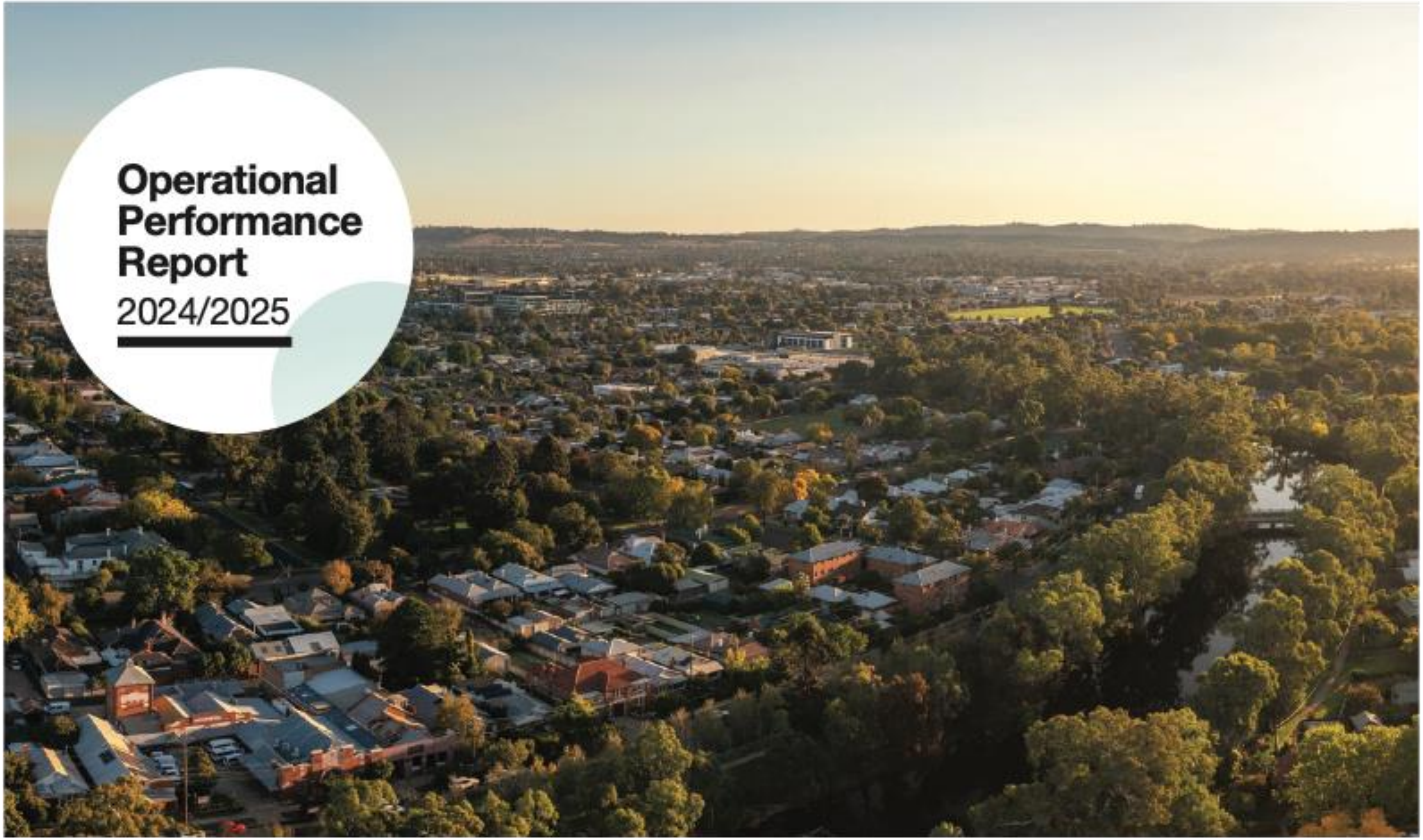
# Operational Performance Report

## 2024/2025



City of
Wagga Wagga

# Acknowledgement of Country

Wagga Wagga City Council yali gulbali-yanhi ngurambang Wiradyuri.

Walumaldhaany-galang bala mayiny Wiradyuri.

Yindyamali-yanhi mudyiganggalang-bu balumbambal-bu balugirbam-bu.

Yindyamali-yanhi bagaraygan ngurambang-guwal-i yandu murunwigi Wagga Wagga-dha.

Ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu buyaa-bu giilaang-galam-bu.

Ngiyanhi gulbali-bu yindyamali-bu guwiinyguliyalagu dhaagun-bu bila-galam-bu nganha Wiradyuri-giyalang bala burrambin-bu nurranurra-bu.

Gulbali-yanhi Wiradyuri mayiny bagaraygan-guwal-bu bala yarruwala-bu waluwin-bu walanbam-bu dhirrangal-bu.

Wagga Wagga City Council acknowledges the traditional custodians of the land, the Wiradjuri/Wiradyuri 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/Wiradyuri and First Nations Communities.

# Contents

# Introduction

## Community vision, principles and priorities

### Our vision for the future

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

### Our guiding principles

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

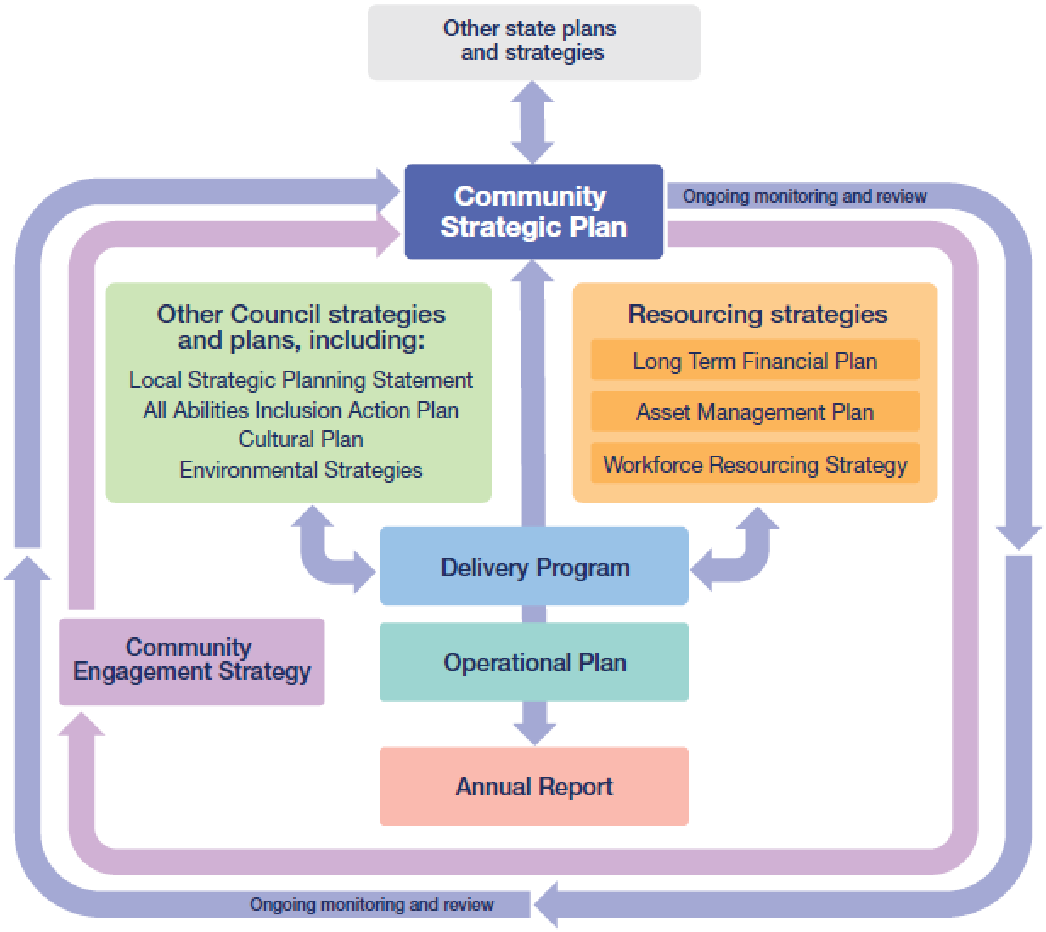
| Thriving | Innovative | Connected | Inclusive |
|---|---|---|---|
| Growth | Creative | Feeling part of a community | Including everyone |
| Development | New ideas and thinking | Relationships | Accessibility |
| Success | Entrepreneurial leading | Communication technology | All cultures and backgrounds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

## 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, Wagga Wagga 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, Wagga Wagga 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

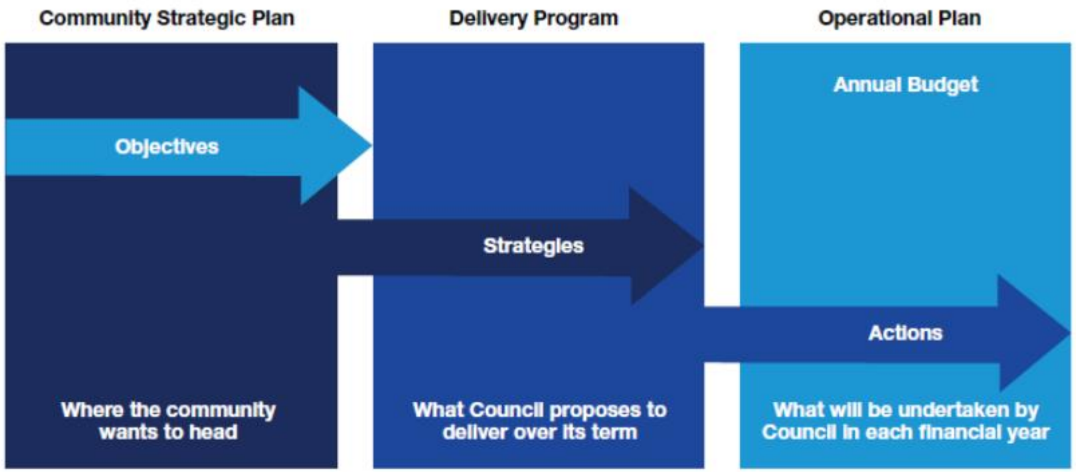
- Planning for a growing city
- Protecting and enhance our natural environment
- Sustainability
- Facility improvements
- Housing options
- Maintaining our built environment

## 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 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 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 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 are available on Council's website at wagga.nsw.gov.au.

## About this Report

The Operational Performance Report 2024/25 provides an overview of Council's activities and performance between 1 January 2025 to 30 June 2025. Through this report, we look at what we've accomplished throughout the second half of the financial year and the progress we've made in implementing Council's Delivery Program and Operational Plan 2024/25.

### Action status key

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

| | | |
|---|---|---|
| – | **Not scheduled to commence** | Indicates that an action was not due to commence during the reporting period |
| | **Off track** | Indicates that an action is at risk and generally relates to the target for the reporting period not being met. |
| | **On hold** | Indicates that an action has not occurred due to an external factor that has impacted delivery / completion. |
| | **Monitor** | Indicates that an action may be at risk if issues are not addressed, and generally relates to the target for the reporting period not being met |
| | **On track** | Indicates that an action is on track for completion this financial year and generally relates to the target for the reporting period being met. |
| | **Completed** | Indicates that an action has been completed this financial year and generally relates to the target for the reporting period being met |
| | **Ongoing / Recurring** | Indicates actions that are business as usual and therefore do not have a defined target or completion. |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

## Our Performance 1 January 2025 – 30 June 2025

The following pages report on 268 actions contained within Council's Operational Plan for 2024/25. A breakdown of all actions is provided in figure 1 below. 241 actions (89.93%) are reported as being on ongoing, on track or completed. 18 actions (6.72%) have been deferred or were not completed. Figure 2 reports the status of actions by strategic direction contained in our community strategic plan, Wagga Wagga 2040.

Figure 1: Year-to-date summary status - all actions

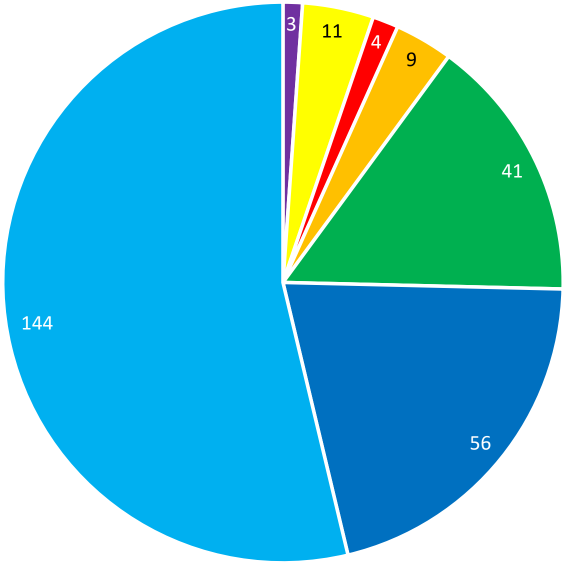
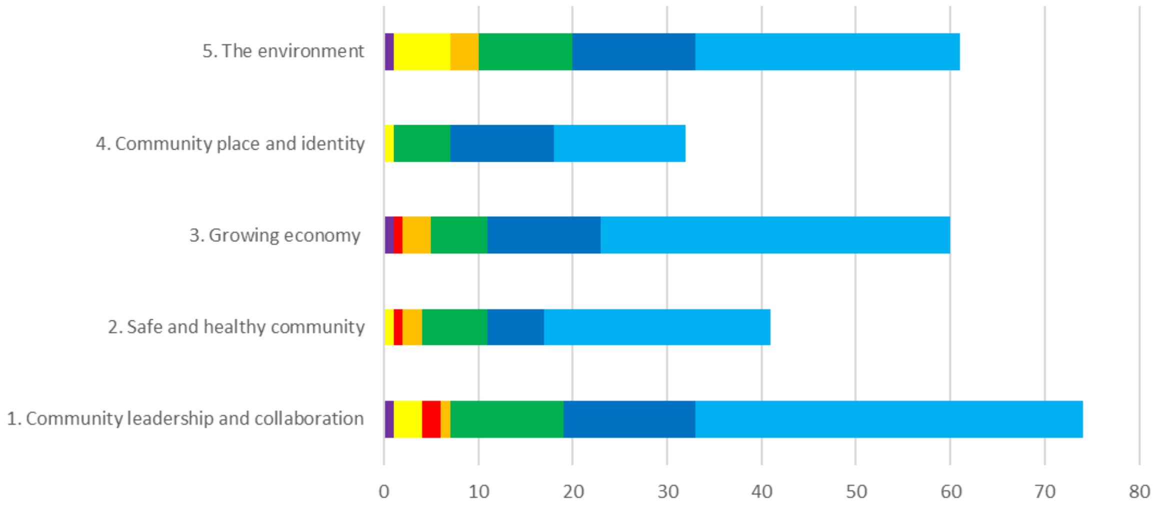



Figure 2: Year-to-date summary by strategic direction



Action status key: ▁ x Not scheduled ● x Off track / x ● x On hold ● x Monitor ● x On track ● x Completed ● x Ongoing / Recurring

# Community leadership and collaboration

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

## Our leaders represent our community

| Code | Action | Comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.1.1.1.1 | Coordinate and facilitate Citizenship ceremonies | Wagga Wagga City Council held 5 Citizenship Ceremonies during this period and a total of 161 conferees received their citizenship. | Executive Support | Ongoing / Recurring |
| 1.1.1.1.2 | Coordinate Councillor workshops | Across the 2024/25 financial year, Council coordinated a comprehensive Councillor workshop program, covering in excess of 60 individual topics. The early part of the year focused on progressing key matters ahead of the September 2024 elections, while the post-election period supported Councillor induction, strategic planning and major project updates. The breadth of topics covered ensured Councillors were well-informed and equipped to engage in robust discussion and decision-making throughout the year. | Executive Support | Ongoing / Recurring |
| 1.1.1.1.3 | Coordinate and facilitate Mayoral events | Two Mayoral Receptions were held during this period. The first was the Australia Day Awards Mayoral Reception celebrating Wagga Wagga Citizens who were nominated for the Australia Day Awards in the Local Community on the 24 January 2025. The second Mayoral Reception was held on 19 May 2025 celebrating the 2025 Country Women's Association of NSW 103rd Annual State Conference. | Executive Support | Ongoing / Recurring |
| 1.1.1.2.1 | Deliver pre-election program including candidate sessions, new Council induction materials, NSWEC requirements | With the Local Government election in September 2024 Council's pre-election campaign involved working with the NSW Electoral Commission to promote Councillor roles and delivery training to elected representatives. In this year's election we had 61 candidates and conducted 2 pre-election candidate briefing sessions. The following requirements are currently on public exhibition prior to returning to Council for adoption:<br>• Code of conduct<br>• Code of meeting practice<br>• Administrative code of meeting practice<br>• Policy concerning payment of expenses | Corporate Governance & Performance | On track |
| 1.1.1.2.2 | Develop and implement a comprehensive Councillor induction and professional development program | A Council Induction Program was completed in December 2024. Following completion of the induction process the Chief Operating Office worked with all Councillor's to develop a personalised professional development plan. In addition, POL 025 - Councillor Expenses and Facilities Policy has been amended to reflect a revised budget for professional development. | Corporate Governance & Performance | Completed |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 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 | Internal and external leadership development activities have been provided to leaders across the organisation. The final stages of developing a Leadership Development Program for continued implementation is underway with further consultation occurring with the Executive Team in August 2025. Emerging Leaders training sessions were delivered in the 2024/25 period. A total of 89 Council staff have completed leadership training during this reporting period including Leading @ Council: Introduction to Leading People, Performance and Team Culture, Emerging Leaders, Mental Toughness and Resilience for Leaders and Emotional Intelligence and Time Management. | People and Culture | |
| 1.1.1.4.1 | Advocate strongly on behalf of the community with State and Federal Government departments, agencies and organisations | Council continues to advocate proactively on behalf of the community through formal submissions, direct engagement with Ministers and government agencies and participation in regional and national forums. The Advocacy Plan provides a structured approach to guide these efforts and respond to emerging opportunities. Over the past year, Council has progressed key advocacy priorities including securing a long-term lease and funding for the Wagga Wagga Airport, advancing discussions around housing affordability and enabling infrastructure, and advocating for the protection of prime agricultural land in response to large-scale renewable energy proposals. Significant effort has also been directed toward Inland Rail, where Council has continued to advocate to and collaborate with the Federal and State Governments to minimise the impact of the project on Wagga Wagga. This has included lobbying for grade separation of key crossings, the installation of station lifts, and the investigation of a potential bypass route.<br><br>Council also strongly advocated for Inland Rail to undertake a two-week trial of proposed mitigation measures prior to the closure of the Urana Street bridge to ensure impacts on the community were fully understood and addressed.<br><br>In November 2024, Council also resolved to escalate advocacy in response to concerns about the Reconnecting Rivers Country Program. This included writing to the NSW and Federal Ministers requesting an immediate halt to the program, seeking clarification on legal and access issues related to easement proposals and calling for genuine consultation with landholders, local members and local councils. Correspondence was also sent to other RAMJO and Murrumbidgee River councils to seek support and to the NSW Shadow Minister for Water requesting her position and support for further engagement on the matter. | Executive | |
| 1.1.1.4.2 | Participate in forums such as Joint Organisations, Regional Capitals Australia and Regional Cities NSW | Council continues to actively engage in strategic forums including the Canberra Region Joint Organisation (CRJO), Regional Capitals Australia, Regional Cities NSW and Riverina Regional Cities. Attendance has also continued at Riverina and Murray Joint Organisation (RAMJO) meetings as an associate member, enabling broader regional | Executive | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | engagement. These forums have facilitated coordinated advocacy on shared priorities, including the Reconnecting Rivers Program, regional housing challenges and infrastructure funding. Council's involvement ensures Wagga Wagga's interests are represented in regional and national policy discussions, while fostering collaboration with like-sized councils on common issues. | | |
| 1.1.1.4.3 | Facilitate strategic planning discussions between neighbouring local government areas to maximise wider potentials and unlock new opportunities across the region | While no formal inter-council strategic planning forums have been established, Council continues to engage in regional discussions with neighbouring councils through participation in forums such as the Canberra Region Joint Organisation (CRJO), Riverina and Murray Joint Organisation (RAMJO) and Riverina Regional Cities.<br><br>In addition, Council participated in the inaugural REROC Regional IP&R Forum which was a two-day event involving General Managers and key Integrated Planning and Reporting staff, designed to foster engagement with NSW Government agencies and identify shared strategic priorities across the Eastern Riverina.<br><br>Council has also continued to share strategic documents such as the Draft Local Housing Strategy and other IP&R materials during public exhibition periods to promote transparency and regional alignment. These activities support ongoing collaboration and provide a platform for future joint planning initiatives. | Executive | |
| 1.1.1.4.4 | Review and monitor Council's Advocacy Plan to support Council and other representative groups to take advantage of advocacy opportunities as they arise | Council's Advocacy Plan has continued to guide and prioritise advocacy activity across a broad range of strategic issues. The Plan was used to support responsive and targeted engagement with Ministers, Members of Parliament and key government agencies. In February 2025, an update was provided to Councillors outlining activity across each of the 16 advocacy priorities, including action on abortion services, Inland Rail, coercive control, airport leasing, housing, education and health services.<br><br>A draft Advocacy Plan for the new Council term has been collated based on the new Community Strategic Plan and will be workshopped with Councillors in the 2025/26 financial year to ensure alignment with strategic objectives and emerging community priorities. The Plan continues to be a dynamic tool to coordinate advocacy efforts across Council and support informed and timely engagement by the Mayor, Councillors and staff. | Executive | |
| 1.1.1.5.1 | Administer the Annual Grants Program | The 2025/26 Annual Grants Program application period opened on Monday 24 February 2025 and closed on Monday 5 May 2025. The Program offered the opportunity for individuals, community groups and organisations to apply for funding for a range of programs and activities across the Local Government Area, and funding priorities continued to focus on areas that have high levels of social and community disadvantage. | Community Service | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Comment | Primary Responsibility | Status |
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| | | The program consisted of ten categories: Arts, Culture & Creative Industries, Community Programs & Projects, Events, Local Heritage, Environment, Neighbourhood & Rural Villages, Recreational & Community Facilities, Rural Halls, Youth Programs & Projects, and Small Business. A total of 94 applications were received for assessment in the 2025/26 Annual Grants Program, with $244,611 available inclusive of the 2024/25 uncommitted funds. The total amount of funding requested by the community across all categories was $506,233.27. | | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.1.2.1.1 | Review and readopt Council's Asset Management Strategy and Asset Management Plans | The Asset Management Strategy and Asset Management Plans 2025 were adopted by Council at the 23 June 2025 Council meeting. | Finance | |
| 1.1.2.1.2 | Develop and implement divisional area workforce plans | Divisional Workforce Plans will be developed in conjunction with annual Service Planning Processes. Consultation processes to commence in October 2025. | People and Culture | |
| 1.1.2.1.3 | Continue to develop and implement Council's Long Term Financial Plan | The current adopted 2024/25 Long Term Financial Plan (LTFP) has been reviewed and updated monthly to ensure the plan remains current and any changes and budget variations presented to Council via the monthly Financial Performance Report throughout the year. The annual review of the LTFP was completed during the period. This includes capital, operating and labour budget requests and adjustments. The Capital Works program has been reviewed by project managers, project sponsors and directors throughout the year, resulting in two resets of the Capital Works program being adopted by Council. The 10-year budget was reviewed by Councillors during two workshops held in February and March 2025. The LTFP was adopted by Councillors at the 23 June 2025 Council meeting. A copy of the LTFP for 2025/26 can be accessed from Council's website at: https://wagga.nsw.gov.au/the-council/planning-and-reporting/community-planning/current-community-plans/long-term-financial-plan | Finance | |
| 1.1.2.1.4 | Investigate opportunities to narrow Council's Infrastructure Funding Gap | The 2025/26 LTFP was adopted at the 23 June 2025 Council meeting. There has been a funding scenario included in this document to consider options to reduce the current infrastructure funding shortfall, which includes the ongoing investigation of a potential future Special Rate Variation (SRV) to fund or part-fund this significant shortfall amount. | Finance | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.1.2.2.1 | Coordinate and facilitate corporate planning and reporting processes | A key output for Corporate Planning and Reporting during the last six months was the completion of the Delivery Program 2025-2029 and Operational Plan 2025-26 (DPOP). This document was informed by service plans developed during the first half of the year. Service plans were refined into service statements and included in part three of the DPOP. Service statements explain the day-to-day actions, operational and capital projects, plans and strategies and service output measures. 36 service statements were developed to report to the community on Council's operations. | Corporate Governance & Performance | |
| 1.1.2.2.2 | Review and adopt the Delivery Program and Operational Plan as part of the readoption of the IP&R Suite | The Delivery Program is a four-year plan which outlines Council's commitment to achieving the outcomes and strategies of the CSP. The four-year plan aligns with the elected Councillor's four-year term and describes the elected council's commitment to deliver against the CSP over those four years. The Operational Plan sits within the Delivery Program and identifies annual projects and activities to deliver against the Delivery Program outcomes. It includes council's annual budget and Statement of Revenue Policy.<br><br>The Delivery Program and Operational Plan (DPOP) were reviewed as required by the Integrated Planning and Reporting Guidelines for Local Government in NSW. The DPOP was placed on public exhibition from Tuesday 13 May 2025 until Tuesday 10 June 2025. During the consultation period Council directly engaged with 156 people face to face. Four submissions were received through Council's Have Your Say website. The DPOP was adopted by Council at the 23 June 2025 meeting. A copy of the DPOP can be accessed from Council's website at:<br><br>https://wagga.nsw.gov.au/the-council/planning-and-reporting/community-planning/current-community-plans/delivery-program-and-operational-plan | Corporate Governance & Performance | |
| 1.1.2.2.5 | Finalise the full review of the Community Strategic Plan 2040 | The Community Strategic Plan - Wagga Wagga 2050 was adopted by Council on the 28 April 2025. | Corporate Governance & Performance | |
| 1.1.2.3.1 | Advocate to and collaborate with State Government and key stakeholders to plan for and deliver services, programs and projects that work towards decreasing social and community disadvantage across our local government area | Council has continued to work in close partnership with the NSW Government and key community stakeholders to deliver initiatives aimed at addressing social and community disadvantage. The Tolland Renewal Project remains a key focus, with Council providing ongoing support to Homes NSW and Argyle Housing to progress housing outcomes that incorporate social, affordable and private housing options. Collaborative work also continued on localised projects, including the Clean Up Day initiative in Tolland with Homes NSW and Argyle Housing. | Executive | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | Council secured $50,000 through the NSW Youth Opportunities program for the Licence for Change project in partnership with Mount Austin High School and NRMA, supporting young people in vulnerable suburbs to overcome barriers to participation.<br>Additional advocacy and program delivery included the successful staging of the 2024 Homelessness Week Expo with a Foodbank Pop-Up in collaboration with the Murrumbidgee Primary Health network and over 20 social service providers, NAIDOC Week events, FUSION Botanical, supporting the 16 Days of Activism vigil and delivering fully subsidised coercive control training for local service providers, and free or low-cost school holiday programming at Council’s cultural facilities.<br>Council was successful in receiving funding to deliver the Museum After Dark project with free transport to engage young people in safe after dark activities in educational spaces and $10,000 for the Kooringal Kicks and Tricks youth services event in January 2025.<br>As part of Seniors Festival 2025, Council collaborated with local first responders and support agencies to consult and upskill older adults about elder abuse and where to seek help with a SafeTEA initiative which was well received.<br>Additionally, Council was successful in obtaining $96,000 from the NSW Government as part of their Supporting Spontaneous Volunteers Program to purchase critical resources for the response and recovery of rural villages in the Local Government Area (LGA) in flood emergencies and deliver a broad range of fee-free certificate-based training for spontaneous volunteers across the LGA.<br>Council’s Annual Grants Program continued to support community organisations delivering grassroots projects targeting disadvantage. More broadly, Council has maintained strong working relationships with NSW Government agencies to ensure that local needs are reflected in service planning and funding programs. | | |
| 1.1.2.4.1 | Administer Council's Project Management Framework and methodology | The Project Improvement Steering Committee has been working on the Project Governance Framework and is currently completing a review of all funded and unfunded projects. | Corporate Governance & Performance | |
| 1.1.2.4.2 | Review and administer Council's Project Management Framework | The Project Management Framework is undergoing a review by the Project Improvement Steering Committee. An improvement plan and governance framework have been drafted. | Corporate Governance & Performance | |
| 1.1.2.4.3 | Manage the delivery of Council's Capital Works Program in accordance with Council's Project | The Capital Works budget for the year was $87m made up of $49m for one off projects and $37m for recurring programs. Council spent 62% of the budget and commenced or completed 72% of projects. The delivery shortfall was caused by commenced projects not | Corporate Governance & Performance | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | Management Framework and project plans | progressing as quickly as initially forecast or a scheduled projects being delayed until 2025/26. Projects continue to be monitored and implemented in line with the Project Governance Framework and the Long-Term Financial Plan. A report on projects undertaken is contained within Appendix A of this report. | | |

# 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 | Status |
|---|---|---|---|---|
| 1.2.1.1.1 | Continue to support and manage the use of corporate and City brand guidelines | Council's brand has had a review that has resulted in additional items being added to the list of readily available templates for use by staff and suppliers. Additional work has produced formal templates for use with the city crest. Accessibility continues to be a focus with all designers now having completed training. Branding training has also been undertaken by the team to assist with the creation of new branding for Council's various businesses. The graphic designers will continue to support and assist in the area of branding across the organisation. | Communications and Engagement | |
| 1.2.1.2.1 | Explore community expectations in relation to the level, type and preferred method of communication and engagement with a view to improving and extending Council's communication and engagement activities | The Communications and Engagement team have been refining best practice in both online and offline communications. Media management through identifying and supporting media opportunities continues, noting how important media messaging is to residents, as identified in the Micromex survey. A decline is being experienced in all industries with a shift to other channels. Whilst the audiences for Council's social media have grown on prior years by 6.5% (Facebook) and 4.2% (Instagram), engagement has declined by 27% (Facebook) and 39.8% (Instagram). The team have identified that a communications strategy will need to be produced to combat the decline of reach and engagement in the two traditional social media channels, Facebook and Instagram. This strategy is scheduled to be commenced in 2026/27.<br><br>The team is producing more direct communications, focusing on Electronic Direct Mail (EDM), and introducing the Village Have Your Say pages to provide a direct communications channel with our village residents. This is an ongoing project in its early days but is being received well. | Communications and Engagement | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

## Ensure our community feels heard and understood

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.2.2.1.1 | Provide strategic communications and engagement support to promote, support and evaluate Council's activities in accordance with Council's Community Engagement Strategy | The Communications and Engagement team have been supporting Council's engagement activities through a variety of activities, both online and offline. Some of the campaigns include reporting the Community Strategic Plan outcome back to the community, engaging on both the Delivery Program and Operational Plan (DPOP) as well as other IP&R documents such as the Long-Term Financial Plan. | Communications and Engagement | Ongoing / Recurring |
| 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 | Council continues to develop and implement inclusive and accessible communications campaigns that are promoted across social media, directly to villages, and included in Council News which is published in the Weekend Advertiser. Council's communication channels continue to grow compared to previous years. | Communications and Engagement | Monitor |

# 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 | 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 | During the financial year 2024/25, a total of 31 staff members participated in procurement training. Of these, 17 staff members attended training sessions between January and June 2025. | Procurement Services | Ongoing / Recurring |
| 1.3.1.1.2 | Provide effective contract management, contractor management and procurement management services | Contractor performance management includes a performance evaluation form and tender handover process to contract managers to ensure continuity and effective contract oversight. | Procurement Services | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.3.1.1.3 | Develop and deliver a community education program for First Nations businesses to inform business owners how they can become suppliers to Council | An FAQ sheet is being drafted to outline the process of becoming a supplier to the Council. | Procurement Services | |
| 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 for 2024/25 was approved by the ARIC. It identified the following four areas for audit based on Councils risk exposure:<br>• Facility Maintenance<br>• Environmental, Social and Governance<br>• Street Tree Operations<br>• Child Safety Framework<br>However, due to staff turnover, resourcing issues and other contributing factors not all audits were completed. | Chief Audit Executive | |
| 1.3.1.2.2 | Develop and deliver an Internal Audit Strategic Plan | The 2024/25-2027/28 Strategic Internal Audit Plan was presented to the Audit, Risk and Improvement Committee on 15 August 2024 and subsequently endorsed. Council formally adopted the Plan at its meeting on 26 August 2024.<br>The 2025/26 Annual Internal Audit Plan has been presented to the newly formed ARIC and will be adjusted as needed to reflect Council's emerging operational risks and priorities. | Chief Audit Executive | |
| 1.3.1.3.1 | Facilitate operational improvements based on the outcomes of audits, reviews and gap analysis conducted through the internal audit program | Improvement opportunities identified through audits and reviews are documented in the Assurance & Improvement Actions Register. There are 25 items on Register currently, with 10 actions complete during the period. Most of the outstanding items relate to the Cemetery Operations audit, with multiple causes for the delays. This includes actions arising from the External Quality Assessment and the gap analysis conducted against the new Global Internal Audit Standards. The majority of these actions have now been closed out.<br>Progress is regularly monitored and reported quarterly to the Audit, Risk and Improvement Committee, supporting transparency and accountability in the tracking and implementation of improvements. | Chief Audit Executive | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 1.3.1.3.2 | Provide independent assessment and research of current Internal Audit best practice and advice to the Executive and Audit, Risk and Improvement Committee (ARIC) | A quarterly report is presented to the Audit, Risk and Improvement Committee, which includes updates on best practice trends within the internal audit profession. The audits conducted by the Audit Office of NSW are actively monitored, along with developments in the profession.<br>The Chief Audit Executive (CAE) completed over 40 hours of professional development, including participation in webinars and attendance at Institute of Internal Auditors Conferences. These activities are focused on current trends and evolving best practice across the internal audit sector.<br>In response to the release of the new Global Internal Audit Standards, which came into effect on 9 January 2025, the CAE undertook a comprehensive review of the Standards and used this to update Council's Internal Audit Manual, Internal Audit Charter, and associated report and planning templates. This process involved studying and applying the best practice approaches outlined in the Global Standards to ensure alignment with contemporary expectations for internal audit functions. The impact of the Global Internal Audit Standards has been presented to the newly recruited Audit, Risk and Improvement Committee. | Chief Audit Executive | |
| 1.3.1.4.1 | Manage and report on Council's financial position and performance | The 2023/24 Audited Annual Financial Statements were presented to Councillors in October 2024.<br>Monthly Finance reports are completed and submitted to Council for approval at the last meeting of each month. Finance staff continue to meet monthly with internal Divisional Managers and Facility Managers to manage each area's budgets and report any budget variations to Council as per Council's budget policy POL 052.<br>The 2024/25 Audited Financial Statements will be presented to Councillors in October 2025. | Finance | |
| 1.3.1.4.2 | Manage Council's rates and revenue functions | Rate Instalments and Section 603 certificates were issued on time throughout the 2024/25 year with the 2025/26 rates mailed out on the 8th of July 2025. There was a consistent demand for Section 603 Certificates throughout the year indicating a strong real estate market. | Finance | |
| 1.3.1.4.3 | Manage Council's treasury functions | Over the past year, Council's investment portfolio has returned 4.26%, marginally underperforming the AusBond Bank Bill index by -0.13%. Council's investment portfolio has continued to perform in line with the AusBond Bank Bill Index* over the longer-term time period, returning 3.67% per annum over the past 3 years - slightly underperforming the benchmark by -0.21% over this time. | Finance | |

Action status key: x Not scheduled | x Off track / x | x On hold | x Monitor | x On track | x Completed | x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | Council's cashflow has been managed in accordance with Council's Investment Policy. | | |
| 1.3.1.4.4 | Undertake Zero Based Budget reviews as adopted by Council | The zero-based budget (ZBB) review process continues, with the Development Assessment & Building Certification division draft completed as part of the 2025/26 budget process and adopted at the 23 June 2025 Council meeting.<br><br>The Corporate Governance and Performance ZBB review has now been re-scheduled and is to be completed during 2026/27. | Finance | |
| 1.3.1.5.1 | Ensure Council has a robust claims management process and Council's insurance coverage appropriately protects Council's risk exposures | Council remains committed to managing its specific risks through comprehensive corporate insurance coverage. Efforts to refine and enhance the claims management process are ongoing, allowing it to adapt to emerging challenges.<br><br>Each new claim undergoes a thorough investigation to determine its validity and potential impact. Claims are then handled efficiently, with referrals made to the appropriate departments or insurers as needed, ensuring a streamlined and effective approach to risk management. | People and Culture | |
| 1.3.1.5.2 | Manage complaints in accordance with Council's Complaints Handling Framework | The Expression of Interest process for the Independent Conduct Review Panel was completed, with contracts awarded in January 2025. The panel was appointed in accordance with Council's governance framework, and its operation was monitored throughout the reporting period.<br><br>Complaints received between January and June 2025 were managed in accordance with Council's Complaints Handling Framework. Initial contact was made within five business days, with extended timeframes applied for more complex matters, as outlined in Council's policies and procedures. Regular updates were provided to complainants, where appropriate. | Corporate Governance & Performance | |
| 1.3.1.5.3 | Continue to implement Council's Code of Conduct | During the reporting period, Council was awaiting the release of the revised Model Code of Conduct and associated administrative procedures from the Office of Local Government. Due to the delay, the existing Code was reported in its current form for public exhibition, with the exhibition period scheduled for the next reporting period and adoption anticipated by September 2025.<br><br>Five Code of Conduct complaints were received during this period. Two were assessed as not meeting the criteria for a Code of Conduct complaint, while the remaining three are currently being managed in accordance with the Code of Conduct Administrative Procedures.<br><br>New staff received Code of Conduct training as part of the induction program. | Corporate Governance & Performance | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 1.3.1.5.4 | Mature Council's Risk Management Framework and continue to embed into decision making | The NSW Office of Local Government's issued Guidelines for Risk Management and Internal Audit for local government in NSW to assist councils and joint organisations to implement new amendments to the Local Government (General) Regulation 2021. These changes include the requirement for implementation of a risk management framework that is consistent with current Australian standards for risk management, an annual self-assessment of the framework and annual attestation by the General Manager.<br>The self-assessment of council's risk management framework was completed during the reporting period and identified areas of non-compliance and opportunities for improvement. An improvement plan was commenced during the reporting period to address the findings of the self-assessment. The risk management framework is being comprehensively updated as part of the risk management improvement plan. | Corporate Governance & Performance | |
| 1.3.1.5.5 | Implement the Fraud and Corruption Control Plan including status reporting of the previous year's actions and endorsement by the ARIC of the plan for the following year | Elements of the Fraud and Corruption Control Plan were implemented during the period. A status update on 2024-2025 actions was provided to ARIC in May 2025. Fraud and Corruption is being reviewed as part of the Risk Management Improvement Plan. | Corporate Governance & Performance | |
| 1.3.1.5.6 | Develop and deliver governance and risk training and support to Council officials including staff and Councillors | During the reporting period, governance and risk training was delivered to all new staff through the induction process. Informal training was also provided to specific groups, including new manager inductions and targeted sessions with management teams and identified staff on key governance deliverables. Councillors received induction training in September 2024, with ongoing training during the reporting period focused on reinforcing key governance responsibilities and supporting their ongoing professional development. | Corporate Governance & Performance | |
| 1.3.1.6.1 | Develop a Strategic Property Portfolio Plan | Review of the Public Land Register was completed in December 2024. A broader strategic property review needs to be fully scoped and resourced to be able to proceed. | Land and Property | |
| 1.3.1.6.2 | Manage property related interactions, leasing and licencing of land and buildings and Crown land management ensuring legislative compliance | Renewal of community Licence Agreements is ongoing. A number of agreements have been impacted by external factors (Crown Land, Native Title issues) which are preventing renewal in their current form. External advice is being sought to assist in identifying a pathway forward. Commercial lease renewals are progressing, however, uncertainty concerning the airport headlease is delaying long-term renewals of airport leases. Interim renewals are being negotiated until confirmation of the airport headlease is received. There are currently 114 community / commercial agreements, 16 grazing licences and 36 airport agreements. | Land and Property | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 1.3.1.6.3 | Manage the sale and acquisition of land and buildings ensuring legislative compliance and value for money | The property Team continues to work as part of the broader team to facilitate disposal of land within the RIFL precinct. The team is also continuing with its acquisition work related to a number of major Council infrastructure projects including Northern & Southern Growth Areas, Lake Albert Pipeline and North Wagga Flood Levee, as well as other stand-alone acquisition and disposal projects. | Land and Property | |
| 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 | During the reporting period, no incidents involving breaches of privacy were recorded.<br>Council remained committed to upholding the community's right to access information by responding to four formal Government Information Public Access (GIPA) applications and 450 Informal GIPA requests. In addition to the GIPA figures, Council also responded to 17 requests for access to personal information and five subpoenas for information. | Information Management | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 1.3.2.1.1 | Redevelop and Implement Council's Information and Communications Technology (ICT) Strategy | A draft ICT Strategy has been prepared, however its progression has been delayed due to current resource commitments to high-priority projects, including the implementation of the OneCouncil system. The strategy will be further developed and finalised once capacity allows, with a view to aligning it with broader digital transformation initiatives and emerging organisational needs. | Information and Communications Technology Services | |
| 1.3.2.1.2 | Continue to review and enhance Council's online services presence to improve usability, efficiency and overall customer experience | While wholesale changes to Council's online services are still on hold pending the full OneCouncil implementation, enhancements to the digital customer experience continue to be made. Council's "Request it, Report it" contact page has been created to simplify the process of submitting a customer request, providing feedback and asking a question of Council staff. | Information and Communications Technology Services | |
| 1.3.2.1.3 | Manage Council's cyber security systems and processes in accordance with Council's Cyber Security Strategy | After successfully recruiting for a cyber security resource, projects in the Cyber Security Plan are being scheduled and delivered. Phase one is being delivered this financial year with phase two to be developed after an Essential Eight assessment is completed. | Information and Communications Technology Services | |
| 1.3.2.1.4 | Implement an Enterprise Asset Management System | This specific item has been placed on hold while planning is underway for the reimplementation of a single suite of applications, including Asset Management. | Information and Communications | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | This project has commenced, with Asset Management system implementation scheduled to commence in late 2026. | Technology Services | |
| 1.3.2.2.1 | Engineering design projects are completed within adopted / amended timeframes | Various capital works projects have been delivered in the period (i.e. design plans completed) for Infrastructure Services and Regional Activation. These include<br>• Pine Gully Rd Roundabout<br>• Sydney St • Tarcutta Drainage Upgrades<br>• Lake Albert Pipeline and Foreshore Remediation<br>• Active Travel Plan - Stage 1 (Forest Hill Link and Central Link)<br>• Urana St to Ashmont SPS Sewer Diversion<br>• Incarnie Crescent Stormwater Diversion • Lawn Cemetery Drainage Masterplan Concepts and Lloyd to Ashmont Sewer Diversion.<br>Additional capital projects currently being designed include the Jubilee Park Drainage Upgrades, Glenfield Road Widening, Gregadoo Rd Corridor Upgrades and Red Hill Rd x Dalman Pkwy Intersection.<br>Engineering services provided included Inland Rail design reviews, Mates Gully Rd design reviews, Glenfield Drain Remediation design reviews, North Wagga and Uranquinty Levee design reviews and inhouse development of local catchment flood modelling. | Design | Ongoing / Recurring |
| 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's Employee Engagement Survey was completed in April/May 2024. The response rate from our permanent workforce was 61.9%. A consultation session was held in September 2024 (WWCC Challenge Day) regarding staff feedback.<br>Following feedback received from the WWCC Challenge Day, a 12-month action plan is to be developed containing key deliverables, dates and responsible areas for implementation. The action plan is due for submission to Council's Executive Team in August 2025. | People and Culture | On track |
| 1.3.2.5.1 | Investigate service review programs to improve the efficiency and effectiveness of council operations | A four-year service review plan has been developed that will focus on ensuring Council delivers our services in a way that provides the best possible value for residents and ratepayers. During the period a Service review of the Development Assessment and Building Certification Service Area was undertaken. | Corporate Governance & Performance | Completed |
| 1.3.2.6.1 | Develop and implement Council's Corporate Training Plan aligned with the Individual Performance Development Program, | The Corporate Training Plan for the year was successfully developed and fully implemented in alignment with Council's Individual Performance Development Program, compliance obligations, and the strategic priorities outlined in the Workforce Resourcing Strategy. All planned initiatives and training activities were | Learning and Development | Completed |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | compliance requirements and the objectives of Council's Workforce Resourcing Strategy | delivered, supporting capability development across the organisation and ensuring ongoing compliance and workforce readiness. | | |
| 1.3.2.7.1 | Develop and implement a plant, equipment, and fleet management strategy and implementation plan | A complete audit of all assets has been recently completed and incorporated into the Fleet Long-Term Financial Plan. This comprehensive assessment covered the entire inventory of plant, fleet, and equipment assets, including detailed condition assessments, utilisation history, and historic maintenance analysis. The audit ensures that all Council assets are aligned with the organisation's return on investment (ROI) objectives and informs evidence-based strategic decision-making.<br><br>The overarching Fleet Strategy is underpinned by the ongoing review of both the Fleet Services Long-Term Financial Plan and the maintenance strategy across the plant, fleet, and equipment division. This continuous improvement framework ensures responsiveness to operational needs and supports long-term financial sustainability. | Plant and Fleet Services | Completed |
| 1.3.2.7.2 | Manage operational fleet and plant to provide safe, fit for purpose and legislatively compliant assets in accordance with IPWEA best practice standards for fleet and continue to deliver a sustainable fleet replacement program aligned to operational requirements and provide optimal outcomes for Council and the community | During the 2024/25 financial year, a total of 86 assets were scheduled for procurement under the Fleet Long-Term Financial Plan. This plan is in line with IPWEA best practice standards for safe, fit for purpose sustainable fleet. Of these, 76 assets were successfully acquired, with the remaining 10 assets currently on order and expected to be delivered in the 2025/26 financial year.<br><br>Plant and equipment disposals aligned closely with the forecasted targets, achieving 98.62% of the predicted sale income. This strong result reflects effective asset disposal strategies, efficient resource management, and streamlined operational processes. Ongoing monitoring and refinement of the disposal strategy will be essential to sustain and enhance these outcomes.<br><br>The implementation of enhanced telematics systems has led to an average utilisation rate of 76.68% for major plant and equipment. Additionally, improved operational practices and inter-divisional collaboration have enabled better sharing of resources. This approach has increased asset utilisation and, in some instances, reduced the need for additional acquisitions. | Plant and Fleet Services | Ongoing / Recurring |
| 1.3.2.7.3 | Manage plant and equipment hire to support ongoing service delivery and operational requirements and meet critical functions of Council | Operational teams conduct regular reviews of their service areas and maintain close coordination with the Fleet team to ensure that community service delivery is not impacted by asset requirements, service and downtime. This collaboration ensures that required equipment is readily available to support scheduled works. | Plant and Fleet Services | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | Operational divisions also play a key role in forecasting and programming works, allowing Fleet Services to prioritise equipment availability in advance.<br><br>As part of the recent fleet audit, plant, fleet, and equipment utilisation data was reviewed in consultation with key stakeholders. These discussions helped identify operational requirements and assess whether asset replacement was necessary or if it would be more cost-effective to hire equipment under Council's external plant hire contract.<br><br>The Fleet Operations Officer works closely with suppliers and internal stakeholders to coordinate the timely delivery of plant and equipment to required locations. Operational teams ensure that scheduled equipment use aligns with program requirements, while Fleet Services and internal stakeholders monitor and report on the plant hire process to ensure it meets Council's operational needs and budgetary targets. | | |
| 1.3.2.7.4 | Maintain operational fleet and plant to support ongoing service delivery and operational requirements and meet critical functions of Council | Over the past six months, the Alan Turner Depot Workshop has undertaken a comprehensive review of preventative maintenance schedules. This review ensured that all service intervals are now aligned with manufacturer recommendations, supporting asset longevity and optimal performance.<br><br>The implementation of enhanced telematics systems, combined with the transition to online daily pre-start checks, has significantly improved operational oversight. These tools enable real-time tracking of plant and equipment utilisation and support dynamic scheduling of maintenance, resulting in reduced asset downtime and increased overall productivity. | Plant and Fleet Services | |
| 1.3.2.7.5 | Service and Repair plant and fleet assets in accordance with manufacturer recommendations to maximise availability of the asset for use | Alan Turner Depot Workshop along with Fleet Services have implemented an effective preventative maintenance schedule utilising various systems to create service activators. By utilising these systems, workshop assistants are able to effectively plan, and schedule maintenance works in line with manufacturing guidelines.<br><br>The workshop currently operates with four senior technicians along with one apprentice to ensure an efficient maintenance schedule can be undertaken. Aligning internal process to best practice standards of 70% Planned and 30% unplanned works.<br><br>The introduction of Geotab telematics allows workshop assistants to analyse real-time data from the plant, fleet and equipment to identify patterns that signal | Plant and Fleet | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | potential problems. Constant engine fault reporting allows for a consistent diagnostics approach.<br><br>The workshop & fleet team have introduced Plant Assessor for pre starts for our vehicles and plant items, reducing the use of paper which has led to an increase in proactive reporting of issues and more preventative maintenance by the workshop. | | |
| 1.3.2.8.1 | Manage operational works depot and stores to support ongoing service delivery and operational requirements and meet critical functions of Council | Wagga City Council Works Depot and Stores personnel continuously manage areas to ensure the depot stores a sufficient quantity of materials, tools, equipment, and spare parts to support daily operations. With the use of inventory systems to track usage, reorder stock in a timely manner, and prevent overstocking or stockouts.<br><br>Stores personnel perform frequent stock audits to ensure inventory is accurate, and conduct cycle counts to identify discrepancies.<br><br>Wagga City Council works depot staff ensure that disposal of waste and materials adheres to environmental guidelines, is in line with council sustainability goals and promote the recycling of materials such as metals, plastics, and oils to reduce waste. The recent building of a street sweeper dump point in the depot assists in the disposal of waste correctly. | Stores | Ongoing / Recurring |
| 1.3.2.9.1 | Continue to deliver digitisation and sentencing of hard copy records | Sentencing of hard copy records is progressing well. A substantial portion of the hard copy records has been identified as State archives, and we are currently in the process of transferring these records accordingly. A significant volume of hard copy material has already been completed, and we plan to continue this process across all internal workplace locations.<br><br>Digitisation however is off track due to a lack of resources to complete this. | Information Management | Off track |
| 1.3.2.9.2 | Continue to develop a strong information and records management culture and provide opportunities for staff to participate in record management training and development programs | A new combined Enterprise Content Management (ECM) and Records Management program was developed and implemented for all staff, both new and existing. It is now recommended as a mandatory requirement for new employees in roles utilising ECM. During this period, 11 training sessions were conducted with 70 staff members participating. | Information Management | Ongoing / Recurring |
| 1.3.2.9.3 | Manage and maintain Council's business information, corporate records and archive facilities in accordance with Council's | A significant number of overdue disposals have been completed over the last six months and are continuing at an acceptable pace. Processes have been put into place to reduce the amount of kept physical paper records with the amount of day | Information Management | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | Information Management Framework | boxes decreased and implementing ongoing disposal authorisation for routine business as usual records that come through the information management section. | | |

## Be easily accessible to all members of our community

| Code | Action | Annual comment | Primary Responsibility | 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 and face to face counter channels | Customer Service first call resolution is sitting at 83% and the abandonment call rate is 3%. This exceeds our targets of greater than 80% and less than 6% for each measure.<br>The after hours call centre calls answered within 30 seconds was 78%, below our target of 80%. The after hours call centre abandonment rate is 13%, above our target rate of less than 5%. | Customer Service | |
| 1.3.3.1.2 | Provide advice and information regarding development assessment and building certification related matters to industry and the community | The Duty Town Planner and Building Surveyor are available daily to customers. A total of 1060 duty calls were recorded by the duty officers during this reporting period. Industry newsletter for relevant industry stakeholders. | Development Assessment and Building Certification | |
| 1.3.3.1.3 | Provide advice and information regarding engineering related matters to industry and community | Ongoing engineering advice and information continue to be provided to industry and the community in a clear, timely, and accessible manner. This supports the delivery of consistent, high-quality customer service and ensures the community remains well-informed on engineering-related matters. | Traffic | |
| 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 | Timely and accurate advice on heavy vehicle permits for State roads, along with responses to traffic and transport-related enquiries from industry and the community, are consistently provided. This approach ensures the delivery of high-quality, accessible customer service and supports informed, safe, and compliant operations across the network. Common enquiries include parking, parking bays, active transport and road safety matters including requests to install traffic engineering devices such as speed humps and traffic lights. | Traffic | |
| 1.3.3.1.5 | Provide advice and information regarding infrastructure contributions to industry and community | Customer service is provided as required on a daily basis. There has been a total of 71 invoices issued following customer requests for the year. | Strategic Planning & Contributions | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 1.3.3.1.6 | Provide advice and information regarding rates, revenue and accounts payable related matters to industry and the community | Council year end results for rate arrears outstanding are 5.5% for 2024/25 compared to 5.31% for 23/24.<br><br>The result is considered very sound given the current cost of living pressures the community is trying to cope with. Ongoing rate recovery action is being undertaken in a sympathetic manner. | Finance | |
| 1.3.3.1.7 | Develop a Customer Experience (including Digital) Strategy | The Customer Experience Strategy is in its early stages of development, and we will continue to work on this. | Customer Service | |
| 1.3.3.1.8 | Provide simple and convenient ways to access and do business with Council through online service channels | 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. The following customer interactions have been managed by the customer service team during the reporting period.<br>• 23,003 Customer Service Call Centre Calls received.<br>• 483 Customer Service Web Chats received.<br>• 6161 Customer Requests lodged by Customer Service.<br>• 765 receipts were generated by Customer Service.<br>• 1001 Applications lodged by Customer Service.<br>• 1222 Online requests received by Customer Service.<br>• 2707 Online Applications received by Customer Service.<br>• 648 Snap Send Solve enquires received by Customer Service.<br>• 23,616 Online Payments completed by Customer Service. | Customer Service | |
| 1.3.3.2.1 | Facilitate Council and committee meetings and provide a clear line of communications between members of the public and Councillors | Council meetings were managed in line with service levels. | Corporate Governance & Performance | |
| 1.3.3.2.2 | Provide high-level executive support to the Mayor and Councillors | Executive support continues to be provided to the Mayor and Councillors through the coordination of workshops, meetings, civic events and administrative assistance. A new SharePoint intranet page has been developed to centralise the distribution of news, project updates and key activities. This platform enhances transparency, improves access to timely information and supports Councillors in staying informed of organisation-wide initiatives. | Executive Support | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

# Safe and healthy community

## Our community feel safe

### Create safe spaces and places

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 2.1.1.1.1 | Provide effective ranger services to enhance public safety and manage community safety risks | Rangers are committed to enforcing control requirements for dangerous, menacing, and restricted dogs, with the most recent inspection cycle bringing all such dogs into compliance.<br>Staff are also responding effectively to barking dog complaints, dog attacks, and reports of roaming dogs and stock, all within designated timeframes. | Regulatory Services | |
| 2.1.1.1.2 | Provide effective ranger services to ensure compliance with companion animal legislation | Regular microchipping and registration audits have recommenced and are progressing well, ensuring responsible pet ownership across our community.<br>Staff are also effectively managing barking dog complaints, responding promptly and professionally to maintain neighbourhood harmony. 90 barking dog complaints were recorded during the period. | Regulatory Services | |
| 2.1.1.1.3 | Provide high quality companion animal management facilities, programs, and services through the Glenfield Road Animal Shelter | Staff at the Glenfield Road Animal Shelter have collaborated with community groups, local media, and residents to achieve pleasing rehoming results. Out of the 1,084 companion animals received, 77% of dogs and 66% of domestic cats were either returned to their owners, rehomed, or transferred to rescue groups for rehoming. Additionally, the shelter supported the community by managing 124 feral cats during the reporting period. | Regulatory Services | |
| 2.1.1.1.4 | Deliver community companion animal education programs and initiatives promoting responsible pet ownership and safe pet interaction | Education programs have been adapted from community education events into directly targeted education within the shelter and adoption environments.<br>Specific community issues, including desexing, cat containment and responsible pet ownership have been identified as priorities and education through information packs, targeted talks and indirect social media are being utilised currently. | Regulatory Services | |
| 2.1.1.1.5 | Deliver effective ranger services to enhance public safety, manage risks and ensure compliance with on and off-street parking | Rangers are responding to parking enforcement requests and undertaking patrols in key areas. This includes the central business district, school zones and privately owned carparks. the issuing of fines has increased, reflecting our strengthened enforcement efforts and commitment to upholding community standards. 123 customer requests regarding parking were received along with 21 requests regarding footpath obstructions. | Regulatory Services | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 2.1.1.2.1 | Actions from the StateCover Self Audit are actioned | The WHS Risk Register was updated to reflect identified psychosocial risks and hazards, with a strong emphasis on staff and management consultation. Control measures are being reviewed and enhanced, with a particular focus on education and training initiatives to build awareness and capability in managing and reporting psychosocial risks across the organisation. | Learning and Development | |
| 2.1.1.3.1 | Continue to implement the Community Safety Action Plan | Council continues to implement the Community Safety Action Plan 2022-2026 through activities including, but not limited to: being an active member of the Wagga Domestic Violence Liaison Committee, Community Drug Action Team, Triple H Forum (Homelessness, Housing and Human Services) which oversee a number of community safety issues and initiatives, and the delivery of a Family Community Safety Day during April 2025 as part of the Council-led Youth Week program.<br><br>A program highlight during this period was the delivery of CPTED training to 20 Council staff members across planning, community and infrastructure teams and the facilitation of a Wagga Police briefing with Councillors and Executive. | Social Planning | |
| 2.1.1.4.1 | Monitor and maintain the Council Closed Circuit Television (CCTV) network | Council's CCTV cameras within the CBD are being replaced as they fail or degrade in quality. Some short periods of downtime have occurred while Council's security contractor orders and installs new cameras. Approximately 80-90% of the cameras have been replaced. | Information and Communications Technology Services | |

## Promote safety and safe behaviours

Action status key: x Not scheduled | x Off track / x | x On hold | x Monitor | x On track | x Completed | x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 2.1.2.1.1 | Partner and work with Government stakeholders to improve road safety and behaviour change | Council works with Transport for NSW and the Police via the Local Traffic Committee to improve road safety. Over the 2024/25 year:<br>• Give Way signs at the Kincaid/Beckwith Street intersection have been changed to Stop signs and new line marking installed.<br>• New traffic islands, line marking and a Give Way sign have been installed at the Murray/Brookong Street intersection.<br>• New signs and linemarking has been installed at the Mortimer Place/Chaston Street intersection<br>• New pedestrian islands have been installed on Mitchelmore Street at the Fernleigh Road intersection<br>Line marking to improve delineation at the Mill Street/Hampden Avenue intersection was installed | Roads and Footpaths | Completed |
| 2.1.2.1.2 | Undertake road safety audits | A Road Safety Audit of Byrnes Road has not occurred as yet. Councils Senior Traffic Operations Engineer undertook formal road safety audit training in April 2025.The audit of Byrnes Road will be undertaken over the next six months. | Roads and Footpaths | Off track |
| 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 developed and also repurposed a range of resources (including leaflets and social media posts) to successfully deliver a mosquito awareness campaign. The campaign was promoted via social media and at local events, with mosquito repellents and prevention signage distributed to the community. A newsletter was also distributed to local food businesses to create awareness on changes to the Food Standards Code. | Environmental Health Compliance | Completed |
| 2.1.2.3.1 | Continue to implement priority actions identified in Council's Inland Water Safety Management Plan | Royal Lifesaving completed an Inland Water Safety Assessment at Wagga Beach, the Rocks and Oura Beach in January 2025.<br>As a part of safety improvements updated signage is being installed at Oura Beach. Royal Lifesaving has also undertaken a facility audit of the Oasis and awarded the venue with a 5-star facility rating. A concept design has also been developed for the construction of an emergency boat ramp at Wagga Beach. | Recreation & Asset Planning | On track |
| 2.1.2.3.2 | Deliver water safety education programs | 5149 registered Oasis Swim School participants set a new record for mainstream swimming lesson participants at the Oasis, beating last year’s record of 4920. It has been a hugely successful year for the Oasis Swim School which has also completed a successful rebrand. Further to this, successful programs such as Outback Lifesavers Oasis Swim School for schools and intensives continue to provide the community with multiple avenues on learning the important life skill. | Wagga Leisure | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

## Be responsive to emergencies

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 2.1.3.1.2 | Provide responsive, effective emergency management and emergency prevention services such as traffic control, online communications and alerts, repair works and flood gate operations | Council provides after hours call out services to respond to emergencies. We regularly provide updates via Councils media teams as well as communications and alerts via Live Traffic. 173 traffic updates were provided on Live Traffic for the Wagga Wagga LGA over the 2024/25 year. | City Engineering | Ongoing / Recurring |
| 2.1.3.2.1 | Continue to support the development of local emergency management plans in partnership with emergency service agencies and key stakeholders to ensure we are working to prevent, prepare for, respond to, and recover from emergencies including natural hazards and disasters | Council facilitates and chairs the Local Emergency Management Committee (LEMC). 1 meeting of the LEMC is convened each quarter. Meetings were held on 3 February 2025 and 5 May 2025 during the reporting period. | City Engineering | Ongoing / Recurring |
| 2.1.3.3.1 | Implement actions from the Council's Floodplain Risk Management Plans | Council currently has the following funded flood related projects underway:<br>• Glenfield Drain & Flowerdale Storage area mitigation options<br>• Lake Albert Flood mitigation options,<br>• Levee Pump Augmentation Scheme<br>• Uranquinty Levee Feasibility & Design<br>• Humula and Mangoplah Flood Studies and the Early Warning System Model Development.<br>Updates on all projects are reported quarterly to the Floodplain Risk Management Advisory Committee meetings. | City Engineering | Monitor |

## Monitor and enforce public safety

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 2.1.4.1.2 | Deliver effective regulatory services to enhance public safety, manage risks and ensure compliance with | Council staff are actively responding to all customer requests related to activities or complaints regarding obstructions in a timely manner. We are committed to maintaining a safe and accessible environment for our community and are proud to be consistently | Regulatory Services | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | public road reserve and street activities | meeting our service targets. 196 reports of dumped rubbish were received during the reporting period. | | |
| 2.1.4.1.3 | Deliver fire hazard reduction programs and services relating to private property | Council staff are actively inspecting and responding to all customer requests related to potential fire hazards in a timely and thorough manner. | Regulatory Services | |
| 2.1.4.1.4 | Deliver fire hazard reduction programs and services relating to public property | Council continues to work with the Rural Fire Service to complete hazard reduction programs. For example, roadside fire breaks and asset protection zones are regularly monitored and mowed as required. | Parks and Strategic Operations | |
| 2.1.4.1.5 | Manage impound operations including undertaking inspections, issuing infringements and disposal of items | Rangers continue to monitor the Local Government Area for abandoned articles, signage and abandoned vehicles with a focus on maintaining public safety. Seven vehicles were impounded from public spaces and nine signs were impounded during the reporting period. | Regulatory Services | |
| 2.1.4.1.6 | Perform compliance and regulatory public health inspections | All related applications submitted with the required documentation were assessed within seven (7) days. Applications requiring further information (RFI) were processed promptly upon receipt of outstanding documentation. This includes Development Applications (DA), Septic Applications (SEP) via the NSW Planning Portal, Business Registrations and Closures, Temporary Food Event (TFE) Approvals, and requests for e-Certificates and outstanding order checks.<br><br>All scheduled annual inspection programs for the financial year were completed, including 100% of inspections for public swimming pools, cooling towers, skin penetration premises, food businesses, and mortuaries. For Onsite Wastewater Management Systems (OWMS), all booked inspections for high-risk systems (located within 100 m of rivers or creeks) on properties under 20 hectares were completed as scheduled. The process was re-established to utilise overdue by locality reports to identify and sort remaining applicable systems under 20 hectares, which will now be scheduled accordingly. Statutory Reporting is pending release of annual reporting templates by NSW Health and NSW Food Authority.<br><br>Subject to operational availability, Environmental Health Officers attended all Regional Food Group (RFG) meetings and participated in two relevant professional development opportunities. | Environmental Health Compliance | |
| 2.1.4.1.7 | Perform compliance and regulatory public health investigations and assessment | All public health complaints received during the reporting period were investigated, with 100% actioned within the required timeframes. 32 Public health complaints were responded to within three business days, and all were resolved with notes made in Property and Rating. | Environmental Health Compliance | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | All public health enquiries received via Council's electronic records management system, the health inbox, or telephone calls were responded to within the required 5-day timeframe.<br>Environmental Health Officers conducted risk assessments as part of routine inspections and in response to public health alerts issued by the NSW Food Authority and NSW Health. Appropriate records were documented and included in inspection reports where applicable. | | |
| 2.1.4.1.8 | Promote and encourage voluntary compliance with fire safety regulations through submissions of Annual Fire Safety Schedules and through the Fire Safety Statement Program | Annual Fire Statement (AFS) processing is progressing on track. Properties become due and processed quarterly, 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 | |
| 2.1.4.1.9 | Undertake mandatory inspections of swimming pools as prescribed under legislation | A total of 85 inspections for swimming pool certificate requests were completed during the reporting period. 75.29% of inspections were completed within the target of 10 business days from receiving the request. No public swimming pool (currently tourist accommodation only) were inspected during the period. | Development Assessment and Building Certification | |

## 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 | Status |
|---|---|---|---|---|
| 2.2.1.1.1 | Promote initiatives that attract and support community participation in a range of sports and recreational activities in the Wagga Wagga LGA | A number of community sporting and recreation events have been supported during the reporting period including: All Abilities Unleashed program, FWW Multicultural World Cup, and Afghan Women's National Football Team exhibition match. | Recreation & Asset Planning | |
| 2.2.1.1.2 | Investigate opportunities to increase utilisation of Bolton Park Stadium | 91 individual community sporting groups/teams and organisations continue to utilise Bolton Park Stadium throughout 2024/25 including Twin City Skate, Wagga Tigers, Wagga Basketball, Wagga Futsal, Wheelchair Rugby, Wheelchair AFL, Walking Netball, Senior Women's Hockey, Badminton, Mobility providers, GWS Giants and Local school sports programs. | Wagga Leisure | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 2.2.1.1.3 | Investigate opportunities to increase utilisation of Multi-Purpose Stadium | The Multi-Purpose Stadium (MPS) continues to play a pivotal role in Wagga's sport and recreation landscape. As one of Wagga's premier indoor facility it plays host to National, State and local events.<br><br>Anchor tenants such as Wagga Netball, Wagga Futsal and Wagga Basketball continue to host regular competitions which is supported by a significant amount of casual user groups. These casual user groups include local soccer, netball and football clubs, STARRTS Multicultural group, Muslim Association (MARWA), Riverina Rollers, Artistic Skating, Samoan Christian Church Community Group, Southern Sports Academy, Netball NSW and local schools.<br><br>The MPS has also hosted major events such as Super Netball and education roadshows. | Wagga Leisure | Completed |
| 2.2.1.1.4 | Provide a range of aquatic activities, programs, and events for the community through Oasis | The most recent survey data specifically targeted the Oasis Aquatic users resulting in:<br>• 89% of people either likely or highly likely to recommend the Oasis to others<br>• - 71% of people believe our learn to swim instructors are either good or excellent<br>• - 68% of people believe our program instructors are either good or excellent<br>• - 77% of people believe that our lifeguards friendliness and supervision is either good or excellent<br>• 86.14% of people believe that our customer service is either good or excellent<br><br>The next survey will focus on Wagga Leisure facilities and joint membership initiatives inclusive of Jim Elphick Tennis, Workout Gym, Stadiums and the Oasis Aquatic Centre. | Wagga Leisure | Ongoing / Recurring |
| 2.2.1.2.1 | Continue to implement the Active Travel Plan and footpath network expansion as identified in the Recreation, Open Space and Community Strategy | Council was successful in receiving funding for ATP Stage 3 Exhibition Centre North path which links the Exhibition Centre with Hammond Avenue. ATP Stage 1 continues to be delivered with intersection and line marking works completed on the central and northern links.<br><br>Approval to access the rail corridor for the Forest Hill link has been received and a contractor has been appointed to complete these works prior to the end of 2025. An additional $4.8M was also received to complete the Plumpton Road link between Redhill Road and the Southern Growth Area. This will be completed over the next 18 months as a part of the overall Plumpton Road upgrade project. | Parks and Strategic Operations | On track |
| 2.2.1.3.1 | Complete a review and update of the Recreation Open Space and Community Strategy 2040 | The Recreation Open Space and Community Strategy 2040 has been scheduled for review during 2025-26 financial year.<br><br>Our Strategic Recreation team are currently working through a number of masterplan projects including Botanic Gardens, Jubilee Park and the Exhibition Centre. The projects | Recreation & Asset Planning | On track |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | identified within these documents will be included in the revised Recreation Open Space Community Strategy.<br>The Botanic Gardens masterplan has been through extensive internal and external consultations and a draft masterplan has been developed. The plan is scheduled to go on public exhibition in September 2025.<br>The initial draft of the Jubilee Park masterplan has been received following internal and external consultations. The Recreation team will work with the consultant to refine the draft before progressing with further consultation and public exhibition.<br>Internal and external consultations have been completed for the Exhibition Centre. Community consultation will be sought before development of the draft masterplan. | | |
| 2.2.1.4.1 | Complete then renewal and upgrade of playgrounds in accordance with the Playground Strategy | As identified in the Playground Strategy the following playgrounds were renewed and refurbished:<br>• - Jannali Place Park, Glenfield Park (refurbish)<br>• - Sherwood Avenue Park, Kooringal (refurbish)<br>• - Ray Beddoe Park, Lake Albert (Renewal)<br>• - Lloyd Open Space, Lloyd (Renewal)<br>• - Ken Schultz Park, Mount Austin (Renewal) | Recreation & Asset Planning | On track |
| 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 | Maintenance schedules have been maintained leading into winter and the over sew program has been completed for the winter season.<br>With mowing schedules slowing due to the cold weather, we have transitioned into winter jobs which include under pruning of trees, irrigation audits and repairs, garden bed mulching plus aeration and fertilising of fields to help with water efficiency, penetration and compaction.<br>We continue to manage Customer requests as they come in. We have open communication with representatives of all user groups and associations which provides us the opportunity to address issues in real time, rather than after the fact. | Parks and Strategic Operations | Ongoing / Recurring |
| 2.2.1.5.3 | Manage and maintain the Zoo and Aviary, including animal welfare, facility maintenance | The Zoo team complete and submit our annual animal audit/annual vet visit as part of our Department of Primary Industries compliance obligations. The Zoo team are also currently beginning the farmyard upgrade project. | Parks and Strategic Operations | Ongoing / Recurring |
| 2.2.1.5.4 | Provide high quality aquatic facilities through Oasis to meet community needs and industry standards | The Oasis has earned an overall 5-star rating, with a 99% safety score—the highest possible rating. | Wagga Leisure | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | An increase of 42% or 236 members from 22/23 (538), 23/24 (555) to 2024/25 (791) this is largely due to the success of the Gym/Swim membership with 278.<br>Visitation has begun to plateau with capacity limitations to 270,237 annual visitations 2024/25 (263,469 in 23/24<br><br>Major events held included ACT Water Polo Club Championships, Premier League Water Polo, Welcome to Wagga Defence, Taskforce 72 model ships, Underwater Rugby, SISA Short course and long course championships and approximately 30 school swimming carnivals. | | |
| 2.2.1.5.5 | Provide high quality sports and recreational facilities through Bolton Park Stadium to meet community needs and industry standards | Residents of the Wagga Wagga LGA were surveyed on their satisfaction with sporting facilities culminating in a 91% satisfaction rating. Bolton Park continues to be heavily utilised providing access to close to 100 local community sporting groups and group fitness providers.<br><br>Bolton Park was booked for 1484 hours during the period and 3332.45 hours for the year. This is a slight reduction on 23/24 due to the reduction from Twin City Skate and Wagga Tigers not utilising this space due to the Tennis/Netball works being completed. | Wagga Leisure | Ongoing / Recurring |
| 2.2.1.5.6 | Provide high quality sports and recreational facilities through Multi-Purpose Stadium to meet community needs and industry standards | 464 bookings totalling 1450 were recorded during the period. For the 2024/25 financial year the MPS was booked 947 times totalling 2699.75 hours. This represents an increase of 21% on our 2023/24 numbers. | Wagga Leisure | Ongoing / Recurring |
| 2.2.1.5.7 | Continue to implement and deliver the Northern Sporting Precinct | The Northern Sporting Precinct is on hold until further consultation and arrangements are made with key stakeholders and CSU. | Recreation & Asset Planning | On hold |
| 2.2.1.5.8 | Develop an open space plan of management for all Crown and Council owned reserves | Internal consultation and planning are occurring to coordinate the development of open space plans of management (PoM). The Lake Albert PoM will be recommended for adoption by December 2025 following further information requested by Councillors. PoMs for Bolton Park and Pomingalarna will be provided to Crown Land for comment prior to progressing to public exhibition by December 2025. | Recreation & Asset Planning | Monitor |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

# 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 | 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 continues to actively participate in the Murrumbidgee Health and Knowledge Precinct (MHKP) Alliance and Board. The precinct is a collaboration and partnership with Health, Community, Education and related organisations to improve access and health outcomes in our community.<br><br>Council supported the recent MHKP Innovation Showcase in Wagga Wagga with a focus on artificial intelligence in health. | Regional Activation | On track |
| 2.3.1.3.1 | Engage and work with Murrumbidgee Health and Knowledge Precinct stakeholders to support the progress and planning of the precinct | Council continues to be actively engaged with the Murrumbidgee Health and Knowledge Precinct as part of the Board and Alliance and actively contributes to initiatives such as the Innovation Showcase and the working groups to improve access to and health outcomes in the region. | Economic Development | On track |
| 2.3.1.4.1 | Administer the Reconciliation Action Plan Working Group, participate on the Wagga Youth Interagency Group and the Wagga Access Reference Group and other interagency and stakeholder working groups | Reconciliation Action Plan (RAP) action items delivered during this period included organising the regular schedule of Elders & Executive, RAP Working Group meetings and Wagga Aboriginal Interagency meetings.<br><br>Staff facilitated and/or participated in regular Youth Interagency Group, Wagga Access Reference Group, Wagga Elder Abuse Committee, Multicultural Interagency Network, Triple H Forum (Homelessness, Housing and Human Services), Wagga Domestic Violence Liaison Committee, Tolland Renewal Group, Youth Action Meetings and Wagga Community Drug Action Team project working group meeting schedules in addition to various LGNSW Community of Practice forums. | Social Planning | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

# 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 | Status |
|---|---|---|---|---|
| 3.1.1.1.1 | Pursue funding opportunities with Transport for NSW for improvement works on local and regional roads and at blackspot locations | Council meets with Transport for NSW monthly to discuss any new opportunities for funding. No new grants for roads were obtained during the period. Reporting on funding previously received through the Regional Emergency Road Repair Fund is being finalised. | Roads and Footpaths | |
| 3.1.1.2.1 | Continue to implement the Council Footpath Replacement program | 838 metres of footpaths were renewed during the year. Grinding occurred on 2098 lineal metres of footpaths to mitigate trip hazards and improve overall condition. This year's footpath replacement program included three stages for the central business district (CBD). Stages completed were in the area bounded by Edward and Morrow streets and Best to Tarcutta streets. Remaining stages in the CBD will be completed in the forthcoming replacement program. | Roads and Footpaths | |
| 3.1.1.3.1 | Facilitate and chair the Local Traffic Committee | Local Traffic Committee meetings were held on the 23rd of January 2025, 20th of March 2025 and the 8th of May 2025. The Agenda & Business Paper for each meeting are posted on Councils website. The minutes containing the advice of the Local Traffic Committee have been presented to Council for endorsement. | Traffic | |
| 3.1.1.3.2 | Manage National Heavy Vehicle Regulator applications and undertake traffic management assessments and inspections | 671 Heavy Vehicle Permits have been received for the 2024/25 financial year to date. 656 applications have been completed at an average processing time of 11.65 days. | Traffic | |
| 3.1.1.3.3 | Provide traffic management services and support and assist local on-road event organisers with traffic management applications, plans and co-ordination | Traffic management services were effectively provided, supporting a safe and efficient road network. Assistance was offered to local on-road event organisers through timely assessment and coordination of traffic management plans, aligning with strategic goals to improve and maintain reliable transport connections.<br><br>Events that required traffic management services and support that were successfully conducted during the period 1 January 2025 to 30 June 2025 were the Junior State Touch Championships, Tolland Open Cycling, Anzac Day, Mardi-Gras and the Gold Cup. | Traffic | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 3.1.1.4.1 | Deliver carpark maintenance program | Reactive maintenance is carried out as necessary and is primarily focused on repairing potholes. | Roads and Footpaths | |
| 3.1.1.4.2 | Continue to implement the Council carpark renewal program | Maintenance works are currently being performed through normal operational budgets. An annual program of maintenance and renewal work is being considered in the 2025/26 year. | Roads and Footpaths | |
| 3.1.1.5.1 | Continue to implement the Pedestrian Access and Mobility Plan (PAMP) | Ramps and refuge islands were installed at 20 locations during the reporting period. | Roads and Footpaths | |
| 3.1.1.6.1 | Complete an internal desktop review of the Wagga Wagga Integrated Transport Strategy in 2024/25 before proceeding to the full review and update | The project planning for the Wagga Wagga Integrated Transport Strategy (WWITS) has commenced with a project plan to be developed. The full review of the WWITS is now scheduled to be completed during 2025/26 and 2026/27. | Strategic Planning & Contributions | |
| 3.1.1.7.1 | Continue to implement the Wagga Wagga Central Laneway Renewal program | Council is developing the central Wagga laneway renewal program. A register identifying laneway attributes has been developed. This action has been revised for delivery in the 2027/28 financial year. | City Engineering | |
| 3.1.1.7.2 | Develop and implement programs for construction and maintenance of sealed roads, pavements, shoulders, bridges, culverts and table drains, including the replacement of aged infrastructure | The reseal works program includes kerb replacements, gutterlines, stab patches, correctional works and resealing. The annual program included 66 sealed roads and involves 12,333m2 of preparation works, 1,082m2 of kerb replacements and 198,047m2 of resealing. 12 roads were removed from the program resulting in 54 roads being sealed at a cost of $4.5m (58% of budget) expended to complete the program.<br><br>The unsealed roads program includes grading and resheeting works. Maintenance was completed during the year on 429.93km across 158 unsealed roads. An additional 118km of works were completed in conjunction with other works. 83% of the $6.9m budget was expended to complete the program. Additionally, 157km across 67 unsealed roads were graded in response to customer requests. These works were completed at a cost of $1.3m.<br><br>The culvert program includes the cleaning of 180 culverts and replacement of 89 culverts. 46% of the culvert program was completed during the year. This included 89 cleanings and 32 replacements. This progress expended 71% of the $1.2m budget. The progress of the planned culvert works was behind schedule to due additional capital works completed over a period of 73 days totalling $974K. These capital works included Golf Club Drainage | Roads and Footpaths | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | renewal, Stormwater Augmentation at Incarnie Crescent and Structural Rectification on Ivan Jack Bridge. | | |
| 3.1.1.7.3 | Develop and implement programs for construction and maintenance of new drainage structures and maintenance and repair of kerb, gutter and footpath assets | All works aligned with the road works program are complete. This included completion of 1081m of kerbs, 3712m of new footpaths and 32 culverts replaced. | Roads and Footpaths | |
| 3.1.1.7.4 | Develop and implement programs for the management and maintenance of signs, traffic control, road closures and car park line marking | Council have carried out carpark line marking where necessary and via request. A contract has been engaged to complete identified works. The regional road line marking is complete. Council replaces signs generally upon receipt of a customer request, when they are missing, or faded. | Roads and Footpaths | |
| 3.1.1.8.1 | Ensure the aerodrome safety meets all operational compliance standards and regulations | Wagga Wagga Airport is a Civil Aviation and Safety Authority (CASA) certified aerodrome. An annual safety and management plan is updated annually. Safety and compliance programs include periodic safety and serviceability inspections, technical and electrical inspections and inspections of runway, taxiway and obstacle limitation surface. A CASA audit was completed between February and April 2025. A safety finding acquittal was issued in May 2025 with all corrective action requirements met and no non-compliance notices issued.<br><br>Six-monthly security compliance inspections are undertaken to maintain security compliance with Aviation Transport Security Act & Regulations, Aviation Security Notifications and Transport Security Program. This is verified through the completion of external audits. | Airport | |
| 3.1.1.8.2 | Manage and maintain Airport facilities and services | Maintenance activities include regular activities such as mowing, gardening, inspections and maintenance, terminal cleaning and maintenance, operation of paid parking stem, fire detection inspections and maintenance of landside and airside infrastructure. Corrective maintenance is under way to address structural movement of a part of the baggage make-up area.<br><br>Cleaning and maintenance staff are up to date; however, the overall appearance of the facility is poor. Council is continuing to work with the Department Defence to establish a new long-term lease. A long-term lease will support planned investments in airport infrastructure identified in Council's long-term financial plan. | Airport | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 3.1.2.1.1 | Actively participate and promote the Airport and airport industry and support industry sustainability and growth | The promotion of the airport and airport industry is continuing as opportunities present. The capacity to engage and promote the airport and airport industry is currently constrained by uncertainty regarding the airport lease tenure. | Airport | |
| 3.1.2.1.2 | Continue to lobby the Federal Government for a renewal of the lease at the Airport on extended terms | Council submitted a proposal to the Commonwealth Department of Defence outlining why Council should be granted a long-term lease of Wagga Airport. Council is awaiting a response on the outcome.<br><br>Council continues to apply for grant funding including under the Regional Precincts and Partnerships Program (rPPP) program for master planning for the Airport Precinct. | Airport | |
| 3.1.2.1.3 | Continue to lobby to Federal and State Government departments for critical infrastructure upgrades (security upgrades, safety upgrades for landside passenger and patron accessibility, medical transfer aprons and covered facilities) | Council is actively lobbying for critical infrastructure upgrades. Council submitted a grant application late last year under the Growing Regions funding for a passenger terminal and patient transfer facility infrastructure but was ineligible due to the current lease of the Airport expiring. Recently Council submitted a grant application under the Regional Precincts and Partnerships Program for the Wagga Airport to complete Master Planning and Terminal Detailed Concept and Schematic Design. As part of this application Council engaged with State and Federal Government and key community stakeholders.<br><br>In the NSW Budget it was announced that Wagga Wagga will become one of three new aeromedical helicopter bases, which Council welcomes and will work to support this initiative.<br><br>Once a long-term lease is secured with Defence, Council will actively apply for further grant opportunities and would be expecting to receive a similar level of funding to other regional Airports. | Airport | |
| 3.1.2.1.4 | Protect the airport from the encroachment of incompatible development and encourage developments that facilitate Wagga Wagga serving as the gateway city of Southern NSW | The protection of the Wagga Airport is embedded in our planning principles through the Wagga Wagga Local Strategic Planning Statement to protect and facilitate economic growth in the city. The Wagga Wagga Integrated Transport Strategy 2040 and Implementation Plan 2040 provides for the protection of the flight path from the impact of future residential development. | Airport | |
| 3.1.2.3.1 | Ensure land use planning decisions protect and enhance the key industry and activity cluster areas identified in the | This is an ongoing operational consideration. Land use planning decisions are guided by the Wagga Wagga Local Strategic Planning Statement 2040, including the key industry and activity cluster areas it identifies. | Strategic Planning & Contributions | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | Wagga Wagga Local Strategic Planning Statement | | | |

## 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 | Status |
|---|---|---|---|---|
| 3.1.3.1.1 | Work with Governments, service providers and consumer advocates to improve service quality, connectivity and accessibility to digital infrastructure | Staff continue to meet with industry service providers to identify new and emerging technologies and opportunities for collaboration between industry providers, Council and business. | Economic Development | |
| 3.2.1.2.1 | Attract and support private and public partnerships and investment to grow our region | Council staff continue to work with the NSW Government, and the appointed agent on the promotion of the Wagga Wagga Special Activation Precinct. This includes providing detailed information on the infrastructure that was constructed, future infrastructure opportunities, partnership opportunities with the intermodal hub operator as well as current economic, demographic, workforce and business conditions. Staff also attended Australian manufacturing week | Economic Development | |

# 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 | Status |
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| 3.2.1.2.2 | Pursue funding partnerships for the delivery and future operations of the Active Travel Plan | Council was successful in receiving funding for ATP Stage 3 Exhibition Centre North path which links the Exhibition Centre with Hammond Avenue. ATP Stage 1 continues to be delivered with intersection and line marking works completed on the central and northern links. Approval to access the rail corridor for the Forest Hill link has been received and a contractor has been appointed to complete these works prior to the end of 2025. An additional $4.8M was also received to complete the Plumpton Road link between Redhill Road and the Southern Growth Area. This will be completed over the next 18 months as a part of the overall Plumpton Road upgrade project. | Recreation and Asset Planning | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.2.1.2.3 | Pursue funding, philanthropy, sponsorship and partnerships for the Art Gallery through developing and identifying suitable projects for support | Funding for 2025 calendar year is assured. Wagga Wagga Art Gallery (WWAG) was unsuccessful in obtaining multi-year funding from the NSW State Government funding body, Create NSW. A subsequent funding application has been submitted with an outcome expected in September 2025.<br><br>Program partnership highlights during this period include the successful and ongoing partnership with Earth Canvas for on farm/in studio artist residency (residency to take place September 2025), exhibition and residency partnership with Megalo Print Workshop (ACT), and collaboration with the Friends of the Gallery in fundraising activities. such as the Art Auction held 20 May 2025. | Art Gallery | |
| 3.2.1.2.4 | Pursue funding, philanthropy, sponsorship, and partnerships for the Library | During this reporting period, several key partnerships and funded programs were successfully delivered including Tech Savvy Seniors, First Nations Seniors, Tech Help, and Tech Savvy Communities. National Families Day was celebrated thanks to a NSW Public Library Association Grant. The Agile Library Service actively supported two multicultural playgroups partnering with TAFE NSW and St Vincent de Paul Wagga Wagga to deliver regular Storytimes and Agile Library services. The library collaboration with STARTTS - Service for the Treatment and Rehabilitation of Torture and Trauma Survivors has led to the formation of the Multicultural Youth Group and the Multicultural Leadership Group, and Grand Pacific Health Care offered a weekly Health Navigation Service at the library. | Library Services | |
| 3.2.1.2.5 | Pursue funding, philanthropy, sponsorship, and partnerships for the Museum | Museum of the Riverina's (MoR) application for multi-year funding for the 2026-2028 calendar years through Create NSW was successful and will fund the delivery of strategic research and collections projects. A funding deed and project plan will be negotiated with Create NSW prior to the commencement of the funding period. MoR has received $100K per year for the calendar years 2026, 2027 and 2028 | Museum | |
| 3.2.1.2.6 | Pursue funding, sponsorship, and partnerships for the delivery of community infrastructure and programs | Council Strategic Recreation team are continually monitoring available and emerging opportunities to assist with the delivery of identified community infrastructure and programs. Strategic Recreation applied for multiple grants during 2024/25 however were unsuccessful in securing any funding during the current period. Delivery of grants previously awarded include:<br>• Kessler Park amenities,<br>• Gissing Oval amenities (ongoing),<br>• Harris Park amenities (Wagga Rugby League, secured and ongoing)<br>• McPherson Oval amenities (North Wagga secured and ongoing). | Recreation & Asset Planning | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.2.1.2.7 | Pursue funding, sponsorship, and partnerships for the delivery of environmental initiatives, projects, and programs | Numerous grant funding applications have been submitted including expression of interest for the Local Land Services 'Good Neighbours' Program for a pest control program targeting foxes and feral cats in council reserves and peri urbans areas, and a partnership with Hands on Weavers for a 'Creative Nations - Arts and Cultural Funding' Program for a weaving art project at the Marrambidya Wetland. | Environment and Sustainability | |
| 3.2.1.2.8 | Pursue funding, sponsorships, and partnerships for events, festivals and activities | During this period $500,000 in funding was secured from Transport for NSW's Permit Plug Play Pilot Program, with funds allocated to:<br>• Develop new or streamline existing processes to simplify approval processes required for street-based events including the development of a global traffic management plan and traffic control plan for common/regular event models.<br>• Enabling event infrastructure to reduce event costs including the installation of bollards and power upgrades to reduce operational costs and purchasing of event furniture.<br>• Staging a Class 2 event on one of the proposed roadways for Festival of W 2025 with funds allocated towards additional costs for programming and traffic management.<br>• A further $350,000 was secured through Transport for NSW Open Streets Program 2025-2028. The funds will be used towards temporary street closures for on-street based activations across the next three years of Festival of W. | Visitor Economy and Events | |
| 3.2.1.2.9 | Pursue funding, sponsorships, and partnerships for the Civic Theatre | Highlights during the period include successful funding outcomes with Graincorp for 'Wiradjuri Youth Dancing on Country' which is to facilitate community engagement activities as part of the presentation of 'Garabari' to be delivered in late 2025, and Create NSW to fund the creation of a new local work in partnership with Wagga's Arts Factory, and Sydney's Re:Group Performance Collective, to feature on the main stage in 2026.<br><br>Other successful partnerships include Jaegar's Event Hire and SCA (Triple M) who provided in-kind sponsorship for the Comedy Festival 2025 and the continuation of the long-standing partnership with the Australian Army Band Kapooka to deliver eight free concerts for our community. | Civic Theatre | |
| 3.2.1.2.10 | Pursue funding, philanthropy, sponsorship and partnerships to support community wellbeing outcomes | Funding was secured during this period to support Youth Week and NAIDOC Week Council-led events in 2025.<br><br>Community Services continues to actively seek, develop applications and obtain funding for a number of social cohesion-based projects. | Social Planning | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

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

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.2.2.2.1 | Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues via the Business round table group | Council held 10 Business Roundtable meetings during the period and delivered four presentations on community data, economic analysis, retail and 24-hour economy and housing. | Economic Development | Ongoing / Recurring |
| 3.2.2.2.2 | Complete development of the Economic Development Strategy | A draft economic development strategy has been developed. This identifies a variety of strategic and infrastructure projects for implementation. It was workshopped with Councillors in February 2025 and is now being finalised for public exhibition. The economic snapshot continues to be updated annually with current up to date economic data. In addition to the snapshot new investment collateral has been developed for the RiFL Hub and SAP.<br><br>Staff also continue to complete detailed analysis of economic growth using multiple data sources including the commbank spend data which is being provided to internal stakeholders as well as external industry groups and businesses. | Economic Development | On track |
| 3.2.2.2.3 | Provide economic Modelling and input into Strategic Projects | Modelling was carried out for the Gregadoo Waste, Local Housing Strategy and Airport projects. | Economic Development | Ongoing / Recurring |
| 3.2.2.2.4 | Provide population and growth forecasting | Some minor revisions were made to the population forecast and work has now commenced in parallel with publishing of the Local Housing Strategy to examine housing supply and demand scenarios going forward. | Economic Development | Ongoing / Recurring |
| 3.2.2.2.5 | Conduct economic evaluations post implementation of events and projects | MoU signed with Business Chamber, meetings held with potential SAP investors, Post event evaluation completed for basketball, touch rugby and other events using CBA data. | Economic Development | Ongoing / Recurring |
| 3.2.2.2.6 | Identify and support Housing Development opportunities | Assistance has included the evidence base for the entry level housing project and commenced work on developing Local Housing Strategy demand and supply analysis build around demand by type and local area. | Economic Development | Ongoing / Recurring |
| 3.2.2.3.1 | Provide and maintain high-quality Livestock Marketing Centre facilities and services | The Livestock Marketing Centre (LMC) progressively implements upgrades and improvements responding to changing market demands to strengthen LMC's position and reputation in the regional market. Highlights include:<br>• construction of 15 new ramps<br>• sheep and goat eID system implementation | Livestock Marketing Centre | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | • amenities re-furnishment<br>• Ongoing improvements include the refurbishment of the canteen, landscaping and signage.<br>The LMC operates in full compliance to relevant legislative requirements and is on track to achieve current financial year revenue and dividend targets. | | |
| 3.2.2.3.2 | Update to the LMC Masterplan financial outlook and bring the additional leased land into the Masterplan to better support the sector | Council engaged AEC Group Pty Ltd in February to commence the drafting of a LMC Strategy & Masterplan. To date we have completed the community consultation, update and briefing to Councillors and a situational analysis. Consultation continues with key stakeholder groups. The draft Strategy & Masterplan is on track to be presented to Council and placed on public exhibition before the end of 2025. | Livestock Marketing Centre | On track |
| 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 | The Livestock Marketing Centre (LMC) is a key contributor to the Riverina regional economy supporting local employment and business activity. The new LMC newsletter launched in June 2025 will further promote LMC's efforts in the regional livestock market. The newsletter includes YTD sales volumes, agents' experience and current infrastructure upgrades at the LMC, highlighting LMC's scale, efficiency and market reach.<br>• Total livestock throughput:<br>2024/25: 2,954,053, vs last financial year: 2,735,243<br>• Total value traded:<br>2024/25: $722,198,538.41 vs last financial year: $508,356,636.38 | Livestock Marketing Centre | Ongoing / Recurring |

## Wagga Wagga is an attractive tourist destination

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 3.3.1.2.1 | Create, aggregate and distribute tourism content to further develop Wagga Wagga and surrounds as a desirable visitor destination | Four destination marketing campaigns continued to be developed and promoted this period to encourage visitation to the city and surrounding region. This included the 'Out for Adventure' series - a 12-month series promoting micro adventures in the surrounding region across the seasons. Neighbouring councils highlighted in the series to date include Greater Hume, Cootamundra/Gundagai, Coolamon, Snowy Valleys and Lockhart Shire.<br>A new video series titled 'Mic'd Up' was launched showcasing visitor attractions in our Wagga Wagga + Surrounds region from the perspective of small business owners, volunteers and visitors who are mic'd up, capturing genuine reactions and emotions. | Visitor Economy and Events | Completed |

Action status key: x Not scheduled | x Off track / x | x On hold | x Monitor | x On track | x Completed | x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | Additionally, The Destination Management Plan community engagement campaign was conducted to gather feedback and insights from residents and local businesses. This involved surveys and pop-up sessions across the city and rural villages, contributing to the development of the endorsed Wagga Wagga Destination Management Plan 2025-2034.<br><br>The Visit Wagga Wagga digital platforms reflected stable growth across this reporting period. The Visit Wagga Wagga website recorded an additional 196,953 page views adding to a total annual count of 283,953. Social media channels (Facebook and Instagram) reached a combined following over 44,100. In addition, over 3600 pieces of content, both video and photos, were captured across all campaigns and initiatives to contribute to overall promotion and awareness of our Wagga Wagga + Surrounds region. | | |

## Accommodate and provide support to visitors

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 3.3.2.1.1 | Profile and support local producers and services through the Visitor Information Centre | In quarter three retail sales at the Visitor Information Centre remained consistent to previous reporting periods and remained on budget. This trend was supported by consistent demand of the centre's local product range including food, drink, Wagga Wagga souvenirs, and Wiradjuri/Wiradyuri and First Nations products. In quarter four, temporary Visitor Information Centre services were established in the Museum of the Riverina's Historic Council Chambers site to address priority WHS matters.<br><br>A decline in retail sales were noted in Q4 resulting in an overall annual decline by 11%. This reduction in sales correlates to the change in location and reduced floor stock on display. | Visitor Economy and Events | |
| 3.3.2.2.1 | Provide visitor information services and support through the Visitor Information Centre | During this period, the Wagga Wagga Visitor Information Centre recorded a total of 10105 customers through the doors adding to a total annual count of 23873 - a 15% decrease on the same period in 2024. In May, temporary Visitor Information Centre services were established in the Museum of the Riverina's Historic Council Chambers site to address priority WHS matters. The decline in foot traffic correlates to the change in location.<br><br>Staff distributed a range of Council developed destination publications, city maps, as well as monthly industry newsletters. The distribution of the new Visitor Guide also continued. Regular updates to the community were achieved through the issuing of media releases, Council News articles, and updates on the website and social media channels. Staff continued to facilitate daily requests for accommodation, experience and attraction | Visitor Economy and Events | |

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | information via phone inquiries, digital platforms and face to face customer service at the Visitor Information Centre. | | |

## Provide a variety of events, festivals and activities

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.3.3.1.1 | Deliver and facilitate workshops and familiarisation to the tourism industry and event organisers to assist in business development | During this reporting period, consultation and engagement workshops continued with local business, local government stakeholders and community groups to inform the key priorities to be included in the draft Destination Management Plan. Over 220 business contact enquiries were recorded in this period ranging from requests to participate in council led programs and events as well as assistance in providing industry related business support. Tourism businesses and industry representatives participated in two networking events facilitated by Council which attracted 36 attendees. | Visitor Economy and Events | Completed |
| 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 | During this period the 2024/25 Tourism Partner Program supported a record membership of 182 partners including eight neighbouring shire councils and 12 new tourism businesses entering the sector. The program this reporting period delivered one collaborative marketing and campaign opportunity, two additional networking opportunities through industry events, nine industry newsletters, and ongoing distribution of the two visitor publications including the Visitor Guide and Top Spots maps. Event organisers and small business owners also received funding support through the Major Events, Festivals and Films Sponsorship program and Annual Grants program. | Visitor Economy and Events | Completed |
| 3.3.3.1.3 | Provide support to local businesses and industry operators involved in tourism and the delivery of events | During this period, one-on-one tourism support was provided to operators with staff engaging with 202 businesses across the city, rural villages and partnering shire councils including Coolamon, Temora, Lockhart, Junee, Greater Hume, Narrandera, Cootamundra - Gundagai, and Snowy Valleys. 12 industry newsletters were published to highlight available support, funding, upcoming campaign initiatives and general industry updates. | Visitor Economy and Events | Completed |
| 3.3.3.2.1 | Continue to identify events, festivals and experiences for the community and our visitors | Two more seasonal What's On publications were developed and distributed through the Visitor Information Centre showcasing over 380 events during this period (17,000 printed copies and digital). The weekly What's On listings continued to be published in Council News, seasonal eNewsletters, along with regular updates promoted through social media and digital channels.<br><br>Ongoing distribution of annual publications continued, including the Wagga Wagga + Surrounds Visitor Guide, Top Spots map and Trail Map. | Visitor Economy and Events | Completed |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.3.3.2.2 | Develop and deliver a diverse range of exhibitions and public programs through the Museum which attract and support cultural tourism and visitor economy in our region | During this period the museum welcomed 5494 visitors to both the Botanic Gardens and 4917 visitors to the Historic Council Chambers sites with a 98% satisfaction rate. Public program highlights during this period include:<br>• - The delivery of a popular summer and autumn school holiday program - GAME ON! after-dark youth event<br>• - Launch of the first 'Museum in a Minute' digital exhibition about museum restoration practices<br>• - Refresh of Schoolhouse exhibition<br>• - Ongoing maintenance of semi-permanent exhibitions with object rotation and collections care<br>• - the development of 'STUFF: MoR Treasures' exhibition for 2026<br>- 'Looking for Merlin' digital exhibition to be launched in November 2025 | Museum | Ongoing / Recurring |
| 3.3.3.2.3 | Deliver the annual Comedy Fest at the Civic Theatre | In June the Wagga Wagga Civic Theatre delivered the biggest Comedy Festival to date with 21 shows over three venues and four days. The program featured national mainstage acts Tommy Little, Melanie Bracewell, Dave Hughes, Sammy J and Luke McGregor; fringe style acts such as 'Gladys: A Musical Affair', 'Breaking; the Musical', 'Brown Women Comedy', and 'The Dilapidated Diva' alongside local performers.<br><br>The festival garnered a 15% increase in attendance with approx. 4,500 attendees (28% were visitors to Wagga Wagga) and nine sold out shows. Survey-based feedback from attendees rated the festival highly overall with 100% satisfaction with staff/service and 92% of respondents believing 'the festival brings life to the city as a whole over the long weekend'. | Civic Theatre | Completed |
| 3.3.3.2.4 | Engage with sporting and community organisations to deliver State and National level participation and elite sporting events | A number of National and State level participation and elite sports events were delivered during 2024/25<br><br>National events included AusCycling MTB Marathon National Championships, GIANTS Netball and NRLW. State level events included NSW JSC Touch, Brumbies 7s, Karting NSW Junior State Championships and NSW Golf Open QR. | Recreation & Asset Planning | Ongoing / Recurring |
| 3.3.3.2.5 | Maintain a diverse program of events, festivals and activities to appeal to a broad audience that build on the assets of Wagga Wagga | During this reporting period Council delivered two events including Australia Day community breakfast event and awards night (300 attendees) and Walk of Honour Ceremony (104 attendees). Logistics and planning commenced for the delivery of Festival of W 2025, a 16-day winter festival attracting upwards of 100,000 attendees. Other highlights during this period including visitor servicing and event logistics support toward the NSW Junior Touch Southern Cup Conference, The Academy Games, and CWA Conference. | Visitor Economy and Events | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

# 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 | Status |
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| 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 | As part of the Children's Library of Things collection, four Launchpads were purchased, providing safe, pre-loaded educational content such as apps, games, videos, and storybooks. Additionally, five Meta-Cat robot therapy cats were acquired to offer a realistic and interactive experience, particularly for children experiencing anxiety in social situations. Resources to enhance existing science kits were purchased, including WhaZoodles, audio devices that offer screen-free, internet-free STEM learning experiences for children aged 3-12.<br><br>Promotional materials were developed to improve wayfinding within the library and inform the community about these new resources. Together with the regular addition of new books to the lending collection, these initiatives have fostered greater community engagement and expanded community access to diverse educational resources. | Library Services | Ongoing / Recurring |
| 3.4.1.1.2 | Develop and provide innovative learning and education resources to assist our community to engage in the Museum's programs and activities | During this period the Museum of the Riverina developed handling collection kits aligning with the new 2027 National Curriculum, with museum objects that will be available for use in local primary schools. Other highlights during this period include a partnership with Museums of History NSW to deliver "Beautiful waterways and Stinky Sewers," an in-school digital education incursion which has been utilised by 8,000 students statewide and the delivery of a schedule of summer and autumn school holiday programs along with bookable free or low-cost weekend public programs. | Museum | Ongoing / Recurring |
| 3.4.1.2.1 | Continue to engage with key stakeholders to address skill shortages in the Wagga Wagga LGA | Engagement around skills issues was undertaken with RDA Riverina, TAFE NSW, CSU, Training Services NSW and Murrumbidgee Health and Knowledge Precinct. | Economic Development | Ongoing / Recurring |
| 3.4.1.3.4 | Develop and implement a traineeship, apprenticeship (including school-based traineeships), cadet and graduate program to attract and retain local talent and provide local work experience opportunities where appropriate across the organisation | The Trainee, Apprentice and Cadet Program continues to be a core strategy in attracting and retaining local talent while creating meaningful employment pathways across Council. As of 30 June 2025, we have maintained a strong representation of 28 trainees, apprentices and cadets (5.4% of Council's FTE), reflecting ongoing program stability and alignment with workforce needs.<br><br>Over the past six months, eight new positions were successfully recruited, three participants completed their programs, and five were unable to complete due to individual circumstances. Council secured NSW State Government funding to support a further three | People and Culture | On track |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | positions, with recruitment underway for an additional eight roles across various departments.<br>We continue to strengthen our partnerships, collaborating with the NSW Department of Education on their 'Kids in Council' program, a strategic initiative to provide work experience opportunities to school students with disabilities. Wagga Wagga City Council has been selected to feature in a statewide promotional video to be filmed in September.<br>We've strengthened our framework through the development of Skill Development Plans and continue to actively engage future talent through Careers Expos, industry tours, and work experience.<br>Five of our trainees and apprentices were nominated for the 2025 Riverina Training Awards, with two named top three finalists and one awarded Riverina Trainee of the Year. | | |
| 3.4.1.3.1 | Deliver annual Regional Artist Development (RAD) Residency program in support of Regional Creatives - providing mentoring opportunities and promotion of talent | During this period, three artists participated in the Residential Artist Development (RAD) program.<br>Two residencies with Wiradjuri/Wiradyuri artist Jessika Spencer and Paper and textile artist Emily Shannon, and one RAD Exhibition with Alice Tidd (Artist and Art Therapist).<br>All residencies and exhibitions accompanied by public programs. | Art Gallery | Completed |
| 3.4.1.3.2 | Utilise the Art Gallery to support creative industry development through the Regional Artist Development (RAD) exhibition program | During this period, recent development of the E3 Print Workshop will provide facilities and workshop learning opportunities for RAD artists pursuing printmaking and the wider local printmaking community.<br>Other highlights include RAD artist Alice Tidd mentored by Wagga Wagga Art Gallery staff as part of the Mentored RAD Exhibition Program, providing assistance in professional exhibition design and installation, promotion and media. | Art Gallery | Ongoing / Recurring |
| 3.4.1.3.3 | Provide an annual education program to support local skills development through the Civic Theatre | The Wagga Wagga Civic Theatre delivered a diverse range of programs, events and activities that enable community connection and lifelong learning. Highlights during this period included the mentoring of five young people in traineeship positions across Front of House, and Marketing and Technology. The Marketing School-based apprenticeships and traineeship (SBAT) was a finalist in the NSW Training Awards and the Wagga Wagga Civic Theatre won the National PAC Australia Impact Award for the Traineeship Program to be received in Darwin in August.<br>Other program highlights included the administration of the 'Helping Hand' program which through return and earn recycling and patron donations supports young people experiencing disadvantage to access the theatre's performances and programs. As part of | Civic Theatre | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

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| | | Plug and Play (Youth Music Mentoring program) a series of Youth Week performances were delivered, in addition to fortnightly workshop sessions for participants, a forum for Arts Practitioners on Philanthropy and Sponsorship delivered by Creative Australia, group tours and information sessions for Mount Austin High School Smartts program participants, Omnia Inclusive, the Wagga Business Chamber and Wagga Probus, and a workshop program was delivered for 84 students at Wagga's Christian College by Sydney based Monkey Baa Theatre Co. | | |

## Wagga Wagga is a hub for activity

### Facilitate the development of vibrant precincts

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 3.5.1.1.1 | Continue to implement the Recreation, Open Space and Community Strategy 2040 | The Recreation team continues to implement a number of projects identified in the Recreation, Open Space and Community Strategy (ROSC). A review of the ROSC is planned for 2025. | Recreation & Asset Planning | |
| 3.5.1.2.1 | Continue to implement the Events Strategy and Action Plan | The implementation of the Events Strategy and Action Plan 20-2024 continued during this period with highlights including the delivery of rounds one and two of the Major Events, Films and Festivals Sponsorship $100K program. Ongoing planning for the 2025/26 funding program commenced during the reporting period in preparation for delivery in the next period. The events category of the Annual Grants Program for 2025/26 was also highly subscribed with 23 applications received and $50,000 distributed between 10 community events in the city and surrounding rural villages which will go to Council for endorsement at the 21 July 2025 Ordinary Meeting.<br><br>This period focused on supporting successful applicants with logistics and planning for their events as well as finalising their acquittals. | Visitor Economy and Events | |

Action status key: – x Not scheduled ● x Off track / x ● x On hold ● x Monitor ● x On track ● x Completed ● x Ongoing / Recurring

# 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 | Status |
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| 4.1.1.1.1 | Create opportunities for the development of local stories and local identity through a variety of programming through the Museum | Significant program achievements this period was the official launch of the Resettlement Podcast, aligning with National Apology Day. The GAME ON youth nighttime event as part of Council's Youth Week 2025 program saw 60 young people experiencing games and activities in the Museum after dark.<br><br>Other key program highlights included a partnership with The Art factory, and a four-day livestream of the Sydney Writers Festival in partnership with Wagga Wagga City Library. The return of livestreamed events post-Covid marks a significant new avenue for public engagement and access at Museum of the Riverina. | Museum | ● |
| 4.1.1.2.1 | Create opportunities for the development of local stories and local identity through a variety of performing arts activities | The Wagga Wagga Civic Theatre creates opportunities for the development of local stories and local identity, with program highlights of this period including the delivery of the Riverina Comedy Club during the Wagga Comedy Fest featuring local identities and comedians on stage over the festival period.<br><br>Other highlights include the delivery of the Balcony Sessions featuring local music group The Groove Factory and many emerging local musicians.<br><br>The flagship Plug and Play music mentoring program has provided a platform for young musicians to hone their craft and share their skills through song writing, tech setup and performance focused professional development. Performers were offered a paid opportunity through the Comedy Festival to perform in the Laugh Lounge.<br><br>During the period the Civic Theatre also undertook a consultation process and were successful in securing funding through Create NSW for the creation of a new work in partnership with The Art Factory which will feature the stories of local artists with intellectual disability in 2026. | Civic Theatre | ● |
| 4.1.1.3.1 | Present Art Gallery exhibitions and programs that feature local and regional artists and their stories | Exhibitions and programs presented during this period focused on local/regional identity and artists which included: 'Nuanced' - The Art Society 75th anniversary with over 60 different local artists exhibiting, '50 Years / 50 Treasures' celebrating 50 years of the Wagga Wagga Art gallery showcasing the Gallery collection, including local and regional artists, and 'Riverina Life Stories' by local Elders Aunty Fay Clayton and Uncle Bill Wallace. Other highlights included partnering with Friends of the Gallery to produce a | Art Gallery | ● |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | celebratory publication for 50 years, with history of the Gallery and the ongoing Regional Artist Development (RAD) program. | | |

## Value our heritage

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 4.1.2.1.1 | Celebrate our heritage through arts and culture programs and projects | A highlight during this period was the development and delivery of the 'WELCOME' flag project.<br>In collaboration with the library and STARTTS, a group of six young people of multicultural and refugee backgrounds were brought together for a 10-week creative program to design a series of flags to be displayed on Baylis Street. Mentored by professional artist Sara Wilson, the participants were introduced to designing on tablets using digital drawing techniques and, as a group, they explored how they could visually represent their cultures.<br>The four flag designs represent Chinese, Indian, Persian and Yazidi cultures, with a fifth design featuring the translations of the word Welcome in the top ten languages other than English spoken by Wagga Wagga residents. The flags were launched to coincide with Refugee Week (15 June - 21 June 2025) and can be seen along the full length of Baylis Street.<br>The designs were also reproduced as bookmarks with QR codes leading people to the library website where there is further information about the flags and the artists, allowing people to further connect with and learn about the project. | Cultural Services | Completed |
| 4.1.2.1.2 | Incorporate cultural heritage in the design of public spaces | This is an ongoing operational consideration. The design of public spaces and the incorporation of cultural heritage is informed by adopted policies, strategies and the expertise of other Council directorates. | Strategic Planning & Contributions | Ongoing / Recurring |
| 4.1.2.2.1 | Administer the Heritage Grants Program | A total of four applications were received in the Annual Grants Program 2025/26 - Local Heritage category. Applications were assessed with the panel comprising of a Councillor, an independent community representative, and staff. Panel members were Mayor Dallas Tout, independent community representative Mark Christison, and Council's Senior Town Planner. Of the four applications received a total of $22,111 was requested with $15,500 available. Out of these applications, one application was successful in the amount of $7,500. Endorsement by Council of recommended projects occurs in July. | Social Planning | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| 4.1.2.2.2 | Coordination of the heritage advisor service | Two visits from the heritage advisor occurred during this period. The reduced number was due to an insufficient number of appointments to justify the visit. An average of five visits and / or appointments with internal and external customers predominantly on site.<br><br>Detailed memos provided from the heritage advisor following his visits have been distributed to the customers. Additional written referrals were provided in response to development applications as required. | Development Assessment and Building Certification | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.3.1.1 | Progress the Master Plan and funding options subject to any decisions of Council | A Civic Theatre Masterplan prospectus and project management documentation is currently being prepared in preparation for future funding opportunities to progress this cultural infrastructure project. | Civic Theatre | |
| 4.1.3.2.1 | Continue to implement the Cultural Plan 2020-2030 | The implementation of the Cultural Plan continued during this period with highlights including: presenting and promoting Wiradjuri/Wiradyuri and First Nations art in cultural facilities with Aunty Fay Clayton & Uncle Bill Wallace: Riverina Life Stories exhibition as part of the Wagga Wagga Art Gallery's 50th anniversary exhibitions; the development and presentation of original local creative work 'WELCOME' flags project; improve public access to Council and cultural facilities in the Civic Precinct with new signage for the Art Gallery, National Art Glass Gallery, and E3 Art Space installed; and the ongoing evaluation has been undertaken of the first 5 years of the Cultural Plan with a midway report being prepared for delivery in the second half of 2025. | Cultural Services | |
| 4.1.3.3.1 | Continue to implement the Public Art Plan 2022-2026 | During this period a new Public Art Advisory Panel was inducted and commenced their four-year term. Annual maintenance was carried out on the Collection with cleaning programs, graffiti removal, and a major restoration of the 'Pontoon Seating' located around the Wollundry Lagoon. The timbers of this installation had deteriorated and were completely replaced to the precise specifications of the original artwork.<br><br>An expression of interest was developed and advertised for a new public artwork to be installed at Menneke Park in Estella. The new artwork will be interactive, play appropriate, and will celebrate the legacy of Wagga Wagga's famous blacksmith August Menneke. | Cultural Services | |
| 4.1.3.4.1 | Deliver the Civic Theatre's performing arts season | With a community satisfaction rating of 97% the Wagga Wagga Civic Theatre provides services and facilities to local users and community groups, touring hirers, major performing arts organisations and contemporary music promotors. During this period the | Civic Theatre | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | Civic Theatre welcomed performances by The Groove Factory, Summer School for Strings, Australian Army Band Kapooka, Barkaa, Dion Pride, The Waifs, Carl Barron, Kildare High School, Triple Threat Dance School, and The Robertson Brothers.<br>Four Season works were also presented during the period by The Wharf Revue, Opera QLD's Are You Lonesome Tonight, Glady: A Musical Affair, and CDP's family and Schools work, Rat Burger.<br>During the period the Civic Theatre delivered the Wagga Comedy Fest featuring 22 national, regional and local acts over 4 days across 3 venues, garnering approx. 4,500 patrons. | | |
| 4.1.3.4.2 | Develop and implement a diverse exhibition and public program schedule through the Museum | Two major internally curated exhibitions have been presented during this period: The Lex factor, and Wagga Audio/Visual an exhibition covering Wagga's local media history.<br>Significant program achievements during this period included the official launch of the Resettlement Podcast, aligning with National Apology Day and featuring Uncle Roger Knox. The Game On youth nighttime event (in partnership with Youth Development Officer) saw 60 young people experiencing games and activities in the Museum after dark. Other key program highlights included a partnership with The Art factory and a four-day livestream of the Sydney Writers Festival. | Museum | |
| 4.1.3.4.3 | Continue to implement the standalone Library service delivery model to improve access to library services across the Wagga Wagga Local Government Area | During this period the Agile Library service regularly visited 22 locations across suburbs and rural villages within the local government area. In addition to these regular visits, the service delivered pop-up events at key community gatherings including First Nations events and multicultural festivals. The Outreach Service Team delivered programs with diverse appeal, including music-making sessions, concerts, family history workshops, technology classes, and author visits, ensuring community access and participation in library services, programs and events in suburban and village locations. | Library Services | |
| 4.1.3.4.4 | Provide a contemporary library service to meet the needs of our diverse community | The library's meeting spaces and resources have been actively utilised by a diverse range of community groups and organisations. Room bookings increasing compared to the previous year. Visitor numbers, new memberships, loans, and Agile Library visits also increased. To better serve the community's linguistic and cultural needs, picture books in the ten most spoken languages other than English were added as part of the refresh of the community languages collection.<br>Additionally, the asset renewal of four self-check kiosks allowed patrons to manage their loans independently maintaining the library's accessible service offerings. | Library Services | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.3.4.5 | Provide and facilitate the hire of the Civic Theatre to community and commercial users | During this period the Civic Theatre facilitated the use of the theatre for 83 performances and events, 37 for local community users and for commercial users/entrepreneurial works with a total of 23,766 patrons in attendance. With improvements in balcony heating, foyer displays, communications systems and air conditioning the venue's facilities are well regarded and this is reflected in the demand for bookings and ticketing remaining consistently strong. | Civic Theatre | |
| 4.1.3.4.6 | Provide curatorial design and delivery of an annual exhibition program, education and public program schedule and collection management through the Art Gallery | The 2024/25 exhibition and attendant program schedule delivered 20 exhibitions, three Regional Artist Residencies, one Earth canvas partnered residency, and one Elsa Dixon program residency (Juanita McLauchlan), with schools and public programs held throughout the year.<br>New initiatives during this period include the refurbishment and fit-out of the E3 Print Workshop, and the WWAG 50 Years Anniversary (1975-2025) exhibitions and celebrations. | Art Gallery | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.4.1.1 | Continued development of collections, programs and resources that support our multicultural community | During this period, English conversation sessions were conducted for CALD community members at varying proficiency levels, facilitated by community volunteers. Excursions to local cultural institutions enriched the learning experience for attendees. Creative workshops, such as Welcome Banner Project provided participants with opportunities for cultural expression and exchange.<br>The Language Café received was awarded the Helen and Peter Walsh Memorial Peace Award from the combined Rotary clubs of Wagga Wagga in recognition of “efforts to foster peace and support within our community". Additionally, the Multicultural Leadership Program was awarded the 2024 NSW Public Library Association Multicultural Excellence Award.<br>The Library Connections exhibition continued to showcase the stories of multicultural families and individuals in Wagga Wagga., and the Community Languages collection was updated with new labelling, bilingual signage, and MARC record improvements to enhance accessibility. High-demand languages were identified, and the collection expanded with additional fiction, non-fiction, and children's materials. | Library Services | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.4.1.2 | Deliver a diverse and inclusive annual schedule of social and community events, programs and projects | During this period Council worked with community partners including the Wagga Wagga Multicultural Council, to present a diverse range of community events and activities for National Reconciliation Week and National Refugee Week, with planning underway for FUSION BOTANICAL 2025 and International Day of People with Disability. | Social Planning | |

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

| Code | Action | Annual comment | Primary Responsibility | 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 protection of the ongoing growth and operation of the Defence operations is an ongoing operational consideration that is of critical importance in strategic planning decisions. | Strategic Planning & Contributions | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.6.1.1 | Ensure Council's communications campaigns and engagement activities provide opportunities for our village and neighbourhood communities to be informed of and participate in decisions that shape Wagga Wagga | The Communication and Engagement team has been developing relationships with our villages so that for engagement opportunities we can have a dialogue about what engagements they want to be involved in. The outcomes have been positive, with requests for in-person visits, or social media tiles so that they can be shared amongst village residents via social media in lieu of a visit. All Council's engagement campaigns undertaken via the team have the villages as a key stakeholder. The relationship and effectiveness of this approach continue to develop. | Communications and Engagement | |
| 4.1.6.2.1 | Commence background work and scoping for Rural Land Strategy that considers the rural villages | Initial work has commenced on the scoping for a Rural Lands Strategy. This work is currently on hold pending completion of key strategic priorities including the Local Housing Strategy, Southern Growth Area planning proposal, Wagga Wagga Integrated Transport Strategy review, Health and Knowledge Precinct Implementation. The Rural Lands Strategy is scheduled in Council's Delivery Program for development in 2027/28 and 2028/29. | Strategic Planning & Contributions | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.6.3.1 | Continue to fund community activation projects through relevant Annual Grants categories | The 2024/25 Annual Grants Program funded the following projects and programs that were delivered in this period: Bengali New Year for the Bangladeshi Community of Wagga Wagga (Community Programs & Projects); Electrify Wagga Wagga information sessions (Environment); Multicultural Playgroup run by St Vincent de Paul Society (Neighbourhood & Rural Villages); Restoring the ballroom project at Ladysmith Memorial Hall (Rural Halls); 'Future of the Scene' emerging young musician performances at the launch of the Station Creative Workspace for Eastern Riverina Arts (Youth Programs & Projects) | Cultural Services | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.7.1.1 | Commence review of development controls and prepare structure plans that facilitate connectivity between existing and proposed landscape corridors, public spaces, and walking and cycling networks | The Exhibition Centre and Botanic Garden site masterplans are currently being undertaken with stakeholder engagement having been completed. A draft Botanic Gardens masterplan has been developed and will be placed on public exhibition. The Lake Albert Plan of Management has been placed on public exhibition and will be finalised and presented to Council for adoption. The Pomingalarna, Botanic Gardens and Bolton Park plans of management are currently being developed prior to being workshopped with Councillors. | Recreation and Asset Planning | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.8.1.1 | Coordinate annual events schedule to celebrate and showcase Wiradjuri/Wiradyuri and First Nations Peoples culture and heritage significant dates | Council actively collaborated alongside Wiradjuri/Wiradyuri and First Nations Elders, cultural knowledge holders and community to develop and deliver meaningful programming for Sorry Day and Reconciliation Week 2025 which was well-received. Planning underway for NAIDOC Week 2025. | Social Planning | |
| 4.1.8.2.1 | Continue to implement the Reconciliation Action Plan | Council has been actively working with Reconciliation Australia on the renewal of Council's Reconciliation Action Plan (RAP) 2025-2027. The RAP working group met during this period to review progress of the delivery of all actions identified in Council's Reconciliation Action Plan and review draft actions for the RAP renewal. | Social Planning | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.1.8.3.1 | Continued development of collections, programs and resources that support Wiradjuri/Wiradyuri and First Nations cultural heritage | Program highlights during this period include the delivery of First Nations Tech Help sessions, delivered by First Nations tutors at the community locations of Tolland and Ashmont. The Agile Library delivered pop-up services at Yandarra Day, Ngumbaaydyil Riverside Gathering and Winhanganha Day. The Agile Library provides opportunities for ongoing First Nations youth engagement in partnership with 54 Reasons through weekly involvement in their "After School Activities" held at Jack Mission Oval. Library Purchasing of First Nations authors is prioritised in our community profile across all collections. | Library Services | Completed |
| 4.1.8.4.1 | Present Art Gallery exhibitions and programs that feature Wiradjuri/Wiradyuri and First Nations artists and their stories | Exhibitions and Programs delivered during this period include: 'Riverina Life Stories' exhibition by Aunty Fay Clayton and Uncle Bill Wallace - concerned the experience of Wiradjuri/Wiradyuri and Gamilaraay stolen generation, RAD Residency with Jessika Spencer, Wiradjuri/Wiradyuri Weaver in the E3 space, and the Elsa Dixon Artist Residency with Juanita McLauchlan.<br><br>The Gallery Shop supports First Nations artists through stock and sale of creative work such as Wiradjuri/Wiradyuri artist Deb Wood, and the Gallery continues to work with local schools in offering and delivering bespoke educational programming for First Nations children. | Art Gallery | Ongoing / Recurring |
| 4.1.8.4.2 | Present exhibitions and programs that feature aspects of Wiradjuri/Wiradyuri and First Nations cultural heritage at the museum | A significant achievement in this period was the completion and formal launch of the Resettlement: Wiradyuri Gawaymbanha-gu Mamalanha podcast project, which was launched on National Apology Day 2025 and featured a performance by esteemed First Nations Elder and performer Uncle Roger Knox. The podcast also won the 2025 NSW Local Government Professionals Excellence Award for Community Development. | Museum | Completed |
| 4.1.8.4.3 | Present and promote Wiradjuri/Wiradyuri and First Nations artists at the Civic Theatre | During this period the Wagga Wagga Civic Theatre presented contemporary First Nations musician Barkaa which featured local hop hop artist Xavier Beachamp (Beacho2700) as support act. Xavier has since joined our Plug and Play program and is contracted to take part in the Civic Theatre's 2025 NAIDOC Youth Concert, 'Balgarra'.<br><br>The Civic Theatre hosted community events such as National Apology Day including the launch of the Museum of the Riverina's podcast 'Resettlement' featuring Uncle Roger Knox performing, the Walk of Honour morning tea in honour of First Nations Elders Aunty Dorothy and Uncle Hewitt Whyman and the hosting National Apology Day event. | Civic Theatre | Completed |
| 4.2.1.1.1 | Develop and deliver an annual building maintenance program to identify and prioritise improvements to community facilities to ensure | Facilities Maintenance continue to develop and implement an effective annual building maintenance program for all community facilities. The program identifies necessary | Facilities Maintenance and Management | Ongoing / Recurring |

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | they are available to meet current and future needs of the community | repairs, improvements, and upgrades, as well as prioritises the requirements based on level of priorities.<br>Key areas of focus being the facility audits and condition assessments, along with community feedback and customer requests support the Facility Maintenance team in developing the strategic plan for planned maintenance whilst attempting to reduce the unplanned maintenance requirements.<br>Working closely with cross directorates to determine the requirements of all community members, ensuring council assist are maintained with all areas and requirements. Prioritising scheduled works for specific community groups ensuring works can be completed within a safe and timely manner.<br>Working with all internal and external stakeholders to constantly monitor works completed and scheduled works to ensure to evaluate the effectiveness and allow for further amendments for future plans and/or schedules. A total of 13 buildings had works completed within the program including building renewals at Kessler Park and Uranquinty Oval, roof replacements at 1 Fitzmaurice St (community tenanted building) and Currrawarna Community Centre, and Civic Theatre Balcony retiling. 308 buildings have had audits and condition assessments completed within the period. | | |

## Our community feel welcome, included and connected

### Activate community spaces to promote connectedness

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.2.2.1.1 | Continue to implement the All Abilities Inclusion Action Plan | Council supports and actively participated in the monthly Wagga Access Reference Group (WARG) meetings. Key highlights during this period include Council alongside the WARG meeting with the Physical Disability Council of NSW to advocate and obtaining funding to deliver Person-Centered Emergency Preparedness training for people living with disability and their circle of support. | Social Planning | On track |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

### Provide programs and activities to bring us together

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 4.2.2.2.1 | Deliver programs and events that are inclusive and support participation in lifelong learning and community connection through the Library | A range of library programs and events including multicultural programs, seniors, intergenerational and early literacy programs were delivered during this period. The Agile Library service regularly visits 26 locations in suburban and rural villages across the local government area, along with pop-up visits to parks, community events and festivals.<br>The current hub-and-spoke library service model allows residents to access library resources and programs regularly. Overcoming participation barriers such as transport, geographic distance, and economic and social hardships. Partnerships with organisations such as STARTTS, TAFE NSW and 54 Reasons introduce new patrons to the library and extend the reach and participation opportunities for our community members. | Library Services | |

# 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 | Status |
|---|---|---|---|---|
| 5.1.1.1.1 | Continue to implement the Local Strategic Planning Statement 2040 | The Local Housing Strategy, CBD Masterplan and Northern Growth Area structure planning are significant actions from the Local Strategic Planning Statement 2040 and are in development. | Strategic Planning & Contributions | |
| 5.1.1.2.1 | Develop and implement a City Centre Master Plan | Staff have been working with internal and external stakeholders in the development of a draft CBD Masterplan. The draft document that is being prepared will provide strategic direction as well as identifying strategic and infrastructure projects for implementation. Initial community engagement has been undertaken with CBD stakeholders as well as the broader community. | City Growth & Regional Assets | |
| 5.1.1.2.2 | Complete Stage 2 Technical Studies for the Northern Growth Area | The APP Group has been appointed to deliver technical studies for the Northern Growth Area. Key stakeholder engagement is well progressed with the first workshop completed in June 2025. The project is due to be completed by December 2026. | Major Projects | |
| 5.1.1.3.1 | Assess and determine development applications, construction certificates, complying development | The Development and Assessment and Building Certification team monitor performance against a combination of state government legislated and internal service standards. State government targets have a performance target of 100% whilst internal service standards are set at 80%. | Development Assessment and Building Certification | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | applications and manage risks through monitoring their compliance | State Government & legislated performance standards<br>• 67 complying development certificates were processed with 51% completed within the required 20 calendar days.<br>• Development applications are to be determined in accordance with the Minister's EP&A (Statement of Expectations) Order effective 1 July 2024. The following reporting data is available from - https://www.planning.nsw.gov.au/policy-and-legislation/housing/faster-assessments-program/council-league-table<br>○ 505 development applications were lodged during the 2024/25 financial year. The average lodgement days was 8 days which is ahead of the expectation level of 14 days.<br>○ 508 development applications were assessed during the 2024/25 financial year. The average application assessment days was 68 days which is ahead of the expectation level of 78 days.<br>Internal service standards:<br>• 46 building information certificates processed during the reporting period. 84% were processed within 27 calendar days.<br>• 110 construction certificates were determined during the reporting period. 67% were determined within 40 calendar days.<br>• 271 residential (not combined with DAs) plumbing section 68 applications were determined during the reporting period. 86% were determined within 7 business days.<br>• 718 drainage diagrams were processed during the reporting period. 91% were processed within 5 business days.<br>• 997 section 10.7 planning certificates processed during the reporting period. 91% were processed within 5 business days. | | |
| 5.1.1.4.1 | Assess and determine development against Council's engineering standards and planning controls to ensure engineering compliance for developer created assets | 68 section 138 applications and 13 section 68 applications were received with all responded to within the required 14 business day service standard. 32 Subdivision Certificates were received with 93% meeting the targeted 14 business day service standard. Five Subdivision Works Certificates applications were processed with 40% completed within 10 business days. | Subdivisions | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.1.1.5.1 | Present planning proposals to Council within six months of lodgement | Council continues to process planning proposals within the timelines set out by the State Government. During the reporting period 4 planning proposals were reported to Council of varying complexity and scale.<br>During the 2024/25 financial year, the following planning proposals were received:<br>• LEP24/0003 Southern Growth Area – Zone 1<br>• LEP24/0001 Cartwrights Hill (proponent-led planning proposal)<br>• LEP24/0002 11 Farrer Rd (Council planning proposal)<br>• Section 3.22 amendment for Livingstone National Park | Strategic Planning & Contributions | Monitor |
| 5.1.1.7.1 | Assess and process infrastructure contributions required for complying development certificates and development applications | During the year infrastructure contribution conditions were applied to 96 development applications and 152 complying development certificates. | Strategic Planning & Contributions | Ongoing / Recurring |
| 5.1.1.7.2 | Manage developer agreements as required in line with Council's policy and Section 203(1) of the EP&A Regulation 2021 | Council continues to negotiate, prepare and manage developer agreements across the city. Council's Developer Infrastructure Agreements Policy POL121, was reviewed as part of the overall Council policy review in 2025. Council is managing a developer agreement entered in 2024 with New South Wales Land and Housing Corporation. This agreement is a multi-year agreement for the Tolland housing renewal project which seeks to deliver approximately 300 residential lots with approximately 40% as social and affordable housing. | Strategic Planning & Contributions | Ongoing / Recurring |
| 5.1.1.7.3 | Monitor project delivery, infrastructure contribution income and Reserve balances of infrastructure contributions | During the period the following contribution amounts were received $3,540,064 for Section 7.11, $329,779 for Section 7.12, $1,324,206 for Section 64 Sewer and $862,529 for Section 64 Stormwater. | Strategic Planning & Contributions | Ongoing / Recurring |
| 5.1.1.7.4 | Update the Sewer Development Servicing Plan | The project is on hold until the Housing Strategy is adopted by Council and the asset network is revalued in 2025/26. The Development Service Plan for Sewer is scheduled in Council's Delivery Program to be updated between 2025/26 to 2027/28. | Strategic Planning & Contributions | On hold |
| 5.1.1.7.5 | Update the Stormwater Development Servicing Plan | This remains on hold until the Local Housing Strategy is completed. The Local Housing Strategy will inform growth data required to update the Stormwater Development Servicing Plan (DSP). The revaluation of the existing data has occurred this financial year. The network modelling is required to inform the development of the Stormwater DSP. The Development | Strategic Planning & Contributions | On hold |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
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| | | Service Plan for Stormwater is scheduled in Council's Delivery Program to be updated in 2025/26 and 2026/27. | | |
| 5.1.1.7.6 | Update the Local Infrastructure Contribution Plan | This project is on hold until the Local Housing Strategy is developed, the Wagga Wagga Integrated Transport Strategy and Recreation Open Space and the Community Strategy are updated. | Strategic Planning & Contributions | |

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

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.1.2.1.1 | Collaborate and advocate for urban renewal opportunities with State and Federal Government within social housing precinct | This is an ongoing action, Council has continued to work closely with Homes NSW on the Tolland Renewal Project and will continue to work with key agencies on other opportunities as they arise. | Strategic Planning & Contributions | |
| 5.1.2.1.2 | Implement the Local Housing Strategy to inform matters of supply, diversity and affordability | This is an ongoing action, with the Local Housing Strategy undergoing public exhibition from 30 June 2025 to 1 August 2025. Following public exhibition, relevant updates, and adoption by Council, implementation can commence. | Strategic Planning & Contributions | |

## Our natural areas are protected and enhanced

### Preserve and improve our natural assets

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.2.1.1.1 | Continue to implement the Biodiversity Strategy: Maldhangilanha 2020-2030 | Several actions from the Biodiversity Strategy have been completed, including artificial habitat enhancements, such as a nestbox audit and installation, and invasive pest species management, including carp electrofishing and priority weed management. | Environment and Sustainability | |
| 5.2.1.2.1 | Continue to implement Management Plan actions for the Birramal Conservation Area and the Marrambidya Wetland | Council has completed various management actions within the Marrambidya Wetland, including maintenance work on walking paths, clearing storm damage, and repairs to the audio 'talking' poles. An artificial island known as a 'BioHaven' was installed to provide additional habitat and a wildlife camera was attached to gather data on local fauna. Plans have been developed for the Birramal Conservation Area to improve the visitor experience, which will enhance seating, signage and habitat structures. | Environment and Sustainability | |

Action status key: x Not scheduled | x Off track / x | x On hold | x Monitor | x On track | x Completed | x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.2.1.3.1 | Continue to implement Council's Priority Weed Management Program in accordance with the Regional Weeds Action Program | Annual management activities targeting priority weeds within council reserves and roadsides have been undertaken, as well as inspections for priority weeds on private and public managed lands. The public's response to community engagement activities continues to be positive. | Environment and Sustainability | On track |
| 5.2.1.3.2 | Continue to implement the Roadside Vegetation Management Plan | Council staff identified six high priority roadside locations to increase and enhance vegetation condition. Further consultation is currently being conducted to address competing factors including bushfire risk. | Environment and Sustainability | On track |
| 5.2.1.4.1 | Develop an Arboreal Mammal Habitat Management Plan | Actions from the Arboreal mammal Management Plan that have been completed include an audit of barb wire at Pomingalarna, Norman Duck Oval, and San Isidore to identify suitable areas to remove barb wire, reducing the threat of wildlife entanglement. Identified works will be completed in late 2025. A wildlife entanglement flyer was also distributed to San Isidore and Moorong residents, educating them on the dangers of barb wire and providing suggested fencing alternatives. | Environment and Sustainability | On track |
| 5.2.1.4.2 | Implement actions to improve connectivity of habitats for threatened species | In partnership with Spark and Westpac, Council have continued to expand on the Bomen Revegetation Project, planting the final 6,000 native seedlings in June 2025. This takes the total for the project to 50,000 native seedlings. | Environment and Sustainability | Ongoing / Recurring |
| 5.2.1.5.1 | Conduct monitoring and reporting to ensure compliance with relevant legislative requirements relating to sewer treatment reticulation and sewerage pump stations in accordance with the Environmental Protection Agency (EPA) license requirements | There are three main sewage treatment plants (STPs) currently servicing the Wagga Wagga area, these STPs are at Narrung Street, Kooringal and Forest Hill. Monitoring of Sewer treatment operations undertaken in accordance with Environmental Protection Licence requirements. Monitoring reported on Council's website at https://wagga.nsw.gov.au/services/stormwater-and-sewers/sewers/sewage-treatment | Sewer and Stormwater | Ongoing / Recurring |

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

### Look after and maintain community assets

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.3.1.1.1 | Undertake asset revaluations in accordance with Local Government requirements | Finance staff have recently received the draft Stormwater Assets revaluation from its contractor and are processing required updates for inclusion in the 2024/25 annual financial statements. | Finance | Ongoing / Recurring |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.3.1.2.1 | Develop and deliver a seasonal maintenance program for the Wagga Wagga Lawn Cemetery and Crematorium, Wagga Monumental Cemetery, Currawarna Cemetery, Uranquinty Cemetery, Tarcutta Cemetery and Humula Cemetery to agreed service standards | An annual and seasonal maintenance program that has been developed over several years and adjusted to suit the growing needs of the community as well as environmental changes depending on the season. Maintenance is completed daily at the Wagga Lawn Cemetery, weekly for the monumental cemetery and monthly for the four rural cemeteries. | Parks and Strategic Operations | |
| 5.3.1.2.2 | Provision of cemetery and crematorium facilities and services including the management and maintenance of Wagga Wagga Lawn Cemetery and Crematorium, Wagga Monumental Cemetery, Currawarna Cemetery, Uranquinty Cemetery, Tarcutta Cemetery and Humula Cemetery | Cemetery staff strive to respond to customer requests on the same day they are received, subject to operational and staffing constraints. If a request cannot be fully addressed immediately due to its complexity, staff ensure that the initial inquiry is acknowledged promptly.<br>Cemetery staff carry out daily tasks and activities in alignment with established policies and procedures, which are designed to ensure compliance with relevant legislative requirements. Staff also actively monitor and stay informed about proposed changes and approved amendments to the Cemeteries and Crematoria Act 2013.<br>The cemetery had 64 chapel bookings/services, 91 cremations, 41 interments of ashes and 90 burials in this reporting period. | Parks and Strategic Operations | |
| 5.3.1.3.1 | Manage and respond to sewer and stormwater system failures | Staff responded to sewer system failures within 2 hours. During the reporting period 833 customer requests were received in relation to sewer matters and 143 for stormwater matters. Sewer chokes accounted for 59% of sewer customer requests whilst 45% of stormwater customer requests were for blockages. | Sewer and Stormwater | |
| 5.3.1.3.2 | Manage the impact of sewerage pumping stations and treatment plants on surrounding residents | Council operates the treatment plants in accordance with environmental protection licences through regular testing and monitoring. No sludge kept on site to reduce potential odour complaints. | Sewer and Stormwater | |
| 5.3.1.3.3 | Prepare and complete the annual Closed-Circuit Television (CCTV) inspection and jetting program | There is no CCTV program in 2024/25 financial year as equipment is utilised to deal with customer requests relating to storm actions and sewer chokes. | Sewer and Stormwater | |
| 5.3.1.3.4 | Provide, renew and upgrade sewer assets in accordance with the Sewer Management Plan | A Sewer mains rehabilitation project has been undertaken with 2.9km of sewer mains rehabilitated during the reporting period and a total of 5.4km for the financial year. | Sewer and Stormwater | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.3.1.3.5 | Provide, renew and upgrade stormwater assets in accordance with the adopted Capital and Recurrent Works Program | No action in this period. No stormwater renewal projects proposed for 2024/25. | Sewer and Stormwater | – |

## Create an attractive city

| Code | Action | Annual comment | Primary Responsibility | 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 | Trees in school zones are assessed six-monthly to support visibility of signage; city centre, main street, principal boulevardes, secondary streets and medical centres are inspected annually whilst trees in parks and high-profile areas are inspected every three years.<br>Scheduled audit activities have been completed including assessments for major parks, main street, principal boulevards, secondary streets and medical centres. School zones have been inspected for signage clearance. Works programs have been developed to action the results of assessments. | Parks and Strategic Operations | Ongoing / Recurring |
| 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 | Tree planting numbers have increased to 273 this year to include 20% extra trees in open spaces in support of the Urban Cooling Strategy. The Street Tree Strategy review and update has commenced. | Parks and Strategic Operations | On track |
| 5.3.2.2.1 | Deliver a sustainable maintenance program to ensure our parks and public spaces are suitable and accessible to all | Maintenance programs have been established by our Botanic Gardens, Open Space and Sportsground teams to ensure parks and public spaces are suitable and accessible. This includes regular inspections of equipment, weekly maintenance within city precinct parks, fortnightly maintenance of irrigated parks and monthly maintenance of village open spaces and dry parks. | Parks and Strategic Operations | Ongoing / Recurring |

## Improve the facilities of our spaces and places

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.3.3.1.1 | Deliver cleaning services to ensure the Central Business District (CBD) and community facilities are safe, | Amenities are cleaned and sanitised to maintain hygiene standards across all council facilities. Cleaners ensure they pay special attention to high-touch surfaces such as | Facilities Maintenance and Management | Ongoing / Recurring |

Action status key: x Not scheduled | x Off track / x | x On hold | x Monitor | x On track | x Completed | x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | clean and accessible to meet the needs the community | handrails, benches, door handles, and light switches, cleaning them frequently to reduce contamination.<br><br>Facility Maintenance schedule customer requests daily to ensure these are actioned within a timely manner, the ability to prioritise tasks with the current software ensures tasks are completed within a dedicated time frame. Working closely in line with national best practice standards for specific tasks, such as graffiti removal and further tasks.<br><br>Graffiti removal is conducted in line with Councils Graffiti Management Plan, responding to levels of requirements. Graffiti response is dependent on level of damage and or explicit content. Requests relating to explicit content are removed immediately following reporting to Council. Facility Maintenance prioritise tasks for removal. For the requests of non-explicit content, these are placed within the scheduled works and are completed in line with Facility Maintenance schedules and Graffiti Management Plan guidelines. Buildings had 182 instances of graffiti removal attended to within this reporting period. | | |

# 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 | Status |
|---|---|---|---|---|
| 5.4.1.1.1 | Coordinate environmental educational activities and programs for the community | Council conducted or partnered in a total of 19 community events, including One Tree for Me, Clean Up Australia Day, the Riverina Harvest Festival, Senior Festival activities, the ErinEarth Winter Lantern Festival, weed community engagement sessions, and a Sustainable Living Webinar series. Council staff also participated in various guest speaking opportunities for Eastern Riverina Landcare, Charles Sturt University and Wollundry Rotary group. | Environment and Sustainability | Completed |

## Work towards net zero emissions for Council by 2040

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.4.2.1.1 | Install solar PV and battery systems at priority sites | A 50 KWh battery system has been successfully installed at the Multi-purpose Stadium. The battery system has been coupled with a 50 KW rooftop solar system that was installed in 2024. | Environment and Sustainability | Completed |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.4.2.1.2 | Monitor and report on Council's energy, waste, and fleet emissions | Electricity, gas and water usage at Council's facilities are monitored regularly through Council's utility bills, as are greenhouse gas emissions generated through operating our fleet and operating the landfill. Detailed figures are reported annually within the Annual Report. | Environment and Sustainability | |

## 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 | Status |
|---|---|---|---|---|
| 5.4.3.1.1 | Undertake community education in line with the Community Net Zero Emissions Roadmap | Council have delivered Net Zero community engagement activities such as a 'Sustainable Living' webinar series, which included four free webinars that covered the following topics:<br>• Energy Efficiency: Winter Comfort for Homeowners and Renters<br>• Introduction to Solar and Adding a Home Battery Storage<br>• All Electric Homes<br>• Electric Vehicles.<br>All the webinars were recorded and are available to watch on demand through the council's website. Council also continues to actively promote state and federal grants and rebates to residents and businesses. | Environment and Sustainability | |
| 5.4.3.1.2 | Lobby State and Federal Government to address barriers to the take up of renewable energy, energy efficiency and sustainable transport | Council continues to advocate for State and Federal government initiatives that will focus on removing barriers to take up of renewable energy for residents, in particular those that are tenants. Council staff have provided feedback and input to State Government on initiatives to ensure equitable access. | Environment and Sustainability | |
| 5.4.3.1.3 | Facilitate 6 monthly forums comprising of representatives of relevant community and business groups and State Government agencies to discuss the approach to community net zero emissions | Council hosted the six-monthly Net Zero Forum meeting in April, including presentations from the Department of Primary Industries and Regional Development (DPIRD) and Riverina Local Land Services (RLLS) on their net zero projects. DPIRD presented on their innovative project 'Beyond Fossil Diesel' while RLLS presented on their net zero strategy. | Environment and Sustainability | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

## Adapt to our changing environment

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.4.4.1.1 | Identify and implement actions to reduce our reliance on potable water consumption in parks and public spaces | Council staff continue to upgrade irrigation systems at parks and open spaces to allow remote access via phones to ensure all watering is as efficient and effective as possible. | Parks and Strategic Operations | |
| 5.4.4.3.1 | Promote the Resilience Blueprint to the community | The ' Resilience Blueprint for South-East New South Wales' has been further improved with reading accessibility. This updated version has been included on the council's website. The Blueprint has also been promoted through the Sustainable Wagga Wagga newsletter and Facebook page. | Environment and Sustainability | |
| 5.4.4.3.2 | Seek funding to prepare a Climate Change Adaptation Strategy outlining support and tools available for the community's transition | Council has been continuously partnering with Canberra Region Joint Organisation and seeking support from the State Government to assist our community in emission reduction and adaptation activities. Council will be working with the NSW Reconstruction Authority in coming months to develop a Disaster Adaption Plan. | Environment and Sustainability | |
| 5.4.4.4.1 | Implement priority actions from the Urban Cooling Strategy | Preliminary investigation works were conducted on four reserves and three active travel sites for suitability to host canopy plantings. A total of 177 large and medium trees will be planted next financial year. Plans have also been completed for a trial 'Tiny Forest' in a local park. | Environment and Sustainability | |
| 5.4.4.4.2 | Assist residents to plants native shrubs and trees through the 'One Tree 4 Me' program | Council has completed the first 'One Tree For Me' event for 2025 at Henwood Park in Kooringal, Council handed out five separate species of native plants to 400 households. For the entire 2024/25 period, there were giveaways at four different locations with a total of 8,000 locally native plants handed out to residents. | Environment and Sustainability | |
| 5.4.4.4.4 | Complete required State and Commonwealth annual environmental reporting | Council staff completed annual reporting for various council assets with NSW Environmental Protection Licences. Reporting was completed for Narrung and Kooringal Sewerage Treatment Plants, the Gregadoo Waste Management Centre and the Livestock Marketing Centre. | Environment and Sustainability | |
| 5.4.4.5.1 | Review and implement priority actions in Asset Management Plans | The updated Asset Management Strategy and Plans 2025 were adopted by Council on 23 June 2025. These documents included updated improvement plan items for Council-wide asset management activities as well as asset category specific improvement items. Completion of these actions will occur over the next few years, with an annual review of these documents and improvement items being undertaken. | Finance | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

## Minimise our impact on the environment

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.4.5.1.1 | Undertake monitoring program for the former landfill and former gasworks | Council has completed all required groundwater monitoring for the Tarcutta Street Former Gasworks site. The Site Environmental Management Plan has also been updated and approved by the NSW Environmental Protection Authority, which outlines ongoing maintenance and monitoring requirements. | Environment and Sustainability | |
| 5.4.5.1.2 | Undertake water quality monitoring program for natural waterbodies | Council staff conduct water quality and nutrient sampling of the Murrumbidgee River, Flowerdale and Wollundry Lagoon six monthly. Bacteria and Blue Green Algae is also sampled on a seasonal basis at Lake Albert with results published via the Council website. | Environment and Sustainability | |
| 5.4.5.2.1 | Develop a local Carbon and Biodiversity Offsets Policy | Council have completed an initial feasibility study, however further work is needed to refine this. | Environment and Sustainability | |
| 5.4.5.3.1 | Continue to implement the Underground Petroleum Storage Systems Regulation 2019 | Council maintains a register of underground petroleum storage systems and responds to any pollution complaints or self-notifications from system operators regarding leaking systems. | Environment and Sustainability | |
| 5.4.5.3.2 | Manage the potentially contaminated land register to assist with development assessment and conveyancing | The Development and Assessment team manage Council's register of contaminated land and issuing of advice on land contamination matters under section 10.7 of the Environmental Planning and Assessment Act 1979. Whilst no additional entries or amendments were made to the register during the reporting period, the register continues to be maintained for operational purposes including development assessment, the issuing of planning information certificates and a general information resource. | Development Assessment and Building Certification | |
| 5.4.5.3.3 | Investigate complaints received relating to potentially contaminated sites and refer to NSW EPA as appropriate | Staff investigate all complaints and liaise with the NSW Environment Protection Authority on any relevant matters. | Compliance | |
| 5.4.5.4.1 | Deliver kerbside waste collection services | Council delivers kerbside collection services to the residential community, this service includes garbage, recycling and organics services along with a hard waste pick up service.  Current performance as at March 2025 shows that the contamination in the recycling bin is around 15% and the contamination in the organics bin is approximately 16%. Improvements in this have started to take effect with the changes in the compost order as part of the organics bin system, | Gregadoo Waste Management Centre | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| | | Council in June 2025 saw an improvement of contamination reduced to 7%. This is due to a communications campaign targeted to reduce contamination in the bin. Work will continue in this space and consideration for recycling contamination will occur over the next few months. The hard waste collection service is currently under review to provide an improved community service and environmental outcomes. | | |
| 5.4.5.4.2 | Provision for the hazardous waste cell to accept greater types of asbestos and lead smelterslag | The design and technical specifications are 80% complete. Completed actions include finalisation of an archaeological survey for the area and submission of an application to the Planning Secretary who is engaging with the EPA if further information is required for approval. | Gregadoo Waste Management Centre | |
| 5.4.5.4.3 | Assessment and review of current leachate management systems and recycling services | No work has been done to determine future management systems. This will form part of site master planning. | Gregadoo Waste Management Centre | |
| 5.4.5.4.4 | Commence construction of new cells - General solid waste | A cell extension project commenced at Gregadoo Waste Management Centre in early 2025 and will be completed in September 2025. A site plan is being developed which will support future cell development for the acceptance of general solid waste. The site plan will be developed by August 2025. | Gregadoo Waste Management Centre | |
| 5.4.5.4.5 | Manage and maintain waste management and recycling facilities at GWMS | The Gregadoo Waste Management Centre (GWMC) continues to provide a waste management and recycling service to the community alongside a kerbside collection service. A new site plan for GWMC is being developed which includes new cells for waste and asbestos, and a new resource recovery precinct. This will ensure an increase in GWMC's potential to recycle and divert waste from landfill. | Gregadoo Waste Management Centre | |
| 5.4.5.4.6 | Manage the leachate system | Leachate is being managed effectively onsite. No release offsite has occurred. Ongoing ground water monitoring measures infiltration into the water table, with no impact recorded for 2024/25. Due to the growth of the site, future leachate capacity will form part of design considerations. | Gregadoo Waste Management Centre | |
| 5.4.5.4.7 | Provide trade waste services | Council continues to provide Liquid Tradewaste management to commercial operators. No approvals have been issued for the current year, resulting in a total of 314 current Liquid Trade Waste approvals. To date 24 Liquid Trade Waste inspections have been undertaken. | Sewer and Stormwater | |

Action status key: x Not scheduled x Off track / x x On hold x Monitor x On track x Completed x Ongoing / Recurring

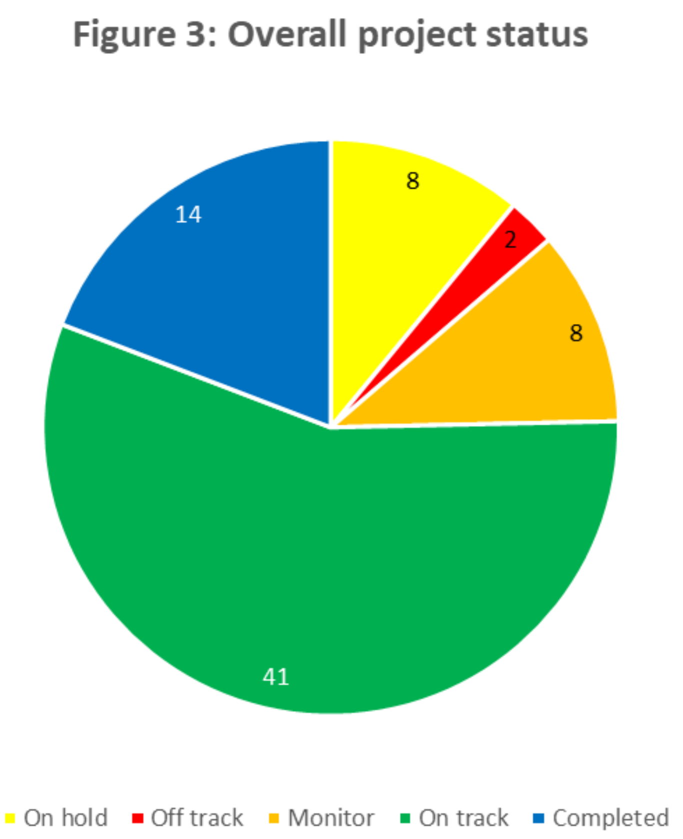
## Transition towards a circular economy through more sustainable resource use

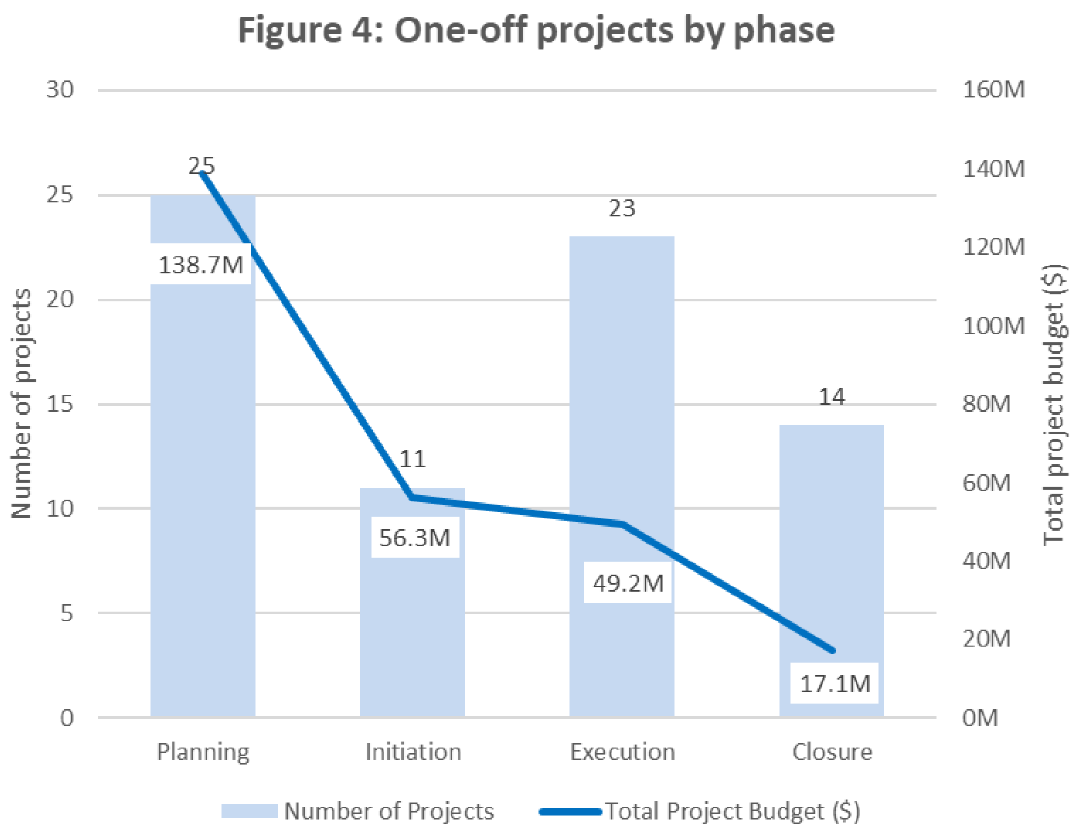
| Code | Action | Annual comment | Primary Responsibility | Status |
|---|---|---|---|---|
| 5.4.6.1.1 | Deliver waste management and recycling education programs and campaigns | Council has initiated the development of a Waste and Resource Recovery Strategy; this work commenced in March 2025 and will continue until March 2026. This aims to direct and support council moving to a circular economy, implementing improved sustainable practices across all facets of Councils businesses and departments. An education officer commenced with council in May 2025 and will be supported by an education program to deliver services around the kerbside collection contract and the Gregadoo Waste Management Centre. | Gregadoo Waste Management Centre | |
| 5.4.6.2.1 | Encourage business investment in innovative technology in strategic locations to decrease waste and carbon footprint e.g. circular economy | Council continues to work with the NSW Government, the university sector and local businesses to identify opportunities for innovation with the circular economy sector. The future master planning of the Gregadoo Waste Management Centre will also look to identify and plan for innovative waste management solution that also adds value and enhance the circular economy. | Gregadoo Waste Management Centre | |

Action status key: x Off track x On hold x Monitor x On track x Completed

## Appendix 1: One-off Active Capital Projects

A total of 80 one-off capital projects were scheduled for delivery during the 2025 Financial Year with a total annual budget of $49m. Fourteen were completed during the year with the remaining project in progress. The majority or project are on track for completion in accordance with their delivery schedule but there have been some delays in in scheduling. There are two Tier 3 projects that are “Off Track” due to supplier availability.



Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| **COMMUNITY** | | | | | | | | | |
| 23074 | Art Gallery Cabinetry Work | Cabinetry work required in Art Gallery to remove WHS identified issues for E3 Art Workshop. | On track | Execution | 111,600 | 111,600 | 59,412 | 53% | Painting, plumbing, flooring and cabinetry works completed. |
| 22226 | Civic Theatre - Balcony Retiling & Waterproofing | Retiling and Waterproofing of the Balcony (approx. 115sqm). | Completed | Closure | 165,000 | 165,000 | 163,050 | 99% | Completed |
| 23962 | Permit Plug Pilot Program | Council has been advised they have been awarded $500,000 through Transport for NSW's Permit/Plug/Play Pilot Program Grant Fund. This project will streamline approval processes for events and fund simple infrastructure to enable efficient delivery of events. | On track | Execution | 500,000 | 400,000 | 262,969 | 66% | Enabling infrastructure including the purchase of 4 x 3m2 food trailers for business use at council led festivals and events along with the installation of on road barriers have been completed. |
| 18792 | Public Art - River Life | As Wagga Wagga's Riverside project continues to develop the iconic Murrumbidgee River as a key component of the city's cultural and social life, a significant public art initiative will be commissioned for this precinct, highlighting our community's Wiradjuri/Wiradyuri living culture and heritage. | On track | Planning | 142,184 | 135,763 | 29,067 | 21% | This project involves the commissioning of two artworks. Project 1 – is scheduled to be delivered by 31 October 2025 and Project 2 is scheduled to be completed by 24 December 2025. |
| 24277 | Security Upgrade Community Centres | As part of Council's annual asset management audit of community buildings two Council owned buildings being Ngurra Hub at 15 Blakemore Avenue, Ashmont and the Senior Citizens Centre at 240 Tarcutta Street require upgrades to their external security systems. These upgrades will include | Completed | Closure | 45,615 | 45,615 | 48,266 | 106% | Completed - All works completed at both Senior Citizens Centre and Ashmont Ngurra Hub. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | access control and external CCTV cameras connected to Council's Central CCTV system. | | | | | | | |
| 24411 | Senior Citizens Centre Kitchen Upgrade | At the 25/11/2024 Council meeting, Councillors resolved to note a petition received an address items raised within that petition. Maintenance plans were confirmed as detailed in the petition including demolition works, installation of a new all-electric oven, electrical connection of new oven, ventilation, patching and painting of walls. | Completed | Closure | 14,000 | 14,000 | 22,187 | 158% | Completed.<br>The scope of this project was amended to include further urgent minor works (painting and flooring). |
| 21585 | Former Wiradjuri/Wiradyuri Landfill Site (Narrung St) | Remediation efforts aim to enhance the safety and usability of the Former Wiradjuri/Wiradyuri Landfill area. Works undertaken will include placing new capping and marker layers on the existing landfill surface, installing new stormwater drainage systems, turf, and irrigation systems, and replacing the current playground facilities while removing existing trees. | Monitor | Execution | 1,552,000 | 777,689 | 525,631 | 68% | All on ground works completed except repair to irrigation system which should be completed soon. A draft Validation Report has been provided to the Site Auditor for review. Future stages include:<br>- Environmental Management Plan<br>- Site Audit Report<br>- Site Audit Statements issued. |
| **ECONOMY, BUSINESS & WORKFORCE** | | | | | | | | | |
| 18812 | Active Travel Plan - Stage 1 - TT26 | Restart NSW Cycling Infrastructure Fund awarded to install 5 major cycling routes (North Link, South Link, Central Link, Forest Hill Link, Kapooka Link) - approx. 45km of cycleways including end of trip facilities (at VIC, Oasis, Hospital) connecting the | On track | Execution | 16,581,531 | 4,580,321 | 585,533 | 13% | The Forest Hill link construction was delayed due to wet weather. Construction will now commence during July 2025. Design and procurement of the Brookong stormwater culverts has been undertaken. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | suburbs of Wagga Wagga to the CBD. This project is ongoing and commenced in 2019. | | | | | | | |
| 23935 | Active Travel Plan - Stage 3 (Various) Design | Council has received funding from Transport for NSW under the Get NSW Active Program to allow for the detailed design of proposed ATP links, which will allow for further grant applications for construction. | On track | Execution | 960,930 | 457,554 | 493,225 | 108% | Drawings have been provided for all links. Technical specifications have now been provided to close out the design project. Additional funding has been sought from Transport NSW via a variation to cover a shortfall in the project budget. |
| 23935 | Active Travel Plan - Stage 3 - Kooringal Road Link | Council has received funding from Transport for NSW under the Get NSW Active Program to allow for the detailed design of proposed ATP links, which will allow for further grant applications for construction. | On track | Execution | 1,354,890 | 500,000 | 81,204 | 16% | Onsite earthworks have commenced for the path with all path works to be completed by December 2025. Bridge works are scheduled to commence September 2025. |
| 24367 | Civic Centre Building - New Lunchroom | Establish and fit out of lunchroom for staff at Council Civic Centre. | Completed | Closure | 90,000 | 90,000 | 91,701 | 102% | Completed |
| 17749 | Community Amenities - Gissing Oval | The 2006/7 Special Rate Variation established a rolling program of upgrading amenities blocks on parks and sportsgrounds. | On track | Execution | 1,102,514 | 545,881 | 37,274 | 7% | Construction has commenced with earthworks, footings and the slab works having been completed. |
| 19649 | Gobbagombalin - 2 local parks - ROS3 + LA3 (Land Acquisition) | This project is identified within the S7.11 Plan. Establish two local parks in Gobbagombalin. This project also includes the acquisition of the land. | On hold | Planning | 842,350 | 0 | 0 | 0 | Two local parks that are part of this project have been completed.<br>Project is on hold due to land acquisition not planned until 2027/28. |
| 70164 | Gregadoo Waste Management Centre (GWMC) - Construction | This work has been established from legislative requirements and as per the commitments established from the GWMC Environmental Impact Statement. | On track | Planning | 3,869,297 | 500,000 | 187,238 | 37% | The design and technical specifications are 80% complete. Completed actions include finalisation of an archaeological survey for the area and submission of an |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | of a new Waste Cell | | | | | | | | application to the Planning Secretary who is engaging with the EPA if further information is required for approval. |
| 70178 | GWMC - Construction of a new Monocell | Construct a purpose-built asbestos waste cell to provide an approx. 85,200 m3 of asbestos waste disposal. | On track | Initiation | 6,500,000 | 500,000 | 24,377 | 5% | The design and technical specifications are 80% complete. Completed actions include finalisation of an archaeological survey for the area and submission of an application to the Planning Secretary who is engaging with the EPA if further information is required for approval. |
| 70101 | GWMC - Road Rehabilitation | Renewal of road assets as an ongoing requirement for the GWMC site. | On track | Planning | 713,179 | 701,782 | 19,907 | 3% | Budget has been increased to $701,782 following June 10 Council meeting. Construction commencement date is 14/07/2025 with completion due 28/08/2025. |
| 70197 | GWMC - Land Acquisition | Acquisition of land adjacent to the current GWMC site for increased capacity in the future. | On track | Execution | 3,825,000 | 3,825,000 | 192,555 | 5% | Report presented to Council and endorsed to proceed at the 28 April 2025 meeting. |
| 70168 | GWMC Plant Shed | Shed for storage of equipment and plant at GWMC site. | On track | Planning | 2,397,660 | 100,000 | 25,203 | 25% | The contract documents have been executed, and a pre-construction meeting has taken place with the contractor to finalise the project requirements, schedules, and additional details. Contractor is in the design phase, with construction to commence in the first week of August 2025. |
| 70195 | GWMC - Waste Cell Extension | Extend existing waste cell to increase capacity for an extended life span and utilise existing footprint of the cell. | On track | Execution | 1,262,428 | 1,261,664 | 958,062 | 76% | A cell extension project commenced at Gregadoo Waste Management Centre in early 2025 and will be completed in |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | September 2025. A site plan is being developed which will support future cell development for the acceptance of general solid waste. The site plan will be developed by August 2025. |
| 21089 | Jim Elphick Tennis Centre - ROS15 (Bolton Park Sports Hub Stage 1) | The redevelopment of the Jim Elphick Tennis Centre is a result of the 2018 Bolton Park Master Plan. The tennis centre will be the new home to a number of local tennis clubs and will also be used for regional and national competitions. | Completed | Closure | 9,164,739 | 6,947,141 | 7,327,521 | 105% | Completed |
| 19664 | Jubilee Park - Athletics Park Upgrade - ROS10 | Upgrade of the existing grass track to a synthetic track would allow the use of the venue all year round, future proofing the venue for a number of years and would allow for the attraction of additional events to the city. | Completed | Closure | 4,558,623 | 3,109,572 | 3,192,409 | 103% | Completed |
| 22317 | Lake Albert Water Sports and Event Precinct | In 2012 Council staff completed the Lake Albert Redevelopment Plan. The plan included an assessment of the condition of the Lake Albert Overflow Weir Structure which revealed that one of the two main structural supports of the weir structure exhibited a significant level of tensile cracking which has compromised safety and integrity of Lake Albert. In conjunction with this project is the project for a pipeline from the river to the lake. | On track | Execution | 8,987,552 | 449,378 | 409,964 | 91% | Lake Albert Foreshore works have commenced and are approximately 25% complete. The pipeline design is now being finalised. |

Action status key: 🔴 x Off track 🟡 x On hold 🟠 x Monitor 🟢 x On track 🔵 x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| 19661 | Lloyd Establish 3 Local Parks - ROS5 + LA4 (Deakin Ave) + LA5 (Barton Ave) + LA6 (Central Lloyd) - Land Acquisitions | Establish 3 local minor parks or playgrounds in Lloyd as identified on the suburb masterplan. This project also includes the land acquisition required. | On track | Planning | 4,781,499 | 50,000 | 226 | 0% | A site inspection of one of the three proposed sites has occurred. The two remaining sites cannot be delivered until future stages of the subdivision are released. A conflict has been identified with current and future service locations. Planning work continues to be undertaken to review options. |
| 45096 | LMC - New circulating road (partial) | Included in LMC Masterplan. | On hold | Initiation | 2,736,693 | 699,309 | 6,525 | 1% | Not proceeding with this project at this stage. Potholes are being repaired until other projects in the area are being completed. |
| 45137 | LMC Safety Issues | Consolidation of 3 x LMC projects (45134 - Asbestos Removal, 45135 - Main Building Amenities, 45136 - Main Building Sills) | Completed | Closure | 139,440 | 139,440 | 135,563 | 97% | Completed |
| 45131 | LMC - Cattle Delivery Yard Rehabilitation | The dirt cattle yards at the LMC have sustained excessive and accelerated wear to the point of failure in a number of areas. To ensure the area for sold cattle to be delivered meets WHS and Animal Welfare standards a complete removal and reinstatement of the top section needs to be completed to provide adequate drainage and surface finish. | Monitor | Execution | 536,000 | 158,823 | 127,294 | 80% | Work is ongoing and LMC is in the process of removing manure from the cattle yard to facilitate its clearing. Maintenance is being undertaken as ongoing work following project closure. |
| 45133 | LMC - Realign Sheep and Cattle Draft Ramps | This project sets out to renew by replacement fifteen livestock loading ramps and nine sheep ramps. These works will improve accessibility and animal flow within the LMC with the intention | On track | Execution | 4,042,723 | 3,067,917 | 2,408,966 | 79% | Five cattle ramps have been installed and are now operational. The construction of cattle ramp 6 is due in July 2025.<br>Installation of six sheep ramps |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | to increase efficiency during these associated activities. | | | | | | | have been installed and are operational. Construction of the remaining Sheep ramps is actively in progress. |
| 45128 | LMC - Sheep & Goat Electronic (eID) System Feasibility Study | Industry and government have agreed to transition towards mandatory electronic identification (EiD) for sheep and farmed goats nation-wide. Saleyards and depots must have the capability to read eIDs on all sheep and farmed goats by 1 January 2025. In addition, a backup generator must be installed to cover periods of power blackout. | On track | Execution | 1,175,000 | 1,162,623 | 1,021,866 | 88% | The generator and switchboard have been delivered with work scheduled for July 2025. |
| 22379 | North Wagga Levee Floodgate and Pipe Repairs | The Local Government Recovery Grants program provides financial assistance to support economic and social recovery after a disaster. This funding supports various remediation projects caused during flooding in 2022. | On track | Execution | 1,030,000 | 696,051 | 501,447 | 72% | Preliminary work to enable access to the pits and pipes has been completed. Procurement for the relining has commenced. |
| 28198 | Oasis - Energy Savings Project (Mechanical Air Ventilation System Upgrade) | This project is for the implementation of appropriate infrastructure to reduce the consumption of electricity across a number of Council facilities. | On track | Initiation | 8,350,000 | 100,000 | 67 | 0% | A draft funding deed has been received. The deed will be executed during July prior to commencing the 24-month project. |
| 28145 | Oasis - Water Features Project | Water Feature Project | On hold | Planning | 1,689,022 | 199,236 | 101 | 0.1% | On hold pending outcome of grant submission. Project is scheduled in the Long-Term Financial Plan for 2027/28 – 2028/29. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| 28173 | Oasis - Disable/ Mixed Access Equipment / Steps - Wheel Chairs - Hoist & Extras | Replacement of current equipment - as per the Oasis 10-year capital works plan and replacement schedule. | On hold | Planning | 95,000 | 76,673 | 10,343 | 13% | Council was unsuccessful in securing funding for this project. Project deferred to 2027/28. |
| 22157 | Pomingalarna Cultural Garden | Grant funding from Department of Regional NSW to fund a variety of community projects that increase the wellbeing of regional NSW communities. | On track | Planning | 1,271,467 | 731,876 | 473,318 | 65% | Concept designs in process of being finalised with the Wiradjuri/Wiradyuri girls' group. |
| 21777 | Wiradjuri/Wiradyuri Walking Track Upgrade | Council was successful in securing State Government grant funds under the Crown Reserves Improvement fund for the upgrade and repairs to the walking trail at the Wiradjuri/Wiradyuri Recreation Area. Council staff will be project managing the works. | Monitor | Planning | 256,668 | 35,574 | 531 | 1% | Land acquisition investigations are underway. |
| 24348 | Harris Park Amenities Upgrade | Transfer NSW Office of Sport grant funds awarded to Wagga Rugby League (Greater Cities and Regional Sport Facility Fund 2021/22 Rd 2) to WWCC to demolish the existing amenities block and construct a new facility. | On track | Planning | 1,273,790 | No budget in 2024/25 | 0 | 0 | An agreement has been executed with Wagga Rugby League to construct and renew the Harris Park amenities. Onsite works will commence during August 25 and are scheduled to be completed by April 2026. |
| 24381 | Riverside Fencing Project | Council has been successful in securing grant funds of ($41K) under the NSW Government's Local Small Commitment Allocation (LSCA) Program for the construction of 242 lineal metres of fencing around the | On track | Execution | 53,240 | 26,620 | 34,039 | 128% | Construction of the fence is completed with the installation of the gates to be completed during July 2025. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | existing children's playground at Riverside. | | | | | | | |
| 24440 | Eternal Flame & Honour Roll Memorial | Remediation works to the Eternal Flame & Honour Roll Memorial | On track | Execution | 147,425 | 147,425 | 31,516 | 21% | Construction works have commenced. The project will be completed prior to the 11 November deadline. |
| 24721 | Active Travel Plan - Plumpton Road Link | The proposed 4.6-kilometre concrete pathway will be three metres wide and will stretch from Rowan Road to the Kooringal Road - Red Hill Road intersection, connecting the Southern Growth Area to Wagga Wagga's existing Active Travel network. Council secured $4,892,415 from the NSW Government's Get NSW Active 2025-26 program for this project. | On track | Initiation | 4,892,415 | No budget in 2024/25 | 0 | 0 | The funding deed has been received and will be negotiated and executed during July 25. This project will be delivered as a part of the Plumpton Road duplication project. |
| 45125 | LMC - Refurbish agents offices and canteen | Refurbishment includes installation of ceiling, painting of walls, electrical works, installation blinds and equipment. | On track | Initiation | 500,000 | 150,000 | 424 | 0% | Handover date is scheduled for 10/07/2025. |
| 47335 | Airport Remedial Works | A section of the slab in the airport baggage security area has developed cracks, which WWCC has been monitoring over time. Recently, we have observed that the cracks are widening, and the slab is sinking, leading to damage in the airport management office, restrooms, and buckling of the sheets. This project is to undertake investigative work and consultation to ensure the | On track | Initiation | 30,000 | 30,000 | 5,361 | 18% | Geotech works have been completed and immediate actions advised by structural engineer. Awaiting the design to rectify the slab cracks at the airport baggage area. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
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| | | continuous operation of the airport and to determine the most effective method for remediation. | | | | | | | |
| **GOVERNANCE** | | | | | | | | | |
| 17866 | Levee System Upgrade - North Wagga (1 in 20) | The Floodplain Risk Management Advisory Committee has commissioned an independent peer review of the North Wagga component of the overall Floodplain Risk Management Study and Plan. The review will look at the process surrounding the risk assessment strategy and consultation processes for all flood mitigation options proposed for North Wagga. | On track | Initiation | 8,419,811 | 500,000 | 275,451 | 55% | Procurement is underway for the detailed design of the levee, this closed 16th April, Council is aiming to have a design consultant appointed to the project at the 23rd of July Council meeting. |
| 50447 | Northern Growth Area - Sewer Upgrades | Upgrades to provide critical infrastructure providing sewer capacity to cater for housing growth in the Northern Growth Area and industrial growth in the Bomen Special Activation Precinct to support 9,000 homes. | Monitor | Planning | 28,300,755 | 773,088 | 493,214 | 64% | Contractor has commenced the detailed design with survey report and recommendations due early July. Ongoing discussions with stakeholders regarding design and future requirements including land acquisitions. |
| 50418 | Southern Growth Area Sewer Augmentation | Under the Regional Housing Fund, Council has secured grant funding to contribute towards the augmentation of sewer infrastructure to support housing development in the Southern Growth Area. | Completed | Closure | 1,400,000 | 1,165,853 | 830,434 | 71% | Completed. |
| 23126 | Southern Growth Area - Plumpton Road North | Duplication of the Plumpton Road corridor between Lake Albert Road and Gregadoo Road, six intersection upgrades | Monitor | Planning | 33,200,488 | 1,992,029 | 619,709 | 31% | Design and construct tender evaluation underway. TfNSW due to make decisions on signalling early July. Next round |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
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| | | and associated storm water infrastructure. | | | | | | | of Stakeholder meetings planned for early July. Reference Design updated to include Aspen Rd cul-de-sac and ATP alignment. |
| 23127 | Southern Growth Area - Plumpton Road South | Duplication of the Plumpton Road corridor between Gregadoo Road and Rowan Road, two intersection upgrades and associated storm water infrastructure. | Monitor | Planning | 32,893,710 | 1,973,623 | 530,202 | 27% | |
| **INFRASTRUCTURE** | | | | | | | | | |
| 22138 | Alan Turner Depot Washbay Waste/Oil Separator & Pit | Washbay Upgrades - Waste Disposal / Clean-a-water Oil Separator / Internal Pit. | Completed | Closure | 150,000 | 130,466 | 107,697 | 83% | All works completed including 3 minor variations: brick wall capping, checker plate pit lid for safety and access and extra stormwater line. As Built Plans to be finalised. |
| 19546 | Botanic Gardens Zoo - Stage 2 CCTV | The installation of additional CCTV will augment the existing system will assist in further discouraging break-ins into the zoo area and subsequent anti-social behaviour. The installation of additional CCTV will improve the security of the facility and assist in meeting the Department of Primary Industry (DPI) licencing requirements to exhibit animals. | Completed | Closure | 10,201 | 9,890 | 16,223 | 159% | Completed. |
| 22825 | Bus Shelter Installations (2024/25) | Installation of 3 bus shelters within the LGA. The shelters will be installed at Fernleigh Road Turvey Park, Fernleigh Road Mount Austin and Fay Avenue Kooringal. | On track | Execution | 34,500 | 34,368 | 32,014 | 93% | Most of the shelters installed. Project closure by end of July. |
| 23103 | Chapel Refurbishment | The presentation of the current Chapel facility is dated and in need of refurbishment which will result in an improvement to the facility and will benefit the | Off track | Execution | 170,000 | 154,664 | 97,188 | 63% | Remaining items include installation of new outdoor screens and renovation of catafalque. |

Action status key: 🔴 x Off track 🟡 x On hold 🟠 x Monitor 🟢 x On track 🔵 x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
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| | | community. The works proposed are repainting, new chairs, artworks, audio visual equipment and recarpeting. | | | | | | | |
| 23934 | CPTIGS - Bus Shelter Installation - 48 Chaston Street | Country Passenger Transport Infrastructure Grants Scheme (CPTIGS). The grant funds will be utilised for the installation of a new bus shelter at 48 Chaston Street, at the front of Kurrajong Disability Services. | On track | Execution | 20,000 | 20,000 | 19,186 | 96% | Project to be completed in July. |
| 18738<br>22379 | Glenfield Road Drain Remediation | Glenfield Road Drainage Remediation Works (North of Fernleigh Road). This project needs to occur before any road treatments for Glenfield Road are determined. | Monitor | Planning | 1,030,000 | 696,051 | 501,447 | 72% | Design is progressing. Workshops between Council and designer will be occurring in July. |
| 12922 | Glenfield Road Corridor Works - TT1 | The project proposes to construct a new rail bridge on the western side of the existing bridge to a height which will provide clearance for "double-stacking" of containers on freight-rail underneath. It is also proposed that the roundabout intersection with Urana Street on the existing southern approach will be removed and traffic lights installed. The project also proposes to widen Glenfield Road from two to four-lanes. | On hold | Initiation | 19,184,250 | 121,787 | 5,901 | 5% | Project on hold due to Inland Rail. Works now scheduled on Long Term Financial Plan for 2027/28. |
| 21855 | Incarnie Crescent Stormwater Augmentation | Funding from the Department of Industry and Stormwater Levy Reserve for the augmentation of the existing stormwater in Incarnie Street. The project will lower the risk of flooding in Incarnie Street by removing the | Completed | Closure | 462,000 | 421,559 | 423,133 | 100% | Project completed. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
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| | | water quicker and more efficiently. The works include survey, design, construction of new side entry pits and installation of 600m of stormwater pipe. | | | | | | | |
| 24266 | Ivan Jack Drive Bridge Structural Rectification | Council's Operations team have identified that Ivan Jack Bridge requires structural rectification and road works that intersect the bridge structure, from Johnston Street to the Esplanade/Best intersection, however the bridge works are required to be completed first. The budget for the roadworks is included in Council's existing annual roadworks program funded from the Bridge Replacement Reserve and Civil Infrastructure Reserve however projects is treated as a whole. | Completed | Closure | 623,039 | 623,039 | 512,576 | 82% | Project completed. |
| 22694 | Local Roads Community Infrastructure Round 4 | The Local Roads and Community Infrastructure (LRCI) Program supports all Australian councils to deliver priority local road and community infrastructure projects. | Monitor | Execution | 3,143,589 | 1,547,609 | 1,037,129 | 67% | Completed roads include:<br>- Travers and Fitzmaurice Street Intersection Improvements - $340K<br>- Dunns Road Safety Improvements - $400K<br>- Narrung Street Wetlands Upgrade - $239K<br>- Bridge Assessment and Remediation Design - $412K<br>- Bourke and Holbrook Road Intersection – $295K<br>- Pinaroo Street / Fernleigh Road Roundabout - $245K<br>- Carparking Upgrades - $120K |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| 19604 | Gregadoo Road Corridor Works - TT7 | This project includes the following works: - Road Improvements Plumpton Road to Plunkett Drive; - Gregadoo/Plumpton Intersection upgrade (temporary) - convert to land acquisitions; - Gregadoo/Plumpton Intersection (Roundabout); - Lakehaven Dr, Angela Ave, Tallowood, Main St, Redbank Rd and Angela Ave Intersection upgrade | | Initiation | 4,696,574 | 250,000 | 33,569 | 13% | Awaiting on land acquisitions. |
| 21273 | Lawn Cemetery Master Plan Stage 2A Works - New burial area, outdoor chapel and water feature | Implementation of Wagga Wagga Lawn Cemetery Stage 3 Master Plan to construct new burial areas for the ongoing growth of the Cemetery as well as new outdoor chapel and water feature, landscaping and increase ability to service Funeral Industry. | | Planning | 750,000 | 50,207 | 46,605 | 93% | Draft masterplan prepared. Following executive review, the masterplan will go on public exhibition. |
| 19601 | Pine Gully Road Corridor Works - TT2 | Increased traffic volumes generated by the growth of Charles Sturt University, TRAC school and the growth of the suburbs of Estella and Boorooma and the soon to commence development of Estella West, require additional infrastructure to increase the capacity of intersections and arterial roads providing access to and from these areas. | | Planning | 11,700,329 | No budget in 2024/25 | 103,543 | N/A | Tender evaluation to be completed. Proposed construction start is first week of September. |
| 24256 | Pomingalarna Shed Construction | Construction of a new maintenance shed at the Pomingalarna Cycling Complex is required to accommodate the existing plant and resources that | | Closure | 235,000 | 235,000 | 224,331 | 95% | Project is complete subject to a minor plumbing defect. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
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| | | are used to maintain the cycling complex and surrounding suburbs. | | | | | | | |
| 19627 | Red Hill Rd/Dalman Parkway Intersection Treatment - TT27 | Upgrade intersection to provide fourth leg for new Lloyd access road. | | Planning | 1,900,443 | 137,457 | 42 | 0% | Project is on hold with funding deferred to 2025/26 - 2026/27 financial years. |
| 50221 | Sewer - Narrung St Treatment Plant Flood Protection Infrastructure | A Polyethylene (PE) liner is required to be installed in the Narrung St Emergency Storage Pond to ensure sewage does not enter the groundwater and adjacent Murrumbidgee River. | | Planning | 694,037 | 694,037 | 66,844 | 10% | Design drawings issued for construction. Construction program reviewed and approved by council.<br>Proposed start construction phase is 29/07/2025. |
| 50224 | Sewer Ashmont SPS (Lloyd to Ashmont Gravity Main Upgrade) | This project is part of a new catchment augmentation project that seeks to create a greater level of capacity within the network to allow for future growth of the city. This specific project is to install a new rising main and gravity main connection to the existing Flowerdale Sewer Pump Station. | | Planning | 3,240,664 | 24,980 | 20,283 | 81% | Tender documents and technical specification drafted. |
| 50441 | Sewer Telemetry Hardware Upgrades | Required for renewal of all radios and radio transmitter units located on Willans Hill as well as sewer pump stations and treatment plants. | | Planning | 1,000,000 | 1,000,000 | 433,763 | 43% | Internal server updates completed. Installation of the SCADA sever occurring. |
| 50245 | Sewer - Olympic Highway - SPS13 New Assets | As per Sewer DSP, and dependant on future development in the North Wagga Wagga/Bomen area (Hillgrove/Boorooma), wet weather detention capability for the Sewage Pumping Station at | | Initiation | 944,822 | 21,037 | 12,314 | 59% | Project has been rescheduled to 2026/27. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| | | Olympic Highway (SPS13) may be required as there will be limited capacity in the northern rising main to manage wet weather flows from the northern catchments. | | | | | | | |
| 50199 | Sewer - Elizabeth Avenue Forest Hill SPS22 - New Assets | As per Sewer DSP Review, this pump station will eliminate the old existing pump station servicing Forrest Hill and allow for the growth of the Airport masterplan and Brunslea Park Master Plan requirements. | On hold | Execution | 2,264,195 | 52,014 | 69,496 | 134% | Land acquisitions required. This project has been moved to 2025/26 – 2026/27. |
| 17742 | Stormwater - Murray St Project | This project has been established to replace the aged Murray Street drainage line and high-risk footpath which commences from the Highway through to the Wollundry Lagoon. | On track | Planning | 3,216,950 | 159,956 | 10,585 | 7% | Currently investigating existing infrastructure and underground services. |
| 18524 + 18589 | Stormwater - Tarcutta Drainage Upgrade (in conjunction with project 18589) | Council has received funds from RMS to assist with drainage and flooding issues in Tarcutta. Council has since been successful in obtaining funding from OEH for the Villages Floodplain Risk Mgt Study and Plan (FRMS&P) which includes Tarcutta. | On track | Planning | 418,933 | 50,000 | 20,772 | 42% | Engineering design drawings completed. PFAS and Lead contamination flagged in REF. Soil contamination testing currently being arranged. |
| 24439 | Currawarna Community Centre Roof Replacement | Roof requires replacement following building inspection. Project includes asbestos removal. | Completed | Closure | 50,000 | 50,000 | 9,559 | 19% | All works completed. Project moved to Closure phase |
| 24446 | Mates Gully Road Upgrade | Transgrid funding received to upgrade Mates Gully Road as part of wider HumeLink project. | On track | Planning | 3,784,000 | 100,000 | 13,444 | 13% | Detailed survey to be obtained before costing and programming completed. |

Action status key: x Off track x On hold x Monitor x On track x Completed

| Ref | Project Name | Project Description | Status | Project Phase | Total Budget | 2024/25 Budget | 2024/25 Actuals | % Budget Spent | Project Update |
|---|---|---|---|---|---|---|---|---|---|
| 24456 | Equex Filter Replacement | The filtration system at the Equex Centre which is currently 23 years old requires replacement. The filtration system is critical for the upkeep of the irrigation and turf surfaces at the Equex Centre. | On track | Initiation | 50,000 | 50,000 | 9,172 | 18% | Delay in delivery of the tanks from the supplier has delayed execution. |
| 24461 | Alan Turner Depot Stores Upgrade | The Depot has reached full capacity in terms of available workspace, posing risks to both operational efficiency and daily functionality.<br>To address this, Council has identified an area within the Depot suitable for the development of an additional fourteen (14) workstations, aimed at improving seating ergonomics and accommodating increased staff. | On track | Execution | 220,000 | 220,000 | 11,913 | 5% | Construction is in progress. |
| 24463 | CPTIGS - Bus Shelter Installations (2025/2026) | Council secured Transport for NSW grant funding under the Country Passenger Transport Infrastructure Grants Scheme (CPTIGS) for the installation of two bus shelters within the LGA. The shelters will be installed at 2 Rainbow Drive (Estella Shopping Centre) and Estella Road (Estella Public School). | On track | Planning | 40,000 | 40,000 | 13 | 0% | This project is in the planning phase. |
| 50444 | Sewer Treatment Plant Shed Cover Narrung St | Construction of work shed for trade services. | On track | Execution | 100,000 | 100,000 | 89,709 | 90% | Project is due to be completed in July. |