by 0.59%. Council's cashflow has been managed in accordance with Council's Investment Policy.	Finance	●
1.3.1.5.1	Ensure Council has a robust claims management process and Council's insurance coverage appropriately protects Council's risk exposures	Council's insurable risk profile has been considered as part of the contract renewal process for the placement of insurance products and provision of risk advisory services. Council has continued to participate in the Continuous Improvement Pathway program.	Governance & Risk	●

Code	Action	Comments	Primary Responsibility	YTD Status
1.3.1.5.2	Manage complaints in accordance with Council's Complaints Handling Framework	<p>Council's Annual Code of Conduct and Public Interest Disclosure Statistics were reported to Council and the third-party regulatory bodies (Office of Local Government NSW and NSW Ombudsman) within the legislative compliance timeframes.</p> <p>The internal management of complaints has taken place in accordance with the Framework and applicable adopted Policies, including the Unreasonable Complainant Contact Policy.</p>	Governance & Risk	●
1.3.1.5.3	Mature Council's Risk Management Framework and continue to embed into decision making	<p>Review of Council's Risk Management Framework is in progress following the release of Office of Local Government NSW 'Guidelines for Risk Management and Internal Audit for Local Councils in NSW'.</p> <p>Risk Management continues to be embedded into decision-making at Council and Committee meetings, with a specific section in those reports included for Risk Management.</p>	Governance & Risk	●
1.3.1.6.1	Develop a Strategic Property Portfolio Plan	<p>Property team have commenced initial review of Council's land holdings including preparation of updated Property Register showing currently owned / managed assets of Council (completed December 2022).</p> <p>Several sites have previously been identified as potentially suitable for development, and Property team are continuing to review the property portfolio to both identify potential opportunities to better use of Council owned land, and to identify possible acquisition targets.</p>	Land and Property	●
1.3.1.6.2	Manage property related interactions, leasing and licencing of land and buildings and Crown land management ensuring legislative compliance	<p>The backlog of leases / licences due for renewal has been reduced. The Property team has commenced renewal of leases / licences which are due to expire in the 2023 calendar year, in accordance with Council resolution.</p>	Land and Property	●
1.3.1.6.3	Manage the sale and acquisition of land and buildings ensuring legislative compliance and value for money	<p>Property staff are actively progressing a number of proposed acquisitions, which had been on holding pending staff recruitment and confirmation of engineering requirements to progress (ie road widenings).</p> <p>Property staff have also made significant progress in relation to proposed disposal of land which is anticipated to take place late 2022/23 or early 2023/24.</p>	Land and Property	●

Code	Action	Comments	Primary Responsibility	YTD Status
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	<p>All requests for information are dealt with promptly and professionally.</p> <p>The Records team ensures all legislative guidelines and requirements are adhered to, whilst ensuring the customers have a positive experience with Council.</p>	Information Management	●

Provide professional, innovative, accessible and efficient service delivery

Code	Action	Comments	Primary Responsibility	YTD Status
1.3.2.1.1	Continue to implement Council's Information and Communications Technology (ICT) Strategy and manage the delivery of Council's ICT projects	The previous ICT Strategy has been finalised and a new strategy will be developed for the coming financial year. Some items identified in the Strategy were not able to be completed due to resourcing constraints and will be evaluated in the new strategy.	Information and Communications Technology Services	●
1.3.2.1.2	Manage Council's cyber security systems and processes in accordance with Council's Cyber Security Strategy	The identified actions in the Cyber Strategy have been completed on schedule and this will continue to be monitored over the remainder of the year.	Information and Communications Technology Services	●
1.3.2.2.1	Engineering design projects are completed within adopted / amended timeframes	Backlog of design projects completed. Design now being handled in-house for critical works and other works sent to outside designers.	Project Management Office	●
1.3.2.3.1	Roll-out the Organisational Culture Survey and implement actions to support alignment with Council's values-based organisational culture	In 2021 Council participated in an Organisational Culture survey with the University of South Australia which benchmarked against other councils. Results were presented to the Executive Team and communicated to all staff. The survey was completed by 308 staff members. Overall staff are generally satisfied with their job and their role. Likewise, the overall current climate of the Council is seen as generally positive as were Organisational Citizenship Behaviours. Several key areas were identified for improvement which included workload, retention and equity. Feedback was received by staff about this particular survey method and Council is considering what method or tool to use in the future to ensure greater participation and value.	People and Culture	●
1.3.2.4.1	Deliver quality and timely recruitment services and induction of new employees to ensure understanding of Council structures and policies	Efficient recruitment services are being implemented and all new employees are assigned mandatory e-learning to be completed as a condition of employment.	People and Culture	●

Code	Action	Comments	Primary Responsibility	YTD Status
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	Initial consultation has commenced in relation to the First Nations Employment Strategy, this consultation has involved a group session attended by Council Staff and attending Mawang Gaway. Initial research has included research of other organisations approach to First Nations employment including Transport NSW and MLHD. Council participated in a number of community engagement activities including Come and Try a Trade Day, Mock Interviews, Job Fairs and hosted information sessions for a local high school with key speakers from across the organisation promoting Council as a diverse and inclusive employer. Council has publicly committed its support to a Veterans Recruitment Program, recognising the unique skill and attributes demonstrated by Service Personnel.	People and Culture	●
1.3.2.5.1	Investigate service review programs to improve the efficiency and effectiveness of council operations	Council reviews its services as part of a continuous improvement approach with the aim of creating efficiencies and improving service delivery to the community. Council will review and revise its methodology for service reviews over the coming six months and develop a Service Review program to be implemented in 2023/24.	Executive	●
1.3.2.6.1	Develop and implement Council's Corporate Training Plan aligned with the Individual Performance Development Program, compliance requirements and the objectives of Council's Workforce Resourcing Strategy	Council's Corporate Training Plan has been developed for 2022/23 and is in the process of being implemented. The focus of the Plan is on core skills, knowledge and legislative compliance to align with future plans for Council's compliance training framework currently being developed. An example of this is the recent development of the Child Safe E-learning module which will be implemented in line with Council's obligations under the Child Safe Standards.	People and Culture	●
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>Currently tracking ahead of target with units being disposed of within the reporting period. Target of 40% with an actual of 74.94%.</p> <p>Current issues around availability of replacement fleet / equipment is still holding up the disposal process.</p> <p>New processes have been implemented around decommissioning of the fleet for sale and not to be returned to the operational departments, this is to address the safety risks of fleet not being fit for purposes once removed</p>	Civil Operations	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>from operational areas in the first instance.</p> <p>Plant and equipment assets are offering over and above ROI once sent for disposal. There are a number of assets which have been identified for sale and will be disposed of within the 22/23 FY.</p>		
1.3.2.7.2	Develop and implement a plant, equipment, and fleet management strategy / plan	<p>The Plant & Equipment Replacement Plan has been developed for 22/23 & 23/24. This needs to be implemented in line with the strategic plan of Net Zero targets.</p> <p>Working with the Sustainability team in regard to the Net Zero reduction plans and aligning these with the plant & equipment replacement plans to develop a more efficient strategy moving forward.</p>	Civil Operations	●
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>Workshop is working through the safety concerns whilst maintaining the servicing requirement of the plant & fleet assets.</p> <p>A process is currently underway to determine the level of service required and if the current capacity is being met. These are done through IPWEA benchmark workshop mechanical hours. Once these findings have been completed, a review of the processes will be conducted to better align the duties within the Workshop.</p>	Civil Operations	●
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	<p>A review of the current processes surrounding plant hire and internal utilisation numbers is underway. A proposed change within the fleet structure has determined the short fall within the division which will turn the numbers around moving forward (when in place). Utilisation of heavy plant is currently tracking 20.21% under the national benchmark targets due to staff numbers down / annual leave days being taken during the reporting period.</p>	Civil Operations	●
1.3.2.7.5	Manage plant and equipment hire to support ongoing service delivery and operational requirements and meet critical functions of Council	<p>Plant Hire is currently operating as a reactive service. While a high level of service is being maintained for internal stakeholders, this service should be primarily operating to identify areas of utilisation inefficiencies and place corrective measures on the plant and equipment hire service to reduce the need for external hire functions. This is currently being monitored with new strategies being implemented to evolve the service to better align with available resources.</p>	Civil Operations	●

Code	Action	Comments	Primary Responsibility	YTD Status
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	<p>Stores operation from within the Alan Turner Depot is functioning efficiently for the current procedures in place, there are processes that need to be refined for maximum capacity to be reached. These have been identified within IT and also finance.</p> <p>Alan Turner Depot is operating though there is a level of concern around the safety for certain areas. Work On Foot (WOF) plan has been developed. The next step would be to develop a traffic management plan to support the WOF plan. Power to remaining workshops has been quoted. The wash bay being another area of concern, this is being addressed and quoting in place.</p>	Civil Operations	●
1.3.2.9.1	Continue to deliver digitisation and sentencing of hard copy records	The Records team have a Digitising Officer assigned to the task of quality controlling all digitising documents. The project is tracking well with assistance from the Records team where time permits.	Information Management	●
1.3.2.9.2	Continue to develop a strong information and records management culture	Monthly ECM / records management staff training has been offered across the organisation which aims to make ECM / records management more user friendly and better understood by staff. All new staff have completed Council's corporate record management training program during this period.	Information Management	●
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	The Records team ensure information, corporate records and archive facilities are correctly monitored, registered and handled in a professional manner on a daily basis.	Information Management	●

Be easily accessible to all members of our community

Code	Action	Comments	Primary Responsibility	YTD 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 phone, counter and digital channels	<p>Customer Service continue to provide simple and convenient ways to service the community via multiple access channels including call centre, the customer service counter, online services, web chat and snap, send solve.</p> <p>Customer Service have taken 25,975 calls, lodged 5,903 customer requests, and processed 1,678 applications from 1/7/22 - 31/12/22. The most popular customer requests were bins and roads.</p>	Customer Service	●

Code	Action	Comments	Primary Responsibility	YTD Status
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 are available daily to customers. Industry newsletter has been created for relevant industry stakeholders.	Development Assessment and Building Certification	●
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	Advice and information regarding heavy vehicle permits for State roads and traffic or transport related enquiries has been provided to industry and community as required.	Civil Operations	●
1.3.3.1.5	Provide advice and information regarding infrastructure contributions to industry and community	The majority of customer requests are addressed on the same day the request is received.	City Strategy	●
1.3.3.1.6	Provide advice and information regarding rates and revenue related matters to industry and the community	All requests for information have been responded to within three business days. On some occasions where the response requires more time, Council staff have informed the community member of this delay, and the likely date to receive a Council response.	Finance	●
1.3.3.1.7	Review and update Council's Customer Service Charter	A review of Council's Customer Service Charter is underway.	Customer Service	●
1.3.3.2.1	Facilitate Council and committee meetings and provide a clear line of communications between members of the public and Councillors	Ordinary Meetings of Council were conducted in accordance with the schedule adopted by Council resolution and in accordance with applicable Local Government legislation, including the Code of Meeting Practice. Council has adopted an Advisory Committee structure, with meetings during the reporting period having been conducted in accordance with the adopted Terms of Reference and applicable meeting schedules.	Governance & Risk	●
1.3.3.2.2	Provide high-level executive support to the Mayor and Councillors	Support is provided to Councillors and the Mayor as required through the facilitation of resources and responses.	Executive Support	●

Safe and healthy community

Our community feel safe

Create safe spaces and places

Code	Action	Comments	Primary Responsibility	YTD Status
2.1.1.1.1	Provide effective ranger services to enhance public safety, manage risks and ensure compliance with companion animal legislation	Compliance activities under the Companion Animals Act 1998 have been carried out, this includes responding to roaming dogs, dog attacks, nuisance dogs and cats.	Regulatory Services	●
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 has provided care for lost and stray dogs and cats, this includes reuniting pets with their owners and rehoming of dogs and cats.	Regulatory Services	●
2.1.1.2.1	Develop and implement Council's Health and Wellbeing Program	As part of Council's Health and Wellbeing Program for 2022/23 we have implemented a H&W Calendar of Events that has seen a number of initiatives for Council staff made available, such as Ride2Work Day, Women's Health Week, Intentional Men's Day collaboration with LIVIN.	People and Culture	●
2.1.1.3.1	Continue to implement the Community Safety Action Plan	<p>At the 14 June 2022 Ordinary Council meeting it was resolved to place the draft Community Safety Action Plan 2022-2026 on public exhibition. During the public exhibition period from 15 June 2022 to 12 July 2022 no public submissions were received. There was extensive consultation and engagement in the development of the Community Safety Action Plan 2022-2026 which was invaluable for informing the priorities going forward. In addition, Council staff carried out further engagement through the public exhibition period and there were no further requested amendments. Council recognises community services and other agencies that are already delivering programs designed to address community safety, so the priority and actions items listed in the draft revised Community Safety Action Plan 2022-2026 will complement the existing response and allow for future partnership initiatives.</p> <p>Three main priority areas from the review and of which formed the focus for the draft revised Community Safety Action Plan 2022-2026 are:</p> <ol style="list-style-type: none"> 1) Safe Homes and Neighbourhoods 2) Safe and respectful relationships and 3) Safer Cities 	Social Planning	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>At the Ordinary Council meeting on Monday 22 August the revised Community Safety Action Plan 2022-2026 was adopted.</p> <p>Highlights during this period included the delivery of two community safety precinct meetings, and the Dtag partnership with Community Corrections continued to maintain community assets and remove graffiti from public assets. In partnership with Wagga Local Area Command, Crime Prevention Through Environmental Design (CPTED) audits were completed in various locations in Ashmont, Mt Austin, Tolland and Turvey Park.</p>		
2.1.1.4.1	Monitor and maintain the Council Closed Circuit Television (CCTV) network	During the reporting period the policy was reviewed and adopted and the MOU with the Riverina Police District governing the use of the CCTV network was revised and executed.	Information and Communications Technology Services	●

Promote safety and safe behaviours

Code	Action	Comments	Primary Responsibility	YTD Status
2.1.2.1.1	Partner and work with Government stakeholders to improve road safety and behaviour change	Council is currently reviewing the need for a Road Safety Officer employed under the TfNSW Local Government Road Safety Program. It is proposed that Council develop its own road safety strategy.	Civil Operations	●
2.1.2.1.2	Undertake road safety audits	An external level 3 Road Safety Auditor will be engaged in the second half of 2022/23 to undertake an audit of Council's pedestrian (zebra) crossings as well as Roping Pole Road.	Civil Operations	—
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	<p>During this reporting period, in response to heavy rains and Japanese Encephalitis alerts, Council partnered with NSW Health to safeguard the community through messaging, education and distribution of 5,000 mosquito repellents at community events which was made available from NSW Health funding. The mosquito campaign also included Health Officers installing mosquito signage at key locations throughout the city. Mosquito management resources were developed on Council's Health and Safety webpage to assist event organisers, which included posters and fact sheet developed by NSW Health in 10 languages.</p> <p>Council has developed and distributed a range of Council developed materials such as hand washing posters and food safety calendars to help food businesses</p>	Environmental Health Compliance	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>manage the spread of the COVID virus and maintain high standards of food safety practices.</p> <p>In preparing our community for heatwaves this summer Council's webpage was customised to identify available community resources within our LGA such as facilities with cool spaces, shaded parks and carparks, Tap2go water stations which community members could access. Included in the webpage are links to important websites such as Bureau of Meteorology and Sunsmart UV Widget.</p>		

Be responsive to emergencies

Code	Action	Comments	Primary Responsibility	YTD 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 has provided a local emergency management office for the operation of the emergency operations centre during riverine flooding over September, October and November 2022. Council has also provided support services to the SES and RFS as required.	Civil Operations	●
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 has experienced three different riverine flooding events in the first six months of the 2022/23 financial year and provided the necessary responses to ensure the community was informed and kept safe.	Civil Operations	●
2.1.3.2.1	Continue to support the development of local emergency 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	<p>Council provided a local emergency management office for the operation of the emergency operations centre during riverine flooding over September, October and November 2022. Council has also provided support services to the SES and RFS as required.</p> <p>In conjunction with the Canberra Region Joint Organisation, Council held several community workshops to raise awareness and gather information on climate change and resilience. A Climate Resilience Blueprint for SE NSW is being developed as part of this project.</p>	Executive	●
2.1.3.3.1	Continue to implement actions from the Council's Floodplain Risk Management Plans	Grant funding has been provided for Lake Albert, Glenfield Drain and Uranquinty Levee feasibility studies that are part of the Major Overland Flow Flood Study (MOFFS) and Village Overland Flow Flood Study (VOFFS) Floodplain Risk Management Plans. Grant funding has also been received for implementation of the Incarnie Crescent action of the MOFFS.	Project Management Office	●

Monitor and enforce public safety

Code	Action	Comments	Primary Responsibility	YTD 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	Parking patrols have been carried out for carparks, on street and school zones.	Regulatory Services	●
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	Monitoring and compliance carried out for roaming livestock, dumped rubbish, footpath obstructions, abandoned vehicles and street activities.	Regulatory Services	●
2.1.4.1.3	Deliver fire hazard reduction programs and services relating to private property	Fire hazard inspections for vacant private property was carried out and notices issued where required.	Regulatory Services	●
2.1.4.1.4	Deliver fire hazard reduction programs and services relating to public property	Rural Fire Service slashing and spraying of strategic fire breaks & asset protection zone is on track to date.	Parks and Strategic Operations	●
2.1.4.1.5	Manage impound operations including undertaking inspections, issuing infringements and disposal of items	Compliance for abandoned vehicles, trolleys and articles has been carried out.	Regulatory Services	●
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	Food safety and health audits assessing public health risks to prevent diseases have been completed. This has included food premise inspections, skin penetration premises, public swimming pools, cooling towers and onsite sewage management systems inspected to ensure systems were operating in accordance with Local Government (General) Regulation 2021 performance standards. Public health related complaints were also responded to.	Environmental Health Compliance	●
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	Properties become due and processed quarterly. Properties that do not respond are forwarded to Compliance for action.	Development Assessment and Building Certification	●
2.1.4.1.8	Undertake mandatory inspections of swimming pools as prescribed under legislation	Inspections organised and being undertaken are reliant upon site / property access, Building Surveyor availability, workload & information sufficiently provided to undertake the inspection within five business days. Industry Newsletter to be produced detailing process and submission requirements.	Development Assessment and Building Certification	●

Code	Action	Comments	Primary Responsibility	YTD Status
		During the reporting period 84% of private swimming pool inspections were completed within the targeted timeframe of five business days.		

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	Comments	Primary Responsibility	YTD 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	Council has supported a number of community participation events including Auscycling MTB Marathon National Championships, Activate Inclusion Sports Day, Boys to the Bush Sporting and Cultural Day, NSW Touch JSC Carnival.	City Strategy	●
2.2.1.1.2	Attract and support community participation in a range of sports and recreational activities through Bolton Park Stadium	<p>Bolton Park continues to provide an integral casual participant experience. Its geographical location ensures high foot traffic for casual users.</p> <p>The outdated facility now struggles to house sporting competitions which are opting for newer facilities such as PCYC and the MPS yet still provides an important role in acting as an overflow for major events such as Basketball. It is also extremely popular during the winter months for indoor training. User groups such as Twin City Skate, Wheelchair Basketball and Badminton continue to call Bolton Park Stadium home.</p>	Oasis Aquatic Centre	●
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 has been underutilised historically yet with operational and cultural change we will start to see greater diversity in the events and bookings for the MPS. Wagga Basketball have transitioned most of their competitions to the PCYC which will impact overall usage yet discussions with Wagga Netball and Wagga Futsal have been positive in regard to their respective sports growth and potential opportunities. A new approach to marketing the facilities attributes has been adopted and should see greater use by community groups. A highlight for 22/23 was the hosting of the Relay for Life which showcases the facility's all-round attractiveness.	Oasis Aquatic Centre	●
2.2.1.1.4	Investigate opportunities to increase utilisation through Bolton Park Stadium and Multi-Purpose Stadium	Meetings with all major user groups have occurred and discussions around growth and greater facility usage has also begun.	Oasis Aquatic Centre	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Alternate user groups such as Jumping Beans, Small Stars, Holiday camp providers have been approached on the usage of the stadiums yet with an inability to negotiate pricing they simply choose more cost-effective options. School sport promotions have also begun and greater inclusions into next year's fees and charges will assist. Oasis Management have also explored the potential to introduce dryland aerobic programs.		
2.2.1.1.5	Provide a range of aquatic activities, programs, and events for the community through Oasis	2022/23 has seen the Oasis Aquatic Centre reach its full operational capacity with the return of school swimming carnivals, Aqua aerobics, Learn to Swim and user groups such as the Wagga Swim Club, Wagga Asthma Swim Club, Wagga Water Polo and the Wagga Diving Club. Aqua Aerobics has seen 200% growth since 2018 and continues to be very popular and our Learn to Swim Program continues to cater for an average of 1,000 children per term. With 23 school swimming carnivals across 19 days the Oasis Aquatic Centre has been a hive of activity.	Oasis Aquatic Centre	●
2.2.1.2.1	Continue to implement the Active Travel Plan	Stage 2 of the Active Travel Plan continues to be implemented with the Forest Hill Link and a section on Gardiner Street to be completed. Funding has been received for the design required for Stage 3 of the Active Travel Project.	City Strategy	●
2.2.1.3.1	Develop and adopt the Exhibition Centre Master Plan	Initial consultation with stakeholders has occurred with a draft masterplan document to be completed by end of financial year.	City Strategy	●
2.2.1.4.1	Continue to implement the Playground Strategy	Planning completed and orders placed for refurbishment of Tamar Drive playground.	City Strategy	●
2.2.1.4.2	Renew the Playground Strategy	Draft Playground Strategy is near completion and will be presented to Council by the end of March 2023.	City Strategy	●
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	Above average rainfall this winter season again, and for the start of the summer season. Cricket delayed the commencement of their season until 19/11/22. Cricket season underway, wet weather has hampered this. The over sow program will commence in February 23 for the winter season.	Parks and Strategic Operations	●
2.2.1.5.2	Investigate potential improvements and funding opportunities to O'Halloran Park Agility Track	This is not scheduled to commence in this period.	Regulatory Services	—

Code	Action	Comments	Primary Responsibility	YTD Status
2.2.1.5.3	Manage and maintain the Zoo, including animal welfare, facility maintenance and public education	The Zoo has had one of its biannual vet checks completed in August 22. DPI reporting of animal number has been completed and submitted for the previous FY in July 22. The Zoo has seen additional animals added to our display including 4x male dingo pups, 1x Hairy Nosed wombat male, 1x Male paddy melon, 1x Female paddy Melon, 1x Olive Python.	Parks and Strategic Operations	●
2.2.1.5.4	Provide high quality aquatic facilities through Oasis to meet community needs and industry standards	Royal Life Saving (RLS) Audit is conducted per calendar year with a 5-star rating achieved at the 2022 Audit. The 2023 Audit will be completed in March 23. The number of visitors is tracking well and active memberships for the period (538 inclusive of all 12-month, 6-month, 3-month and user group options) is close to double the number of memberships for the same period last financial year.	Oasis Aquatic Centre	●
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 is a highly accessible venue to the general community offering a diverse range of activities to the general public. The venue's biggest strength is its location and its ability to be booked casually by participants. It is home to user groups such as Wheelchair Basketball, Twin City Skate and has hosted large events such as the Activate Inclusion Day. The facility is outdated but is maintained on a regular basis to ensure accessibility.	Oasis Aquatic Centre	●
2.2.1.5.6	Provide high quality sports and recreational facilities through Multi-Purpose Stadium to meet community needs and industry standards	The Multi Purpose Stadium is one of Wagga Wagga's premier facilities. It has great ability to host large scale events from both a corporate and sporting perspective. The challenge for the MPS has always been the number of indoor facilities that Wagga has to offer. The opening of the PCYC has impacted some usage of the MPS but we will continue to offer competitive rates and look at alternate user groups to increase usage. The venue has hosted large scale events in 22/23 such as Masters Netball, NSW Country Futsal and Southern Junior Basketball League.	Oasis Aquatic Centre	●
2.2.1.5.7	Undertake planning for sustainable maintenance and operations of recreational assets	Council continues to develop best practice management plans for asset renewal with ongoing asset renewal guided by the Recreational Asset Management Plan.	City Strategy	●
2.2.1.5.8	Undertake plans of management to reflect the current and future recreational needs of the community	A draft Lake Albert Plan of Management has been reviewed by the State Government with feedback provided to Council, feedback is currently being reviewed by staff with a view to resubmit the plan to the State Government for approval by end of financial year.	City Strategy	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Following public exhibition, further consultation on Pomingalarna will be undertaken with a view to finalising the document in early 2023.		
2.2.1.5.9	Review and update the Botanic Gardens masterplan	Planning discussions have commenced with stakeholder consultation planned for the first quarter of 2023.	City Strategy	●

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	Comments	Primary Responsibility	YTD 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 continued to facilitate the quarterly Murrumbidgee Health and Knowledge Precinct Alliance meetings with industry stakeholders and State Government representatives and actively participated in the monthly Riverina Medical Specialist Recruitment & Retention Committee addressing the attraction of professionals to the health industry.	Executive	●
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	All programming requirements were delivered on schedule and within the allocated budget for the Home Support Program during this period.	Social Planning	●
2.3.1.3.1	Continue to support and promote the Health and Knowledge Precinct	Council participates and facilitates the quarterly Murrumbidgee Health and Knowledge Precinct Board meetings with industry stakeholders and State Government representatives to provide strategic advice and guide the direct expenditure of grant funds.	City Strategy	●
2.3.1.4.1	Deliver the Reconciliation Action Plan Working Group, Wagga Youth Interagency Group and the Wagga Access Reference Group	The RAP Working group continued to meet quarterly, and the Wagga Youth Interagency Group (WYIG) and Wagga Access Reference Group (WARG) continued to meet on a monthly basis during this period with a key focus on the review and consultation process for the development of the revised RAP to be presented to Council.	Social Planning	●

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	Comments	Primary Responsibility	YTD 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	<p>A Fixing Local Roads application under Round 4 of the program to upgrade the unsealed section of Keajura Road was submitted on the 9th September 2022.</p> <p>A Fixing Country Roads application under Round 6 of the program to rehabilitate Byrnes Road between Merino Road and Shepherds Siding Road was submitted on the 14th October 2022.</p> <p>A submission to the Pothole Repair Round of the Fixing Local Roads program was also made on the 31 October 2022 with Council being successful in being awarded \$793,152.34</p>	Civil Operations	●
3.1.1.2.1	Continue to implement the Council Footpath Replacement program	Council has no funding allocated to renew or replace footpaths.	Civil Operations	—
3.1.1.3.1	Facilitate and chair the Local Traffic Committee	Council has facilitated and chaired three meetings of the Local Traffic Committee, meeting on the 27 July, 8 September and 1 December 2022 in accordance with the TfNSW guide to the delegation to councils for the regulation of traffic (including the operation of Traffic Committees).	Civil Operations	●
3.1.1.3.2	Manage National Heavy Vehicle Regulator applications and undertake traffic management assessments and inspections	During this period 229 permit applications were received and processed within the specified timeframe of 30 days. Average processing time over the period was 2.95 days.	Civil Operations	●
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	All traffic management applications resolved within specified timeframe during this period.	Civil Operations	●
3.1.1.4.1	Continue to implement improvements to carparking	Council has not developed a car parking renewal and upgrade program. A budget variation will be presented to the 30 January 2023 Council meeting seeking funding to engage a consultant to develop the program.	Civil Operations	—
3.1.1.4.2	Continue to implement the Council carpark renewal program	Council has not developed a car parking renewal and upgrade program. A budget variation will be presented to the 30 January 2023 Council meeting seeking	Civil Operations	—

Code	Action	Comments	Primary Responsibility	YTD Status
		funding to engage a consultant to develop the program.		
3.1.1.5.1	Continue to implement the Pedestrian Access and Mobility Plan (PAMP)	Reviewing and updating the PAMP is in progress.	Civil Operations	●
3.1.1.6.1	Continue to implement the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040	While resources have impeded the progress of some actions, work continues on projects identified through the Wagga Wagga Integrated Transport Strategy. Projects underway this financial year include the northern growth area structure plan (including traffic analysis and improvements), improvement to intersections with the Olympic and Sturt Highways in collaboration with RMS, commencement of the CBD structure plan. Council continues to advocate for other key projects such as the duplication of the Gobbagombalin Bridge.	City Strategy	●
3.1.1.7.1	Continue to implement the Wagga Wagga Central Laneway Renewal program	Council has not developed a Wagga Wagga Central Laneway Renewal program. A budget variation will be presented to the 30 January 2023 Council meeting seeking funding to engage a consultant to develop the program.	Civil Operations	—
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 2022/23 recurrent capital works program for sealed roads was presented to Council as part of the response to the Wagga Roads NOM in November 2022. Flooding and wet weather has prevented implementation of the program before Christmas. Plans are in place to deliver the Program in the second half of the 2022/23 financial year (subject to favourable weather conditions).	Civil Operations	●
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	Due to flooding and unfavourable weather conditions over the first six months of the 2022/23 financial year, the gravel resheeting program has been delayed. Maintenance grading of unsealed roads, replacement and renewal of culverts, maintenance of bridges and cleaning out of table drains has been on-going as required.	Civil Operations	●
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	A new stormwater drain was installed to close in an open drain adjacent to Jubilee Park. The kerb and guttering on the southern side of Johnson Street between Tarcutta Street and Church Street was renewed.	Civil Operations	●
3.1.1.7.5	Develop and implement programs for the management and maintenance of signs, traffic	The maintenance of signs and implementation of traffic control and road closures has been on-going as required.	Civil Operations	●

Code	Action	Comments	Primary Responsibility	YTD Status
	control, road closures and car park line marking	No car park line marking has occurred to date.		
3.1.1.8.1	Ensure the aerodrome safety meets all operational compliance standards and regulations	All safety and serviceability inspections logged I ARINS on their scheduled times. Zero non-compliance notice rate for aerodrome safety was maintained.	Airport	●
3.1.1.8.2	Manage and maintain Airport facilities and services	Ongoing preventive maintenance undertaken as per schedules, and corrective action undertaken when required.	Airport	●

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

Code	Action	Comments	Primary Responsibility	YTD Status
3.1.2.1.1	Actively participate and promote the Airport and airport industry and support industry sustainability and growth	Airport Management have actively participated in and advocated for the Airport industry throughout 2022/23. Engagement with key stakeholders, peak aviation industry bodies and government departments is ongoing.	Airport	●
3.1.2.1.2	Conduct a feasibility study to identify future development opportunities at the Airport	Feasibility study to identify future development opportunities at the Airport is detailed in the Airport Master Plan which is currently under review.	Airport	●
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	Airport Master Plan review is currently underway - submission made to Council's Planning Department to not approve further development encroachment in sensitive areas surrounding the airport.	Airport	●
3.1.2.2.1	Manage the Riverina Intermodal Freight and Logistics Hub (RIFL) project	The RIFL Hub program of works is nearing completion. The Rail and Terminal commencing operations in December 2022. Council is working closely with the 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 will be tested through an Expression of Interest (EOI) process through early 2023.	RiFL	●
3.1.2.3.1	Protect assets and encourage developments that facilitate Wagga Wagga serving as the gateway city of Southern NSW	The implementation of the Bomen Master Plan and Special Activation Precinct continues to promote and grow Wagga Wagga as the freight and logistics hub of the region.	City Strategy	●

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	Comments	Primary Responsibility	YTD Status
3.1.3.1.1	Work with Governments, service providers and consumer advocates to improve service quality, connectivity and accessibility	Council facilitates the monthly Business Roundtable meeting with industry stakeholders representing business and government.	City Strategy	●

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

Encourage and support investment to develop Wagga Wagga

Code	Action	Comments	Primary Responsibility	YTD Status
3.2.1.1.1	Facilitate the Special Activation Precinct (SAP) project	Council engages regularly with State Government agencies and other stakeholders to foster timely delivery of SAP infrastructure, attract suitable businesses / industries and facilitate streamlined development approval processes. In partnership with the Regional Growth Development Corporation, enabling infrastructure works for SAP Stage A commenced in October 2022.	RiFL	●
3.2.1.2.1	Attract and support private and public partnerships and investment to grow our region	Council continues to work closely with existing and local businesses to promote new opportunities for growth and meet with a range of private investors to consider partnership opportunities. We continue to develop and explore the current opportunities of recent infrastructure developments to support expansion and growth in the city and region.	City Strategy	●
3.2.1.2.2	Lobby for Wagga Wagga as a place to deliver state, regional and local priority projects	Council continues to promote Wagga Wagga as a suitable city and region for State and Federal Government projects and opportunities.	City Strategy	●
3.2.1.2.3	Pursue funding partnerships for the delivery and future operations of the Active Travel Plan	Funding has been received for the design required for Stage 3 of the Active Travel Project. Further submissions for funding for the construction of Stage 3 are continuing to be made.	City Strategy	●
3.2.1.2.4	Pursue funding, philanthropy, sponsorship and partnerships for the Art Gallery through developing and identifying suitable projects for support	Funding highlights during this period included Winter Holiday Programs (\$7,000), Dobell Exhibition Grant Recipient (\$10,000), Regional Arts Aust (\$30,000) for Art Project and commission for artist Hayden Fowler.	Art Gallery	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Partnership development work included working with the Regenerative farming group 'Earth Canvas' to support an On Farm Residency in 2023 (\$2,000) and Australian Decorative and Fine Arts Society - Riverina (ADFAS) to support Youth programs (\$2,400).		
3.2.1.2.5	Pursue funding, philanthropy, sponsorship, and partnerships for the Library	During the reporting period the Library secured funding through the NSW Government Regional Youth Holiday Break Program to deliver seven Stop Motion Animation Workshops facilitated Wagga based animation and motion design artist Alice Peacock. Funding was also received for a Writer's on the Road program to deliver 19 Zine workshops during the 2023 Summer and Autumn School Holidays and facilitate. The Scanlon Foundation have also agreed to fund the Learn English and Play Program (LEAP) 2023.	Library	●
3.2.1.2.6	Pursue funding, philanthropy, sponsorship, and partnerships for the Museum	The \$8.6M capital works program continued to be delivered during this period.	Museum	●
3.2.1.2.7	Pursue funding, sponsorship, and partnerships for the delivery of community infrastructure and programs	<p>Planning is currently under way for the delivery of the redevelopment of Jim Elphick Tennis Centre and Bill Jacob Athletics Centre both these projects are expected to commence in March 2023. Both of these projects have been funded with the support of grants from Office of Sport \$7,741,255.</p> <p>Funding has been secured through Stronger Country Communities Fund for Bolton Park and MPS stadium improvements, Bill Jacob Athletics Centre Lighting project.</p>	City Strategy	●
3.2.1.2.8	Pursue funding, sponsorship, and partnerships for the delivery of environmental initiatives, projects, and programs	Council has been successful in receiving funding from the NSW Government to install 4 electric vehicle charging stations at a number of Council facilities. The \$23,796 will be used to installed EV charging stations at Apex Park, Visitor Information Centre, Bolton Park and the O'Reilly Street carpark.	Environmental Management	●
3.2.1.2.9	Pursue funding, sponsorships, and partnerships for events, festivals and activities	During this reporting period a total of \$230,065.60 in funding was secured from the Department of RNSW Community Events Program for the delivery of eight destination and community events either hosted by Council or external event organisers.	Visitor Economy and Events	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>\$33,000 was received through the National Australia Day Council for the 2023 event with \$10,000 allocated for First Nation activities. \$300,000 through the NSW Government was awarded for the delivery of Festival of W 2023. \$23,796 was also secured for the implementation of Electric Vehicle Chargers across four Council destination sites in 2023.</p>		
3.2.1.2.10	Pursue funding, sponsorships, and partnerships for the Civic Theatre	<p>The Civic Theatre partnered with local venue The Curious Rabbit to present a live music program named Live, Local Original. Other highlights during this period included a partnership with Dane Simpson to present the comedy show Digerydoozy along with a partnership with Griffin Theatre Company to deliver the Regional Ambassador program.</p>	Civic Theatre	●
3.2.1.2.11	Pursue funding, philanthropy, sponsorship and partnerships to support our community and develop Wagga Wagga	<p>Funding highlights secured during this period included The Wagga Wagga Art Gallery receiving \$10,000 funding to commission artist Sarah Goffman to create new artwork in response to selected glass artworks from the Gallery collection. This artwork will be included in an exhibition to be held in the Glass Gallery from 8 May – 12 November 2023. Funded by The Dobell Exhibition Grant and administered by Museums and Galleries NSW.</p> <p>The Wagga Wagga Art Gallery also received \$30,000 in funding to commission artist Hayden Fowler to develop an artwork which responds to bird and aquatic life of Wollundry Lagoon. The project involves the mentoring of a Wiradjuri artist and includes education and public programs. Funded by the Commonwealth Government under the program Regional Arts Australia.</p> <p>The Wagga Wagga Civic Theatre was eligible to apply for funding through the NSW Government Economic Recovery Package for NSW Venues and Promoters that have lost income due to shows being cancelled or postponed during the period from June 2021 – April 2022.</p> <p>Funding of \$247,600 received will support the Civic Theatre to deliver recovery programs and projects over the next two years focused on audience development and the presentation of a diverse range of performances, workshops and performing arts programming at the Civic Theatre.</p>	Cultural Services	●

Attract and support local businesses, industry and employment opportunities

Code	Action	Comments	Primary Responsibility	YTD Status
3.2.2.1.1	Continue to implement the Regional Activation Strategy	Regional Activation Strategy framework has been developed - due to internal staffing draft is still in development stage.	City Strategy	●
3.2.2.2.1	Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues	Council has a monthly round table forum and regular meetings with Business Wagga and Business NSW where priorities are discussed. We work closely with existing and local businesses to promote new opportunities for growth and development.	City Strategy	●
3.2.2.2.2	Foster entrepreneurs and start-ups	Council continues to work closely with a number of companies in this space, by adopting the structure of the proposed economic development strategy, we will concentrate on important influences and results that will help us focus our efforts and encourage partnerships and engagement with important stakeholders.	City Strategy	●
3.2.2.2.3	Promote business development initiatives to support businesses to come to the region and grow within the region	Council works with Regional Development Australia, Business Round Table, Business Wagga and Business NSW to promote and support business initiatives.	City Strategy	●
3.2.2.2.4	Promote Wagga Wagga as the regional capital of Southern NSW	Discussion to be held in regard to renewing Prospectus and will be relevant to any masterplans, strategies that we are looking to undertake in the future.	City Strategy	●
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	Working in partnership with the NSW Government to attract suitable business / industry to the Special Activation Precinct.	City Strategy	●
3.2.2.3.1	Provide high-quality Livestock Marketing Centre facilities and services	Continued maintenance programs have been delivered throughout the reporting period in line with scheduled works programs and budget. The Sheep Yard Resurfacing capital improvement project has commenced and is on track for completion within this financial year.	Livestock Marketing Centre	●
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 has commenced at an internal level with the view to go to market seeking a comprehensive project scope and business planning document with the intention it will form the body of a report to Council seeking support to undertake a current and comprehensive Strategic Master Plan for the LMC.	Livestock Marketing Centre	●
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 have actively participated in and advocated for the livestock marketing industry throughout 2022/23 including representation on the board of the Australian Livestock Markets Association (ALMA).	Livestock Marketing Centre	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Advocacy continues at both state and federal level in direct relation to the Sheep and Goat eID scheme that has gained national agreement from government. By having inputs at both these levels we are endeavouring to place Wagga Wagga's existing and emerging agribusiness participants in an informed position to deliver their goals.		

Wagga Wagga is an attractive tourist destination

Facilitate planning and development of visitor-related facilities and services

Code	Action	Comments	Primary Responsibility	YTD Status
3.3.1.1.1	Review and monitor local planning instruments to ensure they support development of facilities and services in appropriate locations	Implementation of the LSPS principles is ensuring planning decisions prioritise the development of services and facilities in locations that support neighbourhood amenity and connectivity. A revised timeline for all strategic planning initiatives was provided to Council in December 22 in response to a notice of motion from Councillors.	City Strategy	●
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 tourism campaigns and initiatives were delivered during this period to encourage visitation and build the profile of the city.</p> <p>Council partnered with Destination NSW and Tourism Australia through the National Experience Content Initiative (NECI) to develop images and video content promoting the Wagga Wagga Botanic Gardens Precinct.</p> <p>A new strategic marketing initiative, COLLABS, was launched showcasing the diverse and unique agritourism producers and experiences in Wagga Wagga and surrounding areas. COLLABS is a product-based campaign with five products and producers highlighted through the campaign and 190 COLLABS products sold through the Visitor Information Centre to date.</p> <p>A Christmas promotional video and digital gift guide was also delivered in the lead up to the festive season to showcase retail offerings and encourage local spend. The combined social media platform following grew on average by 11% during this period.</p>	Visitor Economy and Events	●

Accommodate and provide support to visitors

Code	Action	Comments	Primary Responsibility	YTD Status
3.3.2.1.1	Profile and support local producers and services through the Visitor Information Centre	Sales of local goods and products remained high during this period, with December sales displaying the highest sales to date with this trend driven by the ongoing demand for local produce. The range of Wiradjuri and First Nations hand-made merchandise expanded due to growing demand.	Visitor Economy and Events	●
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 17,389 visitors through the doors.</p> <p>Staff distributed a range of Council developed destination publications, city maps, as well as monthly industry newsletters.</p> <p>During this period a new Visitor Guide and pocket map was developed which included a focus on Wiradjuri and First Nations content including traditional language and illustrations. Regular updates to the community were also undertaken during this period through the issuing of media releases, Council News articles, and updates on the website and social media channels.</p>	Visitor Economy and Events	●

Provide a variety of events, festivals and activities

Code	Action	Comments	Primary Responsibility	YTD Status
3.3.3.1.1	Deliver and facilitate workshops and famils to the tourism industry and event organisers to assist in business development	Planning has commenced for a series of workshops targeting the tourism sector to be held during 2023.	Visitor Economy and Events	●
3.3.3.1.2	Monitor and liaise with new or existing tourism businesses for inclusion in Wagga Wagga Tourism Partner Program and relevant industry training	The 2022/23 Tourism Partner Program has a current membership of 159 partners including seven neighbouring councils, with 131 returning members and 28 new members. Planning for a schedule of networking and promotional events to be held during 2023 commenced in this period. Funding support opportunities through Council's Major Events, Festivals and Films Sponsorship stream and Annual Grants Program through the events and small business categories has supported industry development.	Visitor Economy and Events	●
3.3.3.1.3	Provide support to local businesses and industry operators involved in tourism and the delivery of events	During this reporting period, significant logistical support and advice was provided to community organisers as events and festivals return and rebounded.	Visitor Economy and Events	●

Code	Action	Comments	Primary Responsibility	YTD Status
		One-on-one tourism support was provided to operators with staff attending 45 site visits across the city, villages and partnering shires, with over 450 touchpoints recorded with tourism businesses (via phone, online and face to face meetings) seeking advice or support. Nine industry newsletters were published to highlight available support and funding, upcoming campaigns and initiatives and general updates to support the sector.		
3.3.3.2.1	Continue to identify events, festivals and experiences for the community and our visitors	<p>Two seasonal 'What's On' publications were developed and distributed via the Visitor Information Centre and promoted online during this period.</p> <p>The weekly What's On listings continued to be published in Council News along with regular updates promoted through social media and digital channels.</p>	Visitor Economy and Events	●
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	During this period 13 exhibitions were delivered in the seven exhibition spaces at the Wagga Wagga Art Gallery.	Art Gallery	●
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	The capital works program at the Museum Botanic Gardens continued to progress during this period with the Museum's Historic Council Chambers site presenting a schedule of temporary exhibitions and workshops during this period.	Museum	●
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	A highlight during this period was the launch of the 2023 Civic Theatre Season which will offer residents and visitors to the city a diverse range of live performances and programs during 2023.	Civic Theatre	●
3.3.3.2.5	Facilitate state and national level participation and elite sport events	There are a number of sporting events due to occur in the first half of 2023. These events include ACT Brumbies Super Rugby Preseason Match (11th Feb 2023), NSW Touch Junior State Cup (17th-19th Feb 2023), NRL Premiership Match (29th April 2023) and Academy Games (22nd-23rd April 2023).	City Strategy	●
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 two major events including Festival of W, a 16-day winter festival with three main events and accessible ice-skating rink, and Spring Jam a single day children's festival. A series of community events were held in local suburbs and villages as part of the Christmas Santa Trail.	Visitor Economy and Events	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Logistical planning and support and funding was provided to the event organisers of the 2022 Light the Lake New Year's Eve community event held at Lake Albert.		

Wagga Wagga is a centre for education and training

Support and promote quality and choice in education and vocation pathways

Code	Action	Comments	Primary Responsibility	YTD 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 reporting period the Library developed and delivered a range of innovative and accessible programs and activities including pop-up programs and workshops delivered in cafes, parks, men's sheds, festivals, neighbourhood centres and community halls through the Agile Library Service.	Library	●
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	All scheduled education and public programs were delivered on time and within budget during this period at the Museum's Historic Council Chambers site.	Museum	●
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	Council actively participates in the monthly Riverina Medical Specialist Recruitment & Retention Committee addressing the attraction of professionals to the health industry. We engage with education and training stakeholders through the monthly Business Roundtable meeting facilitated by Council. The Business Roundtable has been the key avenue for working with and supporting local business and industry and includes representatives from key stakeholder groups and government. Recent undertakings with Regional Development Australia by attending the NSW Regional Skilled Migration Information Session Business and Industry and network with stakeholders at the GROW workshop held by Regional Development Australia at Council.	City Strategy	●
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	Three 4-week mentored residencies in E3 Space were delivered during this reporting period at the Wagga Wagga Art Gallery.	Art Gallery	●
3.4.1.3.2	Utilise the Art Gallery to support creative industry development through the Regional Artist Development (RAD) exhibition program	Program highlights during this period included the delivery of two Artists Residencies (mentored), two exhibitions (mentored), and a future Photographers	Art Gallery	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Lab presented by two mid-career and four early career artists.		
3.4.1.3.3	Provide an annual education program to support local skills development through the Civic Theatre	The Education Season included performances of The Alphabet of Awesome Science as well as school workshops for Edward the Emu. There were workshops delivered from Sydney Dance Company, Opera Australia and Bell Shakespeare.	Civic Theatre	●
3.4.1.3.4	Utilise the Livestock Marketing Centre to support industry training and local skills development in the agribusiness sector	The LMC has been utilised by the Australian Livestock and Property Association to conduct cadet auctioneer training during this period.	Livestock Marketing Centre	●

Wagga Wagga is a hub for activity

Facilitate the development of vibrant precincts

Code	Action	Comments	Primary Responsibility	YTD Status
3.5.1.1.1	Continue to implement the Recreation, Open Space and Community Strategy 2040	Staff continue to implement both the strategic and operational items from the Recreation, Open Space and Community Strategy 2040.	City Strategy	●
3.5.1.2.1	Continue to implement the Events Strategy and Action Plan	<p>Implementation of the Events Strategy and Action Plan 2020 - 2024 continued with some highlights during this period including the delivery of round one and two of the Major Events, Films and Festivals Sponsorship stream with over \$63,000 allocated across six events to occur this financial year.</p> <p>The events category of the Annual Grants Program was highly subscribed with \$29,319 distributed between six community events in the city and surrounding rural villages. Council successfully attracted two national mountain biking cycling events and secured the hosting of a state level tourism conference for 2024.</p>	Visitor Economy and Events	●
3.5.1.3.1	Foster vibrant nightlife	With the development of a CBD Masterplan, Council will address ways to encourage a vibrant nightlife in Wagga.	City Strategy	●

Community place and identity

Our community are proud of where we live and our identity

Promote a strong sense of place

Code	Action	Comments	Primary Responsibility	YTD Status
4.1.1.1.1	Create opportunities for our community to participate in Museum exhibitions and public programs	The capital works program at the Museum's Botanic Gardens site continued to progress during this period.	Museum	●
4.1.1.2.1	Create opportunities for the development of local stories and local identity through a variety of performing arts activities	A program highlight for the Civic Theatre during this period was the hosting of SongMakers (APRA AMCOS), a two-day intensive mentoring workshop for young people aged 16-21 years with professional industry mentors Katie Wighton, Chelsea Warner and Taka Perry. Participants worked in three groups to produce a new original song.	Civic Theatre	●
4.1.1.3.1	Present Art Gallery exhibitions and programs that feature local and regional artists and their stories	Local and regional artists featured in seven exhibitions during this period including the Hands-on Weavers, Future Photographers Lab, April Glaser-Hinder, Art Factory, Rachelle Mascini and Georgia Crowden.	Art Gallery	●

Value our heritage

Code	Action	Comments	Primary Responsibility	YTD Status
4.1.2.1.1	Celebrate our heritage through arts and culture programs and projects	A highlight during this period was the launch of the Public Art Audio Trail, a 3 km walking loop that features short podcast episodes detailing the stories behind artworks and interviews with artists, including a special extended episode with Wiradjuri Elder Uncle James Ingram sharing cultural knowledge of the Wollundry Lagoon. This trail is a new cultural offering for visitors to the city and addresses an increased interest in self-guided activities relating to public art.	Cultural Services	●
4.1.2.1.2	Incorporate cultural heritage in the design of public spaces	Planning projects and decisions continue to consider cultural heritage in the design of public places.	City Strategy	●
4.1.2.2.1	Administer the Heritage Grants Program, and coordination of the heritage advisor service	The Heritage Grants Program has been completed for 2022 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	●

Code	Action	Comments	Primary Responsibility	YTD Status
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 2022 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	●

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

Code	Action	Comments	Primary Responsibility	YTD 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 completed in April 2022.	Civic Theatre	●
4.1.3.2.1	Continue to implement the Cultural Plan 2020-2030	<p>Cultural Plan 2020-2030 highlights during this period include:</p> <p>1.01 Establish a Community Arts Centre - Council approved at the Ordinary Meeting of Council on Monday 8 August 2022 the lease of 54-58 Johnston Street to Eastern Riverina Arts for the development of a Creative Workspace 'The Ambo'.</p> <p>1.02 Improve the Wagga Wagga City Library Service - Agile Library Service commenced service on 1 July 2022 at nine suburban locations and all nine rural villages within the Wagga Wagga LGA. The library also completed renovations at the civic centre location as part of the launch of the new standalone service including expansion of the downstairs children's area.</p> <p>1.04 Activate the Botanic Gardens precinct and upgrade the Museum of the Riverina - progress continued on the capital works redevelopment program at the Museum's Botanic Gardens site.</p> <p>1.05 Establish Riverside Event Spaces - The Riverside Project (Stage 2) was completed.</p> <p>2.12 Develop a Live Music Kit for community events in parks and open spaces - the Live Music Kit was utilised for Festival of W, Spring Jam, FUSION, and Marramarra Aboriginal Markets during this period.</p>	Cultural Services	●
4.1.3.3.1	Continue to implement the Public Art Plan 2022-2026	Council endorsed the revised Public Art Plan 2022-2026 for public exhibition from 15 June 2022 to 12 July 2022. During the exhibition period 10 submissions were received along with one late submission.	Cultural Services	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>After completion of the public exhibition period and appropriate amendments were made, the Public Art Plan 2022-2026 was adopted by Council at the Ordinary Meeting of Council on Monday 22 August 2022.</p> <p>Expressions of Interest for the Wiradjuri-led public art project 'River Life' opened on 8 October 2022 and closed 21 November 2022, receiving a total of 9 submissions. In consultation with Mawang Gaway a panel of Wiradjuri Elders and community members was formed to review the submissions and select an artist/s to progress to the next stage of the project in 2023.</p> <p>Project management support was also provided to the Uranquinty Progress Association to seek funding for the delivery of a mural on the Uranquinty Water Tower to be completed in 2023.</p>		
4.1.3.4.1	Deliver the Civic Theatre's performing arts season	In this period the Theatre presented The Comedy of Errors, Bell Shakespeare, The Barber of Saville by Opera Australia, Sydney Dance Company, Impermanence, Jane Eyre by Shake'n'Stir, Sunshine Supergirl, and Blue - The Songs of Joni Mitchell. The season also included 70s unplugged as part of Silver Circle, The Alphabet of Awesome Science and Edward the Emu in the Kids Season and Music at Midday program.	Civic Theatre	●
4.1.3.4.2	Develop and implement a diverse exhibition and public program schedule through the Museum	All scheduled exhibitions and public programs were delivered on time and within budget at the Museum's Historic Council Chambers site.	Museum	●
4.1.3.4.3	Implement the new standalone service delivery model through the Wagga Wagga City Library service to improve access to library services across the Local Government Area	The new standalone library service model commenced on 1 July 2022. The Agile Library service has increased community access to library collections and programs at nine rural village and nine suburban sites across the LGA.	Library	●
4.1.3.4.4	Investigate activation of library services in neighbourhood centres	During the reporting period the Library provided weekly Agile Library services to four Neighbourhood Community Centres located in Ashmont, Tolland, Estella and Glenfield Park. Forty-one diverse programs targeting youth, families and seniors were presented at five locations including Tech Savvy Seniors, Zine and Animation workshops.	Library	●

Code	Action	Comments	Primary Responsibility	YTD Status
4.1.3.4.5	Investigate new service delivery models through the Museum service to improve access and develop new audiences	The capital works redevelopment program continued at the Museum's Botanic Gardens site.	Museum	●
4.1.3.4.6	Provide a library service that is socially inclusive, culturally rich and learning centred	All scheduled library services and programs were delivered on time and within allocated budget during this period.	Library	●
4.1.3.4.7	Provide and facilitate the hire of the Civic Theatre to community and commercial users	Presentation highlights during this period included Amy Shark, and Vika and Linda performances.	Civic Theatre	●
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	Education and public program highlights during this period included multiple school visits and associated workshops, the production of an Educators newsletter, participation in an Educators showcase hosted by the Civic Theatre and the delivery of 100 diverse public programs during this period targeting early childhood, primary, youth and seniors audiences.	Art Gallery	●
4.1.3.4.9	Reopen the Museum Botanic Gardens site and activate the Botanic Gardens precinct	The capital works redevelopment program continued at the Museum's Botanic Gardens site during this period.	Museum	●

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

Code	Action	Comments	Primary Responsibility	YTD Status
4.1.4.1.1	Continued development of collections, programs and resources that support our multicultural community	Culturally and Linguistically Diverse (CALD) programming highlights during this period included the delivery of the weekly Language Café program schedule along with the Learn English and Play (LEAP) program at Estella.	Library	●
4.1.4.1.2	Deliver a diverse and inclusive annual schedule of social and community events, programs and projects	A program highlight during this period was the Council led delivery of the FUSION 2022 multicultural festival at the Botanic Gardens Precinct and Spring Jam Children's Festival. The new Agile Library service also delivered spring school holiday programs at suburban and rural village locations across the LGA.	Social Planning	●

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

Code	Action	Comments	Primary Responsibility	YTD 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	Through the implementation of the LSPS in planning decisions, the protection of Defence bases continues to be protected.	City Strategy	●

Support and grow strong and resilient village and neighbourhood communities

Code	Action	Comments	Primary Responsibility	YTD 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	<p>The outputs of the services, programs, and projects delivered by Council are monitored throughout the year and reviewed annually as part of Council's performance reporting framework to ensure they continue to support and grow strong and resilient village and neighbourhood communities across the Wagga Wagga LGA.</p> <p>The results are reported via Council's Operational Performance Reports every six months available on Council's website.</p>	Corporate Strategy	●
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	Communications campaigns and engagement activities being conducted by the Communication and Engagement team will consider these stakeholders, where appropriate, as part of the planning process. Teams that are undertaking pre-planning of engagement activities are being advised of this commitment.	Communications and Engagement	●
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	Undertaking Rural Land and Village planning, whilst not an immediate priority, is being considered as part of the Local Housing Strategy project. Preparation work is commencing to enable rural and village planning to progress when resourcing is available.	City Strategy	●
4.1.6.3.1	Continue to fund community activation projects through relevant Annual Grants categories	The 2022/23 Annual Grants Program funded the following projects and programs reflecting the diversity and project support provided by Council during this period including Dr Sam Bowker free lecture series 'Global Art Histories' (Arts, Culture & Creative Industries category), Boys to the Bush Schools Program for 10 primary or early secondary students from Tolland, Ashmont, Mount Austin, and Glenfield (Community Programs & Projects category), Festival of Small Halls at Humula Memorial Hall (Neighbourhood	Cultural Services	●

Code	Action	Comments	Primary Responsibility	YTD Status
		& Rural Villages category), Kachin Community of Wagga Wagga hosting Yawng Sa Sharin cultural workshops for the Burmese community (Neighbourhood & Rural Villages category), monthly events to be hosted at Bidgee Strawberries & Cream (Events category) and Christmas Spectacular 2022 to be hosted in the Riverside Precinct (relocated due to flooding to the Victory Memorial Gardens - Events category).		

Provide services that contribute to Wagga Wagga being family friendly

Code	Action	Comments	Primary Responsibility	YTD 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 meet current and future needs of children and families in our community	Council continued to deliver public amenity services such as CBD cleaning services and graffiti management and maintained community buildings in line with the annual building maintenance program and budget to ensure community facilities and spaces remain safe, clean and accessible to meet the needs the community.	Facilities Maintenance and Management	●
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	Through the implementation of the LSPS, planning decisions and planning proposal assessment continues to ensure development contributes to connectivity between landscape corridors, public spaces and walking and cycling networks.	City Strategy	●

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

Code	Action	Comments	Primary Responsibility	YTD Status
4.1.8.1.1	Coordinate annual events schedule to celebrate and showcase Wiradjuri and First Nations Peoples culture and heritage significant dates	Event highlights during this period supported 2022 Reconciliation and NAIDOC week celebrations led by Wiradjuri and First Nations community.	Social Planning	●
4.1.8.2.1	Continue to implement the Reconciliation Action Plan	The draft updated Reconciliation Action Plan 2022-2024 was completed to go out on public exhibition during this period.	Social Planning	●
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 supported two First Nations Playgroups delivery fortnightly Storytime sessions. These playgroups are facilitated by NSW Health and are held at the Tolland and Glenfield Park Neighbourhood Centre and Koorinal Hub. A national pilot for First Nations Tech Savvy classes was delivered at three suburban neighbourhood centres.	Library	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>The 15 sessions delivered were funded by TELSTRA and facilitated by Indigenous tutors employed through the funding received to support this program.</p> <p>A notable addition to the Wagga Wagga City Library collection was the Growing up Wiradjuri publication, featuring stories by Aunty Isabel Reid, Uncle Stan Grant Snr, Aunty Lorraine Tye, Aunty Elaine Lomas, Aunty Cheryl Penrith, Uncle James Ingram, Aunty Mary Atkinson, Uncle Norman Little and edited by Dr Anita Heiss.</p>		
4.1.8.4.1	Present Art Gallery exhibitions and programs that feature Wiradjuri and First Nations artists and their stories	Program highlights during this reporting period included the presentation of three Stylin' Up workshops by Aunty Cheryl Penrith, the HOME Program exhibition with Aunty Lorraine Tye in partnership with eight local and regional primary schools, Mayinguwalgu Ngunninwinwirridyu - Hands on Weavers - Wiradjuri Weaving exhibition and associated public programs along with a dance program for Wiradjuri and First Nations young people led by Wiradjuri Dancer Ella Havelka.	Art Gallery	●
4.1.8.4.2	Present Museum exhibitions and programs that feature aspects of Wiradjuri and First Nations cultural heritage	The redeveloped Museum at the Botanic Gardens site will feature a Wiradjuri gallery has been curated with the guidance of the Museum's First Nations reference group. This exhibition space will include the return of significant Wiradjuri objects from the Australian Museum. The Museum's capital works redevelopment program continued during this reporting period.	Museum	●
4.1.8.4.3	Present performance and events that feature Wiradjuri and First Nation's culture	Programming highlights during this reporting period at the Civic Theatre included Sunshine Supergirl and Digerydoozy comedy show.	Civic Theatre	●

Our community feel welcome, included and connected

Activate community spaces to promote connectedness

Code	Action	Comments	Primary Responsibility	YTD Status
4.2.1.1.1	Develop and deliver annual building maintenance program to identify and prioritise improvements to community facilities to ensure they are available to meet current and future needs of the community.	Community buildings are being maintained in line with the maintenance program and budget. Key projects included upgraded security with additional CCTV network at Wilks Park and Botanic Gardens and upgraded fresh air system to IT space level 0 in the Civic Centre.	Facilities Maintenance and Management	●
4.2.1.2.2	Continue to implement the All Abilities Inclusion Action Plan	At the 14 June 2022 Ordinary Council meeting it was resolved to place the draft All Abilities Inclusion Action Plan 2022 - 2026 on public exhibition.	Social Planning	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>During the public exhibition period from 15 June 2022 to 12 July 2022 no public submissions were received. There was extensive consultation and engagement in the development of the draft All Abilities Inclusion Action Plan 2022 - 2026 which was invaluable for informing the priorities going forward. In addition, Council staff carried out further engagement through the public exhibition period and there were no further requested amendments.</p> <p>The NSW Disability Inclusion Amendment Act 2022 passed both Houses of Parliament and commenced on 1 July 2022. Councils were given a one-off extension of 17 months, meaning Councils must review their 2017 Disability Inclusion Action Plan by 30 November 2022. At the 22 August 2022 Ordinary Meeting of Council the draft All Abilities Inclusion Action Plan 2022 - 2026 was adopted.</p> <p>The Wagga Access Reference Group (WARG) continued to meet regularly during this period along with the completion of outdoor accessible pathways as part of the redevelopment of the Museum site located in the Botanic Gardens Precinct.</p>		

Provide programs and activities to bring us together

Code	Action	Comments	Primary Responsibility	YTD Status
4.2.2.1.1	Deliver learning and community programs, events, exhibitions and partnerships through the Civic Theatre	During this reporting period the Civic Theatre presented workshops by Opera Australia, Sydney Dance Company and Monkey Baa Theatre.	Civic Theatre	●
4.2.2.1.2	Deliver learning and community programs, events, exhibitions and partnerships through the Library that address key priorities	Participant survey data was collected at four diverse library programs during this reporting period, resulting in a 98.6% satisfaction rating.	Library	●
4.2.2.1.3	Deliver learning and community programs, events, exhibitions and partnerships through the Museum	All scheduled public programs were delivered on time and within budget during this reporting period at the Museum's Historic Council Chambers site.	Museum	●
4.2.2.1.4	Increase and develop audience participation through Exhibition, Learning and Engagement programs	Exhibition, Learning and Community engagement highlights at the Wagga Wagga Art Gallery during this reporting period included the presentation of 20 exhibitions, the hosting of a Wiradjuri Creatives workshop, public events celebrating the International Year of Glass, the delivery of 23 Artcamp workshops for children and young people and the presentation of 42 other public programs.	Art Gallery	●

The environment

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

Ensure sustainable urban development

Code	Action	Comments	Primary Responsibility	YTD Status
5.1.1.1.1	Continue to implement the Local Strategic Planning Statement 2040	Work is continuing to develop the Local Housing Strategy, CBD Master Plan and Northern Growth Area Structure Plan. Through planning processes and assessment of planning proposals, the LSPS principles continue to be implemented.	City Strategy	●
5.1.1.2.1	Develop a structure plan for the Northern Growth Area	The draft Northern Growth Structure Plan has been prepared and is currently being finalised. The Structure Plan will enable the precinct to advance to technical review to inform and implement amendments to the planning framework for the growth area.	City Strategy	●
5.1.1.2.2	Develop and implement a City Centre Master Plan	Tenders have been received and are currently under review for the CBD Master Plan project to commence.	City Strategy	●
5.1.1.3.1	Assess and determine development applications, construction certificates, complying development applications and manage risks through monitoring their compliance	<p>Total of 589 DA's Determined, 215 were within 40 Days. Of the 589 Determined there were 39 Commercial and 503 Residential developments, remainder being other development categories.</p> <p>Total 103 BIC applications determined. 65 determined within 27 calendar days.</p> <p>Total of 243 CC's Determined, 122 were within 40 Days.</p> <p>Total 61 CDC's determined. 19 determined within 20 calendar days.</p> <p>Total 241 S68 applications determined. 201 determined within 7 business days.</p> <p>Total 761 DD applications processed. Timeframes are dependent on amount of investigation required if property is commercial. Timeframe for reporting being changed from 3 to 7 calendar days to capture realistic statistics.</p> <p>Total 1,209 10.7 applications processed. 829 within 5 business days. During this period there was a change in Legislation that required the document template to be amended, due to this there was delays in issuing the Certificates resulting in a poorer result.</p>	Development Assessment and Building Certification	●

Code	Action	Comments	Primary Responsibility	YTD Status
5.1.1.4.1	Assess and determine public section 68 applications ensuring compliance with engineering standards and development conditions	During the reporting period 12 out of 15 applications were completed within targeted timeframes.	Subdivisions	●
5.1.1.4.2	Assess and determine subdivision development applications and subdivision works certificates ensuring compliance with engineering standards and development conditions	During the reporting period two out of five Subdivision Works Certificates applications were completed within the target of 20 business days and 17 out of 23 Subdivision Certificates were issued within 10 business days of being received.	Subdivisions	●
5.1.1.5.1	Present planning proposals to Council within six months of lodgement	Council continues to receive pressure for complex planning proposals. Due to complexity of issues to be considered, some proposals are not being reported to Council within six months of being lodged. These include Brunslea Park and Southern Growth Area.	City Strategy	●
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	The revised Wagga Wagga Bushfire mapping has been updated. Progress has commenced to undertake and administrative review of the DCP which will include required updates to bushfire risk management provisions in line with mapping and legislative changes.	City Strategy	●
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	<p>The adoption of revised Riverine and Overland Flow flooding studies requires the DCP provisions to be updated.</p> <p>Preliminary work has commenced to bring the controls in line with the recommendations of the revised studies, however, resourcing constrains the timeframes for this work being completed.</p>	City Strategy	●
5.1.1.7.1	Assess and process infrastructure contributions required for complying development certificates and development applications	Assessment of infrastructure contributions for all complying development certificates and development applications completed within agreed time frames.	City Strategy	●
5.1.1.7.2	Manage developer agreements as required in line with Council's policy	A proposed planning agreement has been received for upgrades to infrastructure on Blake Street. The proposed planning agreement relates to DA19/0125. The proposed planning agreement was placed on public exhibition in August 2022 and as a result of changes made after the public exhibition period, it is back on public exhibition until 10 February 2023.	City Strategy	●
5.1.1.7.3	Monitor project delivery, infrastructure contribution income and Reserve balances of infrastructure contributions	Regular monitoring occurs.	City Strategy	●

Code	Action	Comments	Primary Responsibility	YTD Status
5.1.1.7.4	Update the Sewer Development Servicing Plan	On hold pending a Sewer Capacity Model being developed.	City Strategy	●
5.1.1.7.5	Update the Stormwater Development Servicing Plan	On hold pending a Stormwater Model being developed.	City Strategy	●

Provide for a diversity of housing that meets our needs

Code	Action	Comments	Primary Responsibility	YTD Status
5.1.2.1.1	Collaborate and advocate for urban renewal opportunities with State and Federal Government	Council continues to work with Argyle Housing and Land and Housing on the Tolland Renewal project which includes working with agencies to determine appropriate planning pathways to enable redevelopment.	City Strategy	●

Our natural areas are protected and enhanced

Preserve and improve our natural assets

Code	Action	Comments	Primary Responsibility	YTD Status
5.2.1.1.1	Continue to implement the Biodiversity Strategy: Maldhangilanha 2020-2030	Implementation of actions from the Biodiversity Strategy have included conducting Microbat surveys along Willans Hill, planting additional shade trees and native ground covers within Jack Misson Oval and Menzies Park as part of the Queens Jubilee Program, and partnering with CSU to determine baseline population numbers of foxes via remote sensor cameras.	Environmental Management	●
5.2.1.2.1	Build and install artificial habitat structures	Five specially designed nest boxes for the Australian wood duck were installed in trees at the Marrambidya Wetland during September 2022.	Environmental Management	●
5.2.1.2.2	Continue to implement Management Plan actions for the Birramal Conservation Area and the Marrambidya Wetland	Council is conducting erosion control works in the Birramal Conservation Area near the Wiradjuri Walking Trail and is in the process of developing a Management Plan for the Marrambidya Wetland.	Environmental Management	●
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 programs within reserves and roadsides have been undertaken. Private property inspections for priority weeds were completed.	Environmental Management	●
5.2.1.3.2	Continue to implement the Roadside Vegetation Management Plan	Green Guideposts have been installed on roadsides with High Conservation Value vegetation, and Red Guideposts have been installed on roadsides infested with Priority Weeds.	Environmental Management	●

Code	Action	Comments	Primary Responsibility	YTD Status
5.2.1.4.1	Develop an Arboreal Mammal Management Plan	The Arboreal Management Plan is being developed to address the key threatening processes faced by native mammals who are dependent on trees for food and shelter.	Environmental Management	●
5.2.1.4.2	Implement actions to improve connectivity of habitats for threatened species	Council have undertaken revegetation projects in Bomen and Flowerdale to help increase the extent of native vegetation and improve connectivity. The One Tree 4 Me project has also contributed to this in urban areas.	Environmental Management	●
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 and reporting on the sewer systems in accordance with the Environmental Protection Licences (EPL's) issued on these facilities has been occurring and is on-going. The minimum performance standards as set out in the EPL's is being met.		●

Our built environment is functional, attractive and health promoting

Look after and maintain community assets

Code	Action	Comments	Primary Responsibility	YTD Status
5.3.1.1.1	Undertake asset revaluations in accordance with Local Government requirements	Asset Revaluations to be completed during the 2022/23 financial year include the Transport Asset Category. Request for Tender documents completed and placed on Vendorpanel for the engagement of a suitable firm to undertake Council's Roads condition assessments and associated revaluation requirements during quarters three and four of 2022/23.	Finance	●
5.3.1.2.1	Develop and deliver a seasonal maintenance program for the cemetery to agreed service standards	The rural cemetery inspections and maintenance program is presently being conducted at monthly intervals due to the excessive wet weather resulting in above average growth. This has been happening since June 2022. Rural inspections continue to be done monthly.	Parks and Strategic Operations	●
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	With a new staff member coming on board at the cemetery in June 2022 we have cleared the memorial backlog and have been completing customer quote requests within a one-week turnaround. This has seen a considerable jump in memorial income and as of this month we are tracking 20% above the forecasted revenue for cremation memorialisation.	Parks and Strategic Operations	●

Code	Action	Comments	Primary Responsibility	YTD Status
		The grounds staff have had challenges with the above average rainfall and higher water table. This has resulted in more reinforcement of graves dug then would be normally needed in dryer conditions.		
5.3.1.3.1	Manage and respond to sewer and stormwater system failures	All sewer system surcharges / overflows are responded to within two hours of being notified. Surcharges are also reported to the EPA as required.	Sewer and Stormwater Services	●
5.3.1.3.2	Manage the impact of sewerage pumping stations and treatment plants on surrounding residents	There were zero odour incidents resulting in a complaint from the operation of the sewer treatment plants during the reporting period.	Sewer and Stormwater Services	●
5.3.1.3.3	Prepare and complete the annual Closed-Circuit Television (CCTV) inspection and jetting program	The annual Closed-Circuit Television inspection of Sewer lines for the relining program is 100% complete. Jetting of the mains is scheduled to commence during February 2023 in conjunction with the sewer relining program.	Sewer and Stormwater Services	●
5.3.1.3.4	Provide, renew and upgrade sewer assets in accordance with the Sewer Management Plan	The sewer rehabilitation program has been developed and will commence in February 2023. Capital works are lagging a little and are being reviewed for delivery.	Sewer and Stormwater Services	●
5.3.1.3.5	Provide, renew and upgrade stormwater assets in accordance with the Stormwater Management Plan	Council has three stormwater projects listed in this year's budget - Jubilee Park, Murray Street & Tarcutta. An open drain has been closed in as part of the system leading into Jubilee Park. Feasibility of options is being investigated for Murray Street. The Tarcutta Drainage upgrade and supplementary levee has not commenced.	Sewer and Stormwater Services	●

Create an attractive city

Code	Action	Comments	Primary Responsibility	YTD 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	<p>Staff levels in the Tree Crew have been the most challenging factor. The have this year received over 1,500 Customer Requests (CR's) with only four full time employees in the Crew. CR's that haven't been completed within the specified timeframe have been responded to and have had notes added within five days.</p> <p>Tree Preservation Orders – the team have been using iAuditor to complete these now and since its inception this process has a 100% completion rate within the time frame and has done so for the last three months.</p>	Parks and Strategic Operations	●

Code	Action	Comments	Primary Responsibility	YTD Status
		<p>The above continues, the CR's will increase with the increase of strong winds and rain related to storm activity.</p> <p>Approx 700 Street Trees have been planted during this period.</p>		
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	Commencement of the review has been impacted by staff resourcing constraints during this period. A review of the Strategy is currently scheduled to be undertaken during the next 12 months.	Parks and Strategic Operations	—
5.3.2.2.1	Deliver a sustainable maintenance program to ensure our parks and public spaces are suitable and accessible to all	<p>Considering the excessive rainfall experienced in the state and our LGA the Open Space crews are managing to maintain their four-week mowing cycles. This is being achieved by overtime being worked when dry and staff available to do so, the arrival of new plant in the form of slopes mowers, zero turn mowers, and the creation of the Open Space services crew. This mowing run includes the villages.</p> <p>The dry period after Christmas in January slowed growth which helped us stay in touch with program with staff on leave. Recent rain means that growth will pick up again leading into February to Easter, Machinery breakdowns has been the challenge.</p>	Parks and Strategic Operations	●

Improve the facilities of our spaces and places

Code	Action	Comments	Primary Responsibility	YTD Status
5.3.3.1.1	Deliver cleaning services to ensure the Central Business District (CBD) and community facilities are safe, clean and accessible to meet the needs the community	Cleaning services have been completed in line with program and budget. Public toilets are being cleaned seven days per week as per contract. Removal of graffiti has been rectified in accordance with Council's Graffiti Management Plan.	Facilities Maintenance and Management	●

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

Educate and engage our community in sustainability

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.1.1.1	Coordinate environmental activities for the community to participate in and encourage participation in conservation initiatives	Although the extremely wet weather resulted in a number of planned outdoor activities being cancelled, the 'One Tree for Me' giveaways were held at Tolland, Ashmont and South City Shopping centres over the winter months, along with a Spotlighting event at Silvalite and National Tree Day at Flowerdale.	Environmental Management	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Collaboration continued with the 'Mental Health & Nature' program via the Headspace Program launch held in the Art Gallery.		
5.4.1.1.2	Provide environmental education workshops and programs to improve community awareness of the importance of environmental issues	Environmental programs have been held with local schools educating on the importance of the natural environment. Council also participated in the 'Aussie Backyard Bird Count', 'Garage Sale Trail' and assisted local Girl Guides to undertake natural resource management activities at Willans Hill.	Environmental Management	●

Work towards net zero emissions for Council by 2040

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.2.1.1	Implement priority actions from Council's Corporate Net Zero Emissions 2040 Strategy	Council has signed a Renewable Energy Power Purchase Agreement with Iberdrola for our large market sites and streetlighting. A Net Zero Emissions Project Officer has commenced to assist with implementing a range of projects on energy, fleet and waste emissions.	Environmental Management	●
5.4.2.1.2	Monitor and report on Council's water, energy, waste, and carbon emissions	Council's Annual Report on the Community Strategic Plan reported on both Council and Community emissions data.	Environmental Management	●

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	Comments	Primary Responsibility	YTD 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 have written to several Ministers regarding barriers for uptake to renewable energy and energy efficiency for vulnerable members of the community, especially those who are renters.	Environmental Management	●
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 currently developing a Net Zero Emissions Roadmap for the Wagga Wagga Community, which has included holding a six-monthly forum with key stakeholders and State Government agencies. Council is also involved with Canberra Region Joint Organisation to develop a Resilience Blueprint.	Environmental Management	●

Code	Action	Comments	Primary Responsibility	YTD Status
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 staff are working with various State Government entities to develop a Community Net Zero Emissions 2050 Roadmap in line with State and local targets.	Environmental Management	●
5.4.3.1.4	Develop a Community Net Zero Emissions Roadmap in consultation with our community and key stakeholders	Council staff are working with key stakeholders such as State Government, local businesses and community groups to develop the Community Net Zero Emissions 2050 Roadmap.	Environmental Management	●
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	The first forum was held in November 2022 with representatives from Government, business, industry, agriculture and the wider community invited to participate.	Environmental Management	●

Adapt to our changing environment

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.4.1.1	Identify and implement actions to reduce our reliance on potable water consumption in parks and public spaces	<p>Water usage last year was down on average 35% and will be a similar figure this year due to the above average rainfall experienced again this year. We have recruited an irrigation plumber who is auditing the irrigation systems across our sportsgrounds and Parks over his first 12 months to identify potential water saving improvements that can be implemented including but not limited to moisture meters, sprinkler upgrades and controller upgrades.</p> <p>Water usage will be down on average again this year, we had a dry period from Christmas but then rain at the end of the month has saved irrigation usage during summer again.</p>	Parks and Strategic Operations	●
5.4.4.2.1	Promote the Heat Wave Plan to the community	To help prepare the community for hot weather and heatwave conditions and to minimise the health impacts of extreme heat, Council has developed a webpage with information that includes checklists for residents. The information on community preparedness aligns with NSW Health Beat the Heat messaging.	Environmental Management	●

Code	Action	Comments	Primary Responsibility	YTD Status
		Council webpage is customised to identify available community resources within our LGA such as facilities with cool spaces, shaded parks and carparks, Tap2go water stations, that community members could access. Included in the webpage are links to important websites such as Bureau of Meteorology and Sunsmart UV Widget.		
5.4.4.3.1	Provide environmental education programs to empower a climate resilient community	In conjunction with the Canberra Region Joint Organisation, Council held several community workshops to raise awareness and gather information on climate change and resilience. A Climate Resilience Blueprint for SE NSW is being developed as part of this project.	Environmental Management	●
5.4.4.4.1	Implement priority actions from the Urban Cooling Strategy	Council has been implementing a number of initiatives to increase the urban canopy such as planting additional trees in parks and near active travel paths as well as the One Tree 4 Me program which provides residents with native seedlings to plant in their garden.	Environmental Management	●
5.4.4.5.1	Review and implement priority actions in Asset Management Plans	Scheduling and delivery of a routine inspection program for all infrastructure asset conditions is in progress. 2023 will see the classification of roads by condition, as well as the delivery of further asset condition reviews and the calibration of the Wagga Wagga traffic model.	Project Management Office	●

Minimise our impact on the environment

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.5.1.1	Complete required State and Commonwealth annual environmental reporting	Reports for Council facilities with an Environmental Protection License or a National Greenhouse Reporting requirement have been submitted.	Environmental Management	●
5.4.5.1.2	Undertake monitoring program for the former landfill and former gasworks	The post-remediation monitoring required by the NSW EPA is continuing at the former Tarcutta St Gasworks site every six months.	Environmental Management	●
5.4.5.1.3	Undertake water quality monitoring program for natural waterbodies	Regular monitoring of local water quality and groundwater salinity is continuing across the 200 piezometers located throughout Wagga Wagga. Water quality monitoring is also completed for Lake Albert and Wollundry Lagoon.	Environmental Management	●
5.4.5.2.1	Develop a local Offsets Policy	This action will commence April 2023.	Environmental Management	—

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.5.2.2	Review and update environmental impact assessment process	This action is currently on hold due to staff resourcing. The Environmental Project Officer in Project Management Office will be advertised early 2023, this role will assist with RFIs and environmental investigations across the projects in the organisation.	Project Management Office	●
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 alongside the Canberra Joint Organisation team 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.	Development Assessment and Building Certification	●
5.4.5.3.2	Manage the potentially contaminated land register to assist with development assessment and conveyancing and investigate complaints received relating to potentially contaminated sites and refer to NSW EPA as appropriate	The contaminated land register is still in progress.	Development Assessment and Building Certification	●
5.4.5.3.3	Undertake remediation works at the former Wiradjuri Landfill	A Remediation Action Plan for the site has been finalised, and consultation with local residents on a new playground design has been undertaken. A tender process will be implemented to undertake the remediation works over the next few months.	Environmental Management	●
5.4.5.4.1	Deliver kerbside waste collection services	Kerbside waste collection services delivered as per contract. Target of < 4% contamination rate was achieved in October 2022. Due to the wet conditions at the processing site contamination rate screening was not possible and details for November 2022 % have not been supplied. Target of < 4% contamination rate was not achieved in December 2022.	Gregadoo Waste Management Centre	●
5.4.5.4.2	Develop a business case for an asbestos and slag cell	Business case developed and cell designs completed.	Gregadoo Waste Management Centre	●
5.4.5.4.3	Develop a business case for leachate management	Investigations continuing into the GWMC leachate management, including additional on-site lined pond storage and evaporation or heat exchange systems.	Gregadoo Waste Management Centre	●

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.5.4.4	Develop and implement a prioritised program of improvements to rural waste management and recycling facilities and services	Rural waste service provided as per Council delivery plan. Maintenance and improvements of sites being completed.	Gregadoo Waste Management Centre	●
5.4.5.4.5	Manage and maintain waste management and recycling facilities	<p>Licensing compliance requirements have been completed to date. Waste events, grants & schemes completed to date have had reports submitted as per requirements.</p> <p>The percentage of domestic waste diverted from landfill is tracking at 42% YTD which is a 6% increase from 2021/22 FY.</p>	Gregadoo Waste Management Centre	●
5.4.5.4.6	Manage the Leachate system	Site Leachate is being continually monitored with current leachate management and storage practice being reviewed for possible improvements. Three onsite leachate discharges reported in Nov and Dec 2022.	Gregadoo Waste Management Centre	●
5.4.5.4.7	Provide trade waste services	Council employs a Trade Waste Officer and manages Liquid Trade Waste in accordance with the Policy.	Sewer and Stormwater Services	●

Transition towards a circular economy through more sustainable resource use

Code	Action	Comments	Primary Responsibility	YTD Status
5.4.6.1.1	Continue to implement regional waste strategies and projects	Waste staff continue to implement waste strategies and projects eg. Reusable product rebate & Lets scrap together.	Gregadoo Waste Management Centre	●
5.4.6.1.2	Investigate opportunities for value added processes for the management of food organics and green organics (FOGO) waste	FOGO tender review is in progress. Investigations and business case scenarios for processing of FOGO material is being undertaken in conjunction with a review of the current contract, which expires in Dec 2023, in preparation for updated tender documents to be released mid-2023.	Gregadoo Waste Management Centre	●
5.4.6.2.1	Promote circular economy opportunities through collaboration and innovation with business and industry	Council is working with the State Government around opportunities for circular economy including working in partnership to attract suitable business / industry to the Special Activation Precinct.	City Strategy	●

Capital project performance July to December 2022

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
12786	Implement Street Lighting Improvements Program - Roads and Traffic Facilities (as per schedule)	Ongoing.	Active	\$ 82,600.00	\$ 83.00	0%	●
12941	Implement Stormwater Drainage Improvements - Jubilee Oval to Red Hill Rd - Wagga West DSP Area	Survey and stormwater analysis complete. This project feeds into Project 12922 – Glenfield Road Corridor Works and should be completed at the same time to gain work delivery efficiencies. A Review of Environmental Factors is required prior to commencing detailed programming and delivery of works.	Active	\$ 87,698.00	\$ 80,559.00	92%	●
13684	Dunns Rd - Roads & Traffic Facilities	Final negotiations completed with lowest tenderers appointment to be this year. Soil still too wet to work effectively, dry back required until January 2023.	Active	\$ 2,904,266.00	\$ 60,032.00	2%	●
15118	Old Narrandera Road upgrade project	Work is scheduled to commence in late Jan/early Feb, weather permitting.	Active	\$ 1,659,307.00	\$ 33,600.00	2%	●
15230	Renew and Replace Culverts	Ongoing.	Active	\$ 651,911.00	\$ 102,927.00	16%	●
16532	Pavement Rehabilitation Program	Ongoing	Active	\$ 7,766,236.00	\$ 76,644.00	1%	●
17760	Bolton Park Upgrade - ROS15	Geotech survey has been completed.	Active	\$ 6,000,000.00	\$ -	0%	●

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
18796	Northern Sporting Precinct - Sports grounds and play equipment (Peter Hastie Oval Works) - ROS11 _ LA4 (Land Acquisition)	The project has been awarded to the third-party consultancy. Hand over meeting is scheduled on 6 Feb 23.	Active	\$ 1,284,707.00	\$ 3,461.00	0%	●
18812	Active Travel Plan - 5 corridors totalling 45 kilometres - TT26	Work should be completed in FY22/23.	Active	\$ 2,834,944.00	\$ 608,025.00	21%	●
18847	Museum of the Riverina Redevelopment	Obtaining Occupation certification. Official opening is scheduled on 1 Feb 2023.	Active	\$ 1,635,254.00	\$ 1,401,994.00	86%	●
19601	Pine Gully Road Corridor	Design completed. PMO to tender this year.	Active	\$ 1,231,674.00	\$ 28,673.00	2%	●
19604	Gregadoo Road Corridor Works - TT7	PMO to tender in 23/24.	Active	\$ 117,207.00	\$ 4,851.00	4%	●
19649	Gobbagombalin - 2 local parks - ROS3 _ LA3 (Land Acquisition)	In progress	Active	\$ 477,591.00	\$ 145,939.00	31%	●
19664	Jubilee Park - Athletics Park Upgrade - ROS10	Geotech survey has been completed.	Active	\$ 900,000.00	\$ 5,758.00	1%	●
19668	Harris Road to Open Space (shared path) - ROS13	In progress	Active	\$ 181,996.00	\$ 32,801.00	18%	●
19736	Lord Baden Powell Drive Redevelopment Project	PMO go out to tender and appoint PM this year.	Active	\$ 2,564,090.00	\$ 7,517.00	0%	●
21091	Recreation Asset Renewal	In progress	Active	\$ 338,572.00	\$ 48,206.00	14%	●
21275	Bakers Lane Widening _ Intersection Upgrades - TT5	PMO to tender and appoint PM in 22/23.	Active	\$ 422,609.00	\$ 1,194.00	0%	●
21308	Civic Theatre - Lift Control Upgrade	The project is complete.	Completed	\$ 54,341.00	\$ 147.00	0%	●

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
21345	Museum Acquisitions	In progress	Active	\$ 25,000.00	\$ 25.00	0%	●
21476	Duke of Kent Community Building	Construction has commenced on the footing and sewer installation of the new building. The new building slab has been poured before Christmas.	Active	\$ 766,176.00	\$ 58,294.00	8%	●
21481	Library Community Learning Space Tech & Furniture	In progress	Active	\$ 22,940.00	\$ 5,898.00	26%	●
21577	54 Johnson St Property Acquisition	In progress	Active	\$ 425,347.00	\$ 88,610.00	21%	●
21620	Active Travel Research Project	Ongoing	Active	\$ 20,647.00	\$ 3,838.00	19%	●
21931	Active Travel Plan Stage 3	Concept and detailed design are underway. Suggesting leaving \$150,000 in 23/24.	Active	\$ 654,897.00	\$ 771.00	0%	●
22134	32 Tichbourne Steer Clean-up	Work is complete.	Completed	\$ 10,000.00	\$ 4,160.00	42%	●
24218	Gravel Resheets	Ongoing	Active	\$ 1,827,738.00	\$ 49,055.00	3%	●
47310	Don Kendell and Walsh Dr resealing project	Next step is out to tender.	Active	\$ 166,645.00	\$ 196.00	0%	●
50018	Implement Sewer Mains Rehabilitation Program	Ongoing	Active	\$ 1,391,129.00	\$ 1,395.00	0%	●
50418	Southern Growth Sewer Augmentation project	Survey is underway.	Active	\$ 1,400,000.00	\$ 12,086.00	1%	●
18887	RIFL Stage 2 - Operation	The project is practical complete.	Completed	\$ -	\$ -	0%	●

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
19544	RIFL Stage 2 - Rail Siding	The project is practical complete.	Completed	\$ -	\$ -	0%	●
19544-1	RIFL Stage 2 - Construction	The project is practical complete.	Completed	\$ -	\$ -	0%	●
19545	RIFL Stage 2C - Industrial Subdivision - Civil Works	The project is practical complete.	Closure	\$12,461,909.00	\$ 4,853,037.00	39%	●
20550	RIFL Stage 2B - Terminal Works	The project is practical complete.	Closure	\$ 264,539.00	\$ 60,680.00	23%	●
21082	RIFL Stage 3D - Relocate Power	The project is practical complete.	Closure	\$ 679,717.00	\$ 687,333.00	101%	●
21083	RIFL Road Surfaces & Guttering	The project is practical complete.	Completed	\$ -	\$ -	0%	●
12922	Glenfield Road Corridor Works - TT1	Defer to 24/25.	Deferred	\$ 72,655.00	\$ 196.00	0%	●
19661	Lloyd Establish 3 Local Parks - ROS5 _ LA5 (Deakin Ave) _ LA6 (Barton Ave) _ LA7 (Central Lloyd) - Land Acquisitions	1. Engaged a contractor to undertake a tree audit. 2. Engaged a contractor to undertake tree maintenance work as per the tree audit recommendations. 3. Engaged a concrete contractor to construct a 2.5m wide footpath from Deakin Ave to Fernleigh Rd	Deferred	\$ 660,324.00	\$ 48,627.00	7%	●
21273	Lawn Cemetery Master Plan Stage 2A Works - New burial area, outdoor chapel and water feature 1	It is envisaged that the work will go to tender June 2022	Deferred	\$ 74,878.00	\$ 202.00	0%	●
47192	Airport - Redevelop terminal - Internal Baggage Claim and Retail Section	Insufficient funds to commence works, require further funding prior to a decision to proceed.	Deferred	\$ -	\$ -	0%	—
50266	STW Forest Hill Plant New Assets	No actions are required at this stage.	Deferred	\$ 138,147.00	\$ 373.00	0%	●

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
50384	Install Flowmeters at Major Pumpstations	No actions are required at this stage.	Deferred	\$ 74,751.00	\$ 141.00	0%	●
70092	GWMC - Progressive Site Rehabilitation	In progress	Deferred	\$ 157,131.00	\$ 4,686.00	3%	●
70147	GWMC Domestic Precinct	A concept layout plan was compiled with surveying and soil testing completed on the site. Transgrid have advised of a proposed transmission line easement that will run through the site. Council is currently in talks with Transgrid about the effects of the easement on our site and restricted use of the land.	Deferred	\$ 101,611.00	\$ 274.00	0%	●
70164	GWMC - Construction of a new Waste Cell (Design _ Construction)	Defer to 23/24. Council to get alternative approvals and proceed to tender.	Deferred	\$ 725,251.00	\$ 66,231.00	9%	●
12846	Community Amenities - Uranquinty Sports Ground	Removed from this FY	Not Active	\$ -	\$ -	0%	—
12916	Stormwater - Tarcoola Drainage Extension	Defer to 28/29	Deferred	\$ 495,657.00	\$ -	0%	—
13673	Stormwater - Day, Higgins, Tarcutta St - Wagga West DSP Area Drainage Upgrade	Defer to 28/29	Deferred	\$ 328,458.00	\$ -	0%	—
13674	Stormwater - Lloyd Contour Ridge approx 5 km - Wagga West DSP Area Drainage Upgrade	Defer to 28/29	Deferred	\$ 157,660.00	\$ -	0%	—
13679	Red Hill Rd – Widen to 4 lanes Plumpton Rd to Glenfield Plus widening at Dalman & Yentoo 2.7km	Remove from this FY	Not Active	\$ -	\$ -	0%	—
14048	Lawn Cemetery & Crematorium Office Refurbishment	Defer to 25/26	Deferred	\$ 500,000.00	\$ -	0%	—

— Not scheduled
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 ● Monitor
 ● On track / Completed

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
15083	Boorooma Street Slip Lane into Boorooma West - (2006-19 Plan)	Defer to 23/24	Deferred	\$ 297,000.00	\$ -	0%	—
15087	Koorringal Road - Works to improve traffic flow (RT30)	Remove from this FY	Not Active	\$ -	\$ -	0%	—
16459	Community Amenities - Forest Hill Oval	Defer to 23/24	Deferred	\$ 30,000.00	\$ 30.00	0%	●
17039	Community Amenities - TBC	Defer to 29/30	Deferred	\$ -	\$ -	0%	—
17041	Sportsgrounds Lighting Program - Jack Misson Oval (Ashmont)	In progress	Not Active	\$ 324,500.00	\$ 325.00	0%	●
17748	Community Amenities - Jubilee_Connolly Park	Defer to 24/25	Deferred	\$ 30,000.00	\$ -	0%	—
17749	Community Amenities - Gissing Oval	Defer to 24/25	Deferred	\$ 30,000.00	\$ -	0%	—
17985	Community Amenities - Tarcutta Public Convenience	Defer to 26/27	Deferred	\$ 30,000.00	\$ -	0%	—
17986	Community Amenities - Apex Park	Defer to 27/28	Deferred	\$ 30,000.00	\$ -	0%	—
19484	Community Amenities - McPherson Oval	Defer to 28/29	Deferred	\$ 30,000.00	\$ -	0%	—
19608	Shared path - Ashmont to Glenfield - TT8	Remove from this FY	Not Active	\$ -	\$ -	0%	—
19609	Shared path - Boorooma to Estella & Gobba - TT9	Defer to 24/25	Deferred	\$ 1,309,850.00	\$ -	0%	—
19610	Shared path - Bourkelands to Lloyd - TT10	Defer to 24/25	Deferred	\$ 56,950.00	\$ -	0%	—

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
19611	Shared path - Central to North Wagga - TT11	Remove from this FY	Not Active	\$ -	\$ -	0%	—
19612	Shared path - CBD to Forest Hill - TT12	Defer to 26/27	Deferred	\$ 1,191,213.00	\$ -	0%	—
19613	Shared path - Forest Hill - TT13	Defer to 24/25	Deferred	\$ 727,600.00	\$ -	0%	—
19615	Shared path - Mt Austin to Tolland & Turvey - TT15	Remove from this FY	Not Active	\$ -	\$ -	0%	—
19618	Footpaths - Boorooma, Estella & Gobbagombalin - TT17	Defer to 24/25	Deferred	\$ 1,286,050.00	\$ -	0%	—
19619	Footpaths - Bourkelands & Lloyd - TT18	Defer to 26/27	Deferred	\$ 2,091,013.00	\$ -	0%	—
19620	Footpaths - Central & North Wagga - TT19	Defer to 24/25	Deferred	\$ 351,050.00	\$ -	0%	—
19622	Footpaths - Forest Hill - TT21	Defer to 26/27	Deferred	\$ 1,237,225.00	\$ -	0%	—
19623	Footpaths - Koorungal - TT22	Defer to 26/27	Deferred	\$ 905,935.00	\$ -	0%	—
19625	Footpaths - Mount Austin, Tolland & Turvey Park - TT24	Defer to 26/27	Deferred	\$ 1,672,810.00	\$ -	0%	—
19627	Red Hill Rd_Dalman Parkway Intersection Treatment - TT27	In progress	Not Active	\$ 150,000.00	\$ -	0%	—
19628	Boorooma St Upgrade - TT28	Defer to 25/26	Deferred	\$ 2,812,200.00	\$ -	0%	—
19647	Estella New Local Park (west Rainbow Drive) Embellishment - ROS1 _ LA1 (Land Acquisition)	Defer to 24/25	Deferred	\$ 2,727,675.00	\$ -	0%	—

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Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
19648	Gobgombalin Nth (Harris Road) Park Embellishment - ROS2	In progress	Not Active	\$ 197,400.00	\$ 532.00	0%	●
19662	McDonalds Parks - Establish 2nd Rugby League Field - ROS6	Defer to 23/24	Deferred	\$ 939,550.00	\$ -	0%	—
19669	Jubilee Oval - Community Meeting Space - ROS14	Defer to 25/26	Deferred	\$ 384,750.00	\$ -	0%	—
19678	Forest Hill Upgrade Local Park - ROS16	Defer to 26/27	Deferred	\$ 216,200.00	\$ -	0%	—
28119	Oasis - Filter Sand for All Pools	Defer to 25/26	Deferred	\$ 232,300.00	\$ -	0%	—
28123	Oasis - Pool Heating Systems (All Pools)	Defer to 23/24	Deferred	\$ 200,000.00	\$ -	0%	—
28139	Oasis - Pool Deck Grating Replacement	In progress	Active	\$ 20,000.00	\$ 11,943.00	60%	●
28151	Oasis - Two Pool Inflatables Replacement	Defer to 25/26	Deferred	\$ 28,280.00	\$ -	0%	—
28152	Oasis - CCTV Camera System Upgrade	In progress	Active	\$ 75,750.00	\$ 89.00	0%	●
28153	Oasis - 50m & Dive Pool Expansion Joints Replacement	Defer to 25/26	Deferred	\$ 34,441.00	\$ -	0%	—
28154	Oasis - 50m & Dive Pool Bulkhead Tiles Upgrade	In progress	Active	\$ 40,804.00	\$ 48.00	0%	●
28155	Oasis - Pool Hall Glass Doors Upgrade & Replacement	In progress	Active	\$ 136,350.00	\$ 161.00	0%	●
28156	Oasis - Pool Hall Skylights Repair & Replacement	Defer to 23/24	Deferred	\$ 237,350.00	\$ -	0%	—

Reference	Project Name	Comment	Active / Delayed / Completed	Approved Budget	Actual YTD	% YTD Actual vs Budget	Status
28157	Oasis - Security Lockers Replacement	Pending. Defer to 23/24	Deferred	\$ 30,300.00	\$ -	0%	—
28158	Oasis - Change Rooms Upgrade	Defer to 25/26	Not Active	\$ 353,500.00	\$ -	0%	—
28159	Oasis - Pool Plant Equipment Upgrade & Replacement	Defer to 25/26	Deferred	\$ 868,600.00	\$ -		—
45089	LMC - CCTV & security (partial)	Defer to 23/24	Deferred	\$ 41,734.00	\$ -	0%	—
45096	LMC - New circulating road (partial)	Defer to 23/24	Deferred	\$ 2,086,693.00	\$ -	0%	—
47288	Airport - Bays 1-3 Upgrade	Defer to 26/27	Deferred	\$ 380,000.00	\$ -	0%	—
47292	Airport - Taxiways A, B, D, E, F enrichment	Defer to 23/24	Deferred	\$ 380,000.00	\$ -	0%	—
47293	Airport - Car park system replacement	Removed from this FY	Not Active	\$ -	\$ -	0%	—
47320	Airport Energy Savings Projects	Defer to 25/26	Not Active	\$ 178,903.00	\$ -	0%	—
50060	Sewer - Forsyth St Pump Station - SPS02 - Renewals - Refurbishment of current wells	In progress	Not Active	\$ 200,000.00	\$ -	0%	—
50259	Sewer - Glenfield East Pump Station - SPS41 - New Assets - New pump station	Defer to 23/24	Deferred	\$ 368,981.00	\$ -	0%	—
50261	Sewer - Springvale Pump Station - SPS36 - New Assets - New pump station	In progress	Active	\$ 59,646.00	\$ 70.00	0%	●
50274	Sewer - Pump Station - SPS06 Shaw Street - Renewals	Removed from this FY	Not Active	\$ -	\$ -	0%	—

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50276	Sewer - Cartwright's Hill Pump Station - SPS09 - Renewals	Removed from this FY	Not Active	\$ -	\$ -	0%	—
50277	Sewer - Wiradjuri Sewer Pump Station - SPS10 Renewal	In progress	Deferred	\$ 13,032.00	\$ -	0%	—
15082	Amundsen Bridge	Defer to 23/24.	On Hold	\$ 1,116,027.00	\$ -	0%	—
15181	Implement Traffic Committee Recommendations	Removed from this FY	On Hold	\$ -	\$ 25.00	0%	●
15267	Sportsgrounds Lighting Program - Anderson Oval (Mt Austin)	Recurrent program. In Progress	Active	\$ 321,829.00	\$ 323.00	0%	●
16090	Renew Recreational facilities	Recurrent program. In Progress	Active	\$ 338,572.00	\$ -	0%	●
17040	Sportsgrounds Lighting Program - Estella	Recurrent program. In Progress	Active	\$ 329,718.00	\$ 331.00	0%	●
17742	Stormwater - Murray St Project	In progress	Active	\$ 233,058.00	\$ 2,621.00	1%	●
18179	Civic Centre Entrance Canopy - To protect from weather and better identify the building entrance	In progress	On Hold	\$ -	\$ -		—
18638	Lake Albert - Raising Water Level	In progress	Active	\$ 219,759.00	\$ 7,703.00	4%	●
18738	Stormwater - Glenfield Road Drainage Remediation (North of Fernleigh Rd)	In progress	Active	\$ 101,536.00	\$ 1,852.00	2%	●
18903	Victory Memorial Garden Toilet Block	In progress	Active	\$ 14,980.00	\$ 19.00	0%	●

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21086	Bagley Drive Land Acquisition	In progress.	Active	\$ 139,058.00	\$ 374.00	0%	●
21366	Cemetery Touch Screen Kiosk	Defer to 23/24	Deferred	\$ 14,957.00	\$ 23.00	0%	—
21497	Wagga Wagga Kart Club Facility Renewal	In progress.	Active	\$ 19,453.00	\$ 53.00	0%	●
28121	Oasis - Circulation pumps (All Pools) - Replacement	In progress.	Active	\$ 47,611.00	\$ 15,528.00	33%	●
28145	Oasis - Water Features Project	Pending. Defer to 23/24	Deferred	\$ 1,689,022.00	\$ -	0%	—
28147	Oasis - 50m Pool Covers & Rollers Replacement	Defer to 31/32	Deferred	\$ 85,992.00	\$ -	0%	—
28149	Oasis - Pool Cover Winch Replacement	Defer to 31/32	Deferred	\$ 35,150.00	\$ -	0%	—
28150	Oasis - 25m Pool Lane Ropes & Lane Storage Rollers Replacement	Pending. Defer to 25/26	On Hold	\$ 34,441.00	\$ -	0%	—
39042	Pedestrian Access and Mobility Program (PAMP)	In progress.	Active	\$ 92,468.00	\$ 35,590.00	38%	●
45049	LMC - Treatment of Re-use Water	Defer to 23/24	Deferred	\$ 355,269.00	\$ -	0%	—
47282	Airport - Lighting Cabinet Upgrade	Removed from this FY	On Hold	\$ -	\$ -	0%	—
47287	Airport - Taxiway C shoulders	Removed from this FY	On Hold	\$ -	\$ -	0%	—
47317	Airport - Terminal Flooring & Seating	Removed from this FY	On Hold	\$ -	\$ -	0%	—

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47319	Airport Replacement of Screening Equipment	Removed from this FY	On Hold	\$ -	\$ -	0%	—
47323	Airport Ancillary Land Acquisition	In progress	Active	\$ 305,810.00	\$ 824.00	0%	●
50195	Sewer - Boorooma Pump Station - SPS 08 - Increase Pump Capacity	Removed from this FY	On Hold	\$ -	\$ -	0%	—
50224	Sewer - Ashmont SPS, Rising Main & Gravity Main Upgrade	In progress.	Active	\$ 27,392.00	\$ 73.00	0%	●
50258	Sewer - Copland Street Pump Station - SPS39 - New Assets - New pump station	In progress.	Active	\$ 65,145.00	\$ 175.00	0%	●
50375	Sewer - Bomen Infrastructure - New Assets	In progress.	Active	\$ 1,361,519.00	\$ 3,668.00	0%	●