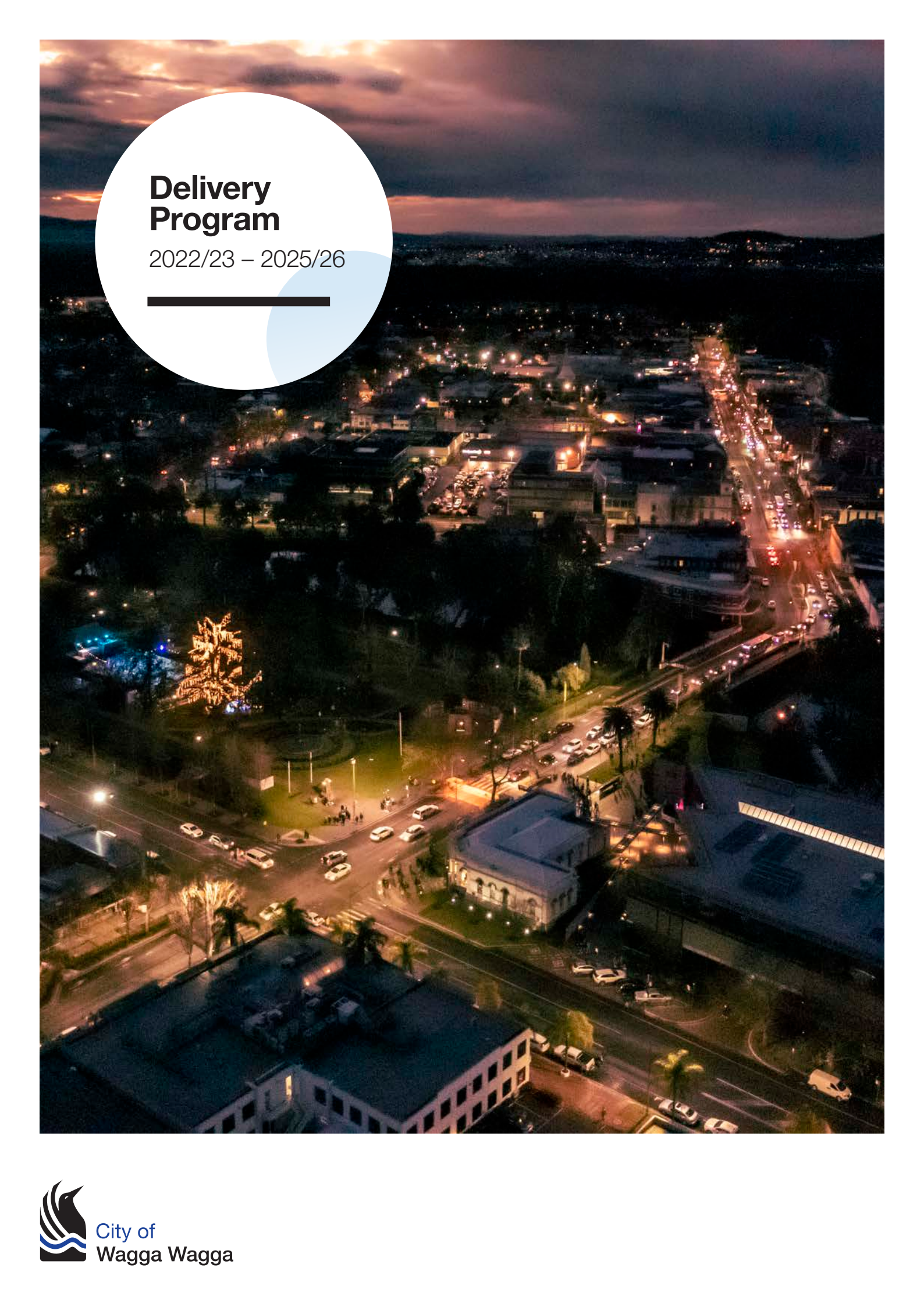




Delivery Program

2022/23 – 2025/26

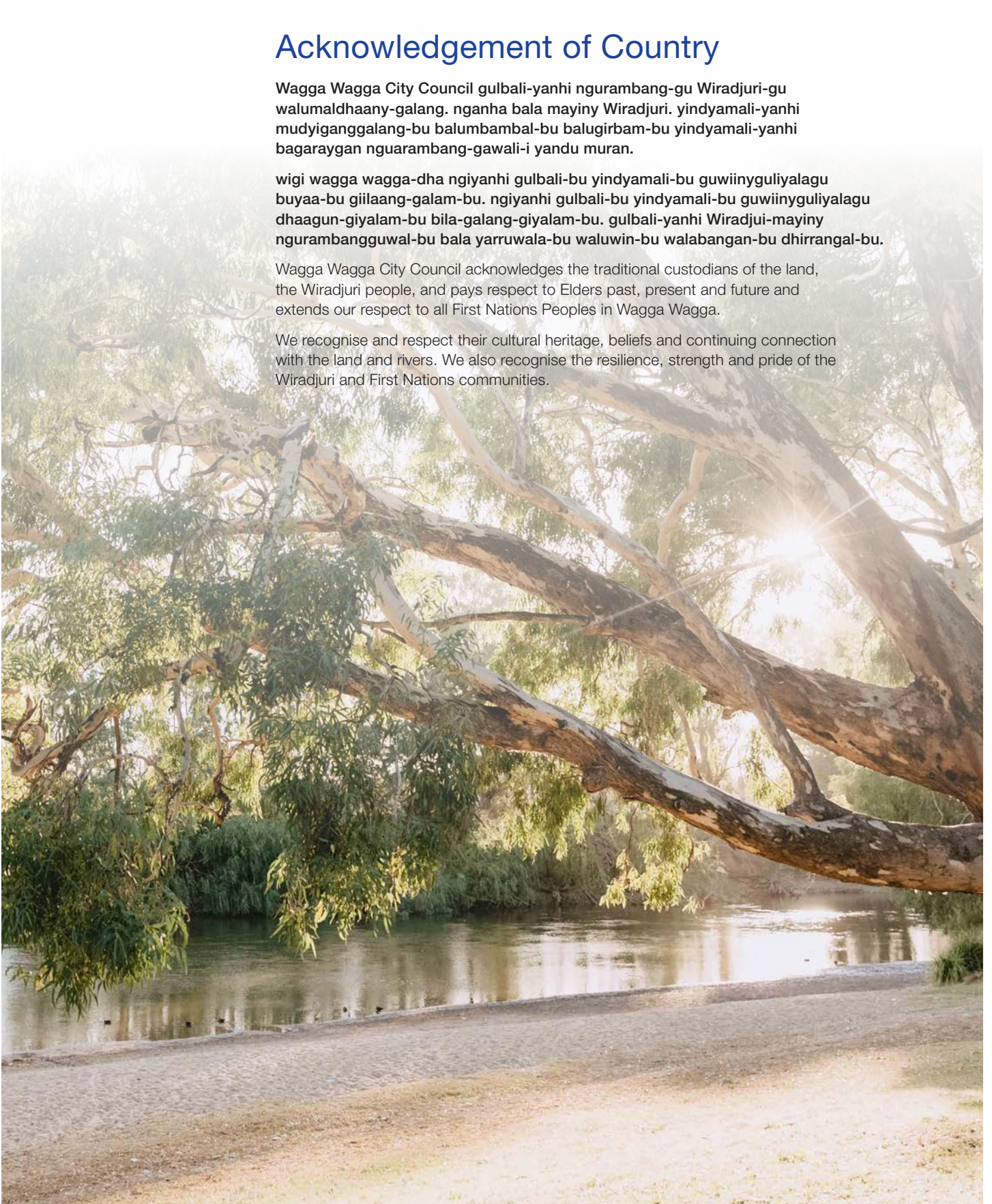
Acknowledgement of Country

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

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

Wagga Wagga City Council continues strategic actions to benefit the region.

We continue to foster the development of Wagga Wagga into a regional capital.

The Community Strategic Plan 2040 continues to be our primary guiding instrument supported by underpinning strategies to make the vision a reality.

Our Delivery Program 2022/23-2025/26 details what we propose to achieve within Council's term.

As always, we need to be mindful of our difficult financial position. Under State regulation we are not permitted to raise income to even meet 50% of our year's expenses. We rely on Government grants to meet the shortfall.

We celebrate our diverse and expanding population, while protecting our vulnerable community groups. We promote a healthy and active lifestyle, while creating safer places and spaces. Deliver an extensive capital works program in a financially sustainable and responsible manner.

As we say every year - we will lead our community, transparently and collaboratively. We also achieve this every year while building community confidence.

Wagga Wagga and our region is securing a great future.

I am very pleased to present our Revised Delivery Program 2022/23-2025/26.



Peter Thompson

General Manager
Wagga Wagga City Council

Introduction

Community vision, principles and priorities

Our vision for the future

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

Our guiding principles

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

Thriving

Growth
Development
Success
Liveability
Healthy
Sustainable
Strong economy

Innovative

Creative
New ideas
and thinking
Entrepreneurial
leading
Efficient
and effective
Creating best practice

Connected

Feeling part of
a community
Relationships
Communication
technology
Place and space
integration
Heritage
Networking

Inclusive

Including everyone
Accessibility
All cultures and
backgrounds
Friendly
Inviting
Equal opportunity
Fair
Welcoming

Our community

Council is responsible for the Wagga Wagga Local Government Area (LGA) which includes the city of Wagga Wagga and surrounding villages: Tarcutta, Ladysmith, Mangoplah, Uranquinty, Collingullie, Oura, Humula, Currawarna and Galore. When this document refers to 'Wagga Wagga' and 'our community' it refers to the collective Wagga Wagga LGA and community.

Located on the banks of the Murrumbidgee River in the heart of Wiradjuri Country, Wagga Wagga is the centre of the Riverina and is the largest inland city in NSW.



Our Councillors



**Councillor Dallas Tout
(Mayor)**

Councillor Dallas Tout was elected to Council in 2012 and was elected Mayor in 2022.



**Councillor Jenny McKinnon
(Deputy Mayor)**

Councillor Jenny McKinnon was elected to Council in 2021 and was elected Deputy Mayor in 2022.



Councillor Georgie Davies

Councillor Georgie Davies was elected to Council in 2021.



Councillor Richard Foley

Councillor Richard Foley was elected to Council in 2021.



Councillor Dan Hayes

Councillor Dan Hayes was elected to Council in 2016.



Councillor Michael Henderson

Councillor Michael Henderson was elected to Council in 2021.



Councillor Rod Kendall

Councillor Rod Kendall was elected to Council in 2004 and was elected Mayor in 2012 – 2015.



Councillor Tim Koschel

Councillor Tim Koschel was elected to Council in 2016.



Councillor Amelia Parkins

Councillor Amelia Parkins was elected to Council in 2021

Our organisation

Council's five directorates are led by the executive management team, consisting of the General Manager and four Directors. The executive management team are responsible for managing the implementation of Council's decisions.

Our organisational structure



About this document

Our planning and reporting framework

Council's Delivery Program and Operational Plan are key components of our Integrated Planning and Reporting framework as shown in our diagram below.

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, and present a balanced approach to planning that considers how our resources can be used to deliver community outcomes.

Integrated Planning & Reporting (IP&R) Framework



What is the Delivery Program?

The Delivery Program is Council's four-year statement of commitment to the community from the elected Council. It allows Council to determine what is achievable over the term, what the priorities are, and how programs will be scheduled.

The Revised Delivery Program 2022/26 – 2025/26 (this document) is the primary reference point for all activities that Council will undertake over the four-year period to bring us closer to our shared community vision and goals as set out in our Community Strategic Plan 2040. It is supported by Council's annual Operational Plans which are created each financial year as a sub-plan of the Delivery Program as shown in our diagram below.

This revised Program was updated in 2023/24 to ensure it remains relevant and continues to deliver the best possible outcomes for our community.

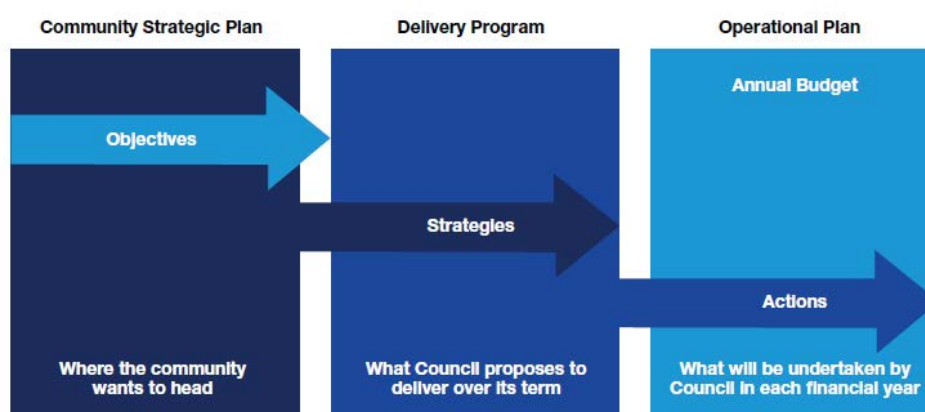
How the plans relate to each other

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.

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 also identifies the annual budget required to deliver the actions and the responsible service area within Council who will oversee, and report progress and outcomes achieved.





Resourcing our plans

To support the Community Strategic Plan effectively, councils are required to develop resourcing strategies. These strategies outline the finances, assets and workforce required by Council to deliver on our commitments over the next 10 years as outlined in the Community Strategic Plan.

Council's resourcing strategies consist of three key components:

- Asset Management Strategy and Plans
- Long Term Financial Plan
- Workforce Resourcing Strategy

The Asset Management Strategy and Plans cover a 10-year period and outlines what Council needs to do to improve Council's asset management and project resources. The strategy and plans identify the critical assets under Council's responsibility and outline the risk management strategies for these assets. They also contain long-term projections of asset maintenance, renewal and replacement costs.

The Long Term Financial Plan covers a 10-year period and outlines the financial implications of delivering on Council's responsibilities contained in the Community Strategic Plan. The purpose of the plan is to ensure that Council is a financially viable, adequately funded, and sustainable organisation to meet community expectations of service levels.

The Workforce Resourcing Strategy covers a 4-year period. It helps make sure there is the right staffing to handle the changes and challenges Council will face to meet the current and future service and operational needs of the Wagga Wagga LGA.

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 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.

How to read this plan

The following information helps to explain the headings used in this Plan.

Strategic direction

These are our five focus areas for achieving our community's vision for the future and provide the structure for this document.

Objective

These are our community's long-term priorities and aspirations and contribute to achieving our community's vision for the future as set out in the Community Strategic Plan 2040.

Strategy

These guide the four-year activities that Council will undertake that contribute to achieving our long-term objectives, and ultimately our community's vision for the future as set out in the Community Strategic Plan 2040.

Principal Activity

These are the Delivery Program 2022/2026 four-year activities Council will undertake that contribute to achieving the objectives of the Community Strategic Plan 2040. These guide Council's Operational Plan actions (services, programs and projects) each financial year.

Action

These are the Operational Plan 2022/23 actions (services, programs and projects) that Council will undertake in the financial year that contribute to achieving the commitments of Council's Delivery Program 2022/2026 and the Community Strategic Plan 2040.

Primary Responsibility

These are the service areas within Council that will oversee and report on the relevant action in Council's performance reports, however, multiple service areas and our partners may contribute to the overall delivery of each action throughout the year.

Measure/s

The performance measures are sourced from a range of data sets (such as the biennial Community Satisfaction Survey, Australian Bureau of Statistics or other reliable statistics) that can be used to quantify progress. These measures provide a framework for Council to measure and report on progress in implementing this Plan.

Strategic direction

This document contains five strategic directions as set out in the Community Strategic Plan 2040. These are our focus areas for achieving our community's vision for 2040 and provide the structure for this document. The 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

Community leadership and collaboration



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

Measures

- Community satisfaction with confidence in elected Council is increasing
- Community satisfaction with opportunities to engage with Councillors is increasing
- Community satisfaction with long term planning for Wagga Wagga is increasing
- The proportion of people who agree 'my local government is able to help our community face challenges' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Our leaders represent our community	• Coordinate and facilitate corporate meetings, events, workshops, and ceremonies • Ensure Council's corporate governance, legislative compliance and policy framework is well understood, and our high ethical standards are maintained by Council officials • Facilitate a culture that empowers our people to demonstrate positive leadership • Strengthen local, regional, state and national partnerships through collaboration, consultation, advocacy and knowledge exchange to facilitate improved decision making and outcomes for the community • Support local community organisations, individuals and small businesses within the Wagga Wagga Local Government Area through the Annual Grants Funding Program
Plan long term for the future of Wagga Wagga	• Develop and implement a Resourcing Strategy to support the delivery of the Community Strategic Plan and inform Council's policy development, decision-making and program delivery • Ensure the long term priorities and aspirations of our community are reflected in the Community Strategic Plan and inform Council's policy development, decision-making and program delivery • Ensure Council's advocacy, strategic planning, reporting and overall program delivery continue to work towards decreasing social and community disadvantage across our local government area • Develop and deliver a capital works program aligned to local, regional and state priorities and plans

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

Measures

- Community satisfaction with provision of Council information to the community is increasing
- Community satisfaction with input to Council decision-making is increasing
- Community satisfaction with Council's communication is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Communicate with our community	• Manage Council's various branding requirements to achieve a positive and professional image and reputation
	• Provide information to relevant communities and stakeholders about Council activities, services, policies and plans through media liaison and external and internal publications and platforms
Ensure our community feels heard and understood	• Provide opportunities for all members of our community to be informed of and participate in decisions that shape Wagga Wagga



Objective: 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

Measures

- Community satisfaction with Council's performance is increasing
- Community satisfaction with their contact with Council is increasing
- Community satisfaction with Council's financial management is increasing
- The proportion of people who rated access to local government services as 'good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Provide professional, innovative, accessible and efficient service delivery	• Administer Council's corporate applications, networks and systems and develop innovative online services to enhance service delivery to the community • Deliver high-quality, efficient and effective engineering design services to internal departments within Council • Develop and implement strategies and plans to support our people to embrace a values-based organisational culture • Establish an engaged, diverse and inclusive workforce that makes people feel more connected to each other and to the vision and purpose of the organisation • Implement continuous improvement initiatives to enhance the effectiveness and efficiency in the delivery of services and programs for the community • Invest in the capabilities of our people to ensure they are appropriately skilled to deliver positive outcomes for our community • Manage and maintain Council's fleet and plant equipment to ensure the continued physical delivery of community priorities • Manage and maintain Council's operational works depot and stores to ensure the continued physical delivery of community priorities • Manage business information and Council records as an asset to enable Council to carry out its civic functions and comply with relevant legislation
Be easily accessible to all members of our community	• Deliver high quality and informative customer service through the provision of clear, accessible and relevant information to the community • Provide good governance and administrative support for Councillors and Council meetings
Ensure transparency and accountability	• Apply probity standards and governance process to Council's procurement and contract management framework ensuring compliance with legislative requirements and organisational values • Deliver an internal audit program aligned to strategic objectives and key operational risks of the Council • Establish mechanisms for organisational accountability, change management and continuous improvement through the internal audit program • Maintain and support a reliable financial management, accounting and reporting environment aligned to service and project frameworks to enable authoritative and prompt financial decisions to be made by the organisation • Manage Council's governance and risk frameworks and policies to ensure compliance with legislative requirements and organisational values • Provide effective management and oversight of Council's property portfolio • Provide open and accessible government information as well as a commitment to the protection of privacy

Safe and healthy community



Objective: Our community feel safe

Measures

- Community satisfaction with flood protection and preparedness is increasing
- Community satisfaction with street lighting is increasing
- The proportion of people who agree 'I feel safe in public places' is increasing
- The proportion of people who agree 'I feel safe in my home' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Create safe spaces and places	• Deliver companion animal management programs and services to enhance public safety, manage risks and ensure compliance with relevant legislation • Ensure the safety, health and wellbeing of our people • Implement the Community Safety Action Plan • Monitor and maintain the Council Closed Circuit Television (CCTV) network
Promote safety and safe behaviours	• Develop and implement programs to improve and promote road safety • Provide education and undertake promotion of public health initiatives • Promote water safety awareness that supports community wellbeing and continue to develop and deliver initiatives to increase awareness
Be responsive to emergencies	• Provide responsive, effective emergency management and emergency prevention services • Support the development of local emergency management plans in partnership with emergency service agencies and key stakeholders to ensure we are working to prevent, prepare for, respond to, and recover from emergencies including natural hazards and disasters • Implement actions from the Council's Floodplain Risk Management Plans
Monitor and enforce public safety	• Deliver inspection and monitoring programs to enhance public safety, manage risks and ensure compliance with relevant legislation

Objective: Our community embraces healthier lifestyle choices and practices

Measures

- Community satisfaction with sportsgrounds and sporting facilities is increasing
- Community satisfaction with our cycle network is increasing
- The proportion of people who agree 'Wagga Wagga has a variety of leisure and recreation options' is increasing
- Adults sports participation figures is increasing
- Youth sports participation figures is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Promote access and participation for all sections of the community to a full range of sports and recreational activities	• Attract and support community participation in a variety of sports, recreation and leisure activities in our region
	• Collaborate with State Government and key stakeholders to plan for and implement a comprehensive network for people to walk and cycle
	• Deliver masterplans to reflect the current and future recreational needs of the community
	• Implement the Playground Strategy
	• Provide high-quality parkland, sports and recreational facilities that are diverse, accessible and responsive to changing needs

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

Measures

- The proportion of people who rated access to general health services as 'good' is increasing
- The proportion of people who rated access to mental health services as 'good' is increasing
- The proportion of people who recorded a 'high' Personal Wellbeing Index score (above 80) is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Support and continue to develop services to improve and promote community health and wellbeing	• Advocate to and collaborate with State Government and key stakeholders for improved access to local health services that positively impact the mental and physical health and wellbeing of our community
	• 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
	• Support and promote the Health and Knowledge Precinct
	• Lead the development and delivery of strategic plans that support inclusive and integrated service delivery and improve the wellbeing of our community

Growing economy



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

Measures

- Community satisfaction with availability of car parking is increasing
- Community satisfaction with maintaining local roads is increasing
- Community satisfaction with traffic flow/congestion is increasing
- Community satisfaction with maintaining footpaths is increasing
- The proportion of people who indicated having access to good quality public transport is increasing
- The proportion of people who rated access to high speed, reliable internet as 'good' is increasing
- The proportion of people who rated access to mobile phone reception as 'good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Improve, maintain and renew transport networks and building infrastructure to provide safe, affordable, efficient and reliable transport connections for our community	• Advocate to and collaborate with Transport for NSW (TfNSW) for improvement works on local and regional roads • Continue to upgrade and extend cycle and pedestrian networks • Deliver traffic and transport management services and support to provide a safe and efficient traffic and transport network for our community • Implement parking strategies and plans that enhance equity and efficiency in access to parking • Implement the Pedestrian Access and Mobility Plan (PAMP) • Implement the Wagga Wagga Integrated Transport Strategy and Implementation Plan 2040 • Improve the safety, quality and amenity of local roads through increased road reconstruction, resurfacing and line marking programs • Provide high quality airport facilities and services to meet the needs of the community
Establish and grow Wagga Wagga serving as world class freight and logistics hub to the region and beyond	• Continue to support and protect ongoing access to air travel in our region • Partner with the State Government to support the development of the Riverina Intermodal Freight and Logistics Hub (RIFL) at Wagga Wagga • Promote and grow Wagga Wagga as the gateway city of Southern NSW
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	• Promote continual improvement to physical and digital infrastructure that connect Wagga Wagga and Southern NSW to global networks

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

Measures

- Estimated resident population is increasing
- Unemployment rate is decreasing
- Number of local businesses is increasing
- The City's Gross Regional Product (GRP) is increasing
- The proportion of people who agree 'living costs are affordable here' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Encourage and support investment to develop Wagga Wagga	• Partner with State and Federal Government departments, agencies and organisations to deliver key projects that enable regional growth and contribute to state, regional and local priorities
	• Advocate for and pursue funding opportunities and partnerships to support our community and develop Wagga Wagga
Attract and support local businesses, industry and employment opportunities	• Implement the Regional Activation Strategy
	• Support sustainable and resilient economic growth and lead a collaborative approach to regional activation
	• Promote and grow the agribusiness sector in our region through the provision of high-quality Livestock Marketing Centre facilities and services
	• Advocate for and participate in initiatives to promote and grow the agribusiness sector

Objective: Wagga Wagga is an attractive tourist destination

Measures

- Value added by tourism industry to the local economy direct and indirect is increasing
- Community satisfaction with festival and event programs is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Facilitate planning and development of visitor-related facilities and services	• Ensure local planning framework supports development of facilities and services in appropriate locations
	• Work with the tourism sector to further develop Wagga Wagga and surrounds as a visitor destination
Accommodate and provide support to visitors	• Promote local producers through the Visitor Information Centre
	• Provide visitor information services and support
Provide a variety of events, festivals and activities	• Build the capacity of local event organisers and industry
	• Support the attraction of new or continuing development of existing events and festivals that leverage on the assets in Wagga Wagga which attract and support tourism and visitor economy

Growing economy

Objective: Wagga Wagga is a centre for education and training

Measures

- The highest level of secondary schooling completed per level of schooling is increasing
- The proportion of people who rated quality of local schools 'access as good' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Support and promote quality and choice in education and vocation pathways	• Develop and provide innovative learning and education resources to assist our community to engage in a range of cultural programs and activities
	• Advocate for and promote education and training pathways and support local skills and professional development opportunities in the Wagga Wagga LGA

Objective: Wagga Wagga is a hub for activity

Measures

- The proportion of people who agree 'Wagga Wagga has a vibrant nightlife' is increasing
- The proportion of people who agree 'Wagga Wagga has a variety of entertainment options' is increasing
- The proportion of people who agree 'Wagga Wagga has a wide variety of retail options' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Facilitate the development of vibrant precincts	• Implement the Recreation, Open Space and Community Strategy 2040
	• Implement the Events Strategy and Action Plan
	• Ensure plans and initiatives facilitate vibrant precincts in our region

Community place and identity



Objective: Our community are proud of where we live and our identity

Measures

- Community satisfaction with Council cultural facilities is increasing
- Community satisfaction with promoting pride in the community is increasing
- Community satisfaction with enhancing of heritage buildings and programs is increasing
- The proportion of people who agree 'my community is a great place to live' is increasing
- The proportion of the community who 'speaks a language other than English at home' is increasing
- The proportion of people who agree 'I am able to participate in arts and cultural related activities' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Promote a strong sense of place	• Create opportunities for our community to participate in cultural exhibitions and public programs • Provide opportunities for creatives to contribute and participate in the development new works • Promote Wagga Wagga's identity via its collections and exhibitions program
Value our heritage	• Celebrate, value and share our heritage • Provide clear and consistent planning frameworks and processes that respect heritage and the distinct characters of urban villages
Provide services and facilities that make Wagga Wagga centre for arts and culture	• Implement actions to support the delivery of the Civic Theatre Master Plan • Implement the Cultural Plan 2020-2030 • Implement the Public Art Plan 2022-2026 • Provide high quality, innovative and accessible cultural facilities and services to meet the needs of our diverse community
Acknowledge and celebrate the contribution that people from culturally and linguistically diverse backgrounds make to our community	• Deliver services and programs that support a socially inclusive, culturally diverse community
Support ongoing growth and investment of the Defence bases located in Wagga Wagga	• Protect the productive capacity of our defence precincts from sensitive uses to support long term investment, growth, and expansion
Support and grow strong and resilient village and neighbourhood communities	• Ensure Council's policy development, decision-making and program delivery support and grow strong and resilient village and neighbourhood communities • Ensure local planning framework supports development that builds a distinct character to each village and open opportunities for housing growth and local trade • Support our village and neighbourhood communities through the Annual Grants Funding Program
Provide services that contribute to Wagga Wagga being family friendly	• Ensure our community spaces and places are available to meet current and future needs of children and families in our community • Ensure local planning framework facilitates the development of neighbourhoods that contribute to Wagga Wagga being family friendly

Community place and identity

Strategy	Principal Activity
Support and acknowledge the importance of Wiradjuri and First Nations people, culture, and place in our community	• Coordinate events to celebrate and showcase Wiradjuri and First Nations Peoples culture and heritage
	• Implement the Reconciliation Action Plan
	• Present and promote access to Wiradjuri and First Nations language, culture and heritage
	• Present and promote Wiradjuri and First Nations artists in cultural facilities

Objective: Our community feel welcome, included and connected

Measures

- Community satisfaction with feeling part of the community is increasing
- The proportion of people who agree 'there's good community spirit around here' is increasing
- The proportion of people who agree 'I feel part of my community' is increasing
- The proportion of people who agree 'I feel welcome here' is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Activate community spaces to promote connectedness	• Ensure our community spaces and facilities are multi-functional and support whole of community use
Provide programs and activities to bring us together	• Provide a diverse range of inclusive community programs and projects that support community connection and belonging
	• Implement the All Abilities Inclusion Action Plan

The environment



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

Measures

- Number of hectares of open space meets Recreation, Open Space and Community Spaces requirements
- Percentage of households where mortgage repayments are 30% of household income or less is maintained / increased
- Percentage of households where rent payments are 30% of household income or less is maintained / increased
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Ensure sustainable urban development	• Implement the Local Strategic Planning Statement 2040
	• Develop and implement precinct master and structure plans
	• Assess and determine development against relevant state and local planning controls and their objectives to ensure consistent quality urban design outcomes for the natural and built environment
	• Assess and determine development against Council's engineering standards and planning controls to ensure engineering compliance for developer created assets
	• Manage planning proposals
	• Provide clear and consistent planning frameworks and processes
	• Manage infrastructure contributions plans, agreements, and assessments o ensure they are current and respond to development in Wagga Wagga
Provide for a diversity of housing that meets our needs	• Provide opportunities for continued increases in housing supply, diversity and affordability

The environment

Objective: Our natural areas are protected and enhanced

Measures

- Number of hectares of protected natural vegetation is increasing
- Community satisfaction with protecting the natural environment is increasing
- The proportion of people who rated 'environmental degradation in general' as no/low problem is increasing
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Preserve and improve our natural assets	• Implement the Biodiversity Strategy: Maldhangilanha 2020-2030
	• Implement actions that reduce the impacts of key threatening processes within areas of environmental significance
	• Minimise the risk of weed and pest infestation in urban, natural and agricultural landscapes
	• Protect, enhance and conserve biodiversity in urban and rural areas through revegetation and habitat rehabilitation
	• Deliver inspection and monitoring programs to protect our environment and ensure compliance with relevant legislation

Objective: Our built environment is functional, attractive and health promoting

Measures

- Community satisfaction with the appearance of Wagga Wagga is increasing
- Community satisfaction with reserves and open spaces is increasing
- Community satisfaction with community buildings / halls is increasing
- Community satisfaction with parks and playgrounds is increasing
- Number of closure / high alert days for Lake Albert is decreasing
- Number of days considered as having unhealthy air quality is decreasing
- Number of trees planted
- Council's Delivery Program and Operational Plan performance results

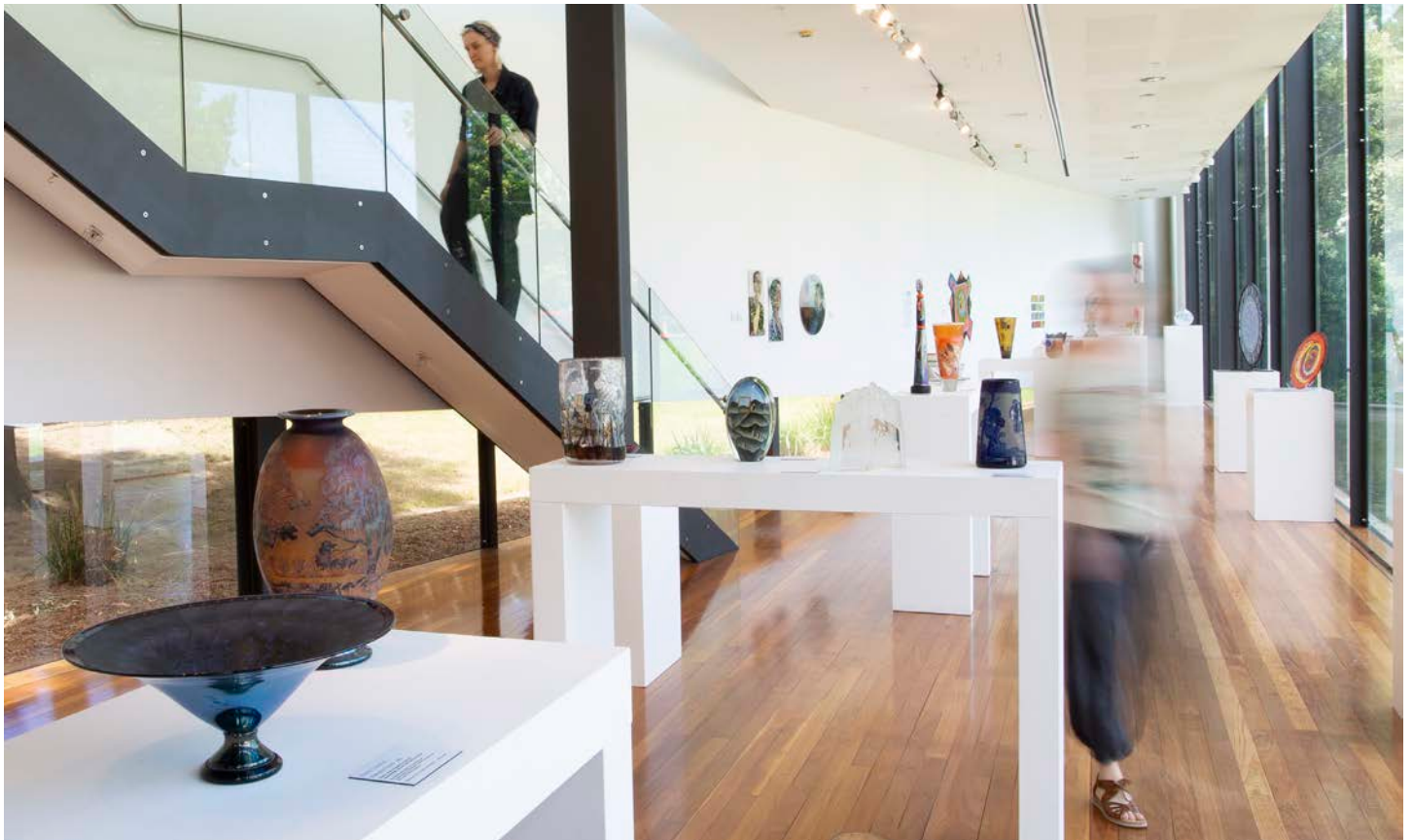
Strategy	Principal Activity
Look after and maintain community assets	• Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with service level agreements
	• Provide cemetery and crematorium facilities and services to meet the needs of the community
	• Manage, operate and maintain the Council's sewer and stormwater assets
Create an attractive city	• Enhance the amenity of the streetscape and achieve an expanded and sustainable tree canopy for our community
	• Provide well-maintained city and village parks, recreational spaces and open spaces suitable and accessible to all
Improve the facilities of our spaces and places	• Deliver public amenity services to ensure community facilities are safe, clean and accessible to meet the needs the community

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

Measures

- Corporate emissions are decreasing
- Community emissions are decreasing
- Community satisfaction with environmental education programs is increasing
- Community satisfaction with waste and recycling services is increasing
- Number of small-scale solar panel system installations is increasing
- Number of participants in environmental days
- Reduction of waste going into landfill
- Kg of kerbside recycling per capita
- Tonnes of organics composted
- Per capita water usage
- Council's Delivery Program and Operational Plan performance results

Strategy	Principal Activity
Educate and engage our community in sustainability	• Improve community awareness of environmental issues and encourage participation in conservation initiatives
Work towards net zero emissions for Council by 2040	• Implement the Corporate Net Zero Emissions 2040 Strategy
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	• Collaborate with State and Federal Government and key stakeholders to reach 50% reduction in emissions compared to 2005 levels by 2030 and to achieve Net Zero Emissions by 2050
Adapt to our changing environment	• Continue to develop and implement sustainable energy and water efficiency initiatives • Develop a Heat Wave Plan • Facilitate community education programs to empower a climate resilient community • Implement the Urban Cooling Strategy • Incorporate climate adaptation options into our Asset Management
Minimise our impact on the environment	• Conduct inspection and monitoring programs to ensure compliance with legislation • Ensure that our strategies, policies, and management practices value and protect the environment • Monitor and manage contaminated sites • Provide waste management and recycling facilities and services to meet the needs of the community
Transition towards a circular economy through more sustainable resource use	• Deliver initiatives that raise awareness, reduce waste generation, and increase resource recovery • Support industry to develop innovative waste solutions and recycling infrastructure to help grow the local, regional and state circular economy



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