

# **Operational Performance Report 2022/2023**

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1 July 2022 - 30 June 2023

## Acknowledgement of Country

Wagga Wagga City Council gulbali-yanhi ngurambang-gu Wiradjuri-gu walumaldhaany-galang. nganha bela mayiny Wiradjuri. yindyamali-yanhi mudyiganggalang-bu balumbambal-bu balugirbam-bu yindyamali-yanhi bagaraygan nguarambang-gawali-i yandu muran.

wigi wagga wagga-dha ngiyanihi gulbali-bu yindyamali-bu guwiinygulyalagu buyaa-bu giilaang-galam-bu. ngiyanihi gulbali-bu yindyamali-bu guwiinygulyalagu dhaagun-giyalam-bu bila-gelang-giyalam-bu. gulbali-yanhi Wiradjui-mayiny ngurambangguwal-bu bala yarruwala-bu waluwini-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

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## Community vision, principles and priorities

### Our vision for the future

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*“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.”*

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### 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.

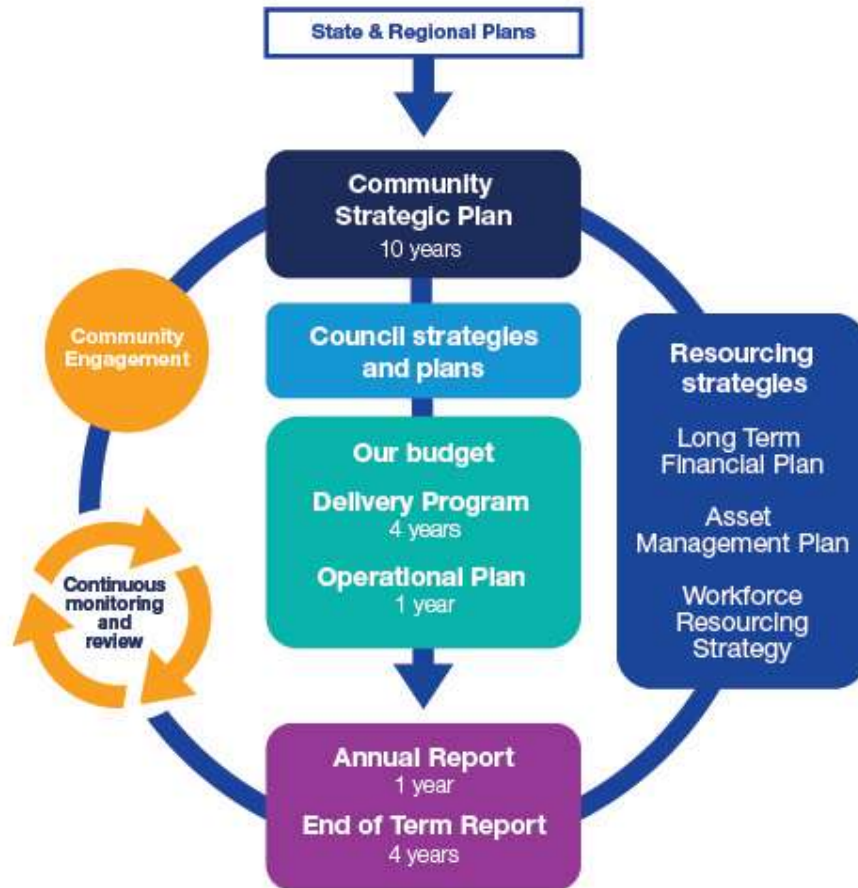
<b>Thriving</b> Growth Development Success Liveability Healthy Sustainable Strong economy	<b>Innovative</b> Creative New ideas and thinking Entrepreneurial leading Efficient and effective Creating best practice	<b>Connected</b> Feeling part of a community Relationships Communication technology Place and space integration Heritage Networking	<b>Inclusive</b> 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](http://wagga.nsw.gov.au).

## About this Report

The Operational Performance Report 2022/23 provides an overview of Council's activities and performance between 1 July 2022 to 30 June 2023. Through this report, we look at what we've accomplished throughout 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.

	<b>Off track / On hold</b>	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
	<b>Monitor</b>	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
	<b>On track / Completed</b>	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





## Community leadership and collaboration



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

#### Our leaders represent our community

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.1.1.1.1	Coordinate and facilitate Citizenship ceremonies	During the financial year the Wagga Wagga community welcomed 385 new Australian citizens to the city at 12 ceremonies.	Executive Support	100%	●
1.1.1.1.2	Coordinate and facilitate Sister City Community committee meetings and events	Council resolved to not create a formal Sister City Community at the beginning of this term. A broader review regarding Sister City opportunities is yet to be finalised.	Executive Support	10%	●
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 was undertaken at the Ordinary Meeting of Council on 13 February 2023 and steps in relation to the management of that contract are underway, with the remaining actions not yet scheduled to commence.	Governance & Risk	50%	●
1.1.1.2.2	Update and implement a comprehensive Councillor professional development and induction program	Councillors have attended all collective professional development sessions with individual activities also undertaken during the reporting period.  Individual Councillor professional development plans and programs to be adjusted to align with a financial year reporting period, with a current consolidated plan already in place.	Governance & Risk	90%	●
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	Stage one of the Leadership Development Program commenced on 6 June 2023, with 16 staff joining the initial program. The Program will run from June to November 2023 with face to face sessions, one on one coaching, post program mentoring and 360 report for each participant.	People and Culture	70%	●
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 formally withdrew from the Riverina Joint Organisation but continued to participate in activities up until the end of the Financial Year. Council continues to participate in the Canberra Regional Joint Organisation.	Executive Support	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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	Council resolved to adopt a new Advocacy Plan in May 2023.	Executive Support	100%	
1.1.1.5.1	Administer the Annual Grants Program	<p>The 2023/24 program opened on 27 February 2023 and closed on 1 May 2023. The program consisted of 10 categories: Arts, Culture and Creative Industries, Community Programs &amp; Projects, Events, Local Heritage, Environment, Neighbourhood and Rural Villages, Recreational &amp; Community Facilities, Rural Halls, Youth Programs &amp; Projects, and Small Business.</p> <p>A total of 119 applications were received for assessment in the Annual Grants Program 2023/24, an increase of 18% from the 2022/23 program, with \$252,361 available inclusive of the 2022/23 uncommitted funds. The total amount of funding requested by the community across all categories was \$752,994. Recommendations were endorsed at 17 July Ordinary Meeting of Council and all successful and unsuccessful applicants have been advised.</p>	Community	100%	

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.1.2.1.1	Continue to develop and implement Council's Asset Management Strategy and Asset Management Plans	Restructure and appointment of the asset management team is in progress and appointments will be complete before end August 2023. The main activity has been around the collection of condition data for our transport assets (roads, bridges, footpaths, kerbs etc), this allows for updated valuations for inclusion in the financial statements. The data, once compiled in our asset system, will be utilised to develop future capital and renewal programs to best maintain the asset base.	Project Management Office	100%	
1.1.2.1.2	Continue to implement Council's Workforce Resourcing Strategy	<p>There has been a continued focus on our Workforce resourcing activities with a significant number of vacancies across Council, impacting on the way in which we work. Bespoke recruitment, the use of recruitment agencies, changing the way in which Council drafts advertisements have all had an impact on our recruitment success over the past 12 months.</p> <p>A focus now will be on the recruitment of trainees, apprentices, cadets and school based trainees and cadets in an effort to focus on our local workforce, as we continue to face challenges due to labour shortages.</p> <p>Risk that remain present for our workforce include:</p> <ul style="list-style-type: none"> <li>• Unable to attract, recruit and retain staff and implement appropriate succession planning for critical roles will impact on Council's ability to deliver key projects and meet the Community's expectations;</li> <li>• Skill shortages across the Local Government industry in key professional areas such as engineers, strategic and town planners, building surveyors, project managers and environmental health officers will continue to put pressure on Council's capacity to deliver critical projects and the Community's expectations; and</li> <li>• Divisional workforce planning to be undertaken to support the future growth of the Region.</li> </ul> <p>People &amp; Culture have increased their Health &amp; Wellbeing initiatives to support staff, with a particular focus on mental health, nutrition and work life balance.</p>	People and Culture	80%	



Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.1.2.1.3	Continue to develop and implement Council's Long Term Financial Plan	Council adopted the 2023/24 Long Term Financial Plan at the 26 June 2023 Council meeting. Council staff continue to review and monitor the budgets, and report monthly to Councillors any proposed budget amendments.	Finance	100%	●
1.1.2.1.4	Investigate opportunities to narrow Council's Infrastructure Funding Gap	The 2023/24 Long Term Financial Plan was approved by Council at its 26 June 2023 Council meeting. The firm engaged 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.	Finance	100%	●
1.1.2.2.1	Coordinate and facilitate Council's corporate reporting processes in accordance with the Integrated Planning and Reporting requirements	Council's Delivery Program and annual Operational Plan are monitored throughout the year and reviewed annually as part of Council's performance reporting framework. Staff are in the process of finalising the Annual Report 2022/23 to meet the November deadline.	Corporate Planning	100%	●
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 was completed in April 2023.</p> <p>The business planning process informed the review of Council's Delivery Program and resourcing strategies and the development of Council's Operational Plan 2023/24, which was adopted in June 2023.</p>	Corporate Planning	100%	●
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. Next year it is envisaged that we will further expand on this and list each action being delivered in a financial year that has come from a strategy.	Corporate Planning	100%	●
1.1.2.2.4	Undertake the community survey to better understand key issues, priorities and satisfaction levels regarding the services and facilities provided by Council	Council's biennial community satisfaction survey has been rescheduled to align with the NSW Local Government Elections and will be conducted in late 2023. A review of the survey questionnaire has commenced to ensure the survey remains current and can be used as a further source to inform the development of Council's new Community Strategic Plan.	Corporate Planning	30%	●
1.1.2.2.5	Commence the process for conducting a full review of the	Pre-planning has commenced and a draft engagement strategy has been developed with activities due to commence to commence	Corporate Planning	75%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	Community Strategic Plan 2040	in October 2023 following further engagement with Councillors.			
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 2022/23 that contribute towards decreasing social and community disadvantage and improving the health and liveability of our community across the Wagga Wagga LGA will be summarised in Council's Annual Report 2022/23.	Community	100%	●
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	Whilst this is complete for this year it needs to be continued into the next year as this will be an ongoing delivery requiring reporting. Of supreme importance and potentially a new delivery, is a review of the budgets included in the LTFP. Recent events have driven building related materials (and soon to be labour) costs dramatically upwards.	Project Management Office	100%	●


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


**Communicate with our community**

Code	Action	Annual comment	Primary Responsibility	Progress	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. In this past 12 months the Communication and Engagement team have undertaken work on Council branding of vehicles and plant, expanding on Council's wayfinding guidelines and templates, and on Council campaigns and strategies, ensuring that Council's facilities and campaigns reflect the Council brand in the best way possible.	Communications and Engagement	100%	●
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 how Council's formal and informal communication streams are utilised. This year has seen a focus on improving accessibility with team members committing to training. This action will assist the team in ensuring that the publishing of communications meets minimum accessibility standards, and will assist Council reach all of our residents in a fair manner. Updates to Council websites continue, with more planned for the coming year. These updates will help meet changes in	Communications and Engagement	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		technology and ensure platforms are mobile friendly.			
1.2.1.2.2	Explore community expectations in relation to the level, type and preferred method of communication and engagement	Council continues its commitment 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 circumstances. Work is underway to survey our community in their preferred communication methods in the lead up to engagement for the Community Strategic Plan (CSP).	Communications and Engagement	100%	
1.2.1.2.3	Increase access to information and expand Council's engagement with the community through improved use of digital platforms and communication	The Community and Engagement team continue working to maintain communication with audiences across our main social media platforms, Instagram and Facebook. The team also continues to work on increasing our subscriber numbers to the weekly emailed Council News via Mailchimp, and increasing the accessibility of news and updates on Council's website. The team has implemented a new engagement platform that is more accessible to residents and more usable for staff and is training staff in general engagement expectations and making the most out of the new platform. The team has increased the provision of information to the community around road works and impacts, noting that this topic has been expressed online by residents as being a high priority. Updates to the progress of capital works projects has continued on Council's website and through the new engagement platform, which now allows for users to subscribe to updates. Focus is on the usability and accessibility of Council's other websites and these will see improvements over the next 12 months.	Communications and Engagement	100%	


### Ensure our community feels heard and understood

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.2.2.1.1	Coordinate and facilitate community engagement activities in accordance with Council's Community Engagement Strategy	The Communication and Engagement team has been advocating for the inclusion of villages and rural communities in planned engagement throughout the organisation, and has been promoting leveraging the Agile Library visits as a key tool to deliver communications and opportunities for engagement in these communities.	Communications and Engagement	100%	

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		Furthermore, planning is underway for in-community engagement activities to support upcoming campaigns for the next Community Strategic Plan (CSP), the Recreation, Open Space and Community Strategy and Implementation Plan 2040 (ROSC), Council's Housing Strategy, CBD Master Plan, and the Riverside Stage 3 Business Plan engagement. The combination of all these engagement campaigns will ensure opportunities in the community for residents to get involved with Council's planning work.			
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	As detailed previously, the communication and engagement team is undergoing training in accessibility to help inform our approach to all communication and engagement projects. Training is also being completed in IAP2 (International Association of Public Participation) so that Council's engagement activities are designed with inclusivity and accessibility front of mind. The team have provided support and advice for key activities throughout the year, including Wagga Wagga Net Zero Emissions Community Roadmap - Public Exhibition, preparation of the upcoming CSP, and the preparation of public exhibitions and engagement activities.	Communications and Engagement	100%	

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

**Ensure transparency and accountability**

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.3.1.1.1	Mature Council's Procurement Management Framework and continue to embed into decision making through the delivery of Council's procurement policy and procedure education and training programs	New employees are being provided with Procurement training as part of the onboarding process. This includes procurement thresholds, the use of VendorPanel and Tendering requirements and consideration.	Procurement Services	100%	

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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	The Procurement team continue to support the organisation with services including tendering, contact management and procurement advice.	Procurement Services	100%	●
1.3.1.2.1	Develop and deliver an Annual Internal Audit Plan considering Council's areas of risk exposure	The Annual Internal Audit Plan 2022/23 was amended, with the Chief Audit Executive role being filled in January 2023, with two audits retained, two removed and four carried forward. Council's Audit, Risk and Improvement Committee endorsed the amended Plan at its February 2023 meeting. The two retained Internal Audits have been completed and the Reports presented to the Executive. One Report remains to be presented to the Committee.	Development Assessment and Building Certification	90%	●
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.	Development Assessment and Building Certification	100%	●
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, and ongoing. 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.	Development Assessment and Building Certification	50%	●
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.	Development Assessment and Building Certification	60%	●
1.3.1.4.1	Manage and report on Council's financial position and performance	Monthly Finance reports completed and submitted to Council for approval. Finance staff continue to meet monthly with internal Divisional Managers and Facility Managers to manage each area's budgets.	Finance	100%	●



Code	Action	Annual comment	Primary Responsibility	Progress	Status
		Monthly Business Activity Statements have been completed and submitted.			
1.3.1.4.2	Manage Council's rates and revenue functions	Council's rates and revenue functions continues to be managed accordingly. Council's rates and charges outstanding at 30 June 2023 has remained relatively stable when compared to the same date in prior years. All Section 603 certificate requests have been processed within the 5 business day timeframe.	Finance	100%	●
1.3.1.4.3	Manage Council's treasury functions	Over the past year, Council's investment portfolio has returned 2.91%, outperforming the AusBond Bank Bill index of 2.89% by 0.02%.  Council's cashflow has been managed in accordance with Council's Investment Policy.	Finance	100%	●
1.3.1.5.1	Ensure Council has a robust claims management process and Council's insurance coverage appropriately protects Council's risk exposures	The 2022-2023 Continuous Improvement Pathway program was completed and looked at how council has integrated the operational management of key risk exposure areas against the integrated planning and reporting requirements and best practice principles. The 2022-2023 CIP self-assessment topics were Roads, Signs as remote supervision and Waste Facilities - Fire Management. As part of that program, Statewide Mutual conducted a self-assessment audit to facilitate the capture of benchmarking information. Council's insurance procedures have also been updated.	Governance & Risk	50%	●
1.3.1.5.2	Manage complaints in accordance with Council's Complaints Handling Framework	Council's obligations under its Framework and Policies in relation to complaints handling within the Governance team were met, consistent with the organisation's commitment to acknowledge, investigate and respond to customer complaints and to use them as opportunities to improve our systems and delivery of services and programs to the community.	Governance & Risk	50%	●
1.3.1.5.3	Mature Council's Risk Management Framework and continue to embed into decision making	In accordance with the new Australian Standard AS8001:2021 - Fraud & Corruption Control, a review was undertaken of Council's fraud and corruption prevention arrangements, including Council's Fraud and Corruption Control Policy, Fraud and Corruption Control Framework and development of a Fraud and Corruption Risk Register. To support the ongoing development of an enhanced fraud awareness culture, an Action Plan has also been developed and details planned activities for delivery over a 12-month period, to improve the overall	Governance & Risk	80%	●




Code	Action	Annual comment	Primary Responsibility	Progress	Status
		fraud control environment through systems, internal controls and processes.  Council has developed a Fraud and Corruption Risk Register to support a risk-based approach to the development and implementation of activities to prevent fraud and corruption. Part of this includes capturing all the current controls against each identified risk, and any additional planned initiatives.			
1.3.1.6.1	Develop a Strategic Property Portfolio Plan	Strategic Property Portfolio Plan has not progressed whilst Property team have been engaged in major operational projects (ie RiFL Land Sale). A review of resources in the Property team is currently being undertaken to facilitate these broader strategic projects.	Land and Property	40%	<span style="color: red;">●</span>
1.3.1.6.2	Manage property related interactions, leasing and licencing of land and buildings and Crown land management ensuring legislative compliance	Backlog of leases / licences due for renewal continuing to reduce. Property team progressing with renewal of leases / licences which are due to expire in the 2023 calendar year, in accordance with Council resolution. Some renewals have been complicated by external factors including issues with Crown Land and Native Title which have delayed the renewal whilst those issues are being investigated.	Land and Property	85%	<span style="color: green;">●</span>
1.3.1.6.3	Manage the sale and acquisition of land and buildings ensuring legislative compliance and value for money	A number of proposed acquisitions are progressing, after being on hold pending staff recruitment. Expression of Interest in relation to the sale of lands at RiFL has commenced.	Land and Property	100%	<span style="color: green;">●</span>
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	All requests for information are dealt with promptly and professionally. We ensure all legislative guidelines and requirements are adhered to, whilst ensuring the customers have a positive experience with Council.	Information Management	100%	<span style="color: green;">●</span>

**Provide professional, innovative, accessible and efficient service delivery**

Code	Action	Annual comment	Primary Responsibility	Progress	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	ICT Strategy has been finalised and a new strategy is currently in development	Information and Communications Technology Services	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.3.2.1.2	Manage Council's cyber security systems and processes in accordance with Council's Cyber Security Strategy	The cyber security strategy has been finalised and any outstanding items carried across to the new security plan currently being developed.	Information and Communications Technology Services	100%	<span style="color: green;">●</span>
1.3.2.2.1	Engineering design projects are completed within adopted / amended timeframes	While cadet engineers have been rotated through the business, there is still a legacy of completed work that has allowed us to restaff the design area to best meet our obligations. This is in progress and will be completed by end 2023	Project Management Office	70%	<span style="color: green;">●</span>
1.3.2.3.1	Roll-out the Organisational Culture Survey and implement actions to support alignment with Council's values-based organisational culture	Council will conduct an Employee Opinion Survey in February 2023. During the course of research for our recruitment campaign, a survey was conducted, inviting staff to participate in helping to create our Employer Brand Proposition. We received 81 responses to the survey. The survey highlighted that our strengths are flexible working arrangements, contribution to the community and the team (colleagues). Whilst the opportunities for improvement included more flexibility, better pay and training. This information has been used to support the creation of our Recruitment & Retention Campaign, which will be launched in September 2023. "Be the Good News Story".	People and Culture	25%	<span style="color: red;">●</span>
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 on a daily basis,	People and Culture	100%	<span style="color: green;">●</span>
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	Additionally since the last reporting period, Council has attended a number of other initiatives with regards to Community engagement including the Girls in STEM program, EngFest with CSU (which resulted in Council attracting one of their top students for a Cadetship with Council), the REAL Project with a local high school and attended a number of meetings with Careers Advisors from across the Region in relation to the demand and need for supporting Trainees, Apprentices and School Based Apprenticeships and Cadetships.	People and Culture	70%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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. A service review of the Building and Certification Division is scheduled for 2023/24.		100%	<span style="color: green;">●</span>
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 implemented throughout 2022/23. This year has seen a growth in the number of Education Assistance support requests and programs which continue to support the needs of individuals and their respective roles. There has been extensive Work Health and Safety training delivered across the organisation, with a focus on roles and responsibilities to ensure compliance with the legislation.	Learning and Development	100%	<span style="color: green;">●</span>
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>104.92% of the target was met due to inflated returns during the disposal process.</p> <p>High percentage of vehicle, plant and equipment items achieve over the residual valuations set by fleet services and financial department.</p> <p>Scheduled return rates were set for \$1.2m during 22/23FY and a return of \$1.31m was achieved at the end of the FY.</p>	Infrastructure Services	100%	<span style="color: green;">●</span>
1.3.2.7.2	Develop and implement a plant, equipment, and fleet management strategy / plan	<p>Plant &amp; Equipment replacement plan is developed in line with operational requirements to ensure WWCC continue to provide a high level of service for the local community.</p> <p>The replacement plan is strategically built in line with the NET Zero target of 2040. To ensure we have a continual reduction in CO2 Emissions, a review is conducted per asset to analyse the life cycle and sustainability of the asset. These assist in building the necessary report to determine if a NZ asset may be obtained for that particular operational requirement.</p>	Infrastructure Services	100%	<span style="color: green;">●</span>
1.3.2.7.3	Maintain operational fleet and plant to support ongoing service delivery and operational requirements and meet critical functions of Council	A process was conducted to determine the level of service required and if the current was being met. These were done through IPWEA benchmark workshop mechanical hours. The review process determined the need for an additional mechanic along with a supervisor to work with the team	Infrastructure Services	95%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		<p>members on the workshop floor.</p> <p>The scheduling is still being reviewed to ensure all works are performed within manufacturing guidelines and/or risk evaluations done outside to ensure the life cycle of the equipment is being met. This review showed the need for additional resources within Fleet &amp; workshop.</p>			
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>The utilisation during the 22/23FY was below the national benchmark setout by IPWEA. The Heavy plant was based on a 75% utilisation return. WWCC achieved a return of 57.11%</p> <p>Finishing 17.89% behind the target of 75%. During the mid year reporting, we were tracking to finish 20.21% under the national benchmark targets. These target were slightly increased through the second half of the year due to various operators coming on board, though due to various vacancies within Heavy plant, we did not see an appropriate increase.</p> <p>With the New Fleet Operations starting with council during May 23. We saw an increase in processes to ensure plant is being managed more efficiently and utilisation is being mapped more frequently with the teams to ensure greater capacity is being met.</p>	Infrastructure Services	60%	
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>Improvements have been made with the commencement of the Fleet Operations Officer.</p> <p>New procedures are now in place to ensure all assets are tracked for Activity reports along with frequent Utilisation reports. These reports support the business/ operational decisions made to ensure limited external hire is being conducted and all internal assets are being used to their capacity.</p> <p>Next step will include the Internal Hire scheduling to ensure all assets have a schedule built to determine their life cycle and works schedules.</p>	Infrastructure Services	95%	
1.3.2.8.1	Manage operational works depot and stores to support ongoing service delivery and	<p>Operational Works Depot and Stores services have performed efficiently for the 22/23FY.</p> <p>New procedures have been introduced</p>	Infrastructure Services	100%	

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	operational requirements and meet critical functions of Council	to ensure minimal stock is held and maintained in line with store best practice. Store team members have conducted training to ensure their understanding of the requirements for best practice and internal customer satisfaction.  Works Depot will have the Worker on Foot (WOF) plan completed within 23/24FY to ensure the level of Safety is maintained in line with WHS requirements.			
1.3.2.9.1	Continue to deliver digitisation and sentencing of hard copy records	We currently have a digitising officer assigned to the task of quality controlling all digitised documents. We tracked well with the assistance of the team where time permitted. 2,437 files were Quality controlled and registered between 01/07/22 - 30/06/23.	Information Management	100%	●
1.3.2.9.2	Continue to develop a strong information and records management culture	Monthly (sometimes twice monthly) ECM / records management staff training has been offered across the organisation which aims 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. Existing staff have also taken up the opportunity to attend ECM / Records Management training. Extra sessions were added to accommodate groups of existing staff.	Information Management	100%	●
1.3.2.9.3	Manage and maintain Council's business information, corporate records and archive facilities in accordance with Council's Information Management Framework	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	100%	●

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
1.3.3.1.1	Continue to provide our community with simple and convenient ways to access and do business with Council through the delivery of high-quality customer service via phone,	Customer Service continue to provide simple and convenient ways to service the community via multiple access channels including call centre, customer service counter, online services, web chat and snap, send solve.	Customer Service	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	counter and digital channels				
1.3.3.1.2	Provide advice and information regarding development assessment and building certification related matters to industry and the community	Duty Town Planner and Building Surveyor available daily to customers. Industry newsletter has been created for relevant industry stakeholders.	Development Assessment and Building Certification	100%	<span style="color: green;">●</span>
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 provided to industry and community as required.	Civil Operations	100%	<span style="color: green;">●</span>
1.3.3.1.5	Provide advice and information regarding infrastructure contributions to industry and community	Customer requests for invoices and general information are actioned.	City Strategy	100%	<span style="color: green;">●</span>
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 3 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	100%	<span style="color: green;">●</span>
1.3.3.1.7	Review and update Council's Customer Service Charter	Customer Service Charter has been reviewed and is displayed in all meeting rooms.	Customer Service	100%	<span style="color: green;">●</span>
1.3.3.2.1	Facilitate Council and committee meetings and provide a clear line of communications between members of the public and Councillors	Council met its obligations under Chapter 12, Part 2, Section 365 of the Local Government Act 1993 (NSW). Council Meetings are generally scheduled for the second and fourth Monday of each month. The schedule of Ordinary Meetings of Council was followed consistent with the current adopted position and meeting schedule of Council.	Governance & Risk	100%	<span style="color: green;">●</span>
1.3.3.2.2	Provide high-level executive support to the Mayor and Councillors	Support provided to Councillors and Mayor as required through the facilitation of resources and responses.	Governance & Risk	100%	<span style="color: green;">●</span>

## Safe and healthy community

### Our community feel safe

#### Create safe spaces and places

Code	Action	Annual comment	Primary Responsibility	Progress	Status
2.1.1.1.1	Provide effective ranger services to enhance public safety, manage risks and ensure compliance with companion animal legislation	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	100%	<span style="color: green;">●</span>
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	100%	<span style="color: green;">●</span>
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. Initiatives implemented in the last 6 months included: Coffee Van and Safety Site visits, lunch time yoga session, Employee Wellbeing Day with R&R Corporate Health, the roll out of the Going Home Checklist which will be further support by Lunch and Learn Sessions.	Learning and Development	100%	<span style="color: green;">●</span>
2.1.1.3.1	Continue to implement the Community Safety Action Plan	Council continued to implement the Community Safety Action Plan during this period working closely with Police to deliver local CPTED training and assessments along with the delivery of the inaugural Family Community Safety Day in collaboration with Wagga Local Area Command and emergency services agencies. This event was held at Riverside on Saturday 29 April 2023 with strong attendance from the community providing an opportunity for residents to engage with Police, other emergency services organisations and Council staff to provide feedback and raise issues regarding community safety matters.	Social Planning	100%	<span style="color: green;">●</span>
2.1.1.4.1	Monitor and maintain the Council Closed Circuit Television (CCTV) network	Cameras are currently being placed on a replacement program due to age and quality.	Information and Communications Technology Services	100%	<span style="color: green;">●</span>



### Promote safety and safe behaviours

Code	Action	Annual comment	Primary Responsibility	Progress	Status
2.1.2.1.1	Partner and work with Government stakeholders to improve road safety and behaviour change	Council is focused on and committed to improving road safety. We are reviewing the RSO arrangement that partners and works with Government Stakeholders to assist them manage the behavioural aspects of safe roads system.	Civil Operations	0%	●
2.1.2.1.2	Undertake road safety audits	An external level 3 Road Safety Auditor undertook an audit of Council's pedestrian (zebra) crossings as well as Brushwood Road in March 2023.	Civil Operations	100%	●
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	Council's Environmental Health officers provided education and undertook promotion of public health initiatives including the production of educational resources and programs to raise awareness of public health activities. This included food businesses participating in the food safety Scores on Doors program, distribution of food safety calendars and Food Safety Newsletter. Technical information was provided during inspections. A retail information session was held with the NSW Food Authority to improve food safety awareness in the retail food sector.	Environmental Health Compliance	100%	●

### Be responsive to emergencies

Code	Action	Annual comment	Primary Responsibility	Progress	Status
2.1.3.1.1	Provide and maintain support for emergency services and bush fire services in order to respond effectively to any type of emergency	Council 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.	Infrastructure Services	100%	●
2.1.3.1.2	Provide responsive, effective emergency management and emergency prevention services such as traffic control, online communications and alerts, repair works and flood gate operations	Council 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.	Infrastructure Services	100%	●
2.1.3.2.1	Continue to support the development of local emergency management plans in partnership with emergency service agencies and key	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	Infrastructure Services	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	stakeholders to ensure we are working to prevent, prepare for, respond to, and recover from emergencies including natural hazards and disasters	SES and RFS as required. 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.			
2.1.3.3.1	Continue to implement actions from the Council's Floodplain Risk Management Plans	Procurement processes have been completed and works are underway on: Glenfield Drain and Flowerdale Storage Flood Mitigation Works; Lake Albert Flood Mitigation Options Feasibility Study; Uranquinty Levee Upgrade Investigation and Design; Humula and Mangoplah Flood Studies; and Levee Pump Augmentation Project. North Wagga Flood Mitigation Project has advanced with economic analysis completed and Community Engagement commencing.	Project Management Office	100%	●

### Monitor and enforce public safety

Code	Action	Annual comment	Primary Responsibility	Progress	Status
2.1.4.1.1	Deliver effective regulatory services to enhance public safety, manage risks and ensure compliance with on and off-street parking	Parking patrols have been carried out for carparks and on street.	Regulatory Services	100%	●
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	100%	●
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	100%	●
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 was completed during season as per requested timeframes.	Parks and Strategic Operations	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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	100%	●
2.1.4.1.6	Perform compliance and regulatory public health inspections, investigations and assessment to ensure public health and safety compliance in accordance with the NSW Food Regulation Partnership and relevant legislative requirements	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 performance standards. Public health related complaints were also responded to.	Environmental Health Compliance	100%	●
2.1.4.1.7	Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Schedules and through the Fire Safety Statement Program	AFS processing is progressing on track. Properties become due and processed quarterly. Properties that do not respond are forwarded to Compliance for action. Currently this process is being worked on in conjunction with ongoing major project of issuing each property with a Schedule. Issuing of the Schedule impacts the yearly AFS process.	Development Assessment and Building Certification	100%	●
2.1.4.1.8	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 the 5 business days.	Development Assessment and Building Certification	100%	●

### *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	Annual comment	Primary Responsibility	Progress	Status
2.2.1.1.1	Attract and support community participation in a range of sports and recreational activities in open spaces, parks, reserves and gardens	Council has supported a number of community participation events including Auscycling MTB Marathon National Championships, Activate Adult Inclusion Sports Day, Boys to the Bush Sporting and Cultural Day.	Parks and Strategic Operations	100%	●
2.2.1.1.2	Attract and support community participation in a range of sports and recreational activities	Bolton Park continues to provide great access to the local community due to its geographical location, casual user access and durability. With the construction of the new PCYC facility it plays a critical role in providing overflow options for training and	Oasis Aquatic Centre	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	through Bolton Park Stadium	major events whilst also housing regular user groups such as Twin City Skate, Wheelchair Basketball, Badminton and local school sport.			
2.2.1.1.3	Attract and support community participation in a range of sports and recreational activities through Multi-Purpose Stadium	Wagga Netball, Wagga Futsal, Wagga Basketball continue to be anchor tenants of the MPS . The past 6 months has seen a greater focus on marketing and attracting multi-purpose events such as Relay for Life, Impact Wrestling, Education roadshows, cultural awareness events and coach education seminars.	Oasis Aquatic Centre	100%	●
2.2.1.1.4	Investigate opportunities to increase utilisation through Bolton Park Stadium and Multi-Purpose Stadium	Meetings with community and other user groups have occurred and discussions around growth and greater facility usage have been completed. Commercial user groups such as Small Stars have returned to the MPS and with greater marketing and collaboration we have also utilised the facility for more alternate community events such as educational roadshows, International Wrestling, coach education seminars and cultural performances.	Oasis Aquatic Centre	100%	●
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 with the Learn to Swim Program continuing to cater for an average of 1000 children per term. This year was the highest revenue and attendance for Learn to Swim since 2014 and the feedback from the Community Satisfaction survey was overwhelmingly positive.	Oasis Aquatic Centre	100%	●
2.2.1.2.1	Continue to implement the Active Travel Plan	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 and works commenced on the design required required for Stage 3 of the Active Travel Project.	Parks and Strategic Operations	100%	●
2.2.1.3.1	Develop and adopt the Exhibition Centre Master Plan	The Exhibition Centre Master Plan has commenced Internal discussions and key stakeholder discussions have taken place with projects/scope of works identified. The draft master plan will continue to be developed during late 2023 before being placed on public exhibition.	Parks and Strategic Operations	60%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
2.2.1.4.1	Continue to implement the Playground Strategy	Refurbishment of Tamar Drive playground was completed in accordance with the Playground Strategy.	Parks and Strategic Operations	100%	●
2.2.1.4.2	Renew the Playground Strategy	A draft Playground Strategy has been developed and consultation undertaken with key stakeholders. Final amendments are being made prior to placing the document on public exhibition.	Parks and Strategic Operations	80%	●
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	An over-sow program completed by April 5th this year. Above average rainfall again this winter has meant the grounds have been wetter than average again and the over-sown ovals held up to the constant traffic better than the non over-sown ovals. The Sportsgrounds received customer requests in the 20/23 financial year and were completed.	Parks and Strategic Operations	100%	●
2.2.1.5.2	Investigate potential improvements and funding opportunities to O'Halloran Park Agility Track	This has been scheduled for early 2024.	Regulatory Services	0%	●
2.2.1.5.3	Manage and maintain the Zoo, including animal welfare, facility maintenance and public education	<p>The Zoo has had its bi-annual vet checks completed in August &amp; February. DPI reporting of animal number has been completed and submitted for the previous FY in July 23. The zoo has seen additional animals added to our display including 4 male dingo pups, a male paddy melon, a female paddy melon and an Olive Python.</p> <p>Enclosure upgrades approved by DPI and developed by WWCC staff over the reporting period have included the dingo enclosure and the camel enclosure. The reptile enclosure is going through an upgrade process presently and will be completed in the 23/24 reporting period. 2 camels are arriving in September 2023.</p>	Parks and Strategic Operations	100%	●
2.2.1.5.4	Provide high quality aquatic facilities through Oasis to meet community needs and industry standards	RLSSA (Royal Life Saving Society Association) conducted a safety audit of the Oasis Aquatic Centre in March 2023 which resulted in being awarded a 5 star safety rating. (96% RLSSA 5 Star Rating and a 97% overall safety rating). This is a prestigious accolade that not all similar aquatic centres hold. The Oasis Aquatic centre also increased visitations by 17.3% (219,470 in 21/22 to 257,388 in 22/23) and experienced record numbers in 12, 6 and 3 month general memberships (538 members)	Oasis Aquatic Centre	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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 reaching the end of its useful life but is maintained on a regular basis to ensure accessibility.	Oasis Aquatic Centre	100%	<span style="color: green;">●</span>
2.2.1.5.6	Provide high quality sports and recreational facilities through Multi-Purpose Stadium to meet community needs and industry standards	Wagga Netball, Wagga Futsal, Wagga Basketball continue to be anchor tenants of the MPS . The revised management model has seen greater focus on marketing and attracting multi-purpose events such as Relay for Life, Impact Wrestling, Education roadshows, cultural awareness events and coach education seminars. Previous user groups/commercial operators such as small stars have been reengaged and returned to the venue.	Oasis Aquatic Centre	100%	<span style="color: green;">●</span>
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.	Parks and Strategic Operations	100%	<span style="color: green;">●</span>
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 regarding possible changes to land use classification. Following public exhibition, further consultation on the Pomingalarna Plan of Management will be undertaken with a view to finalising the document in during 2023. Preliminary work has also commenced on the Bolton Park and Botanic Gardens Plans of Management.	Parks and Strategic Operations	50%	<span style="color: green;">●</span>
2.2.1.5.9	Review and update the Botanic Gardens masterplan	The internal consultation process has started with multiple areas of Council providing feedback. External stakeholder consultation sessions are being held early August. Work has started on engaging an architect to develop concept designs based on consultation.	Parks and Strategic Operations	20%	<span style="color: green;">●</span>

*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	Annual comment	Primary Responsibility	Progress	Status
2.3.1.1.1	Collaborate with State Government and key stakeholders for improved access to local health services to support the mental and physical health and wellbeing of our community	Council 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 Support	100%	●
2.3.1.2.1	Auspice the provision of service across the Riverina Murray region to deliver the Commonwealth Home Support Program to assist our ageing population to remain safely in their own homes	Wagga Wagga City Council auspiced the Commonwealth Home Support Program until its cessation on 30 June 2023	Social Planning	100%	●
2.3.1.3.1	Continue to support and promote the Health and Knowledge Precinct	Council has engaged a new Executive Manager that has the Murrumbidgee Health and Knowledge Precinct as part of their portfolio. Economic Development will continue to support the Health and Knowledge Precinct and provide strategic advice and guide the direct expenditure of grant funds.	City Strategy	50%	●
2.3.1.4.1	Deliver the Reconciliation Action Plan Working Group, Wagga Youth Interagency Group and the Wagga Access Reference Group	Council administered the Reconciliation Action Plan Working Group meetings (quarterly), Wagga Youth Interagency Group meetings (monthly) and the Wagga Access Reference Group (monthly) meetings. Council staff participated in regular external groups meetings related to community health and wellbeing including the Community Drug Action Team, Domestic Violence Liaison Committee and Multicultural Interagency Network.	Social Planning	100%	●

## 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	Annual comment	Primary Responsibility	Progress	Status
3.1.1.1.1	Pursue funding opportunities with Transport for NSW for improvement works on local and regional roads and at blackspot locations	We submitted an application to the State Governments new Regional and Local Roads Repair Program on the 14th January 2023 and were successful in receiving \$4,211,192. An application was made to the State Governments Regional Road REPAIR program to rehabilitate 1.5km of Byrnes Road on the 28th April 2023, The announcement as to whether this application is approved is not expected until after the State Budget in September. There has been no other funding opportunity's available. Most road funding grant opportunities open in the later half of the calendar year.	Civil Operations	100%	<span style="color: green;">●</span>
3.1.1.2.1	Continue to implement the Council Footpath Replacement program	Council has no funding allocated to renew or replace footpaths. Council contributed towards widening the existing 1.2m wide footpath at Bolton Park to a 2.5m wide dual use path along the Sturt Highway as part of the replacement of the footpath when Riverina Water upgraded the water main under it for the PCYC project.	Civil Operations	0%	<span style="color: red;">●</span>
3.1.1.3.1	Facilitate and chair the Local Traffic Committee	Council facilitated and chaired meetings of the Local Traffic Committee meeting on the 27 July 2022, 8 September 2022, 1 December 2022, 23 March 2023 and 11 May 2023 in accordance with the TfNSW guide to the delegation to councils for the regulation of traffic (including the operation of Traffic Committees).	Civil Operations	100%	<span style="color: green;">●</span>
3.1.1.3.2	Manage National Heavy Vehicle Regulator applications and undertake traffic management assessments and inspections	499 permit applications were received and processed within the specified timeframe of 30 days. Average processing time over the period was 3.23 days.  491 application were approved in this process.	Civil Operations	100%	<span style="color: green;">●</span>
3.1.1.3.3	Provide traffic management services and support and assist local on-road event organisers with traffic management	All major traffic control requirements are outsourced for major events e.g. touch carnival, Council will provide assistance for traffic related events if needed.	Civil Operations	100%	<span style="color: green;">●</span>



Code	Action	Annual comment	Primary Responsibility	Progress	Status
	applications, plans and co-ordination				
3.1.1.4.1	Continue to implement improvements to carparking	All carparking improvements that have been referred to the Local Traffic Committee have been actioned. Over 400 new parking bays have been provided at the Base Hospital to improve parking around the hospital. A multi-storey carpark has also been approved on the corner of Docker and Morgan Street that will improve carparking in this precinct. We renewed the wearing surface of the Riverside carpark in March 2023	Civil Operations	100%	<span style="color: green;">●</span>
3.1.1.4.2	Continue to implement the Council carpark renewal program	Council engaged a consultant to develop a car parking renewal and upgrade program in March 2023. The delivery of this program is pending. We renewed the wearing surface of the Riverside carpark in March 2023	Civil Operations	0%	<span style="color: red;">●</span>
3.1.1.5.1	Continue to implement the Pedestrian Access and Mobility Plan (PAMP)	A draft PAMP has been received and is being reviewed before being presented to Council for adoption. Council is picking up critical locations where pram ramps are missing for works to be programed to be complete our annual PAMPS allocation by a contractor for the 2023-24 FY.	Civil Operations	65%	<span style="color: orange;">●</span>
3.1.1.6.1	Continue to implement the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040	Council continues to implement the WITS, with work being undertaken to deliver further projects on the Active Travel Plan.	City Strategy	50%	<span style="color: green;">●</span>
3.1.1.7.1	Continue to implement the Wagga Wagga Central Laneway Renewal program	Council engaged a consultant to develop a laneway renewal program for central Wagga Wagga in March 2023. The delivery of this program is pending.	Civil Operations	0%	<span style="color: red;">●</span>
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	<p>Council completed Approximately 95% of major Reconstruction works including Urban Asphalt, Heavy Patching and in-situ stabilisation. the only major project funded that's was not complete was Glenfield/Fernleigh Rd round-a-bout which was due to ATP constraints that need to be reviewed.</p> <p>Inclement weather and flooding contributed to unfinished maintenance works in programs including reseal preparation works, &amp; re-sheeting due to inclement weather. Works not finished have been carried over to FY 2023/2024</p>	Civil Operations	75%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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	<p>Due to flooding and emergency events along with resourcing constraints Council did not get to complete fully the reseal and re-sheeting roads program all other programs were close to 100% complete as mentioned previously.</p> <p>Council are about 6 months in advance to where we were last year in planning works, in fact we have team now carrying out preparation works for the sealing season which is a result of good planning, this team has planned works until April 2024.</p>	Civil Operations	75%	●
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	<p>Council have engaged a contractor to carry out maintenance and capital renewal of various K&amp;G sections across the LGA. This will close out a lot of customer request and maintenance drainage issues in K&amp;G sections.</p> <p>Council have put a works package together to ensure the 2023-24 K&amp;G maintenance and capital allocation is complete in line with our road works programs.</p>	Civil Operations	50%	●
3.1.1.7.5	Develop and implement programs for the management and maintenance of signs, traffic control, road closures and car park line marking	<p>Council have completed various line marking projects that aligned with road projects, Council also more recently carried out line marking on all of Byrnes Rd. A lot of the line marking funds this year have been utilized for road works due to the extent of line-marking required for the planned works. Council are coming up with a line marking strategy for all of our regional roads.</p>	Civil Operations	85%	●
3.1.1.8.1	Ensure the aerodrome safety meets all operational compliance standards and regulations	Ongoing	Airport	100%	●
3.1.1.8.2	Manage and maintain Airport facilities and services	Ongoing	Airport	100%	●

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.1.2.1.1	Actively participate and promote the Airport and airport industry and support industry	Ongoing	Airport	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	sustainability and growth				
3.1.2.1.2	Conduct a feasibility study to identify future development opportunities at the Airport	Ongoing	Airport	100%	●
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	This is an ongoing issue that has to be addressed at corporate level	Airport	80%	●
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 operations commenced 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. With the marketing agents appointed in February, preparations are nearing finalisation to release an Expression of Interest (EOI) process through early 2023/24. This will align with an online global investor forum that NSW Gov and Council are developing specifically showcasing the Wagga Wagga SAP and RIFL Hub industrial precinct.	Economic Development	100%	●
3.1.2.3.1	Protect assets and encourage developments that facilitate Wagga Wagga serving as the gateway city of Southern NSW	Council continues to work with RGDC regarding the implementation of the Special Activation Precinct including the sale of land at RIFL and stage 1 of the SAP. An Expression of Interest process is live at time of reporting.	City Strategy	30%	●

**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	Annual comment	Primary Responsibility	Progress	Status
3.1.3.1.1	Work with Governments, service providers and consumer advocates	Council facilitates the monthly Business Roundtable meeting with industry stakeholders representing business and government. Council consults with leading	City Strategy	50%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	to improve service quality, connectivity and accessibility	data providers and Commonwealth Home Affairs in regards to digital infrastructure and the current need for cyber security			

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

#### Encourage and support investment to develop Wagga Wagga

Code	Action	Annual comment	Primary Responsibility	Progress	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 is on target for early 2023/24 completion. Council has also engaged a marketing agency and is preparing an Expression of Interest marketing campaign to commence the land sale process.		100%	●
3.2.1.2.1	Attract and support private and public partnerships and investment to grow our region	Council actively participates in various economic development stakeholder workshops and forums, which have provided a platform for engaging with key organisations, businesses, and community representatives. Through these interactions, Council has been able to build strong partnerships and facilitate discussions that align with the city's economic development strategies. Council has worked with Wagga Business Chamber, Regional Development Australia, Economic Development Forum, Regional NSW SAP Investment Forum, Rural Financial Counselling Service, CSU, Service NSW, Business Connect, ARTC - Inland Rail.	City Strategy	50%	●
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. Council actively seeks all available grants and funding opportunities to promote Wagga Wagga.	City Strategy	50%	●
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.	Parks and Strategic Operations	50%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.2.1.2.4	Pursue funding, philanthropy, sponsorship and partnerships for the Art Gallery through developing and identifying suitable projects for support	Wagga Wagga Art Gallery established multiple partnerships during this period included the following highlights: the HOME exhibition presented in partnership with the Art Gallery of NSW and NSW Education Department; the Glass Chrysalis exhibition and public programs with Oz Glass, the Jam Factory and Canberra Glassworks; the Australian Ballet Education Wiradjuri dance workshop program with Ella Havelka ; University of Western Sydney co-curation of 'Plastic - Unwrapping the World' and public programs; University of Sydney - Museum and Heritage Program audience evaluation project; ABC Riverina media partnership for Green 2023 Year of Environmental exhibitions and programs; Australian Decorative and Fine Arts Society (Riverina) -Youth art programs including Jackdaw Green Screen and public symposium - 'Art, Architecture and Sustainability'; and Friends of the Wagga Wagga Art Gallery - Art Auction dinner and fundraiser.	Art Gallery	100%	<span style="color: green;">●</span>
3.2.1.2.5	Pursue funding, philanthropy, sponsorship, and partnerships for the Library	During this period the Library secured funding through the NSW Government Regional Youth Holiday Break Program to deliver seven stop motion animation workshops presented by Wagga based animation and motion design artist Alice Peacock; along with funding toward a Writer's on the Road program to deliver 19 Zine workshops during the 2023 Summer and Autumn School Holidays to suburban and rural village locations across the local government area. Funding was also received from the Scanlon Foundation to support the Learn English and Play Program (LEAP) delivered to multiple suburban locations.	Library Services	100%	<span style="color: green;">●</span>
3.2.1.2.6	Pursue funding, philanthropy, sponsorship, and partnerships for the Museum	A highlight during this period was the delivery of a 3 day museum symposium in partnership with the Australian National University, Wiradjuri/Wiradyuri Elders from Mawang Gaway and the Australian Museum. This event was held at the CSU Riverina Playhouse and was livestreamed to a global audience.	Museum	100%	<span style="color: green;">●</span>
3.2.1.2.7	Pursue funding, sponsorship, and partnerships for the delivery of community	"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	Parks and Strategic Operations	50%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	infrastructure and programs	<p>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> <p>Council is in the process of applying for funding through the Growing Regions Program for a number of potential projects. EOIs are due for submission 1 August.</p>			
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 under its 'Electric Vehicle Destination Charging Grants' to install 4 electric vehicle (EV) charging stations at Council facilities. The \$23,796 will be used to installed EV charging stations at Apex Park, the Visitor Information Centre, Bolton Park-Oasis and the O'Reilly Street carpark.	Environmental Management	100%	●
3.2.1.2.9	Pursue funding, sponsorships, and partnerships for events, festivals and activities	Funding applications were submitted during this period including Destination NSW's Regional Events Fund for marketing events activities with decisions pending on these applications.	Visitor Economy and Events	100%	●
3.2.1.2.10	Pursue funding, sponsorships, and partnerships for the Civic Theatre	During this period the Civic Theatre received funding toward the SUNDOWN SESSIONS which is a live music program featuring contemporary artists to be delivered in April 2024.	Civic Theatre	100%	●
3.2.1.2.11	Pursue funding, philanthropy, sponsorship and partnerships to support our community and develop Wagga Wagga	Council maintained Service Level Agreements with local community and artistic organisations including Eastern Riverina Arts, Riverina Conservatorium of Music, Booranga Writers' Centre, Wagga Wagga Eisteddfod, School of Arts Community Theatre, and the Riverina Summer School for Strings.	Community	100%	●

### Attract and support local businesses, industry and employment opportunities

Code	Action	Annual comment	Primary Responsibility	Progress	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. With a full team now in Economic Development a Economic Development Strategy will be a major undertaking of the team.	City Strategy	50%	●
3.2.2.2.1	Continue to engage and collaborate with	Council has a monthly round table forum and regular meetings with Wagga Business	City Strategy	50%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	the local business community on economic development priorities, actions and relevant issues	Chamber, Business NSW, Service NSW Outreach program where priorities are discussed. We work closely with existing and local businesses to promote new opportunities for growth and development. Monthly Council actively review and take action based on the outreach report received from the Service NSW Concierge team regarding the retailers situated on the "main street." This regular report enables Council to promptly address any emerging issues, provide necessary support, and foster a collaborative approach to enhance the overall business environment for these retailers. By responding to the insights and recommendations presented in the report, we strive to create a thriving and supportive community for the main street businesses.			
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. Council has an active role in supporting the Investment attraction Forum with Regional NSW for the SAP Forum	City Strategy	50%	●
3.2.2.2.3	Promote business development initiatives to support businesses to come to the region and grow within the region	For the initial expression of interest for the Wagga Wagga land auction, Council has actively and ardently collaborated with Regional NSW to promote the Investment Attraction Forum for the Wagga Wagga Special Activation Precinct. Council works with Regional Development Australia, Business Round Table, Business Wagga, Regional NSW and Business NSW to promote and support business initiatives.	City Strategy	50%	●
3.2.2.2.4	Promote Wagga Wagga as the regional capital of Southern NSW	The 2023 economic snapshot has been developed for Wagga Wagga and is being used to promote the economic and social benefits of the region. A prospectus is also currently being developed that will sell the benefits of investing in the region to potential companies and developers. Council continues to work with the State Government on the attraction of investment into the SAP and other industrial precincts.	City Strategy	100%	●
3.2.2.2.5	Provide for more diverse industries, including renewable energy, emerging and creative industries and the development	Council actively works in partnership with the NSW Government to attract suitable business/industry to the Special Activation Precinct as well as existing industrial areas.	City Strategy	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	of new small business ventures				
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	50%	●
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	5%	●
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). 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.	Livestock Marketing Centre	50%	●

### Wagga Wagga is an attractive tourist destination

#### Facilitate planning and development of visitor-related facilities and services


Code	Action	Annual comment	Primary Responsibility	Progress	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	10%	●
3.3.1.2.1	Create, aggregate and distribute tourism content to further develop Wagga Wagga and surrounds as a desirable visitor destination	COLLABS, a cooperative marketing initiative delivered through the Tourism Partner Program, was delivered with the addition of five new products to the range sold and promoted online and in participating stores and at a pop-up market stall at River & Wren Markets.	Visitor Economy and Events	100%	●





Code	Action	Annual comment	Primary Responsibility	Progress	Status
		<p>A new Point of View (POV) social media marketing initiative was introduced during this period consisting of four short video reels showcasing city offerings including hospitality, retail, attractions, and experiences. Engagement across the series has been positive with 35,000 organic views combined to date on social media platforms.</p> <p>Marketing activities for Festival of W 2023 commenced in this period with a strong focus on out of region marketing initiatives in print and digital media to promote visitation and brand awareness of the city.</p> <p>Visit Wagga Wagga digital platforms recorded positive growth with the Visit Wagga Wagga website recording over 247,000 page views this period, adding to the total annual growth of 30%, and social media channels (Facebook and Instagram) reached a combined following over 28,200, adding to an annual growth rate of 7%.</p>			

**Accommodate and provide support to visitors**




Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.3.2.1.1	Profile and support local producers and services through the Visitor Information Centre	<p>Sales for local goods and products through the Visitor Information Centre continued in an upward trend this reporting period recording over \$109,000 in sales revenue adding to the 20% growth across the financial year. The portfolio of products was further supplemented with the addition of four new product ranges from local and regional businesses showcasing an increase in new small businesses across the sector. In addition, the Visitor Information Centre continued to profile local products through the sale of the existing COLLAB campaign collection and the addition of five new products introduced over the period.</p> <p>Travellers through the centre increased by 16% for the year, providing support and services to over 27,000 visitors. Over 2,000 information packs were distributed to hosting event and conference organisers to promote the Wagga Wagga + Surrounds region. The centre continued to provide services such as a Driver Revivor location during the NSW School Holiday periods.</p>	Visitor Economy and Events	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.3.2.2.1	Provide visitor information services and support through the Visitor Information Centre	<p>Travellers through the Visitor Information Centre increased by 16% for the year, providing support and services to over 27,000 visitors.</p> <p>Staff distributed a range of Council developed destination publications, city maps, as well as ongoing monthly industry newsletters and emails.</p> <p>Regular updates to the community was also undertaken through the issuing of media releases, Council News articles, and updates on the website and social media channels. Staff continued to facilitate the daily requests for accommodation, experience and attraction information which sourcing new products and businesses to support through the facility.</p>	Visitor Economy and Events	100%	

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


Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.3.3.1.1	Deliver and facilitate workshops and famils to the tourism industry and event organisers to assist in business development	A Tourism and Events Masterclass series for 90 local and regional event organisers and tourism businesses was delivered during this period. The program included a focus on six industry relevant topics including a full day Wiradyuri/Wiradjuri cultural awareness, best practice for digital marketing, 2 x social media skills development with a destination and event insights through mobility data workshop program.	Visitor Economy and Events	100%	
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	<p>The 2022/23 Wagga Wagga Tourism Partner Program concluded with a membership of 159 tourism operators along with seven of those being returning neighbouring shire councils.</p> <p>During this reporting period members participated in the month-long tourism and events masterclass series which included six industry relevant workshops. Tourism partners participated in a 12 month-long COLLABs campaign encouraging new product development and cross collaboration between industry and business. In this period, five new products were brought to market and sold through online sales channels and in store at participating businesses. These products were supported through the development and marketing of business's products and producer stories through photography and videography.</p>	Visitor Economy and Events	100%	

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.3.3.1.3	Provide support to local businesses and industry operators involved in tourism and the delivery of events	Continued support and logistical advice was provided to event organisers to deliver and build their events. One-on-one tourism support continued for new and existing tourism operators with staff recording over 86 site visits across the city, rural villages and partnering shires. Five industry newsletters were published during this period to promote marketing opportunities, funding opportunities and provided regular updates to the tourism sector.	Visitor Economy and Events	100%	●
3.3.3.2.1	Continue to identify events, festivals and experiences for the community and our visitors	<p>Two seasonal 'What's On' guides were developed and distributed showcasing over 240 local events during this reporting season. 20,000 copies were distributed across the city through the Wagga Wagga Visitor Information Centre for the Autumn and Winter editions in Q3-Q4.</p> <p>The weekly What's On listings featured in Council News continued along with the seasonal What's On consumer email newsletter subscribers which maintained an audience base of 4018 members.</p> <p>The Wagga Event's social media platform continued to share regular updates and grew by an additional 500 followers and overall has seen a 17% growth from the previous year.</p> <p>Over 560 events in the city were promoted through the events calendar on the Visit Wagga Wagga website.</p>	Visitor Economy and Events	100%	●
3.3.3.2.2	Develop and deliver a diverse range of exhibitions and public programs through the Art Gallery which attract and support cultural tourism and visitor economy in our region	Across the 2022/2023 financial year 23 exhibitions were presented including the commissioning of new artworks from artists from Hands on Weavers, Elizabeth Kelly, Sarah Goffman, Nicola Dickson, Juanita McLauchlan and Blake Griffiths. A total 5,429 people participated in 207 education and public programs during this period.	Art Gallery	100%	●
3.3.3.2.3	Develop and deliver a diverse range of exhibitions and public programs through the Museum which attract and support cultural tourism and visitor economy in our region	The Museum of the Riverina's Botanic Gardens site reopened to the public in February 2023 and has established a range of education and public programs including school and regular weekend group tours. A highlight during this period was the presentation of a family history program as part of NAIDOC 2023 which focused on the Honeysett Family's History.	Museum	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.3.3.2.4	Develop and deliver a range of events, festivals and activities through the Civic Theatre which attract and support cultural tourism and visitor economy in our region	A programming highlight during this period was the Wagga Comedy Festival 2023 which presented a diverse offering of different styles of comedy including workshops, interactivity and music. The festival was well supported by local residents along with audiences travelling from the wider Riverina region.	Civic Theatre	100%	
3.3.3.2.5	Facilitate state and national level participation and elite sport events	There have been a number of recent state, national and elite level sport events held recently. These include Super Rugby Preseason Match, NSW Touch JSC, Raiders v Dolphins NRL Premiership Match, Academy Games, State Hockey Championships and IMPACT Wrestling. WWCC have also been successful in the retaining the NSW Touch JSC for the next 3 years after a tender process.	Parks and Strategic Operations	100%	
3.3.3.2.6	Maintain a diverse program of events, festivals and activities to appeal to a broad audience that build on the assets of Wagga Wagga	During this reporting period Council delivered community events including the Australia Community event series which featured the introduction of a new First Nations opening event, and the annual Walk of Honour ceremony. Council continued to provide visitor servicing and event logistic support for the NSW Junior Touch Southern Cup Conference, The Academy Games and IMPACT wrestling. During this period a total of 34 large to major events occurred across the city attracting an estimated 95,000 attendees combined, with approximately 30,000 of those being visitors to the City, with a total of 28 events being existing or on-going events, and 6 events being brand new experiences for the city including the IMPACT wrestling event held at the multi purpose stadium.	Visitor Economy and Events	100%	

### *Wagga Wagga is a centre for education and training*

#### **Support and promote quality and choice in education and vocation pathways**

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.4.1.1.1	Develop and provide innovative learning and education resources to assist our community to engage in the Library's programs and activities	During this period the Wagga Wagga City Library Book Club Service commenced in January, with 56 clubs registered to participate. Technology such as laptops and tablets were purchased to enable Tech Savvy Seniors sessions to be delivered in rural village locations across the Wagga Wagga Local Government Area along with the purchase of a Hublet, a self-service, loanable tablet station that provides free digital access to library members.	Library Services	100%	

Code	Action	Annual comment	Primary Responsibility	Progress	Status
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	A highlight during the period was the reopening of the Museum of the Riverina, Botanic Gardens site including new interactive exhibition spaces along with the establishment of a community learning space that can be booked for use by community organisations.	Museum	100%	●
3.4.1.2.1	Collaborate with key stakeholders to identify pathways, resources and networks to enhance education and training opportunities and address skill shortages in our region	Council continues to partners with multiple organisations such as Wagga Wagga Business Chambers, Service NSW - Business, Business Connect, Regional Development Australia, CSU to actively promote the Wagga Wagga economy. The collaborative marketing efforts have aimed to showcase the city's potential as an investment destination, highlighting its unique selling points and business-friendly environment. Attending events organised by Rural Financial Counselling Services, Home Affairs, Wagga Business Chamber, Business NSW and other key industry functions has enabled Council to strengthen existing partnerships and forge new ones. These gatherings serve as crucial networking opportunities for potential investors and businesses, contributing to the overall economic growth of the city. Councils continue to host the monthly Business Round Table to ensure ongoing communication with business stakeholder groups on a variety of issues including the skill shortages within our region.	City Strategy	100%	●
3.4.1.3.1	Deliver annual Regional Artist Development (RAD) Residency program in support of Regional Creatives - providing mentoring opportunities and promotion of talent	Three Regional Artist Development residencies were programmed during this period including Sophie Chauncey (22 August - 18 Sept 2022); Tracey Jones (13 Feb - 12 March 2023) and Linzie Nardi (12 June - 9 July 2023). All artists provided opportunities for members of the general public to engage with artists while they were at work along with art workshops led by the artists that were open to the public.	Art Gallery	100%	●
3.4.1.3.2	Utilise the Art Gallery to support creative industry development through the Regional Artist Development (RAD) exhibition program	Professional development and mentoring opportunities for early career artists programmed during this period included: 3 x Exhibitions (Rachelle Mascini, Georgia Crowden, Tracey Jones); 3 Residencies (Sophie Chauncey, Tracey Jones, Linzie Nardi) and a Professional Development of Regional Creatives program (led by Helen Grace and Julie Ewington residencies).	Art Gallery	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
3.4.1.3.3	Provide an annual education program to support local skills development through the Civic Theatre	Programming highlights in this reporting period included a two day Songmakers APRA/AMCO workshop where the eleven participants worked in small groups to write, record and produce a new song. There was a playback session on the second day where family and friends could listen to these new works. Community engagement activities included the 360 ALLSTARS presenting workshops at Mount Austin High where they hosted a basketball freestyling workshop with 30 participants, Indie School breakdancing workshop with 12 participants and the Bidgee School circus workshop with 20 participants. The Theatre also offered NESA accredited training for teachers including School Drama: Reading Deeper; Inferential Comprehension and Making Meaning and performances of 'The Twits' and 'Are We There Yet?'	Civic Theatre	100%	●
3.4.1.3.4	Utilise the Livestock Marketing Centre to support industry training and local skills development in the agribusiness sector	The LMC has been utilised by the Australian Livestock and Property Association to conduct cadet auctioneer training during this period.	Livestock Marketing Centre	50%	●

### Wagga Wagga is a hub for activity

#### Facilitate the development of vibrant precincts

Code	Action	Annual comment	Primary Responsibility	Progress	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 in accordance with the adopted action plans.	Parks and Strategic Operations	100%	●
3.5.1.2.1	Continue to implement the Events Strategy and Action Plan	Implementation of the Events Strategy and Action Plan 2020- 2024 continues with the ongoing support of community groups and organisations who deliver events across the city. The Major Events, Films and Festivals Sponsorship funding supported the presentation of the 150th Wagga Wagga Gold Cup Carnival and Wagga Wagga Mardi Gras events. Council successfully attracted and announced the successful bids of the LGNSW Destination and Visitor Economy Conference for 2024, and NSW Junior State Cup Southern Cup Conference (ongoing 3 years). The Wagga Wagga Tourism Partner program supported over 90 local and regional event organisers and business	Visitor Economy and Events	100%	●

● Off track / On hold    
 ● Monitor    
 ● On track / Completed

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		operators through the program's Tourism and Events Masterclass series held in May. Six industry relevant topics were delivered through the program with a focus of upskilling industry on marketing, social media and digital insights.			
3.5.1.3.1	Foster vibrant nightlife	Council is currently developing a CBD Masterplan which will identify ways to increase the night time economy in Wagga Wagga CBD. Council continues to plan and deliver events within the CBD such as 'Festival of the W' to continue to develop the nightlife offerings.	City Strategy	100%	<span style="color: green;">●</span>

## Community place and identity

### *Our community are proud of where we live and our identity*

#### Promote a strong sense of place

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.1.1.1	Create opportunities for our community to participate in Museum exhibitions and public programs	<p>The development of the new Wiradyuri Gallery space at the Museum's Botanic Garden's site was informed by the Wiradyuri community reference group that sought to curate an exceptional museum exhibition experience focused on local history, elevating Wiradyuri consciousness and provided opportunities for in house learning and staff development. The project placed local knowledge and skills at the centre of the project management approach, placing Wiradyuri knowledges, knowledge holders and community expectations at the heart of the development of the exhibition space. Working with a reference group, the museum undertook extensive community consultation to ensure that the stories and objects on display were reflective of Wiradyuri history, culture and aspirations.</p> <p>One of the key innovations of the exhibition was the return of seven significant Wiradyuri cultural objects from the Australian Museum to Wiradyuri country. The return was led by Wiradyuri community and supported both administratively by the museum.</p>	Museum	100%	<span style="color: green;">●</span>
4.1.1.2.1	Create opportunities for the development of local stories and local identity through a variety of performing arts activities	The Civic Theatre celebrated it's 60th anniversary in June showcasing local talent at a gala performance. Local residents were encouraged to tell their stories and memories and to share historical photos for display purposes. A series of short videos were developed to celebrate the history of the venue that was featured on the Civic Theatre website and social media platforms.	Civic Theatre	100%	<span style="color: green;">●</span>
4.1.1.3.1	Present Art Gallery exhibitions and programs that feature local and regional artists and their stories	Presentation of local and regional artists at the Wagga Wagga Art Gallery during this period includes: Future Photographers Lab (24 Sept - 4 Dec 2022) comprising of 7 local photographers (2 mid career, 5 early career); 8 More The Art Factory' (24 Sept - 22 January) including 4 established and 4 early career artists; Regional Artist Development Exhibitions program presenting the work of Georgia Crowden, Rachelle Mascini and Tracey Jones; Mayinyguwalgu ngunggirridyu exhibition (5	Art Gallery	100%	<span style="color: green;">●</span>



Code	Action	Annual comment	Primary Responsibility	Progress	Status
		Nov 2022 - 5 February 2023) featuring the work of 12 artists from the Hands on Weavers group; Going Feral (5 Feb- 2 July 2023), presenting the work of 4 local early career artist and Juanita McLauchlan's Gii Mara Bula (13 May - 20 August 2023) solo exhibition.			

### Value our heritage

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.2.1.1	Celebrate our heritage through arts and culture programs and projects	During this period maintenance was undertaken on the Public Art Collection with repairs and restoration undertaken on the tiled artworks on Baylis St, the 'Wiradjuri Mural' on the exterior of the Civic Centre, 'Wilga Sticks' in Koorungal, and the Michael Murphy roundabout artworks on Peter Street. A detailed condition assessment of the whole collection was undertaken by professional art conservators to determine future maintenance requirements and priorities. The Public Art Audio Trail - Stages 1 and 2 were completed and promoted to the community and visitors to the City.	Community	100%	●
4.1.2.1.2	Incorporate cultural heritage in the design of public spaces	Strategic planning for the city continues to consider cultural heritage in the design of public spaces such as the Riverside Precinct.	City Strategy	5%	●
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	100%	●
4.1.2.2.2	Assess and determine development against relevant state and local planning controls and their objectives to ensure heritage and the distinct characters of our urban villages are protected and conserved	The Heritage Grants Program has been completed for 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	100%	●

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.3.1.1	Progress the Master Plan and funding options subject to any decisions of Council	The Wagga Wagga Civic Theatre Masterplan was completed in April 2022. The masterplan was presented the a Councillor workshop on 15 May 2023 in preparation for this proposal to go on public exhibition, seeking community feedback at the same time with the Riverside 3 masterplan which is currently in development.	Civic Theatre	100%	●
4.1.3.2.1	Continue to implement the Cultural Plan 2020-2030	The implementation of the Cultural Plan continued during this period including: 1.02 Improve the Wagga Wagga City Library Service - The Standalone Library Service completed its first 12 months of service with the new Agile Library Service now services nine suburban locations and nine rural villages across the Wagga Wagga Local Government Area on a regular basis; 1.03 Expand the Wagga Wagga Civic Theatre - Masterplan presented at Councillor workshop 15 May 2023 in preparation for this proposal to go on public exhibition, seek community feedback at the same time with the Riverside 3 masterplan 1.04 Activate the Botanic Gardens precinct and upgrade the Museum of the Riverina - redeveloped Museum of the Riverina site at the Botanic Gardens opened to the public February 2023; 2.12 Develop a Live Music Kit for community events in parks and open spaces - the Live Music Kit was utilised for the Back to School Party event at Tolland and the Youth Week 2023 Busking Competition. 2.14 Develop and support programs that increase live music and production skills - Trainee partnership between Wagga Wagga Civic Theatre and Melbourne Arts Centre established. 2.30 Implement the recommendations of the Disability Inclusion Action Plan relating to arts and cultural activities - a programming highlight during this period was the In Motion: All Abilities Beginners Contemporary Dance Class on the Civic Theatre stage as part of the FRESH program in April 2023.	Community	100%	●
4.1.3.3.1	Continue to implement the Public Art Plan 2022-2026	The implementation of the Public Art Plan continued during this period including the following: River Life - An expression of interest was advertised with two Wiradjuri artists chosen by a selection panel of Elders and community members from Mawang Gaway; 'Many Dances' sound installation was commissioned for the Festival of W, inspired by the meaning of	Community	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		Wagga Wagga being 'place of many celebrations or many dances' and features local First Nations dancer Ivy Simpson; Artist Alex Sugar was commissioned to produce a mural for the community of Humula, to be installed on the exterior walls of the Bush Fire Brigade Shed. This mural will honour the history of firefighting and local flora and fauna; and artist Damien Mitchell was commissioned to carry out workshops with students from Mount Austin High School to develop and produce creative designs for selected laneways treatments in Mount Austin.			
4.1.3.4.1	Deliver the Civic Theatre's performing arts season	During this period the Civic Theatre presented The Wharf Revue Looking for Albanese, On by Circa, 360 Allstars, Prima Facie, The Twits, Are We There Yet? along with Silver Circle shows Keith Potger, the 60th Anniversary Singalong and four performances from the Australian Army Band Kapooka. Local talent was celebrated and showcased in the Live Local Original Everybody Loves Jazz event in April and the 60th Gala Concert in June.	Civic Theatre	100%	●
4.1.3.4.2	Develop and implement a diverse exhibition and public program schedule through the Museum	A highlight during this period was the reopening of the Museum of the Riverina's Botanic Gardens site which includes new exhibition gallery spaces along with a community learning space that is available to be booked by community groups. Regular school and Adult group tours have recommenced at this site with positive feedback received on the new interactive displays.	Museum	100%	●
4.1.3.4.3	Implement the new standalone service delivery model through the Wagga Wagga City Library service to improve access to library services across the Local Government Area	The new standalone library service model commenced on 1 July 2022. The library maintained and developed a digital collection consisting of 35,873 eBooks and graphic novels, 8723 eAudiobooks, and 4802 eMagazines, with a total circulation of 47,542 titles. The number of databases was increased to 30 resulting in 59,683 downloads in this reporting period. The new Agile Library service has increased community access to library collections and programs at 18 suburban and rural village locations across the Local Government Area.	Library Services	100%	●
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 Neighbourhood Community Centres located in Ashmont, Tolland, and Koorngal. 163 lifelong learning programs were	Library Services	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		<p>presented at all 18 Agile Library locations in suburban and rural village locations across the local government area including Tech Savvy Seniors classes, Zine making, science education, digital animation and watercolour workshops. During this period the Agile Library Services hosted a classical music concert at the Galore Hall with Riverina based trio Espressivo with 30 people in attendance and the Ladysmith Hall was activated with a music and song writing workshop with children's entertainers the Vegetable Plot with 71 community members attending. Partnerships with various playgroups were established with 38 Storytime sessions for Multicultural and First Nations families in Tolland and Ashmont presented by the Agile Library Service.</p>			
4.1.3.4.5	Investigate new service delivery models through the Museum service to improve access and develop new audiences	<p>A program highlight developed by the museum in partnership with Mawang Gaway, ANU and the Australian Museum was the presentation of a 3 day symposium on contemporary museum practice with a particular focus on the return of objects. This symposium was livestreamed with participants attending the face to face symposium presentations at the CSU Riverina Playhouse along with livestream audiences from across the globe.</p>	Museum	100%	<span style="color: green;">●</span>
4.1.3.4.6	Provide a library service that is socially inclusive, culturally rich and learning centred	<p>Program highlights during this period included the delivery of a Tech Savvy Seniors and art workshop programs at the rural villages including Uranquinty, Oura, Tarcutta, Collingullie, Ladysmith and Galore community halls. Stop motion animation workshops for young people were presented at Humula, Tolland, Uranquinty, Ladysmith, Ashmont and Koorinal and a Wagga Wagga Zine Zine workshop series was held at suburban and rural village locations with youth audiences from culturally and linguistically diverse backgrounds, Wiradjuri and First Nations, and LGBTQI+. The introduction of the Wagga Wagga City Library App as part of the standalone library service has increased member access to loans, renewals and reserves and community events information as well as providing a user friendly catalogue interface.</p>	Library Services	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.3.4.7	Provide and facilitate the hire of the Civic Theatre to community and commercial users	A presentation highlight during this period was SoACT's presentation of The Pirates of Penzance which was scheduled to be presented in 2023 to celebrate the Civic Theatre's 60th anniversary.	Civic Theatre	100%	●
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	All exhibitions presented during this period had integrated public engagement and education programs. Innovative programming included the Regional Artists Delivery programs enabling opportunities for artists in our region. Exhibition partnerships were developed with Oz Glass (Vicki Torr) and Glass Chrysalis (Jam Factory and Canberra Glassworks) and the Art Gallery was the recipient of the Sir William Dobell Exhibition Grant for 'Precious'. The Art Gallery also received funding from the National Library of Australia's Community Heritage Fund to research and develop a 'Significance Report' on the national Art Glass Collection Glass in recognition of its national significance.	Art Gallery	100%	●
4.1.3.4.9	Reopen the Museum Botanic Gardens site and activate the Botanic Gardens precinct	The Museum of the Riverina's Botanic Gardens site reopened to the public in February 2023.	Museum	100%	●

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.4.1.1	Continued development of collections, programs and resources that support our multicultural community	With the establishment of the Wagga Wagga City Library standalone service from 1 July 2023, the Multicultural Services Officer role was increased to a full-time position, allowing an increase in programs to be offered. Culturally and Linguistically Diverse (CALD) community members participated in a diverse range of targeted multicultural program sessions including: 132 Language Café sessions supported by 41 volunteers, including the popular Learn English Summer Sessions, held in January 2023 which attracted 119 participants; the Learn English and Play (LEAP) program connected with CALD families living in the suburbs of Estella and Ashmont and was financially supported by the Scanlon Foundation; 26 Storytime sessions to support TAFE Riverina's Multicultural Playgroup at the Glenfield & Neighbourhood Centre were delivered;	Library Services	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		and a total of 273 participants attended 30 Tech Savvy Community sessions delivered in Dari, Burmese and Kurmanji. A further expansion of the library's Community Language collection has been achieved this year with the addition of 1,200 resources in 19 languages to the eLibrary collection.			
4.1.4.1.2	Deliver a diverse and inclusive annual schedule of social and community events, programs and projects	Council delivered events and programming on multiple throughout the year designed to acknowledge and celebrate the contribution that people from Culturally and Linguistically Diverse (CALD) backgrounds including World Refugee Day event, FUSION - multicultural street festival along with regular programming delivered by the Wagga Wagga City Library including Language Cafe and Learn English and Play programs.	Social Planning	100%	●

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.5.1.1	Ensure land use planning decisions protect the ongoing growth and operation of the Kapooka Army Barracks and Royal Australian Air Force military air base	The LSPS recognises the importance of Defence facilities in Wagga and seeks to protect these critical assets from inappropriate encroaching development.	City Strategy	10%	●

#### Support and grow strong and resilient village and neighbourhood communities

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.6.1.1	Monitor and report against Council services, programs and projects to ensure they continue to meet the needs of our village and neighbourhood communities	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. The results are reported via Council's Operational Performance Reports every six months available on Council's website.	Community	100%	●
4.1.6.1.2	Ensure Council's communications campaigns and engagement activities provide opportunities for our village and	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. The	Communications and Engagement	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	neighbourhood communities to be informed of and participate in decisions that shape Wagga Wagga	Communication and Engagement team are championing key stakeholder groups to be included and accounted for when any engagement is being designed by either Council staff or consultants.			
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.	City Strategy	5%	●
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: Yoga at Ladysmith Hall for the local and broader community twice a week (Neighbourhood & Rural Villages category), come 'n' try sessions with Bidgee Dragons Inc at Lake Albert (Neighbourhood & Rural Villages category), rewilding the Downside Recreation Reserve with the planting of 671 local indigenous trees and shrubs (Natural Environment category), 'Fit for Life' program for high school aged children through PCYC Wagga Wagga (Community Programs & Projects category), and repair and upgrade to the Humula Citizens Sports Club electricity supply and cabling (Rural Halls category)	Community	100%	●

### Provide services that contribute to Wagga Wagga being family friendly

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.7.1.1	Implement a prioritised program of improvements to ensure our community spaces and places are multi-functional and available to meet current and future needs of children and families in our community	Lake Albert Hall- upgraded security with access control, alarm monitoring and CCTV system. Painting to external cladding & internal walls. Sand and recoat timber flooring. Renewed fascia and guttering. Ngurra Ashmont Hub - upgraded safety for children with additional fencing, improved access with addition to concrete path and painted all internal rooms. .	Facilities Maintenance and Management	90%	●
4.1.7.2.1	Review and amend planning instruments to ensure development contributes to connectivity between existing and proposed landscape corridors,	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	10%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	public spaces, and walking and cycling networks				

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

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.8.1.1	Coordinate annual events schedule to celebrate and showcase Wiradjuri and First Nations Peoples culture and heritage significant dates	Council coordinated annual events, scheduled to celebrate and showcase Wiradjuri and First Nations Peoples culture and heritage including Apology Day, Sorry Day, Reconciliation Week and NAIDOC Week celebrations.	Social Planning	100%	●
4.1.8.2.1	Continue to implement the Reconciliation Action Plan	Council's Reconciliation Action Plan was formally adopted on 13 Feb 2023. There have been an increase in First Nations consciousness across the organisation with the creation of a First Nations news portal Bawamarra, that promotes Council and community achievements, opportunities, events and initiatives. The installation and inclusion of an Acknowledgement of Country utilising Wiradjuri and English language in Council facilities and at Council meetings and events has progressed Council's commitment to supporting and acknowledging the importance of Wiradjuri and First Nations people, their culture and identity. The expanded number of offerings for events and programming on Aboriginal significant dates and regular consultation with Wiradjuri and First Nations groups like Mawang Gaway have also demonstrated Council's ongoing commitment.	Social Planning	100%	●
4.1.8.3.1	Continued development of collections, programs and resources that support Wiradjuri and First Nations cultural heritage	The Agile Library Service has connected this year with the Wiradjuri and First Nations Playgroups in the suburbs of Tolland and Ashmont. Wiradjuri and First Nations Tech Savvy classes were also delivered at three suburban neighbourhood centres including Ashmont, Tolland and Koorngal as part of a national pilot project. This program was funded by TELSTRA and facilitated by Indigenous tutors employed to support this program. A notable addition during this period to the Wagga Wagga City Library collection was the Growing up Wiradjuri publication, featuring stories eight Wiradjuri Elders and edited by Dr Anita Heiss.	Library Services	100%	●



Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.1.8.4.1	Present Art Gallery exhibitions and programs that feature Wiradjuri and First Nations artists and their stories	Wiradjuri and First Nations exhibitions presented during this period include: Utopia Silks (2 Sept - 30 Oct 2022); Land Prints - Indigenous Prints from the collection of Wagga Wagga Art Gallery (2 Sept - 30 Oct 2022); Mayinguwalgu ngunggirridyu (Hands on Weavers) 5 Nov 2022 - 5 Nov 2023); HOME Program - Wiradjuri school children (5 Nov 2022 - 29 January 2023) and Juanita McLauchlan's Gii mara bula (13 May - 20 August 2023) solo exhibition.  Wiradjuri and First Nations programs presented during this period include: Ella Havelka and Australian Ballet Education team including dance workshops and performances (Nov 2022 and January 2023); Style Me Up program with Aunty Cheryl Penrith in Sept / Oct 2022 and again in May / June 2023.	Art Gallery	100%	●
4.1.8.4.2	Present Museum exhibitions and programs that feature aspects of Wiradjuri and First Nations cultural heritage	An exhibition highlight during this period was the launch of the new Wiradjuri Gallery as part of the redevelopment works at the Museum's Botanic Gardens site.	Museum	100%	●
4.1.8.4.3	Present performance and events that feature Wiradjuri and First Nation's culture	Programming highlights during this period include showcasing Wiradjuri and First Nations local artists in the Balcony Sessions including Geoff & Ivy Simpson, along with a Riverina Comedy Club show with Dane Simpson. The 60th Gala Concert in June 2023 showcased the talents of the Ashmont Public School dancers and Geoff & Ivy Simpson.	Civic Theatre	100%	●

### ***Our community feel welcome, included and connected***

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

Code	Action	Annual comment	Primary Responsibility	Progress	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	Key projects: Upgraded security with additional CCTV network at Wilks Park and Botanic Gardens. Women's Shed Beckwith St - Replaced roof. Civic Theatre - upgraded lift controls.	Facilities Maintenance and Management	95%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	needs of the community.				
4.2.1.2.2	Continue to implement the All Abilities Inclusion Action Plan	The All Abilities Inclusion Action Plan was implemented with a key focus on the activation of community spaces to promote community connectedness. Council led programs and events considered accessibility including: quiet spaces programmed at Spring Jam Children's Festival, sensory sessions programmed at Festival of W, track matting provided for mobility access at the Back to School Party event in Tolland in partnership with TARP grant funding received from NSW Transport, all ability dance and learn to skate sessions delivered during Youth Week 2023 and Auslan interpreters present at the International Day of People with Disability event that featured keynote speaker and Paralympian Joany Badenhorst.	Social Planning	100%	●

#### Provide programs and activities to bring us together

Code	Action	Annual comment	Primary Responsibility	Progress	Status
4.2.2.1.1	Deliver learning and community programs, events, exhibitions and partnerships through the Civic Theatre	Program highlights during this period included: Plug & Play mentoring program for young musicians performed at the River and Wren markets; The Civic Theatre's 60th Gala Concert showcased emerging talent from the Riverina Conservatorium of Music and other local talent and the Live Local Original program in April gave young musicians an opportunity to demonstrate their love of jazz; Interactive digital workshops to support the performances of 'Are We There Yet?' were delivered with successful take up particularly with small remote public schools in the region including Brungle, Uranquinty and Bribbaree, St Josephs Finley, Tumut and Cootamundra.	Civic Theatre	100%	●
4.2.2.1.2	Deliver learning and community programs, events, exhibitions and partnerships through the Library that address key priorities	Bimonthly library experience exit surveys were conducted at 6 diverse events consistently demonstrated a mean satisfaction rate of 97.8 %. In addition to regular Storytime sessions at the main library, sessions were also delivered in the rural villages during this period at Ladysmith, Tarcutta, and Uranquinty and at suburban locations in Tolland, Glenfield Park, Ashmont, and Koorngal. One Book One Wagga celebrated it's 10-year anniversary with author Robbie Arnott	Library Services	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		other author visits during this period included Wiradjuri author Anita Heiss, Professor of Ecology at Griffith University, Darryl Jones, and Australian Children's Poet Libby Hathorn. Language Café continued to offer English conversation classes on a weekly schedule and new multicultural program, Learn English and Play (LEAP), addressed an identified need to provide access to English conversation classes to families with young children from non-English speaking backgrounds in suburban locations across the city including Estella and Ashmont. Pop-up Agile Library services occurred at Fusion Botanical and Spring Jam festivals. The Wagga Wagga City Library also facilitated live streaming access to All About Women festival, in partnership with Wagga Women's Health Centre, and Live & Local, in partnership with Sydney Writers Festival 2023.			
4.2.2.1.3	Deliver learning and community programs, events, exhibitions and partnerships through the Museum	A highlight during this period was the reopening of the Museum's Botanic Gardens site in February 2023. School and Adult tours have recommenced include a Saturday morning tour option for individuals , groups, families and visitors to the City.	Museum	100%	●
4.2.2.1.4	Increase and develop audience participation through Exhibition, Learning and Engagement programs	Exhibition, Learning and Community Engagement highlights during this period included the launch of Green 2023 - Year of Environmental Exhibitions and Programs with 3 exhibitions, 3 Regional Artist Development residencies, 2 seasonal exhibition launches, and an exhibition partnership with the Museum of the Riverina for 'Going Feral' being delivered. All major exhibitions were accompanied by public program activities and events for example the 'Young Archies and the Archibald Prize fund raiser dinner with the Friends of the Wagga Wagga Art Gallery; Artcamp Summer School holiday program and the 'Take off at 4' term based art classes for children and the Jackdaw 'Green Screen' Easter holiday films for kids and families were presented. A fully subscribed Stretch Move Connect (SMS) 50 years + program for over 50 year olds including weekly after hours art classes and morning stretch and yoga classes was also delivered during this period.	Art Gallery	100%	●

## The environment

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

#### Ensure sustainable urban development

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.1.1.1.1	Continue to implement the Local Strategic Planning Statement 2040	Council continues to implement the LSPS 2040 with preparation of the Wagga Housing Strategy and CBD Masterplan both commenced.	City Strategy	20%	<span style="color: orange;">●</span>
5.1.1.2.1	Develop a structure plan for the Northern Growth Area	Council has completed a Concept Structure Plan for the NGA and has now progressed to prepare a tender to undertake the technical studies to ground truth and Concept Structure Plan and inform future phases of public consultation.	City Strategy	40%	<span style="color: green;">●</span>
5.1.1.2.2	Develop and implement a City Centre Master Plan	Council has commenced the delivery of a CBD Masterplan, with consultants preparing an engagement strategy that will inform the next steps of engagement with the business and broader community.	City Strategy	10%	<span style="color: green;">●</span>
5.1.1.3.1	Assess and determine development applications, construction certificates, complying development applications and manage risks through monitoring their compliance	BIC - 59%. Total 207 determined, 123 within. S68 (not combined with DA's) - 77%. Total 489 determined, 375 within 7 days. CDC - 43%. Total 99 determined, 43 within 20 days. CC - 57%. Total determined 455, 261 within 40 days. 10.7 - 77%. Total processed 2,124. 1,647 within 7 days. DA - 55%. Total determined 720, 403 within 40 days. DD - 66% within 5 days. Total 1,450 processed. All applications within this Action are reliant on sufficient information lodged, Officers availability for assessment/inspection and workload. Staff numbers and increase in Applications lodged, expected previously agreed timeframes will be difficult to achieve. Also during this period there were an increase in all applications due to property improvements or sale of properties therefore reflecting in the processing times.	Development Assessment and Building Certification	100%	<span style="color: green;">●</span>
5.1.1.4.1	Assess and determine public section 68 applications ensuring compliance with engineering standards and development conditions.	22 Public section 68 Applications were applied for	Subdivisions	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.1.1.4.2	Assess and determine subdivision development applications and subdivision works certificates ensuring compliance with engineering standards and development conditions	4 Subdivision Works Certificates were applied for. 22 Subdivision Certificate applications were applied for.	Subdivisions	100%	<span style="color: green;">●</span>
5.1.1.5.1	Present planning proposals to Council within six months of lodgement	There are no outstanding planning proposals to report to council from the reporting period.	City Strategy	100%	<span style="color: green;">●</span>
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	Action is being undertaken to address minor DCP issues before completion of this component.	Development Assessment and Building Certification	15%	<span style="color: green;">●</span>
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	Action is being undertaken to address minor DCP issues before completion of this component.	Development Assessment and Building Certification	15%	<span style="color: orange;">●</span>
5.1.1.7.1	Assess and process infrastructure contributions required for complying development certificates and development applications	All category two development applications and all complying development certificates have been assessed against the contribution plans and contributions applied if appropriate.	City Strategy	100%	<span style="color: green;">●</span>
5.1.1.7.2	Manage developer agreements as required in line with Council's policy	Council has adopted contribution plans for Section 7.11, 7.12 and Section 64 Sewer and Stormwater.	City Strategy	100%	<span style="color: green;">●</span>
5.1.1.7.3	Monitor project delivery, infrastructure contribution income	Project delivery, costs and infrastructure contribution income are managed in Council's systems and reported on in the	City Strategy	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	and Reserve balances of infrastructure contributions	Annual Plan and Annual Financial Statements.			
5.1.1.7.4	Update the Sewer Development Servicing Plan	This project is on hold, awaiting updated input data.	City Strategy	0%	<span style="color: red;">●</span>
5.1.1.7.5	Update the Stormwater Development Servicing Plan	This project is on hold awaiting updated input data.	City Strategy	0%	<span style="color: red;">●</span>

### Provide for a diversity of housing that meets our needs

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.1.2.1.1	Collaborate and advocate for urban renewal opportunities with State and Federal Government	Council continues to work with Land and Housing Corporation regarding a planning proposal to rezone land and develop an inclusive masterplan for the renewal of the Tolland Estate. Council also engaging with the owners of the Toll site to identify potential multi story residential development opportunities in conjunction with DPE. Council is seeking potential funding opportunities for short term residential development at Farrer Road. Council is working with DPE and DRNSW around opportunities for build to rent residential opportunities in central Wagga.	City Strategy	30%	<span style="color: green;">●</span>

### Our natural areas are protected and enhanced

#### Preserve and improve our natural assets

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.2.1.1.1	Continue to implement the Biodiversity Strategy: Maldhangilanha 2020-2030	Implementation of key actions from the Biodiversity Strategy this year have included: - work on developing a draft Plan of Management for the Murrumbidya Wetland - work on developing a draft Arboreal Mammal Habitat Plan - removal of willows, coco palms and privet along a 1.5km stretch of the Murrumbidgee River, with the addition of 1000 native grass seedlings to prevent erosion - workshops for the community on bee hotels and seedling propagation have been held - community seedling giveaways have been held as part of the One Tree for Me (OT4M) program	Environmental Management	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		- partnering with Local Land Services to help implement baseline surveys for Squirrel Glider management in the Tarcutta area.			
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 and a floating reed bed made from recycled materials has also been installed to provide safe nesting habitat for water birds.	Environmental Management	100%	<span style="color: green;">●</span>
5.2.1.2.2	Continue to implement Management Plan actions for the Birramal Conservation Area and the Marrambidya Wetland	A project to control erosion at the Birramal Conservation Area was successfully carried out and should also extend the life of the Wiradjuri Walking Trail in the impacted area. As part of the rehabilitation works planting was carried out to improve habitat for threatened species. Impacts from flooding at the Marrambidya Wetland were addressed through maintenance of the gunyahs at the cultural demonstration area, and maintenance along the tracks was carried out to improve mobility of visitors and emergency vehicle access.	Environmental Management	100%	<span style="color: green;">●</span>
5.2.1.3.1	Continue to implement Council's Priority Weed Management Program in accordance with the Regional Weeds Action Program	Council implemented inspection and control programs within public reserves and roadsides for priority weed species in line with the requirements of the Weed Action program. Over 200 private property inspections for priority weeds were completed. Community extension and engagement activities were conducted at the Henty Field Days, at Uranquinty in conjunction with the Agile Library van, at Birramal for the CSU grasslands management forum and for the University of the third age (U3A) group.	Environmental Management	100%	<span style="color: green;">●</span>
5.2.1.3.2	Continue to implement the Roadside Vegetation Management Plan	Green guideposts have been installed on roadsides to indicate the presence of 'High Conservation Value' vegetation, and red guideposts have been installed on roadsides infested with listed 'Priority Weeds'. Red guidepost sites on roadsides were continually monitored and managed to prevent further spread of priority weeds from these areas.	Environmental Management	100%	<span style="color: green;">●</span>
5.2.1.4.1	Develop an Arboreal Mammal Management Plan	A draft Arboreal Mammal Management Plan has been developed for Council consideration. The plan is a 10-year document which aims to protect, enhance, and increase targeted habitat in the Wagga Wagga Local	Environmental Management	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		Government Area to help increase arboreal mammal population numbers.			
5.2.1.4.2	Implement actions to improve connectivity of habitats for threatened species	Council have undertaken revegetation projects at Bomen (in partnership with Westpac and Spark) and at Flowerdale (in partnership with Urban Landcare) to help increase the extent of native vegetation and improve connectivity for our threatened species. The 'One Tree 4 Me' project has also contributed to this in urban areas with thousands of native seedlings being planted in local backyards.	Environmental Management	100%	●
5.2.1.5.1	Conduct monitoring and reporting to ensure compliance with relevant legislative requirements relating to sewer, storm water and flood maintenance	Annual returns on Environmental Protection Licences have been submitted with all the minimum standards of performance for the treatment and discharge of sewage being met.	Environmental Management	100%	●

### *Our built environment is functional, attractive and health promoting*

#### Look after and maintain community assets

Code	Action	Annual comment	Primary Responsibility	Progress	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 included the Transport Asset Category. Unfortunately, the contractor engaged to undertake the comprehensive condition assessments of the transport network has experienced delays. Staff are working with NSW Audit Office staff in regards to audit timeframes and potential options.	Finance	75%	●
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 continued to be done monthly over the reporting period.	Parks and Strategic Operations	100%	●
5.3.1.2.2	Provision of cemetery and crematorium facilities and services including the management and maintenance of Wagga Wagga Lawn Cemetery, Monumental	We had new staff for a period during the reporting period which cleared the memorial backlog and have been completing customer quote requests within a 1-week turnaround. We then lost a staff member out in the office and this relapsed, recruitment was conducted and was successful to fill this void in June this year so we are back on track. This has seen a considerable jump in memorial income and we were above the forecasted revenue for	Parks and Strategic Operations	100%	●



Code	Action	Annual comment	Primary Responsibility	Progress	Status
	Cemetery and four rural cemeteries	cremation memorialisation. 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 2 hours of being notified. Surcharges are also reported to the EPA as required.	Sewer, Stormwater and Flood Maintenance	100%	●
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, Stormwater and Flood Maintenance	100%	●
5.3.1.3.3	Prepare and complete the annual Closed-Circuit Television (CCTV) inspection and jetting program	The annual CCTV inspection and jetting of sewer lines to enable the sewer rehabilitation program to progress was completed in February 2023.	Sewer, Stormwater and Flood Maintenance	100%	●
5.3.1.3.4	Provide, renew and upgrade sewer assets in accordance with the Sewer Management Plan	The annual sewer main rehabilitation program was completed in line with budget allocations	Sewer, Stormwater and Flood Maintenance	100%	●
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, Stormwater and Flood Maintenance	30%	●

### Create an attractive city

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.3.2.1.1	Manage Council's Street Trees and deliver a sustainable proactive street tree maintenance program to monitor the health and risk aspects of our tree assets	Staff levels in tree operations have been a challenging factor. Recruitment for 3 vacancies are being conducted in August 2023. 1,143 customer requests with only four full time employees in the crew. This has meant that we haven't been able to complete all requests within the specified timeframe. All requests have been responded to and have had notes added within five days. Tree Preservation Orders - the team are using i-Auditor to complete these now	Parks and Strategic Operations	100%	●

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		and since its inception this process has had a 100% completion rate within the time frame and has continued to do so for the reporting period. 569 Street Trees have been planted during this period and 156 trees have been planted in parks and reserves in this period.			
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	Resourcing is still an issue. With recruitment of the team in progress presently this will become a focus for the 23/24 reporting period.	Parks and Strategic Operations	0%	<span style="color: red;">●</span>
5.3.2.2.1	Deliver a sustainable maintenance program to ensure our parks and public spaces are suitable and accessible to all	New resources being available have assisted in the delivery of the 4 week mowing programs across our Parks and reserves that are maintained by the open space crews. The above average rainfall over the autumn and winter period has made accessing certain areas challenging due to the wet ground conditions. The trialing of the open space services team which is responsible for spraying in the city limits, mowing the levee banks in the city and villages, and our irrigation assets has also taken these peripheral jobs off the open space team leaders so they can focus on their core business of amenities horticulture. the four open space teams have had 480 customer requests this financial year. The open space teams have also been responsible for roadside mowing and spraying during fire season to help reduce the fuel loads.	Parks and Strategic Operations	100%	<span style="color: green;">●</span>

### Improve the facilities of our spaces and places

Code	Action	Annual comment	Primary Responsibility	Progress	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 is in line with program and budget.	Facilities Maintenance and Management	90%	<span style="color: green;">●</span>

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

### Educate and engage our community in sustainability

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.1.1.1	Coordinate environmental activities for the community to participate in and encourage participation in conservation initiatives	Council coordinated a number of activities for the community to participate in including the Spotlight Night event at Silvalite Reserve, National Tree Day planting at Flowerdale, Clean Up Australia Day, 'One Tree for Me' seedling giveaways at Tolland, Ashmont, Glenfield and Mount Austin, Native Seed Propagation and Native Bee workshops in conjunction with ErinEarth, and collaborated with Headspace and Landcare on the 'Mental Health & Nature' program and the Murrumbidgee Landcare school holiday workshops.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.1.1.2	Provide environmental education workshops and programs to improve community awareness of the importance of environmental issues	Council provided numerous workshops to schools and community groups including wetland tours, salinity tours, talks on biodiversity and catchment management. Council also facilitated several programs for the wider community such as the ' Aussie Backyard Bird Count', 'Garage Sale Trail', 'Beyond the Yellow Bin' recycling tour and the 'Future Now' exhibit.	Environmental Management	100%	<span style="color: green;">●</span>

### Work towards net zero emissions for Council by 2040

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.2.1.1	Implement priority actions from Council's Corporate Net Zero Emissions 2040 Strategy	Council has progressed the following actions as part of the Corporate Net Zero Strategy: - commenced the Power Purchase Agreement with Iberdrola for our large market sites and streetlighting on 1 Jan 2023 - transitioned two additional petrol pool vehicles across to electric vehicles - tendered for an all-electric upgrade of the Jim Elphick Tennis Centre - installed a new solar system on the Bob Osborne Skills Centre.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.2.1.2	Monitor and report on Council's water, energy, waste, and carbon emissions	Council's last Annual Report on the Community Strategic Plan reported on both Council and Community emissions data.	Environmental Management	100%	<span style="color: green;">●</span>

**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	Annual comment	Primary Responsibility	Progress	Status
5.4.3.1.1	Lobby State and Federal Government to address barriers to the take up of renewable energy, energy efficiency and sustainable transport	Council 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	100%	●
5.4.3.1.2	Seek funding to prepare a Climate Change Mitigation Strategy outlining Council's support and tools available for the community's transition	The NSW Sustainable Councils team is funding a 'Joint Organisation Net Zero Accelerator' program (JONZA). The program is funding a Net Zero Officer within each of the NSW Joint Organisations for one year to help facilitate the transition to Net Zero for their member Councils. The program will run until March 2024, and Wagga Wagga is participating as part of the Canberra Region Joint Organisation (CRJO).	Environmental Management	100%	●
5.4.3.1.3	Continue to collaborate with State and Federal Government and key stakeholders for effective and impactful climate change initiatives to support our community to reach 50% reduction in emissions compared to 2005 levels by 2030 and to achieve Net Zero Emissions by 2050	Collaboration with relevant government agencies and community consultation was undertaken to develop a draft Community Net Zero Emissions 2050 Roadmap for Council consideration.	Environmental Management	100%	●
5.4.3.1.4	Develop a Community Net Zero Emissions Roadmap in consultation with our community and key stakeholders	Collaboration with relevant government agencies and community consultation was undertaken to develop a draft Community Net Zero Emissions 2050 Roadmap for Council consideration.	Environmental Management	100%	●
5.4.3.1.5	Facilitate 6 monthly forums comprising of representatives of relevant community and business groups with State Government agencies to discuss the approach to community net zero emissions	Community net zero forums were held in November 2022 and March 2023 with representatives from government, business, industry, agriculture and the wider community invited to participate and provide input into the Community Net Zero Emissions 2050 Roadmap.	Environmental Management	100%	●

### Adapt to our changing environment

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.4.1.1	Identify and implement actions to reduce our reliance on potable water consumption in parks and public spaces	Water usage last year was down on average again this year due to the above average rainfall experienced again this year. We have recruited an irrigation plumber who has audited the irrigation systems across our sportsgrounds and Parks over the last 9 months to identify potential water saving improvements that can be implemented including but not limited to Moisture meters, Sprinkler upgrades, Controller upgrades. we have now upgraded all the oval.		100%	<span style="color: green;">●</span>
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. This also identifies community resources such as facilities with cool spaces, water stations and shaded parks and carparks that community members can access.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.4.3.1	Provide environmental education programs to empower a climate resilient community	Council has run several education programs to empower a climate resilient community including: <ul style="list-style-type: none"> <li>- community workshops to raise awareness and gather information on climate change and resilience in conjunction with the Canberra Region Joint Organisation (CRJO)</li> <li>- facilitated a 'Riverina Climate Update' event by Australian National University in collaboration with the Charles Sturt University and the Kildare Catholic College</li> <li>- hosted the 'Future Now' exhibit from the Australian Museum focusing on the themes of Smart Towns, Clever Homes and Caring for our Country.</li> </ul>	Environmental Management	100%	<span style="color: green;">●</span>
5.4.4.4.1	Implement priority actions from the Urban Cooling Strategy	Council has been implementing a number of priority actions from the Urban Cooling Strategy including: <ul style="list-style-type: none"> <li>- completing a shade audit for local playgrounds</li> <li>- completing a shade audit for local bus stops</li> <li>- increasing the urban canopy through planting additional shade trees in parks and near active travel paths</li> <li>- providing residents with native seedlings to plant in their garden through the 'One Tree for Me' program</li> </ul>	Environmental Management	100%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
		- made data and imagery publicly available via an online 'Urban Heat & Canopy Mapping Tool' for 27 suburbs around Wagga Wagga.			
5.4.4.5.1	Review and implement priority actions in Asset Management Plans	Along with the asset management appointments, we have prioritised the LTFP and delivery programs for the purposes of immediate action items. Asset inspections have occurred for the transport assets.	Project Management Office	100%	<span style="color: orange;">●</span>

### Minimise our impact on the environment

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.5.1.1	Complete required State and Commonwealth annual environmental reporting	All required reports for Council facilities with an Environmental Protection License or a National Greenhouse Emissions Reporting requirement have been submitted. This includes the Gregadoo Waste Management Centre, the Livestock Marketing Centre and the Sewerage Treatment Plants.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.5.1.2	Undertake monitoring program for the former landfill and former gasworks	The post-remediation monitoring required by the NSW Environmental Protection Authority (EPA) is continuing at the former Tarcutta Street Gasworks site every six months. Consultants have prepared a Long-Term Environmental Management Plan for the Former Wiradjuri Landfill containing control measures for site maintenance and routine monitoring of groundwater and landfill gas which will be on-going.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.5.1.3	Undertake water quality monitoring program for natural waterbodies	Council's monitoring of groundwater was completed for its network of 200 urban salinity piezometers. Ongoing water quality monitoring of Lake Albert, Wollundry Lagoon, Flowerdale Lagoon, and the Murrumbidgee River has been completed. Lake Albert was sampled 20 times during 22/23 with five alerts for poor water quality due to blue green algae being issued.	Environmental Management	100%	<span style="color: green;">●</span>
5.4.5.2.1	Develop a local Offsets Policy	This action will commence in October 2023.	Environmental Management	0%	<span style="color: red;">●</span>
5.4.5.2.2	Review and update environmental impact assessment process	The appointment of an Environmental Project Officer occurred; however they left the organisation a week later due to family circumstances. Work is now on hold whilst recruitment occurs.	Project Management Office	10%	<span style="color: red;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.5.3.1	Continue to implement the Underground Petroleum Storage Systems Regulation 2019	The management of the potentially contaminated land register is an ongoing process working 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	100%	<span style="color: green;">●</span>
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	Maintenance of the contaminated land register is an ongoing process.	Development Assessment and Building Certification	100%	<span style="color: green;">●</span>
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	50%	<span style="color: green;">●</span>
5.4.5.4.1	Deliver kerbside waste collection services	Services provided as per contracts	Gregadoo Waste Management Centre	100%	<span style="color: green;">●</span>
5.4.5.4.2	Develop a business case for an asbestos and slag cell	Business case developed and cell designs completed but Asbestos & Slag cell project currently on hold due to Transgrid's additional easement & Environmental requirements for GWMC site expansion.	Gregadoo Waste Management Centre	100%	<span style="color: green;">●</span>
5.4.5.4.3	Develop a business case for leachate management	GWMC Leachate treatment processing trail has been completed with results returned. EPA meeting to discuss trail process and outcomes and approval process to be scheduled before the completion of the business case can be achieved.	Gregadoo Waste Management Centre	50%	<span style="color: green;">●</span>
5.4.5.4.4	Develop and implement a prioritised program of improvements to rural	Rural waste service provided as per Council delivery plan. Servicing , Maintenance and	Gregadoo Waste	90%	<span style="color: green;">●</span>

Code	Action	Annual comment	Primary Responsibility	Progress	Status
	waste management and recycling facilities and services	improvements of sites being completed.	Management Centre		
5.4.5.4.5	Manage and maintain waste management and recycling facilities	Period completed. Diversion figures being finalised for period and to be reported.	Gregadoo Waste Management Centre	100%	●
5.4.5.4.6	Manage the Leachate system	Nil leachate discharges from site, Site Leachate storage being continually monitored with current leachate management and storage practice being reviewed for possible improvements which will be incorporated in GWMC Leachate management plan and Waste management strategy documents in 2023-2024	Gregadoo Waste Management Centre	100%	●
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.	Infrastructure Services	100%	●

### Transition towards a circular economy through more sustainable resource use

Code	Action	Annual comment	Primary Responsibility	Progress	Status
5.4.6.1.1	Continue to implement regional waste strategies and projects	Staff continued to implement waste strategies and projects for 2022 - 2023 eg. Reusable product rebate, Lets scrap together, Reroc Group tender for scrap Metal and Battery collection services	Gregadoo Waste Management Centre	100%	●
5.4.6.1.2	Investigate opportunities for value added processes for the management of food organics and green organics (FOGO) waste	FOGO tender review being finalised. Value added processes and services eg Commercial food waste processing and local use of compost from FOGO included	Gregadoo Waste Management Centre	55%	●
5.4.6.2.1	Promote circular economy opportunities through collaboration and innovation with business and industry	Council is working with the State Government on opportunities for circular economy including working in partnership to attract suitable business / industry to SAP. Council has worked with State government in actively participating in Circular Economy Workshops and consulting with existing Wagga businesses to initiate circular economy into their existing business plans.	City Strategy	100%	●